

TRUST BOARD MEETING

Thursday 26 September 2019

Paper Title:	Chair's Report
Lead Director:	Cathy Elliott, Chair
Paper Author:	Cathy Elliott, Chair
Agenda Item:	6
Presented For:	Noting/Discussion
Paper Category:	Governance & Compliance

Executive Summary:

Summary of points covered to briefly discuss or to note:

- Proposal for a timetable for our Well-Led & Board Development work together in 2019/20 for a brief Board discussion, linked to the Well-Led update report (agenda item 15);
- initial outline of early work as the new Chair against the previous Chair's objectives - Objectives to be reviewed shortly;
- update from former Chair, Mike Smith, including new Governor appointments; and
- thank you to all staff and Board members involved in preparing for and managing the very recent CQC in-patient services visit.

Recommendations:

That the Board/Committee:

- Notes the content of the paper; and
- Seek any further clarification as appropriate.

Governance/Audit Trail:

Meetings where this item has previously been discussed (please mark with an X):					
Audit Committee		Quality & Safety Committee		Remuneration Committee	Finance, Business & Investment Committee
Senior Leadership Team		Directors		Chair of Committee Meetings	Mental Health Legislation Committee
Council of Governors					

This report supports the achievement of the following strategic aims of the Trust: (please mark those that apply with an X):	
Quality and Workforce: to provide high quality, evidence-based services delivered by a diverse, motivated and engaged workforce	
Integration and Partnerships: to be influential in the development and delivery of new models of care locally and more widely across West Yorkshire and Harrogate STP	
Sustainability and Growth: to maintain our financial viability whilst actively seeking appropriate new business opportunities	

This report supports the achievement of the following Regulatory Requirements: (please mark those that apply with an X):	
Safe: People who use our services are protected from abuse and avoidable harm	
Caring: Staff involve people who use our services and treat them with compassion, kindness, dignity and respect	
Responsive: Services are organised to meet the needs of people who use our services	
Effective: Care, treatment and support achieves good outcomes, helps to maintain quality of life people who use our services and is based on the best available evidence.	
Well Led: The leadership, management and governance of the organisation make sure it's providing high-quality care that is based around individual needs, encourages learning and innovation, and promotes an open and fair culture.	X
NHSI Single Oversight Framework	

Equality Impact Assessment:
N/A

Report from Cathy Elliott, new Trust Chair

Thank you for giving me such a warm welcome as the new Chair of Bradford District Care Foundation Trust. I am honoured to take on the role and look forward to working with you all. Thanks to Mike Smith, former Chair, for a welcomed and very helpful handover.

1. Care Quality Commission (CQC) In-Patient Services Visit

I want to thank all staff and Board members involved in preparing for and managing the very recent CQC in-patient services visit. I understand the final formal report is expected in November time, and we will ensure Board time to discuss feedback and the findings of the report in the coming months, including reflecting on the implementation of quality improvements and enhanced organisational assurance.

2. Delivering Well-Led and Board Development

The September 2019 Board meeting will provide a welcomed opportunity to receive an update on the Trust's progress in delivering against the Deloitte Well-Led review of February this year.

In preparing to join the Trust I have had discussions with Deloitte about their review and completing their work with us. I propose representatives of Deloitte attend the February 2020 Board meeting to review our Well-Led work one year on – please see the proposed timetable below.

To support this one year on review I suggest there is a need to:

- Undertake a mid-point internal Board self-review via an anonymous internal online survey, particularly as I take up the role as Chair; Deloitte is supportive of this;
- Revise and enhance the Board Development Plan to align it with the Well-Led work, the Board Assurance Framework and strategic plan;
- Plan an external speaker programme to complement our Well-Led plan and Board Development Plan, and I welcome speaker suggestions from Board members;
- Explore and confirm learning exchanges with peer, innovative and/or high performing Trusts.

Outlined below is a proposed timetable of this activity which has in mind our potential next CQC Well-Led inspection in April or May next year. To note the Trust's new Business Planning process will be taking place from September to March and after this the Board will receive a new Business Plan for consideration.

Proposed timetable on the following page.

Proposed Timetable for Well-Led Review and Delivery

Month/Date	Task	Aim of Task	Board Reporting/ Discussion Opportunity	Led or coordinated by
September 2019	Well-Led Review Progress Report against Deloitte February 2019 report	Track Trust progress against recommendations, note delivery and learning so far, and agree priorities for next 6 months	September 2019 Public Board Agenda Item	Paul Hogg
September – October 2019	Board Mid Point Self-Review via an online survey (27 Sept – 14 Oct)	At the mid-point of 2019/20 and with a new Chair in post, undertake a Board performance anonymous self-review to complement Deloitte review	October 2019 Board Meeting – Survey results report for a Board discussion topic	Cathy Elliott and Paul Hogg
October – November 2019	Revised Board Development Plan	Revise Board Development Plan to align with mid-point reviews against Away Day results, Deloitte report and online survey	November Board Away Day (11 November - TBC) – Debate & agree Development Plan against Strategic Plan, BAF & Well-Led Review. Sign-off Development Plan at November Public Board.	Cathy Elliot, Brent Kilmurray and Paul Hogg
December 2019 – January 2020	Track progress of delivery of Well-Led Plans	Gain assurance on delivery and learning gained & implemented	Well-Led as an agenda item for the December & January Board meetings	Cathy Elliott and Paul Hogg
February 2020	Deloitte Review One Year On Visit	Opportunity to have an external review of the Trust's work on Well-Led one year on from the last external review	Deloitte attends February 2020 Private Board Meeting to review Trust's progress with Well-Led one year on.	Cathy Elliot, Brent Kilmurray and Paul Hogg
March 2020	Trust One Year On Well-Led report	Achievements, progress, learning and future priorities for Well-Led recorded based on an external and internal review over 12 months. Basis of 2020 CQC Well-Led inspection preparations.	March 2020 Public Board Agenda Item	Cathy Elliot, Brent Kilmurray and Paul Hogg
April – May 2020	Well-Led Inspection	Potential timing of year the expected next Well-Led inspection. Previous 12 months work contributes to preparations and inspection.	April 2020 Private Board Meeting	Paul Hogg with the Board

3. Chair's Objectives

During the transition between former Chair Mike Smith and me taking on the role from 16 September 2019, I have adopted for the interim Mike's objectives and my first initial update against them is outlined below.

I will meet with Rob Vincent, Senior Independent Director, and the new Lead and Deputy Governors on 24 September 2019, and will agree future ways of working together and a process to set my objectives for 2019/20 as the new Chair, reporting back to Board.

Chair's Objectives for 2019/20	Current Progress	Future Plans
Ensure the Board is focussed on successful delivery and evolution of its business plans in the context of Integrated Care System (ICS) developments.	Attending Business Plan Introduction session on 23 September	Board Away Day proposed for 11 November - TBC
Ensure that necessary improvements to governance are robust and embedded.	Well-Led Mid-Point Review in September/October Well-Led Timetable proposed, including Board Self-Review via an online survey	Deloitte Well-Led One Year On Review proposed for February MerseyCare NHS Trust Exchange planned for December
Ensure continued engagement of the Council of Governors in the work of the Trust and within the local health and care economy.	Attended Annual Members Meeting on 10 September Introductory Meetings from 24 September Revision of Open House Governor sessions	Revised Open House sessions in October, November & December.
Facilitate the development of local, regional and national influence to support the Trust's work and ambitions.	Introductory meeting with the Leader of Bradford City Council on 5 September Nomination accepted to Mental Health Network Board to go to Members' vote by end of September. Attendance of HSJ Integrated Care Summit, 19 September	Attending NHS Yorkshire Chairs Meeting on 2 October. Attending NHS Providers Conference, 8 October Introductory Meeting with Dido Harding, Chair of NHS Improvement (NHSI) on 15 October in London Attending WY Mental Health Services Collaboration on 22 October

Ensure the Board invests time in developing leadership effectiveness and succession plans.	Board Recruitment: -Director Nursing (complete) -NED as Audit Chair -Medical Director	Revision of Board Development Plan proposed by November for implementation in 2019/20
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4. Board Recruitment

Notable Board recruitment is currently taking place, and governors, service users, Non-Executive Directors and Executive staff are involved in each of the processes.

4.1 Director of Nursing

The interview for a Director Nursing and Professions has now been completed with the selection day taking place on 17 September, coordinated by Gatenby Sanderson. In his handover, Mike Smith shared: “We have had good interest for Board roles, and this is particularly encouraging for the Director of Nursing where other Trusts have struggled to attract good candidates.” Thanks to those Board members, staff and service users involved. An update will be provided at the Board meeting on the appointed candidate. The appointment is subject to the required pre-employment checks for Board members.

4.2 Non-executive Director as Audit Chair

The recruitment process for a new Non-executive Director as Audit Chair is currently at long-list stage, coordinated by Odgers Berndtson, to replace David Banks after six years of service to the Trust. The process aims to be completed by the middle to the end of October.

4.3 Medical Director

The internally coordinated recruitment and selection process for our new Medical Director has commenced with the final stages planned for early November.

The proposed Board Away Day in November this year can offer the opportunity for newly appointed Board members to join us.

Cathy Elliott
Trust Chair

Report from Mike Smith, Former Trust Chair

5. Bradford’s Assembly Health and Wellbeing Forum

The Director of Corporate Affairs and I attended the Bradford Assembly Health and Wellbeing Forum to present the Trust’s strategy and explore further opportunities for the Trust to work in partnership with local voluntary and third sector organisations to improve neighborhood health and strengthen the development of primary care partnerships.

6. Governor Elections and newly appointed Governors

We welcome John Bridgeman our new Bradford University appointed Governor who succeeds Shirley Congdon, now Vice Chancellor at the University; Councillor Richard Foster, Leader of Craven District Council; and Councillor Robert Hargreaves, elected member of Bradford Council.

Summer 2019 governor election results

The election campaign for the Council of Governors has been concluded. The election process was run on behalf of the Governors by the Electoral Reform Services who provided a Returning Officer service and was coordinated internally by Fran Limbert. For this election there were five seats available: two public for Bradford South, two staff-clinical and one staff non-clinical. The results are as follows:

Bradford South

Stan Clay (elected uncontested)
Joyce Thackwray (elected uncontested)

Staff Clinical

Belinda Marks (elected by ballot)
Linzi Maybin (elected by ballot)

Staff non-clinical

Abdul Khalifa (elected by ballot)

7. Annual Members Meeting

The Annual Members Meeting took place on 10 September at Bradford City Football Club. There were almost 130 Trust Members, members of public and staff in attendance. In addition to the formal proceedings, there were 30 stalls showcasing the work of the Trust, and attendees took part in a consultation workshop on our patient participation strategy 'Your Voice Matters'.

8. West Yorkshire and Harrogate Health and Care Partnership Board (Meeting in Public)

The second public meeting of the Partnership Board met in Wakefield. The draft Five Year strategy for our regional integrated care system was the main item on the agenda. The Partnership welcomed the strategy and the public consultation that has supported its creation, recognising that this early draft is currently formulated to meet NHS requirements. Further work is required to shape the strategy for the broader system, but it is encouraging to see the emphasis on young people and early health intervention, on addressing health inequalities, the focus on long term conditions and healthy life-spans and on improving mental health. The draft strategy is to be submitted to NHS Improvement late September with a finalised strategy published in December.

9. Chair Transition

Cathy Elliott joined the Trust on 1 September as Chair Designate for a managed transition until my retirement on 16 September, and Cathy took on the role with immediate effect.

I wanted to say that it has been a real privilege and a genuinely rewarding experience to serve Bradford District Care Foundation Trust based in my home city for 11 years, the last 6 years as Chair. The Trust does great work in challenging circumstances to care for people when they are at their most vulnerable. I thank all the staff, volunteers, and colleagues on the leadership team for their unwavering commitment and wish them all the best for the future.

Mike Smith
Former Chair