

Board of Directors

28 November 2019

Paper title:	Feedback from Quality and Safety Service Visits	Agenda item 10
Presented by:	Philippa Hubbard, Director of Nursing, Professions and Care Standards	
Prepared by:	Beverley Bray, Head of Quality Governance and Patient Safety	

Purpose of the report		
To inform the Board of the themes arising from walkabouts in respect of improvements and challenges and the process of managing the outcomes.	For approval	X
	For discussion	
	For information	X

Executive summary		
<p>Bradford District Care NHS Foundation Trust Quality and Safety Walkabouts have been running successfully since 2010. Board walkabouts are now using a themed approach and the recent visits took place across the children and young people's services.</p> <p>This paper provides a summary of the themes highlighted across the wards. Each area receives a letter following the visit highlighting areas of good practice and improvements and the challenges they are facing. Where relevant, actions are identified and followed up locally by the Ward Manager.</p> <p>Board walkarounds are also a mechanism of Board members engaging directly with services. This report proposes that these visits are formally recorded as part of the evidence of Board member engagement across the trust.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board is asked to:</p> <ul style="list-style-type: none"> Note the themes arising from walkabouts in respect of improvements and challenges and the process of managing the outcomes.

- Approve the recommendation to formally record Board walkabouts as evidence of Board member engagement across the Trust.

Strategic vision

Please mark those that apply with an X

Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
				X

Care Quality Commission domains

Please mark those that apply with an X

Safe	Effective	Responsive	Caring	Well Led
				X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> • none
Links to the Corporate Risk Register (CRR)	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> • none
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> • On-going engagement with this process, as well as formal monitoring, is evidence for the well-led assessment for the trust.

Meeting of the Board of Directors

28 November 2019

Summary of Board Walkabouts

1 Purpose

BDCFT Quality and Safety Walkabouts have been running successfully since 2010. Walkabouts were previously arranged throughout the year with services. BDCFT Trust Board agreed a new approach to the Board Walkabouts and these would take place the months there is a private board meeting, June, October and December 2019. All the Board member participate in this and a themed approach would be used.

The purpose of this report is to feedback on the outcomes of the most recent walkabouts, identifying areas of positive learning and areas of challenge.

The report also proposes that Board walkabouts are formally recorded as a mechanism of evidencing Board member engagement across the trust.

2 Background and Context

BDCFT Quality and Safety Walkabouts have been running successfully since 2010. The aim of the Quality and Safety Walkabouts is to:

- increase the awareness of quality and safety issues amongst all staff;
- make sure safety remains a priority for senior leaders;
- increase understanding of service user safety concepts such as incident reporting and risk registers;
- act on information that identifies areas for improvement;
- build relationships with frontline staff; and
- to discuss issues relating to staff engagement locally and corporately (a temperature test relating to the Staff Survey and the iCare programme).

Walkabouts were previously arranged throughout the year with services. BDCFT Trust Board agreed a new approach to the Board Walkabouts and these would take place the months there is a private board meeting, June, October and December 2019. All the Board member participate in this and a themed approach would be used.

3 Report detail

The most recent walkabout occurred on 31 October 2019. The area of focus was children and young people's services.

Team	Site	Attending	Attending	Governor
CAMHS	Fieldhead, Bradford	Tim Rycroft	Cathy Elliott	Colin Perry (Bradford West)
CAMHS	Hillbrook, Keighley	Sandra Knight	Carole Panteli	
0-19, FNP, Safeguarding, Vaccinations and Immunisations	Tuscany Way, Wakefield	Patrick Scott	Gerry Armitage	Safeen Rehman (Public rest of England)
Looked After Children, YOT, Care Leavers	Westbourne Green, Bradford	David Sims	Simon Lewis	Tina Butler Sid Brown
Vaccinations and Immunisations	Horton Park, Bradford	Paul Hogg	David Banks	Professor John Bridgeman (Bradford Uni)- Apols – ill
0-19 Integrated Team	Barkerend Family Hub, 365 Barkerend Road	Liz Romaniak	Rob Vincent	Joyce Thackwray Apologies – ill
Little Minds Matter	Bowling Hall Medical Centre, Bradford	Phil Hubbard	Zulfi Hussain	David Pearson (Public Craven)

Themes arising from the walkabouts

Positives

The Executives received positive feedback covering a number of areas. In particular teams highlighted the support they got from each other in times of increased demand on services. Teams were seen to have strong leadership and supported each other to remain resilient under pressure.

Teams were willing to share examples of their successes, including the Little Minds Matter service having delivered Infant Mental Health Awareness training to over 200 health care professionals and establishing a new referral pathway working directly with parents and families to support their relationships with their babies and carers.

The relationship with external partners was highlighted as being an area which some teams felt positive about, with school engagement with teams being described as 'fantastic' and relationships with primary care colleagues being described as strong

and well developed. Additionally, the Little Minds Matter service were positive about their working relationships with other providers of care within the Better Start Area, their close relationship with health visiting and maternity services and how they, as a team, were engaging with the local community to enhance services further.

Teams continue to be positive about the implementation of the Care Trust Way, actively looking forward to the chance to be involved in planned rapid improvement events which team see as supporting them in delivering the quality of care they aspire to.

The Little Minds Matter service was encouraged to develop poster presentations for key conferences to promote their good work further, whilst entering for awards to ensure that the innovative work is recognised.

Areas of challenge

There were several areas where staff were reporting current challenges. Some of these relate to specific issues raised during the implementation of the new 0-19 service contract, including IM&T connectivity issues, although some improvements were also reported. The impact of the mobilisation and transition of the new contract on staff was described and recognised by the team visiting this service.

Across many of the services visited, the impact of increased demand was raised as a challenge. This was frequently described in conjunction with increased complexity of caseloads, although staff also described how well teams were supporting each other to manage this. Adding to this, some teams highlighted that the poor quality of information they received from partner organisations was further adding to the burden felt by teams.

A number of estates specific challenges were identified, including some specific issues at Westbourne Green that had impacted on the ability to deliver services from that venue. IM&T continued to be an issue, although connectivity had improved, there were also issues raised to do with the use of SystemOne across a number of teams, although this was not universal with the Little Minds Matter service highlighting use of SystemOne as a positive experience.

The Health Visiting Team leaders identified a lack of training places within the trust to help support staff in managing issues which are impacting on the mental health of the young people they see.

4 Risk and Implications

All areas for improvement identified during the visit have an action plan that was agreed with the service / ward manager. These are included in the outcome letters which are distributed to all wards after the visit and will be monitored by ward managers.

5 Results

Proposals for next walkabout

The next walkabout is due to be completed on 19 December 2019. The proposed area of focus is community mental health services as shown below.

Team	Site	Attending	Attending	Governor
Community Mental Health Team – South & West	Fieldhead Business Park, Bradford	Tim Rycroft	Gerry Armitage	TBC
Community Mental Health Team – North	Somerset House, Shipley	Sandra Knight	Rob Vincent	TBC
Community Mental Health Team – City	Horton Park, Bradford	Patrick Scott	David Banks	TBC
Community Mental Health Team – Airewharfe Craven	Meridian House, Keighley	David Sims		TBC
Community Mental Health Team – Craven	Skipton Hospital	Paul Hogg	Carole Panteli	TBC
First Response Team	Lynfield Mount, Bradford	Liz Romaniak	Zulfi Hussain	TBC
Early Intervention in Psychosis Assessment Team (The Hub)	Culture Fusion, Thornton Road, Bradford	Phil Hubbard	Cathy Elliott	TBC
Intensive Home Treatment Team	Airedale Centre for Mental Health	Brent Kilmurray	Simon Lewis	TBC

Ongoing monitoring and reporting

One of the benefits of the Board walkabout of services is that it allows Board members and Governors to directly engage with teams and services on a regular basis. This type of engagement is strong evidence for the ‘well-led’ assessment of the trust.

Therefore, it is proposed that as well as recording the themes and trends through this report to Board, attendance is also monitored formally through the Quality and Safety Committee with a high-level report going to Council of Governors annually.

Beverley Bray
Head of Quality Governance and Patient Safety
19 November 2019