

Board of Directors

30 January 2020

Paper title:	Chair's Report	Agenda item 12
Presented by:	Cathy Elliott, Trust Chair	
Prepared by:	Cathy Elliott, Trust Chair	

Purpose of the report		
The Trust Board is asked to review the content of this report for information and provide feedback as relevant.	For approval	
	For discussion	
	For information	X

Executive summary		
Chair's update on developments and engagement led or co-ordinated by the Trust Chair since the last Public Board meeting. Board feedback is requested on: <ul style="list-style-type: none"> - The proposed Board Activity Plan for 2020 in Appendix 2; - The proposed Associate NED roles for further exploration. 		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No' No	If yes please set out what action has been taken to address this in your paper

Recommendation
The Board of Directors is asked to: <ul style="list-style-type: none"> • Note the content of the paper; • Provide feedback as relevant, and; • Seek any further clarification as appropriate.

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	X			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)	Appendix 2 Board Activity Plan.
Links to the Corporate Risk Register (CRR)	Appendix 2 Board Activity Plan.
Compliance and regulatory implications	N/A

Chair's Public Board Report December 2019 – January 2020

Strategic

Recent Strategic Activities

Proposed Board Activity Plan for 2020: Appendix 1 (separate document) of this report outlines the proposed Board activity plan for 2020 which is cross referenced to our strategic goals and our priority risks, beginning this month with a Board session on cross-referencing the West Yorkshire and Harrogate's strategic plan with our BDCFT plan. It is a working document that can be flexed as new priorities occur, and I have developed it this month with the support of Trust Board Secretary Paul Hogg and Deputy Trust Board Secretary Fran Limbert.

The proposed plan includes monthly Board development or briefing sessions which are linked on Private Board days with related service visits. You will also note from March this year proposed post-Public Board meeting Question and Answer sessions with Governor observers as part of a developing refreshed Council of Governors engagement plan for 2020 which will be taken to the Council of Governors meeting next month.

Board feedback on this proposed plan is welcomed at this meeting and by email to Fran Limbert no later than 17 February to inform our work together this year.

Workforce Committee: Early stage planning has begun this month for the new Workforce Committee via a working group of Committee Chair and Non Executive Director (NED) Simon Lewis, Director of Human Resources and Organisational Development Sandra Knight, Deputy Trust Board Secretary Fran Limbert and myself as Chair. Fran Limbert is leading a benchmarking exercise against other NHS Trust Committee Terms of Reference and Dashboards, supported by Sandra Knight. There will be an initial Committee meeting in March to approve Terms of Reference and a high level workplan for 2020/21, followed by two full Committee meetings in 2020 to focus on priority strategic items. Further information on the Committee's plans will be shared at the March Public Board meeting, including NED membership.

Future Strategic Activities

Board Focus on Well-Led: Our February Board day will have a focus on Well-Led, including:

- a 'One year on' review with Deloitte, following their Well-Led Review of the Trust in February 2019 and aiming to conclude our 2019/20 action plan;
- and a briefing by Jenny Wilkes and Bev Bray on the revised national Well-Led Framework, following a national briefing they will attend this month.

Learning from Others

Learning from Cygnet's CQC Inspection Report: At my request, Jenny Wilkes, the Trust's Deputy Director of Risk, Compliance and Nursing has reviewed the recent public criticism and Care Quality Commission (CQC) review of the independent provider, Cygnet Health Care Limited, to support the Trust's learning approach in order to develop our policy and practice.

The Board is invited to discuss the learning gained in this **summary in Appendix 2** (at the end of the report) at the January 2020 Board meeting, and to take away this summary for review in Board Committees and our continuing work.

Greener Board Practices: From this month I would like to encourage the Board to be more environmentally friendly in its practices at and around Board meetings, such as reducing or ending printed papers for Board meetings and ending single-use plastics during meetings.

Partnerships and Stakeholders

West Yorkshire and Harrogate Partnership: The Chief Executive and I attended last month the West Yorkshire and Harrogate Board meeting, hosted at Bradford City Council, which included providing BDCFT's feedback on the proposed five year plan.

The Chief Executive and I attended this month the next quarterly Committees in Common meeting for the West Yorkshire and Harrogate Mental Health, Learning Disabilities & Autism Collaborative. The meeting covered priority service provision considerations across the partnership, including Assessment Treatment Units and CAMHS. It was agreed at the meeting for the Chair role of the Committees in Common to be passed on from the Chair of South West Yorkshire NHS FT to me as Chair of BDCFT as part of a rotating chair approach. I expect to take on the role from the April or July 2020 meeting for 12 months.

Bradford City Council: The local Leaders Working Together quarterly meetings were reinstated from December 2019 to bring together the Chairs of Bradford Teaching Hospital, Airedale Hospital and BDCFT with the Leader of Bradford City Council Susan Hinchliffe. It was a welcomed opportunity to exchange practice and Trust developments, and following the meeting I proposed to the Teaching Hospital and Airedale Hospital holding an introductory Board level gathering across all three Trusts. The Teaching Hospital has agreed to host it on the afternoon of 7 May and further details will be shared when available.

Voluntary and Community (VCS) Sector: I have now met with most VSC leaders since October 2019 via three forums in Bradford and Keighley. Via these forum discussions I have proposed convening a 'conversation event' in March 2020 to improve the working relationship between the VCS and BDCFT. A provisional date of 10 March has been agreed and BDCFT has begun work on arrangements, including exploring support opportunities from the charitable funder Power to Change. Results from the March event will inform future work to contribute to BDCFT's strategic plan, especially Care Closer to Home, as well as improve local working relationships and resource sharing with the VCS to aim to provide seamless care together. Due to recent discussions, Bradford Care Alliance and the Clinical Commissioning Group will be invited to join the event to inform local work together.

Local Engagement: Now the general election has concluded, I have written to all new and existing MPs across our patch, requesting to meet to discuss the work of the Trust and their constituents' interest. I will keep the Board informed of any relevant MP discussions.

People

BDCFT Board Recruitment and Development

Non Executive Director Recruitment: We received 86 applications in mid-January for our current NED vacancy due to Rob Vincent retiring at the end of February. We long-listed 10 candidates on 20 January, and will short-list candidates on 6 February with Governors, an invited representative of NHSI and the recruitment agent. The selection day will take place on 24 February with a interview panel of Board members and Governors, a Service User Panel and a Focus Group of Governors and Staff.

I would like to take this opportunity to thank Rob Vincent for his six years' service as a NED, Deputy Chair and our Senior Independent Director (and many more NED remits!); we are grateful for his valued contribution and commitment to the Trust.

NED Remits: In light of Rob Vincent's retirement I propose the role of Deputy Chair will be taken on by NED Gerry Armitage and the role of Senior Independent Director will be taken on by NED Carole Panteli from March 2020. This proposal will be taken to the Council of Governors meeting next month. Other NED remits will be finalised by next month.

Associate NEDs: Due to the significant number (of 86) applications for our current NED vacancy I would welcome exploring with the Board the possibility of Associate NED roles as discussed at our November 2019 Board Away Day.

Typically the Associate NED role is used in the NHS to support Board succession strategy and achieve a balance of Board level skills. It is created as a 'step up' role aimed to attract potential Non-Executive Director candidates who do not yet have sufficient Board-level experience, or currently do not have the required availability, but have the ability and potential to succeed in a Trust Board-level role. Due to the West Yorkshire & Harrogate strategic priority of developing diverse leadership in health care, Associate NED roles at BDCFT could provide the opportunity for succession planning for the Trust and to contribute to greater diversity in NHS leadership in the region. If supported in principle by the Board I will explore the opportunity with the Council of Governors next month.

Other Recruitment

Hospital Managers: Since the autumn I have worked with Teresa O'Keefe, BDCFT Mental Health Act Advisor, on the appointment of new Hospital Managers to increase the number of Managers available, including a public open evening at New Mill on 3 December. These specialist volunteering roles ensure the rights of people detained under the Mental Health Act. Via interview days in December and January we have recruited six new Associate

Hospital Managers, including our previous Chair Mike Smith, bringing the total to the expected 20 active volunteers. Thanks to Teresa O’Keefe for her work on this and to Carole Panteli for her NED support. We welcomed the new recruits at a training day on 16 January at Lynfield Mount.

Internal Engagement

Council of Governors: Having met with the Lead and Deputy Lead Governors this month, we especially discussed:

- my Chair objectives for 2019/20 which are in **Appendix 3** (at the end of this report) at the end of this report;
- to develop a revised programme of Open House sessions as part of Governor engagement, and the programme will be taken to the next Council of Governors meeting.

A Governor satisfaction survey will be circulated this month to review current and future activities, and the results will be reviewed at their next meeting.

Service Visits: I continue to work to engage across the Trust as part of my induction and role as Chair, including visiting our CMHT service at Somerset House in December and our Low Secure Mental Health Service, Lynfield Mount Hospital this month.

APPENDIX 2

Learning from the CQC Review of the independent provider, Cygnet Health Care Limited

At the request of Trust Chair Cathy Elliott, Jenny Wilkes, the Trust’s Deputy Director of Risk, Compliance and Nursing has reviewed the recent public criticism and Care Quality Commission (CQC) review of the independent provider, Cygnet Health Care Limited, to support the Trust’s learning approach to develop our policy and practice.

The Board is invited to discuss the learning gained in this summary at the January 2020 Board meeting, and to take away this summary for review in Board Committees and our continuing work.

Introduction

The CQC carried out a reactive provider well-led assessment of Cygnet Health Care Limited between the 2 July 2019 and 2 August 2019 with a short notice announced assessment at the provider's offices on 2, 3 and 12 July 2019. CQC have to date only carried out three reactive Well-Led assessments of Independent Healthcare Providers.

Key findings relevant to the Trust

There were in total 16 key findings and of those 10 were critical in nature and 6 were positive findings. This summary only addresses those key findings where the trust may have lessons to learn.

Governance Systems and Processes

Key Findings from the Cygnet Health Care Limited Review:

- *Governance systems and processes were not effective in maintaining sustainable and high-quality care.*
- *The systems and processes in place had not prevented or identified significant issues.*
- *Not all senior leaders could provide a clear explanation of how governance systems and processes were implemented in the organisation.*
- *Data provided to the board lacked interpretation or analysis to support the board in highlighting concerns and considering appropriate action.*

Reflections for our Trust: Bradford District Care NHS Foundation Trust (BDCFT) governance systems and processes are in the process of being reviewed, strengthened and refined, including with the appointment of a new Head of Quality Governance and Patient Safety. As an organisation, BDCFT is data rich, but there is limited analysis provided to support the Board in highlighting concerns. There is a need to develop robust analysis of information or interpretation of the information provided. The development of a standardised approach to dashboards will progress this issue. We are already in the process of reviewing the integrated performance report and committee dashboards.

Well-Led

Key Findings from the Cygnet Health Care Limited Review:

- *The Well-Led review identified that Improvements and learning from incidents were not consistently implemented across all locations.*
- *Inspection activity found examples where the same issues identified in one location were also identified in another location.*
- *Care and treatment did not always include best practice.*

Reflections for our Trust: BDCFT is reviewing its approach to learning in order to make improvements and ensure that learning from incidents, complaints, duty of candour and FTSUG findings alongside, quality checks and internal and external visits are shared. There is work to be done in supporting corporate/operational teams to understand what learning is and how to use it to inform improvements in a way that goes beyond transactional responses.

Summary

Overall, best practice is included at BDCFT when developing care and treatment, however recent CQC inspections have found that care and treatment do not always include best practice especially in relation to risk, care planning and person-centred care. BDCFT is developing a new approach to internal and external accreditation to ensure that best practice is always included.

It was noted within the Cygnet Well-Led review that the company did not have many wards (20 nationally) engaged in accreditation schemes. BDCFT currently has accreditation in a small number of areas, and it would be beneficial to extend this as part of the above work.

Jenny Wilkes, BDCFT, 21 January 2020

APPENDIX 3

Chair Objectives 2019/20

Thematic Area	Objective	NHS Framework Competency	Specific links to BDCFT Goal(s)
Well-Led	NEW - Work with colleagues to move the Trust's Well-Led rating from Requires Improvement to Good with the opportunity in summer/autumn 2020 for an inspection to review progress, and build on the 2018/19 work and Deloitte Well-Led review of 2019.	Competency Area(s): Strategic, Professional Acumen and Outcomes Focused	To provide excellent quality services To provide our staff with the best places to work
	FROM PREVIOUS CHAIR - Ensure that necessary improvements to governance are robust and embedded.	Competency Area(s): Strategic, Professional Acumen and Outcomes Focused	To provide excellent quality services To provide our staff with the best places to work
Delivering Strategic Plans	FROM PREVIOUS CHAIR - Ensure the Board is focussed on successful delivery and evolution of its business plans in the context of Integrated Care System (ICS) developments.	Competency Area(s): Strategic, Professional Acumen and Outcomes Focused	To provide seamless access to the best care To support people to live to their fullest potential, to be as healthy as possible

Stakeholder Management and Partnerships	NEW - Act as a senior Trust ambassador and relationship manager with Trust stakeholders to contribute to the delivery of the BDCFT strategic plan and the West Yorkshire & Harrogate strategic plan.	Competency Area(s): Strategic, Partnerships and Outcomes Focused	To provide seamless access to the best care To support people to live to their fullest potential, to be as healthy as possible
Board Development	NEW - Embed and develop a relatively new Foundation Trust Board in line with national requirements/guidance, BDCFT values and ambitions, and the NHS Long Term Plan.	Competency Area(s): Strategic, People, Professional Acumen and Outcomes Focused	To provide our staff with the best places to work
Board Development	FROM PREVIOUS CHAIR - Ensure the Board invests time in developing leadership effectiveness and succession plans.	Competency Area(s): Strategic, People, Professional Acumen and Outcomes Focused	To provide our staff with the best places to work

Cathy Elliott, BDCFT, January 2020