

## Board of Directors

**28 May 2020**

<b>Paper title:</b>	COVID-19 Virtual Board Quality and Safety Visits	<b>Agenda item</b>  <b>7.2</b>
<b>Presented by:</b>	Phillipa Hubbard, Director of Nursing, Professions and Care Standards	
<b>Prepared by:</b>	Beverley Bray, Head of Quality Governance and Patient Safety	

<b>Purpose of the report</b>		
The purpose of this report is to provide an update on the virtual engagement that has happened since March 2020, and set out a proposal for how engagement with teams by the Board is maintained over the next few months.	For approval	<b>X</b>
	For discussion	
	For information	

<b>Executive summary</b>		
<p>The existing Board ward visiting process was temporarily paused in March 2020 when social distancing rules were applied due to the COVID-19 pandemic. Subsequently, the Executive Management Team have undertaken regular contact and engagement with teams and services through a number of different channels to understand challenges and check on welfare. One of those channels has been virtual engagement visits.</p> <p>This paper proposes a means by which this engagement can be extended to include Non-Executive Directors. The proposed approach includes the use of frequent 30-minute conversations with teams. Initially teams will be selected based on operational priority but going forwards we would look to align this with the business of the Board of Directors and its sub-committees to give a rounded view of agenda items scheduled to be discussed. It is expected that future planning of the visits, will align to the strategic priorities of 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><b>State below 'Yes' or 'No'</b></p> <p><b>No</b></p>	If yes please set out what action has been taken to address this in your paper

<b>Recommendation</b>
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> <li>Note the visits which have already been conducted by the Executive Management Team</li> <li>Agree to the proposed approach for virtual Board visits between May and the end of August 2020</li> <li>Agree whether formal feedback to teams is required as a result of these visits, and if so in what form.</li> </ul>

<b>Strategic vision</b>				
Please mark those that apply with an X				
<b>Providing excellent quality services and seamless access</b>	<b>Creating the best place to work</b>	<b>Supporting people to live to their fullest potential</b>	<b>Financial sustainability growth and innovation</b>	<b>Governance and well-led</b>
	X			X

<b>Care Quality Commission domains</b>				
Please mark those that apply with an X				
<b>Safe</b>	<b>Effective</b>	<b>Responsive</b>	<b>Caring</b>	<b>Well Led</b>
				X

<b>Relationship to the Board Assurance Framework (BAF)</b>	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Links to the Corporate Risk Register (CRR)</b>	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Compliance and regulatory implications</b>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> <li>Well led</li> </ul>

## Board of Directors

**28 May 2020**

### Virtual Board Quality and Safety Visits

#### 1 Purpose

The purpose of this paper is to provide the Board with assurances that there has continued to be Executive level engagement with teams and services across the Trust subsequent to the stepping down of Board Quality and Safety visits due to social distancing rules.

The paper proposes a mechanism by which the wider Board can re-engage with teams and services through use of virtual conversations. The proposal covers the period between May and the end of August 2020, at which point it will be reviewed and either extended or amended depending on current Government guidance.

#### 2 Current status

The following table shows the engagement that has happened between March and the current date.

#### Virtual Service Visits completed by Chair and Chief Executive

Name of service / team	Who	Date
Ward visits ACMH and LMH	Brent and Patrick	24 March
Fern Ward	Brent	31 March
COVID-19 Team	Brent and Cathy	9 April
District Nursing City Team	Brent and Cathy	9 April
ACMH Ward Managers	Brent and Cathy	9 April
0-19 Service	Brent	13 April
Assessment and Treatment Unit	Brent	16 April
Specialist Mother and Baby Mental Health Service	Cathy	16 April
Palliative Care Service	Brent and Cathy	20 April
Child Adolescent Mental Health Service Quality Operations Meeting	Cathy	5 May
Better Start Bradford	Brent	7 May
Health Visitor East	Brent and Cathy	12 May

### Virtual Service Visits completed by Chief Operating Officer

Name of service / team	Date
Primary Care Wellbeing Service	17 April 2020
Continence Team	17 April 2020
Palliative Care Services	20 April 2020
AireWharfe District Nursing community Team	20 April 2020
Speech Language Therapy Team	20 April 2020
South District Nursing community Team	21 April 2020
Podiatry Team	21 April 2020
City District Nursing community Team	22 April 2020
Clover (Psychological Intensive Care Unit) ward	22 April 2020
North District Nursing community Team	28 April 2020
Ashbrook Ward	28 April 2020
Thornton Ward	4 May 2020
Dementia Assessment Unit	4 May 2020
Baildon Ward	7 May 2020
Oakburn Ward	8 May 2020
Heather Ward	11 May 2020
Ilkley Ward	11 May 2020
North District Nursing community Team	19 May 2020
Maplebeck Ward	19 May 2020
Tissue Viability Team	19 May 2020
Fern Ward	20 May 2020

### 3 Options

Given the likelihood that social distancing requirements will remain in force to some degree for a number of months, is it proposed that the use of virtual visits is extended until the end of August. The proposal would be to implement targeted, 30 minute virtual visits with teams which include an Executive or Associate Director, a Non-Executive Director, with the option for a Governor representative to join if they are able to do so. The Trust encourages Governors to attend Board Service visits to provide them with

an opportunity to further understand the work of the Trust, and for Governors to observe the Non-Executive Directors fulfilling their role.

Implementation of this proposal will allow for the full range of the Executive Team, and Non-Executive Team to engage with staff teams, to understand their challenges, concerns and wellbeing.

To support the more focussed conversation, it is proposed that the agenda focusses on three areas:

- COVID-19 impacts, particularly focussing on staff and patient safety and innovation
- Team culture
- Staff wellbeing

The conversations will be coordinated by the Executive Support Team to ensure that colleagues from teams are available to engage, and Non-Executive Directors and Governors will be invited to share their availability to join in with the available sessions indicated from the services.

It is anticipated that there will be a number of sessions each week, spread across the Executive Management Team, to ensure that as many teams as possible are engaged and continually supported.

Given the frequency of the meetings, and the focussed nature, the Board is asked to consider how feedback is provided to the teams. Currently feedback is via a formal letter, but this has significant resource implications given the increased frequency of visits being arranged.

#### **4 Risk and Implications**

Key risks include:

- Shorter, more focussed conversations mean that some of the detail gathered in previous visits may be missed.

Key benefits include;

- The Board will maintain and expanded its engagement with teams across the organisation
- The Board will be able to form a view of the status of services and teams to inform thinking and assurance
- Opportunity to continually receive feedback from colleagues during this key time for the Trust, which further supports triangulation of information.

## **5 Results**

The intention will be to review this process at the end of August and either continue or modify it as required and in the context of national and local guidance.

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