

Board of Directors

25 June 2020

Paper title:	Chief Executive's Report	Agenda item 9
Presented by:	Brent Kilmurray, Chief Executive	
Prepared by:	Brent Kilmurray, Chief Executive	

Purpose of the report		
The purpose of the report is to provide commentary on a number of topical issues.	For approval	
	For discussion	x
	For information	x

Executive summary		
The report highlights a number of key topical issues including a summary of the Trust's Learning Week.		
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 Trust Board is asked to: <ul style="list-style-type: none"> • Note the content of the paper, 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

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)	N/A
Links to the Corporate Risk Register (CRR)	N/A
Compliance and regulatory implications	N/A

Meeting of the Board of Directors - Public

25 June 2020

Chief Executive's Report

Personal Message

This is my last report to the Board as Chief Executive at the Care Trust. I wanted to take this opportunity to publicly express my thanks to the Board and all of my colleagues for the incredible support I have been given from the very start. As I have shared with colleagues, my departure has come somewhat earlier than I would have planned.

During the last nearly two years there has been much to do. Particular highlights are the settling of the Bradford 0-19 contract, developments in clinical leadership, our first steps into quality improvement with the establishment of the Care Trust Way and, of course, the rollercoaster experience of the Care Quality Commission inspections of our acute inpatients and PICU services.

Over the past few years, I have also tried to build strong relationships outside of the Trust. I am particularly proud of the work we are doing with Primary Care and the emerging work with the Voluntary and Community Sector.

I have explained my reasons for leaving previously, and this is the right thing for me and my family. However, I am truly sorry to be leaving such a great team with such huge potential.

Thank you to our staff colleagues, my Executive colleagues, and our partners. I wish you all well.

Key Issues

Interim Leadership Arrangements

Following the announcement that I will be leaving the Trust on 26 June it was confirmed that Patrick Scott, our Chief Operating Officer would step up into the Acting Chief Executive role. Given the need for stability within Operational Services, after a period where a number of senior leaders have been in interim roles it was decided that Phil Hubbard would move across from the role of Director of Nursing and Professions into the Acting Chief Operating Officer role (as a tight triumvirate Phil, David Sims, Medical Director and Patrick have been working very closely in any case) and the Trust would seek an Interim Director of Nursing. An update on progress with this will be provided at the meeting.

The Trust has been progressing the recruitment of the Chief Executive and interviews will take place during the week commencing 29 June. Assuming the recruitment is successful it is likely that a new Chief Executive will be in place by the beginning of October 2020.

COVID-19

Phil Hubbard Incident Director will be providing short update via PowerPoint at the meeting with the latest position.

Learning from the initial response to the COVID-19 Pandemic

Over the past few weeks there has been much emphasis on what we have learnt from our recent experiences. During May, using a mix of surveys and facilitated conversations we engaged with nearly 1300 staff and service users to understand their experience of our response to the COVID-19 pandemic. This was a unique opportunity to ensure that staff were given the space to reflect and supported to start thinking about what next. As well as obtaining a much better understanding of the challenges and opportunities colleagues have experienced, we have used this information to inform a number of immediate actions and to influence our operational and strategic planning as we continue to benefit from new ways of working and opportunities to further enhance the service offer for our service users and community. A summary outcome report following the learning week can be found at **Appendix 1**.

Better Lives, Together – Strategic Priorities Review

The Trust's strategic framework 'Better Lives, Together' sets out our ambitions for 2019-23. We identified 13 programmes to support delivery of this five year strategy, including implementing the Care Trust Way, implementing the Care Closer to Home business case, implementing the 0-19 delivery model, transforming child and adolescent mental health services, transforming the older people's pathway, implementing a talent management strategy and implementing an involvement strategy.

In March, we agreed to refocus and reduce the number of strategic programmes. The strategic programmes and business planning process was suspended during our initial response to the Covid-19 pandemic. During the Covid-19 incident, work has progressed further and faster on some programmes such as digital transformation, with teams using technology innovatively to support service users and engage with colleagues, and community collaboration, with teams working with system partners to support our population including vulnerable groups.

Building on the learning from our initial response to the Covid-19 pandemic, we are reviewing and refining our strategic programmes. We want to focus and create capacity to deliver priority programmes that achieve significant transformation for our service users. Over the next two months our plan is to:

- Review and agree future governance requirements to provide assurance and confidence that our strategy is being delivered
- Establish clear accountability and ownership for the delivery of the strategic programmes across the organisation

- Establish realistic plans for delivery of transformational strategic programmes
- Resource the programmes so that we have clear oversight of and confidence in delivery of benefits
- Enable senior leaders to embed the Care Trust Way learning and free up time to provide guidance and support to our teams to create the environment for us to deliver our strategy
- Align business planning and strategic programmes so it is an integrated process

Bradford NIHR Patient Recruitment Centre

BDCFT has been part of a successful bid to host one of the five new NIHR Patient Recruitment Centres. These centres are part of the Government's Life Sciences Industrial Strategy and are intended to improve the UK's competitiveness in setting up and delivering late-phase commercial trials. The Bradford bid was led by BTHFT, and the Centre will be based at Bradford Institute of Health Research. BDCFT will provide expertise in mental health and dementia and enable the centre to open research studies of new treatments in these areas. This creates the opportunity to establish BDCFT as a leading site for delivery of commercial research, and so give our service users early access to innovation. This is a significant development, and will allow the Trust to extend the excellent reputation we have for research delivery in non-commercial studies into the commercial arena, so helping us deliver on our goal of supporting "better lives, together"

Brent Kilmurray
Chief Executive
June 2020