

# Board of Directors

**13 May 2021**

<b>Paper title:</b>	Chair's Report	<b>Agenda item  9</b>
<b>Presented by:</b>	Cathy Elliott, Chair of the Trust	
<b>Prepared by:</b>	Cathy Elliott, Chair of the Trust	

Purpose of the report		
Chair's Report to inform Board members on relevant strategic developments and governance developments, system working, external stakeholder and internal staff engagement.	For approval	
	For discussion	
	For information	<b>X</b>

Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> <li>• Thanks to staff work at this exceptional time during the pandemic;</li> <li>• CQC Well-Led review continues;</li> <li>• Developing strategic plans in relation to the Government's White Paper on integrated care;</li> <li>• Engagement with the Council of Governors;</li> <li>• Board appraisal process.</li> </ul>		
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 style="text-align: center;"><b>No</b></p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p><b>The Board of Directors is asked to:</b></p> <ul style="list-style-type: none"> <li>• Note the Board's continued development work against the Care Quality Commission's (CQC's) Well-Led Framework;</li> <li>• Note the Board's strategic work from 29 April this year on system working and responding to the Government's White Paper on integrated care;</li> <li>• Note the Trust's external work at a senior level in system working and integrated care;</li> <li>• Note partnership working and external stakeholder engagement;</li> <li>• Note continued engagement with staff for Board visibility via virtual methods and forums due to Covid-19 restrictions with plans to implement the Go See Framework again from this month;</li> <li>• Note the appraisal process for Board members continues and will conclude next month with the required reporting.</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

<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> <p>Contributing towards -</p> <ul style="list-style-type: none"> <li>• Regulatory standards – 2.1</li> <li>• System Working – 4.1 and 5.2</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>• 2370 &amp; 2437 in relation to responding to the pandemic</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 Compliance</li> <li>• Foundation Trust Code of Governance</li> <li>• NHS Act</li> <li>• Health and Social Care Act</li> <li>• NHS England / Improvement Appraisal Framework for the Chair's and Non Executive Directors</li> <li>• Nolan Principles</li> <li>• Provider Licence</li> </ul>

# Meeting of the Board of Directors

## 13 May 2021

### Chair's Report

**Thank you to all of our staff and partners who continue to work together in challenging times during the third phase of the pandemic**, including our Chief Executive and Executive Management Team. The Board is grateful for their fantastic efforts at this time! I also want to highlight the continued effective planning and delivery of the **Trust's Covid vaccination programme** since January this year against changing national guidance via the Trust's Lynfield Mount hub for local healthcare and public sector workers, winding down shortly after second-dose vaccinations, and also the Trust's community vaccination centre (CVCs) sites at Bradford Old College Building and Jacob's Well for the general public in line with the national Joint Committee on Vaccination and Immunisation (JCVI) vaccination categories.

### **Strategic**

#### **Board Strategic Planning for Integrated Care**

Following my report to the March 2021 Public Board on Trust engagement with and response to the Government's White Paper on 'Working together to improve health and social care for all' in relation to integrated Care published on 11 February 2021. As previously mentioned, the White Paper will guide the Board's work during 2021/22 as a Trust which is an active member of the Bradford & Craven Integrated Care Partnership (ICP) and West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS).

The Board held a Development Session on 29 April this year to review and agree next steps in responding to the White Paper and aligning the Trust's strategic plan, Better Lives, Together, with ICP and ICS integrated care plans and delivery.

The session especially focused on:

- Our External Landscape - Identifying trends, forces for change and patterns which will affect our system over the next 12 months.
- Revisiting our Better Lives, Together strategy – Assessing its ongoing relevance or adaptations needed for the next 12 months.
- Implications for our system working at ICS and ICP levels.
- Planning and next steps.

Draft results of the session will be shared with the Board this month for review to inform the next stage of a six-month Board programme in line with ICP and ICS timetables for integrated care plans to be finalised by October this year to then be live from April next year. This programme aims to ensure that the Trust has a clear vision and credible strategy to deliver high-quality sustainable care to people and robust plans to deliver.

## **Outcomes Focused**

### **Compliance with the CQC's Well-Led Framework**

Following the Executive team virtual meeting and presentation to our local Care Quality Commission (CQC) relationship manager with my attendance and support on 8 March this year, we are now preparing for a broader Well-Led Review with the CQC. As mentioned in March this year, the Trust has not had a formal CQC Well-Led review since February 2019, and is currently rated 'Requires Improvement' for Well-Led; the formal review has been delayed due to the pandemic.

Via the 8 March presentation and submission of evidence against 69 questions sent by the CQC, we evidenced progress in meeting the Well-Led Framework, including clear responsibilities, roles and systems of accountability to support good governance and management; clear and effective processes for managing risks, issues and performance; and also robust systems and processes for learning, continuous improvement and innovation across the Trust. The Trust's next phase of Well-Led work is being led by Beverley Fearnley Deputy Director of Patient Safety, Compliance and Risk, working with all Board members and our Senior Leadership Team.

More information on the CQC's Well-Led Framework is available here [NHS England » Well-led framework](#) and the CQC's current focus on reviewing NHS trusts is here [Update on CQC's regulatory approach | Care Quality Commission](#)

### **Lynfield Mount Capital Plan**

As previously mentioned, briefings have been offered to key external stakeholders on the latest plans for our Lynfield Mount capital development, respecting the pre-election period. The briefings will include sharing the internal film from the architects on the capital plan design to bring it to life for key opinion formers.

We continue to seek the approximate £70m in funding to fulfil the Lynfield Mount capital project which can begin as soon as funding is received, and we continue to engage at a regional and national level on funding opportunities. Board is aware that we have local and regional backing of the capital project as a priority from health and social care partners, and submitted plans last year to NHS England and the Department of Health & Social Care for consideration and are waiting to be informed by them of future bidding opportunities.

We are developing plans at risk currently, backed by Board, for the re-design and capital development of the Lynfield Mount site to create modern mental health facilities for the communities we serve. The design is guided by our service users with whom we have begun stakeholder engagement and we will involve local people through consultation on the design, ensuring that people who use the service now and in the future are involved to support high-quality sustainable services for the new development. The development will be built with the reduction of our carbon footprint in mind.

## Partnerships

### **Trust Senior Level System Working**

Examples of the Trust's existing proactive engagement and involvement with integrated care includes:

- Being a member of WY&H Provider Collaborative Committees in Common (CinC) by the Trust Chair and CEO, and the related ICS Executive Group by the CEO for mental health, learning disability & autism (MHLDA) of four NHS trusts, including BDCFT;
- Being a member of the ICP Health & Wellbeing Board for Bradford & Craven with specific Senior Responsible Officer roles held by the Trust's CEO and Medical Director.

The Trust's Council of Governors were briefed by our CEO on the Trust's response to the White Paper at their recent meeting on 6 May this year. Non Executive Directors (NEDs) and Governors have been invited to the next six-monthly WY&H CinC for MHLDA on 11 June to be briefed on MHLDA service transformations.

Below is a summary and some examples of Board member work and involvement with system and integrated care working, highlighting the Trust's leadership capacity and capability to deliver high-quality, sustainable care in partnership, working externally at ICS and ICP levels.

### **Examples of Recent Integrated Care Strategic Activities by the Trust**

<b>Integrated Care Element</b>	<b>ICP Level</b>	<b>ICS Level</b>	<b>National Level</b>
Service transformation	Community Collaborative pilot with Bradford Care Alliance (BCA) of GPs.  Children's Services, including CAMHS, based on a recent state of service report with Bradford Health Institute.	*Lead Provider role for transformation of the Assessment Treatment Unit (ATU) via the WY&H Provider Collaborative.  *Partner in service transformation of Adult Secure Services via the WY&H Provider Collaborative.	N/A
Strategic Partnering Agreement (SPA) or Memorandum of Understanding (MOU)	Revised version of SPA for Bradford & Craven approved at April 2021 Private Board. Next version expected in October 2021	MoU for WY&H Provider Collaborative for mental health, learning disability & autism (MHLDA) reviewed in January this year.	N/A  <i>NHSE/I expected to share template agreements to guide ICP and ICS work.</i>
Executive Director Involvement Examples	Our CEO and <u>all</u> Executives are involved in ICP work, for example: CEO is a	CEO member of Provider Collaborative above and related Executive ICS group	CEO engagement with NHS Providers (NHSP) and NHSE/I

	member of ICP Health & Wellbeing Board & ICP CEO group; Chief Operating Officer (COO) is a member of SPA Design Group; Trust Board Secretary is a member of ICP Governance Group; Director of Finance involved in ICP financial planning and Director of HR & OD involved in ICP workforce planning.	COO and Medical Director leading on ATU transformation for ICS Provider Collaborative	Mental Health CEOs forum
Non Executive Director (NED) Involvement	Trust Chair invited to join a NED & Elected Official advisory group on ICP plans to go live in April next year.	Trust Chair is Chair of the WY&H CinC for MHLDA until January 2022 and is Co-Chair of the ICS Reference Group to advise the ICS team on the new ICS Statutory Board  Three NEDs volunteered to engage with ICS programmes	Trust Chair is a member of the NHSP Member Reference Group on responding to the White Paper

\*Risk sharing agreements across Provider Collaboratives to be signed by July 2021

As mentioned in March this year, exploration will take place later this year of a review of the Trust's Constitution in line with the developments at ICS and ICP levels as well as reflecting the ambition of the Trust.

The Government White Paper is available here: [Working together to improve health and social care for all - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/working-together-to-improve-health-and-social-care-for-all)

### **ICP for Bradford & Craven**

The Board received an update on the Trust's work in partnership at local ICP level at the April Private Board meeting and approved the latest version of the Strategic Partnership Agreement for the ICP's Happy, Healthy and at Home strategy to be delivered in Bradford & Craven via Act as One. Our Chief Operating Officer and Trust Board Secretary are proactive contributors to ICP developing plans, including on future ICP governance arrangements, working with local partners. The next version of the ICP's SPA will be presented for review at a Trust Board meeting in the autumn. New governance and statutory oversight for the ICP in partnership is expected to be in place by April next year in line with the Government's White Paper.

## **WY&H Committees in Common (CinC) for Mental Health, Learning Disabilities & Autism (MH,LD&A)**

The Trust's involvement with the Provider Collaborative CinC of four MH,LD&A NHS trusts includes the following:

- **Attendance of the recent CinC quarterly meeting on 22 April** this year to review service transformation plans to go live later this year, including for Assessment Treatment Units (ATU) for which the Trust is the Lead Provider. An assurance report from this CinC meeting is brought to this May 2021 Public Board meeting in line with new style in-common assurance reporting across the four NHS trusts in the Provider Collaborative;
- **Attendance on 17 May this year of a Strategic CinC Planning session** to review demand management and capital plans across the four trusts in the ICS.

## **WY&H ICS**

- I have been appointed as Co-Chair of the **WY&H ICS Reference Group last month to inform the ICS team on their plans in responding to the Government's White Paper**. The Group meets monthly and I will share the Chair role with Cllr Tim Swift, Leader of Calderdale Council and Chair of the ICS Partnership Board. I was previously nominated by our ICS Provider Collaborative CinC members to represent MH,LD&A as ICS CinC Chair at the Reference Group which had its first meeting on 26 March this year and will continue also with this representation.

## **National Engagement**

- On 6 May this year I was **an invited and featured contributor as Trust Chair to the national NHS Voices series of blogs** on leadership and work in the NHS. My blog on achieving equality, diversity and inclusion in the workplace can be found here: [EDI: enabling the climb together | Cathy Elliot - NHS Confederation](#)
- I continue as a member of the **NHS Providers (NHSP) Member Reference Group on NHSP's response to the Government's White Paper**, joining on 29 April this year a virtual focus group discussion with NHSE/I representatives on proposed plans.
- As Trust Chair I continue to be **a member of a national working group to review NHSE/I required NED remits** to ensure a review for consistency and appropriateness of remits for part-time NED roles. The group is chaired by the national NHS Improvement Acting Chair Andrew Morris, involving Chairs from across the country, including Max McLean from Bradford Teaching Hospitals NHS Foundation Trust. I attended a follow-up meeting on 7 April this year which included developing an engagement plan on revisions with key national stakeholders, including the CQC.

## **People**

### **Reports of Interest**

Results of a national survey are out this month on **effects of the pandemic on female health & care workers** via NHS Confederation. The report shows that, since summer 2020, the impact of the pandemic on the female workforce has demonstrably worsened and more women are reporting an even greater negative impact on their physical and emotional wellbeing. NHS Confederation states that “the recommendations included in the report can benefit the whole workforce, not just women”. More information here for the Board’s consideration: [COVID-19 and the female health and care workforce survey update - NHS Confederation](#)

### **Board Visits & Workforce Engagement**

Plans and activities continue to ensure Board visibility across the Trust whilst gaining insights across the organisation of ensuring a culture of high-quality, sustainable care. Activities include:

- The Chief Executive, Director of Nursing & Professions and I as Trust Chair continue to **regularly engage on site as respectively appropriate with the CVC site teams to support the teams with the changing demands of CVC site delivery**, escalating items as appropriate via the Trust’s Gold and Silver Command structure.
- **Board members continue to engage with staff via established forums**, attending virtual staff forms such as the Aspiring Cultures Network monthly meetings, and the two-monthly Strategic Equality, Diversity and Inclusion, Accountability and Governance Group;
- **Board members present or observe the weekly Executive Broadcasts** for the workforce which 120 – 180 staff typically attend on a variety of topics linked to the Trust’s response to the pandemic or schedule of activities, such as appraisal planning currently;
- **The next programme of Board visits against our Go See Framework** will begin this month, including involving our Chief Executive, Director of Nursing & Professions, Medical Director and me as Trust Chair. The Board’s Go See Framework supports Board visibility and service engagement.

### **Board Appraisals**

Annual appraisals for all Board members are currently taking place, beginning with Chief Executive’s on 14 April with a follow-up on 10 May and my appraisal as Trust Chair on 6 May this year. Not only will the appraisals review performance during 2020/21, but also agree with Board members their objectives for 2021/22, ensuring leadership capacity and capability to deliver high-quality and sustainable care, all aligned to the newly introduced annual objectives which all of the workforce will align with for 2021/22 as outlined below, led by our Chief Executive. A 360 feedback process was undertaken for all Board members, including Governor feedback on NEDs and external feedback on me as Trust Chair from external stakeholders, following the introduction of this process last year.

In line with NHSI guidance, my appraisal as Trust Chair has been overseen by NED Carole Panteli as the Trust’s Senior Independent Director (SID). As usual the summary results of my appraisal will be shared via the SID role with NHSI to meet



their deadline of 30 June this year and with the Trust's Council of Governors at their next meeting in private on 1 July this year.

The Trust has also set six key strategic objectives for 2021/22 for staff and Board members to align with which are as follows:

1. Engage with our patients and service users, ensuring they are equal partners in care delivery
2. Prioritise our people, ensuring they have the right skills, suitable workspaces and feel valued and motivated
3. Provide our people with the tools and coaching to support innovation, quality improvement and organisational learning through the Care Trust Way
4. Empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity
5. Value partnership ensuring that we collaborate to deliver maximum impact on health inequalities
6. Make effective use of resources so that our services are clinically, financially and environmentally sustainable

## **Council of Governors**

### **Governor Elections**

The Trust's Governor elections concluded on 30 April this year with new Governors being appointed on 1 May. The recruitment process included our first digital campaign with Just R Ltd for Governor nominees from 3 – 18 March 2021, following the Trust's decision to go ahead with the elections despite the pandemic. The elections have resulted in welcoming back two long-standing Governors in a Public and a Staff Governor role, welcoming nine new Public Governors and one new Staff Governor, and saying farewell to one long-standing Staff Governor. The new Governors were welcomed to the Council of Governors meeting on 6 May this year and are invited to a virtual induction session on 24 May, supported by existing and retiring Governors. I look forward to working with them all.

### **Council of Governors (CoG)**

The most recent Governor virtual Open House Session took place on 22 April this year with a focus on the Trust's reset and recovery due to the pandemic as well as an update on the work of our CVCs. Governors have been invited by me to suggest topics for future virtual Open House sessions which have proven popular throughout the pandemic. These sessions will take place alongside bite-sized Governor training and WY&H ICS six monthly events for NED and Governors.

**Cathy Elliott**  
**Trust Chair**  
**May 2021**