

Board of Directors - **Public**

13 May 2021

Paper title:	Chief Executive's Report	Agenda item 10.0
Presented by:	Therese Patten, Chief Executive	
Prepared by:	Therese Patten, Chief Executive	

Purpose of the report		
The purpose of the report is to provide commentary on strategic, operational and systems issues.	For approval	
	For discussion	X
	For information	X

Executive summary		
<p>The purpose of this report is to inform the Trust Board of significant issues that occurred in the past month. The key headline discussed in the report is:</p> <ul style="list-style-type: none"> • Trust news and developments • Media coverage • Serious incidents and never events • COVID-19 		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p style="text-align: center;">State below 'Yes' or 'No'</p> <p style="text-align: center;">No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <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)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: •
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: •
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: •

Board of Directors – Public
Thursday 13 May 2021
Chief Executive Report

The Chief Executive report provides an overview of news, events and significant issues that have occurred during the month that require Trust Board to be aware of and/or to discuss.

1 Trust news and developments

1.1 Our Trust Appraisal process

In April we launched a revised appraisal process. This year we have reviewed and updated the appraisal documentation to direct the conversation more to the individual and their development, and to ensure that a quality conversation is had between the appraiser and appraisee. The appraisal documentation is built around our strategic framework – better lives, together with our Trust values being a core conversation point. This year consistent documentation will be used for all staff in the Trust, including executives and non-executives (see Appendix 1).

Ahead of the launch of the appraisal process at our Private in March the Board approved a set of annual Strategic Objectives that link each member of staff to the strategic ambition of the Trust. The objectives were kept broad with a clear link to the four Trust Strategic Priorities:

- Best place to work
- Healthy as possible
- Best quality care
- Seamless access

The agreed Strategic Objectives are:

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 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 our resources to ensure that services are clinically, environmentally and financially sustainable

We are planning to have appraisals for all Board members completed by the end of June.

1.2 Digital Strategy Update

The engagement campaign for the Trusts new Digital Strategy is well underway, with the recent conclusion of a two-week crowdsourcing event that received over 1500 contributions by 300 staff resulting in 169 new ideas attributed to four key questions. The engagement campaign has also included a virtual stakeholder session with Place based colleagues and two Trust led virtual stakeholder sessions involving Clinical and Non-Clinical staff. These virtual events were arranged to cater for those unable to engage with the online platform. A Patient, Service User and Carer engagement session is due to take place Monday 11th May, which aims to provide greater insight into how we can deliver digitally accessible and inclusive services to the people of Bradford and Airedale.

The analysis of the data generated has now commenced and is showing four emergent themes:

- a) use of digital services
- b) ways of working
- c) accessibility and communications
- d) understanding needs

These themes and the associated sub text will be presented back to all staff as part of the validation process that will run online from 11th to 19th May. This final phase will also include a virtual mixed audience focus group (17th May) which together with the online process aims to identify what's strong, what's wrong and what's missing from the themes identified.

The outcome of this phase will inform our vision, principles, and priority themes for the Trust Digital Strategy. A more detailed update will be presented to Trust Board in June.

1.3 Board Strategy Session

On Thursday 29th April the Board met for development session. This was the first in a schedule of development conversations that will enable us to build on our strategy Better Lives, Together. I am keen that we build upwards and outwards from this strong foundation together as a unitary board to ensure that our strategy remains relevant post-COVID and visible, as we move into a world of integrated care systems and integrated care partnerships.

Over the next six months the Board work together to:

- Establish a shared understanding
- Clarify our ambitions, and

- Refine our strategic proposition

We will report back to Public Board on progress over the next few months.

1.4 Act as One

On Wednesday 28th April we had an extended Strategic Senior Leadership Team meeting and invited colleagues from the Act as One Transformation Programmes to share principles and progress. We discussed what Act as One is and the aspiration that it becomes synonymous with what we all do together in Bradford and Craven Place. The guiding principle for Act as One is ‘how we do things and get things done’ and the aspiration is to develop our partnership, deliver our core business and transform our services. The purpose of us working together across the Place is described as:

‘to enable people to take action, and be supported to stay healthy, well and independent through their lives, to be supported by their families and communities

through prevention and early intervention with greater focus on healthy lifestyle choices and self-care; summarised in the vision Happy, Healthy at Home’

Act as One has a robust system governance structure led by the Wellbeing Board supported by an executive Partnership Board. The work is driven by three Health and Care Partnership Boards, two are geographic and the third supports work on Mental Health, Learning Disability and Neurodiversity. Act as One also supports a number of enabling strategies such as people and digital, system committees such as finance and a clinical forum, and an OD programme. Transformation programmes drive and support the delivery of change and are led by the three Partnership Boards. The work programmes include:

- Access to healthcare
- Better births
- Children and young people’s wellbeing
- Respiratory
- Health hearts
- Ageing well
- Diabetes
- Learning disability
- Community mental health and crisis liaison

We used a workshop format to discuss progress and agreed areas that need further thought and development. We also talked about the need to strengthen the work we do together to address health inequalities across our Place.

2 Media coverage

Media and news highlights since the last Board meeting included:

Spring off your seat into summer - 21 April	Getting up and going for a walk is as good for your mental health as it is for your physical wellbeing and, with the weather improving, it’s
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	time to spring off your seat towards summer says local care trust, Bradford District Care NHS Foundation Trust
Care Trust members urged to vote in governor elections - 12 April	Members of Bradford District Care NHS Foundation Trust are being urged to cast their vote to decide who will represent their views as a public governor at the Trust
World Autism Awareness and Acceptance Week (29 March to 4 April) - 25 March	During World Autism Awareness and Acceptance Week 29 March to 4 April, healthcare professionals are asked to commit five minutes of their time to find out more about autism
Young people demonstrate 'kindness, compassion and understanding' in mental wellbeing project - 22 March	Bradford District Care NHS Foundation Trust is welcoming members of the public to its online public Board meeting on Thursday 25 March 2021, to hear updates on services, work to support the roll-out of covid-19 vaccinations and young people's involvement in a mental health and wellbeing project.
More vaccination centres join local NHS jab drive – 15 March	More vaccination centres across Bradford and Craven will start delivering the covid jab this week with Bradford College Old Building and Ingleton community pharmacy in Settle joining the district-wide vaccination programme.
You're A Star Awards 2021: finalists demonstrate flexibility and fighting spirit – 8 March	Flexibility and fighting spirit have emerged as key traits shared by finalists in this year's You're a Star Awards, which honour and celebrate the outstanding work of clinical and non-clinical staff, carers, volunteers and service users at Bradford District Care NHS Foundation Trust.
Improving health outcomes for Bradford's inner-city residents – 4 March	Families living with dementia in central Bradford are being helped to live more positively and face the challenges of tomorrow with more confidence, thanks to a collaboration between Dementia UK and the recently formed Proactive Care Team (PACT), led by Bradford District Care NHS Foundation Trust.

3 Regulatory Matters and Visits

Nothing of note to report.

4 Serious incidents and never events

The following Serious Incidents have been opened and closed on STEIS during the period from the beginning of March to 5th May 21. There were 6 reported incidents and 3 cases closed:

Incidents reported

- Suspected suicide aligned with caseload of CMHT
- Suspected suicide aligned with caseload of IHTT

- Information governance breach
- Suspected suicide aligned with caseload of IHTT
- Allegation of abuse inpatient services
- Suspected suicide aligned with caseload of mental health liaison

Incidents closed

- Physical assault by staff inpatient services
- Unexpected death inpatient services
- Abuse inpatient services

The full detail of the Serious Incidents is presented in Private Board which includes the investigations concluded and learning from deaths.

5 Reportable issues

Nothing of note to report.

6 COVID-19

The executive team continue to lead the Trust response to the pandemic. The following slide deck highlights the key issues for Board to note.

Therese Patten
Chief Executive
06 May 2021