

Meeting of the Board of Directors - **Public**

9 September 2021

Paper title:	Chief Executive's Report	Agenda item 9.0
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 • System and national developments • Media coverage • Regulatory Matters and Visits • Reportable issues • COVID-19 		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>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	X	X	X	X

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
X	X	X	X	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: <ul style="list-style-type: none"> • SO1 • SO2 • SO3 • SO4 • SO5 • SO6
Links to the Supporting Operational Risk Register	The work contained with this report links to the following corporate risk(s) as identified in the Supporting Operational Risk Register: <ul style="list-style-type: none"> • N/A
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> • N/A

Board of Directors – Public
Thursday 9th September 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

Electronic Prescribing Medicines Management

The ePMA project is progressing well with all the key milestones for July and August having been met. This involved key activities such as the completion of the Pharmacy Formulary build and the advancement of process mapping across 7 wards, with the remainder on track to be completed by the end of August. Work has also started regarding the configuration and build of SystemOne templates, which are due for completion end of November in readiness for user acceptance testing.

In terms of engagement the Lead Nurse is working with staff and senior managers at all levels to ensure that they are aware of the project and to provide a feedback mechanism to the project team. Our Lead Pharmacist is also engaging with the pharmacy team and clinical staff to demonstrate project outcomes and benefits.

The project team are in the process of setting up the Clinical Reference Group for ePMA, this will be an independent group with representation from the project team and clinical staff, with the purpose and responsibility for signing off processes and providing expert advice on specific subject area matters.

2 System and national developments

West Yorkshire and Harrogate Integrated Care System

A considerable amount of guidance has been published since our last Board, which includes:

- Interim guidance on the functions and governance of the integrated care board, a draft model constitution and a list of statutory CCG functions to be conferred on ICBs - an interim guide which covers the expected governance requirements for Integrated Care Boards as outlined in the Health and Care Bill and the ICS Design Framework

- HR Framework for developing Integrated Care Boards – provides national policy ambition and practical support for NHS organisations affected by the proposed legislative changes as they develop and transition towards the new statutory bodies
- Building strong integrated care systems everywhere: guidance on the ICS people function –builds on the priorities set out in the People Plan. It is intended to help NHS system leaders and their partners support their 'one workforce' by delivering key outcome-based people functions from April 2022
- ICS implementation guidance: ICB readiness to operate statement (ROS) and checklist - provides a template ICB Readiness to Operate Statement (ROS) and accompanying ROS checklist. Describes how the checklist will be used to enable system leaders to assess progress and transition towards the establishment of ICBs
- ICS Implementation Guidance: Due Diligence, Transfer of People and Property from CCGs to ICBs and CCG Close Down - guidance outlines the due diligence process which underpins the legal transfer of people (staff), property and liabilities to ICBs, the legal establishment of ICBs and abolition of CCGs, and close-down activity for CCGs

All ICSs will be established in statute from April 2022, subject to Parliamentary approval. There is a national expectation that ICSs will be operating in shadow form from October. In West Yorkshire and Harrogate relationships and ways of working are established which means the system is already operating to a large extent in this way. Further work is ongoing which will ensure the Partnership evolves and extends ahead of the April 22 legal deadline. The recent guidance was discussed at the Integrated Care Partnership Board on Friday 27th August and it was agreed that all our preparatory work at Bradford District and Craven Place is in line with the guidance.

Provider Collaborative Guidance

On the 10th August NHS England and NHS Improvement published Working together at scale: guidance on provider collaboratives. The document sets out expectations for how providers should work together in collaboratives and describes benefits and enablers. All trusts providing acute and mental health services, must be part of a provider collaborative by April 22, other providers (such as community and ambulance trusts) should be part of a collaborative where it is beneficial for patients. Highlights from the guidance includes:

- Provider collaboratives are described as partnership arrangements involving at least two trusts working at scale, with a shared purpose and effective decision-making arrangements
- Ahead of April 22 providers are expected to identify the shared goals, objectives, membership and governance of each collaborative

- The guidance describes the benefits of scale as including reductions in unwarranted variation and health inequalities, sets out key enablers for collaboration and gives examples of work across clinical, clinical support and corporate services
- Collaboratives are distinguished from “place-based partnerships” as the former will involve providers operating across multiple places and potentially multiple systems
- Three models are proposed for the formation of collaboratives: provider leadership board, lead provider and shared leadership model and several decision-making mechanisms are described, trusts will maintain current accountabilities but will be expected to support mutual accountability within the collaborative
- It is suggested that in future provider collaboratives may be asked to support where poor performance or challenges are identified under the system oversight approach

In West Yorkshire and Harrogate Integrated Care System we already have excellent provider collaboratives and we are active participants in the Mental Health, Learning Disability and Autism Provider Collaborative. This guidance supports our work and we need to ensure that our collaborative ambitions are strengthened not impeded. Some collaboration benefits are easy to identify particularly after the mutual aid developed during COVID-19, however some longstanding issues such as workforce pressures will not be resolved simply by working together.

District Plan

A Bradford District plan has been developed on behalf of the Wellbeing Board that describes the ambition and priorities for the District in pursuit of the economic, social and environmental wellbeing of the local population. The plan describes five clear outcomes:

1. Children have the best start in life
2. Residents achieve good health and wellbeing
3. Sustainable economic growth and decent work for all
4. Safe, sustainable and inclusive communities
5. Action at all levels to address climate and environmental change

The District Plan was presented in final draft to the Wellbeing Board at their meeting on 17th August. It was agreed that the Wellbeing Board will be the lead Partnership for the delivery of the Plan and its contents was ratified. The document can be found in Appendix 1.

3 Media coverage

Media and news highlights since the last Board meeting included:

Area /date	Details

<p>are Trust launches new volunteering strategy – 24 August</p>	<p>Bradford District Care NHS Foundation Trust is inviting staff and members of the public to attend its bi-monthly public board meeting online, on Thursday 9 September, from 9.00am-12.30pm. Attendees will hear about a new volunteering strategy to be considered by the board that sets out plans to expand and develop the Trust’s volunteering service over the next three years.</p>
<p>Morrisons Foundation donates over £20,000 to NHS charity – 18 August</p>	<p>Better Lives, the official charity of Bradford District Care NHS Foundation Trust, has received a donation of £23,148 from the Morrisons Foundation to support older patients living with dementia and patients with acute mental health diagnosis. The money was donated after the Better Lives team applied for funding to buy reminiscence interactive therapy activities (RITA) equipment for patients on the dementia assessment unit and the Bracken mental health ward.</p>
<p>Yorkshire Three Peaks challenge for NHS charity – 10 August</p>	<p>Better Lives charity, which supports Bradford District Care NHS Foundation Trust, is inviting local people to sign up to their Yorkshire Three Peaks challenge and raise money for Trust services on Saturday 25 September.</p>
<p>Help with anxiety or depression from the comfort of home – 3 August</p>	<p>People in Bradford dealing with anxiety or depression despite the lifting of COVID-19 restrictions, can still get help from the comfort of their own homes as Bradford District Care NHS Foundation Trust’s MyWellbeing College has released new dates for their popular online group courses.</p>
<p>Protect breastfeeding: a shared responsibility – 28 July</p>	<p>Breastfeeding may be the most natural way to give baby a good start in life, providing long term health benefits, but the theme of this year’s World Breastfeeding Week (1-7 August) centres on the shared responsibility society has to support mothers to breastfeed now and in the future.</p>
<p>A rainbow garden to remember – 21 July</p>	<p>A garden of remembrance providing a peaceful, reflective space to remember local people who have sadly lost their lives due to COVID-19, has been created by staff at Bradford District Care NHS Foundation Trust. In keeping with the symbol of hope used throughout the pandemic, the courtyard space at the Trust’s Dementia Assessment Unit, at Lynfield Mount Hospital, is now filled with the colours of the rainbow.</p>
<p>Advice for keeping baby healthy in hot weather – 19 July</p>	<p>With the current hot weather, it is important to remember that babies and children overheat and dehydrate quickly so it’s vital to keep them hydrated, according to Bradford District Care NHS Foundation Trust’s strategic breastfeeding lead, Jane Dickens.</p>
<p>Face coverings must be worn in health services across district – 19 July</p>	<p>People accessing health services in the district must continue to wear face coverings. Healthcare organisations across Bradford District and Craven have come together to remind people accessing health services that they must continue to wear face coverings, follow social distancing guidance and any other on-</p>

	site information to keep themselves, other patients and healthcare professionals safe.
<u>Bradford vaccination centres appeal for more volunteers</u> – 6 July	Vaccination centres in Bradford are appealing for more volunteer marshals to help onsite and support the NHS drive to vaccinate the local population. Members of the public can now apply online to volunteer at either Jacob’s Well or Bradford College Old Building that are two vaccination centres run by Bradford District Care NHS Foundation Trust.

4 Regulatory Matters and Visits

Since July four Mental Health Act reviews have taken place:

- Baildon - 04 August 2021 (on site and interviews with staff and service users were done remotely)
- Bracken – 09 August 2021 (remote due to the ward having a Covid positive patient)
- Ilkley – 10 August 2021 (on site and interviews with staff and service users were done remotely)
- Thornton – 16 August 2021 (on site and interviews with staff and service users were done remotely)

Outcome letters received from all visits and all learning will be considered using our Care Trust Way methodology.

5 Serious incidents and never events

The following Serious Incidents have been opened and closed on STEIS during the period since our last Board in July:

- No Never Events reported
- 7 new SI’s reported: these relate to suspected suicides and the admission of young person(s) to the adult 136 suites
- Currently there are 15 open investigations (2 on agreed extensions – 1 for police investigation, 1 for external investigation)
- 3 investigations were completed in July the learning identified includes documentation, Human Factors (distraction, environment) during medication administration and referral processes
- 5 inquests were held in July: one was adjourned, one had a narrative conclusion, two had suicide conclusions and one had a drug related death conclusion. One action is required regarding accurate documentation of relatives details

6 Reportable issues

We have had 2 CQC reportable incidents since the last report, both relating to service users failing to return from leave. Risk assessments were in date prior to the incidents, mental states were stable and there were no identified risks that would require leave being cancelled. Debriefs were held on return and updates to care plans and risk assessment completed.

7 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
31 August 2021