

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

**11 November 2021**

<b>Paper title:</b>	Chief Executive's Report	<b>Agenda item</b>  <b>9.0</b>
<b>Presented by:</b>	Therese Patten, Chief Executive	
<b>Prepared by:</b>	Therese Patten, Chief Executive	

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

<b>Executive summary</b>		
<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"> <li>• Trust news</li> <li>• System and national developments</li> <li>• Media coverage</li> <li>• Regulatory Matters and Visits</li> <li>• Patient Safety Incidents and Never Events</li> <li>• Reportable issues</li> <li>• COVID-19</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><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 content of the paper, and</li> <li>• Seek any further clarification as appropriate</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	X	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	X	X	X	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>• SO1</li> <li>• SO2</li> <li>• SO3</li> <li>• SO4</li> <li>• SO5</li> <li>• SO6</li> </ul>
<b>Links to the Supporting Operational Risk Register</b>	<p>The work contained with this report links to the following corporate risk(s) as identified in the Supporting Operational Risk Register:</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>• N/A</li> </ul>

**Board of Directors – Public**  
**Thursday 11<sup>th</sup> November 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**

**The Library and Black Lives Matter**

In our Library staff are keen to develop the range of resources available on particular themes each year. In the aftermath of the George Floyd incident last year, the team have developed resources themed around Black Lives Matter. The approach has been to select appropriate resources guided by both Librarians and library customers. There were a large number of requests for literature searches from colleagues in our organisation and suggestions for book titles. The resonant themes emerging from staff included the idea that they wished to be better informed about the issues and wanted to challenge their own assumptions that underpin their own practice. A library staff member who is also a member of our Aspiring Cultures group provided a key liaison point for the project and collated additional recommendations. There are now a substantial number of resources that allow library visitors to further develop their understanding and reflect upon the issues raised. The most popular resources up to now include:

- The Islamophobia Industry – Nathan Lean
- The Good Immigrant – Nikesh Shukla
- Why I'm no longer talking to white people about race – Reni Eddo-Lodge



Measuring the impact of the resources is a challenge as the number of physical visits to the library have been significantly reduced due to COVID-19, and there has been a reliance on electronic marketing of the resources. The team are aware that they could have a beautiful display of great reading that staff don't know about or don't have time to read as they cope with the pressures of the pandemic. As we move forwards the team anticipate a substantial increase in the numbers of these resources being borrowed, and hope that the message is quite clear, that our Trust and its Library believe that Black Lives Matter.

## Our Digital Strategy

Good progress is being made in relation to our new Digital Strategy (Digital for Better Lives), with the release of a draft document for critique at Senior Leadership Team and the Digital Steering Group this month. A final draft is due for submission and presentation to Finance Committee in November, with a planned submission to Board for final approval in December.

In terms of format the strategy will not in the first instance present a detailed delivery plan.

The key aim will be to engage and articulate a vision and supporting objectives and themes that will support our strategic and transformational ambitions going forward. The strategy also aims to support our more immediate first-year horizon activities, which are about strengthening our foundations and building on the applications and infrastructure already in place. The strategy will also focus on our ambitions for digital care delivery and seek to address and embed the wider digital leadership and skills required to truly transform our services and ways of working.

The final theme will set out our ambitions in relation to data and analytics and the importance of how this will be developed to improve the services that we provide and to enable greater insight towards a predictive model of delivery and ultimately the safe and ethical use of artificial intelligence.

Subject to approval of the strategy when presented, further work is also planned to launch and communicate it to our staff and a tailored version for service users and patients will also be drafted in the new year. The final deliverable will be associated with the resources required to deliver the strategy and how this will fit in with the priorities of the Trust, specifically the work across the Together We Improve Create and Sustain programme.

## **2 System and national developments**

### **West Yorkshire Integrated Care System (ICS)**

The ICS continues to prepare for the new legislation set out in the Health and Care Bill. Guidance has recently been issued by NHS England/Improvement on a range of issues including the HR Framework, senior recruitments, Board arrangements and provider collaboratives. The establishment of new groups is also in progress with the System Quality Group meeting for the first time at the beginning of October.

Following a robust process Cathy Elliott has been appointed as ICB Chair-Designate for West Yorkshire and will formally take up the post from April 2022. We will of course miss Cathy at the Trust but are delighted that she has been appointed and know that she will be an advocate for mental health, community services and our Place in the role. The recruitment process for the CEO of our integrated care system is expected to be completed in November 2021. The next stage is to confirm the integrated care board lead designates, with this process expected to conclude later this year.

The ICS is making progress in line with the national timetable. Reviews have been had with each Place on the new arrangements (Bradford district and Craven; Calderdale, Kirklees, Leeds, and Wakefield) and all have demonstrated good progress. The reviews are supported through a place-based development framework. Conversations are also progressing on taking direct commissioning functions from NHS England, including community pharmacy, dentistry, and optometry.

Our ICS will have an Integrated Care Board (ICB), which will be responsible for leading NHS integration at West Yorkshire level. It will develop a plan to meet the health needs of the population and secure the provision of health services and will be directly accountable for NHS spend and performance in West Yorkshire. The ICB will deliver most of its functions through the five place-based partnerships. To support this work a constitution is being developed which sets out what the ICB will do and how it will work. Key to the West Yorkshire approach is our principle of subsidiarity – ensuring that decisions are taken as close to local communities as

possible, and only at West Yorkshire level where there are clear benefits from collaborative approaches and economies of scale.

### 3 Media coverage

Media and news highlights since the last Board meeting include:

Area /date	Details
<p><b>Top tips for your mental wellbeing as clocks go back – 25 October</b></p>	<p>As the clocks go back on Sunday 31 October, people in Bradford, Airedale, Wharfedale and Craven are being encouraged this winter to look after their mental wellbeing, as well as their physical wellbeing, by Bradford District Care NHS Foundation Trust's MyWellbeing College.</p>
<p><b>Care Trust raises awareness during Mouth Cancer Action Month – 18 October</b></p>	<p>In support of Mouth Cancer Action Month, that runs from 1 to 30 November 2021, Bradford District Care NHS Foundation Trust's community dental service will be raising awareness of the potential warning signs and symptoms of mouth cancer, as well as the factors that could put people at risk.</p>
<p><b>Local people take on walking challenges for NHS charity – 13 October</b></p>	<p>Local communities have been getting involved in walking challenges, organised by Bradford District Care NHS Foundation Trust's official charity Better Lives, to raise funds to support local NHS patients and staff.</p>
<p><b>Relaunch of local NHS community support service – 27 September</b></p>	<p>Bradford District Care NHS Foundation Trust is re-launching its Champions Show the Way service with a new name of Well Together, to better describe the wide range of activities the service offers and the positive impact it has on people's wellbeing.</p>
<p><b>Keeping active to reduce fall risk – 23 September</b></p>	<p>To mark Falls Prevention week, 27 September to 3 October, Bradford District Care NHS Foundation Trust is working in partnership with the Yorkshire and Humber Falls Prevention Network to encourage people to look at the importance of physical activity in reducing the risk of falls.</p>

### 4 Regulatory Matters and Visits

Since August 2021 we have had no further Mental Health Act reviews. Outcome letters have been received from all 4 visits in August (previously reported), responses and action plans have now all been submitted to the CQC which address the areas identified.

### 5 Patient Safety Incidents and Never Events

The following activity has been reported since the last Board report in September:

- Four new SI's all are suspected suicide
- Currently there are 15 open investigations (three with agreed extensions)
- Two investigations were completed in September the learning identified related to clinical systems use and functionality and more robust awareness of processes
- Two inquests were held in September – one returned a suicide conclusion and the other an open conclusion where the cause of death was unascertained. There were no actions or criticism for the Trust.

Since the last report no Never Events have been reported.

## **6 Reportable issues**

We have had two CQC reportable incidents since the last report, both relating to service users absconding whilst on escorted leave:

- IR-e 199988 - Ilkley Ward (August) a service user absconded whilst on escorted leave and was safely returned by police two hours later
- IR-e 201459 - Thornton Ward (September) a service user absconded whilst on escorted leave in the afternoon, they returned safely and voluntarily in the early hours of the following morning

No identified risks have been found that would have required leave to be cancelled prior to either incident. Full debriefs were held on return and updates to care plans and risk assessments were completed. In addition, the AWOL (absent without leave) protocol is being reviewed.

## **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**  
**3 November 2021**