

Board of Directors – Meeting held in Public

12 January 2023 Chief Executive’s Report

Paper title:	Chief Executive’s Report	Agenda Item 09.0
Presented by:	Phillipa Hubbard, Director of Nursing, Professions and Care Standards, Deputy Chief Executive, DIPC	
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Committees where content has been discussed previously	Name(s) and date(s) of sub-committee / working group	
Purpose of the paper Please check ONE box only:	<input type="checkbox"/> For approval <input checked="" type="checkbox"/> For information <input checked="" type="checkbox"/> For discussion	
Link to Trust Strategic Vision Please check ALL that apply	<input checked="" type="checkbox"/> Providing excellent quality services and seamless access <input checked="" type="checkbox"/> Creating the best place to work <input checked="" type="checkbox"/> Supporting people to live to their fullest potential <input checked="" type="checkbox"/> Financial sustainability, growth and innovation <input checked="" type="checkbox"/> Governance and well-led	
Care Quality Commission domains Please check ALL that apply	<input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input checked="" type="checkbox"/> Responsive	

Purpose of the report
The purpose of the report is to provide commentary on strategic, operational and systems issues.

Executive Summary
<p>The purpose of this report is the inform the Trust Board of significant issues that occurred in the past month. The areas covered in this report are:</p> <ul style="list-style-type: none"> ▪ Trust News ▪ Awards and recognition (including LOV, Thanks a Bunch) ▪ Supporting our People (including recruitment highlights, including senior appointments, joiners, leavers, staff health and wellbeing)

<ul style="list-style-type: none"> ▪ Regulatory Matters and Visits ▪ Patient Safety Incidents and Never Events ▪ Reportable issues ▪ National and System Developments ▪ Media Coverage ▪ COVID-19 by exception 	
<p>Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?</p>	<p><input type="checkbox"/> Yes (please set out in your paper what action has been taken to address this)</p> <p><input checked="" type="checkbox"/> No</p>

<p>Recommendation(s)</p>
<p>The Board of Directors is asked to note the contents of the paper and seek any further clarification as appropriate.</p>

<p>Relationship to the Board Assurance Framework (BAF)</p>	
<p>The work contained with this report links to the following strategic risks as identified in the BAF:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC) <input checked="" type="checkbox"/> SO2: Prioitising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC) <input checked="" type="checkbox"/> SO3: Maximising the potential of services to delivery outstanding care to our communities (QSC) <input checked="" type="checkbox"/> SO4: Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board) <input checked="" type="checkbox"/> SO5: To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC) <input checked="" type="checkbox"/> SO6: To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC) 	
<p>Links to the Strategic Organisational Risk register (SORR)</p>	<p>The work contained with this report links to the following corporate risks as identified in the SORR:</p> <ul style="list-style-type: none"> • N/A
<p>Compliance & regulatory implications</p>	<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"> • N/A

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**12 January 2023
Chief Executive’s 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

I have the pleasure of informing you that Therese Patten Chief Executive has returned to the Trust following a period of leave as of the 3 January 2023. Phil Hubbard has returned to her substantive position as Director of Nursing, Professions/Care Standards and Deputy Chief Executive.

Over the festive season there has been an unprecedented amount of pressure within our West Yorkshire ICS on acute providers and ambulance services this has led to a number of our senior colleagues engaged in local and national calls to support providers.

2 Awards and recognition



Seven Care Trust nurses awarded prestigious Queen’s Nurse title by the Queen’s Nursing Institute charity.



Care Trust nursery nurse named Nursery Nurse of the Year at the Community Practitioners and Health Visitors Association (CPHVA) awards.

Thanks a Bunch nominations

Month	Nominations	Awards	Single nominations	Team nominations	Grouped nominations	Single award	Team award	Group award
Oct-22	20	9	17	2	1	8	0	1
Nov-22	13	13	13	0	0	13	0	0

Living our Values Awards

Every month, colleagues and teams are recognised in our Living our Values awards, for actively demonstrating one of our Trust values in their work.

	Number of nominations	Winners
October	4	Terhi Kaye, Community Matron Ed Sykes, Lead Pharmacy Technician Khawar Ramzan, Medicines Management Technician
November	4	Nicola McDonnell, Community Staff Nurse Lucy McArthur, Family Interventions Lead Adrian Sta-Maria, Healthcare Support Worker

Khawar Ramzan, Medicines Management Technician	Living our Values - We Care - October 2022	Won	<p>Khawar has risen to the recent challenge of covering community physical health services. At incredibly short notice Khawar changed his working routine and covered an essential service for Clozapine. Without this a vital service for patients would not have been able to be delivered. Khawar stepped in and ensured all patients were seen and taken care of whilst also performing his own job. He worked in consultation with other team members to ensure all the service was covered and colleagues were supported. Khawar not only delivered the service but she did so in a professional manner, he was able to discuss and negotiate what needed to be done and just got on and did it.</p> <p>He supported his colleagues, his team and service users. Not only did he do this on one day but over several days! We are</p>
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			really proud of you Khawar what a team player! '
Terhi Kaye, Community Matron	Living our Values - We Listen - October 2022	Won	<p>I am nominating Terhi because her and the team work tirelessly to provide high quality care to the most vulnerable of our patients living in their own homes.</p> <p>Terhi often receives feedback directly relating to her care and support to patients and the last feedback came from a family member whose mum had recently passed away and she wanted to pay tribute to tehri's care and support for her mum.</p> <p>Terhi has had a very positive effect in all she does to care for patients and even emotional support. I could not have cared for my mum without support of Terhi, she was always available when I needed advice, help, support. Terhi and her team are marvellous and for most I feel Terhi is deserving of recognition for her outstanding contribution to the community and families of her patients.</p>

<p>Ed Sykes, Lead Pharmacy Technician</p>	<p>Living our Values - We Deliver - October 2022</p>	<p>Won</p>	<p>There is a national shortage of certain medications, which includes a medication used for some young people at present.</p> <p>Ed has seen this shortage and gone beyond his job role to get supplies of this medication so that vulnerable children and young people don't have the stress of having no medication. He is putting families first at a difficult time and shows the value of we deliver. Well done Ed.</p>
<p>Nicola McDonnell, Community Staff Nurse</p>	<p>Living our Values - We Care - November 2022</p>	<p>Won</p>	<p>Nicola was handling a poor hospital discharge one late afternoon.</p> <p>A communication breakdown had occurred between the discharging ward and patient's family. As a consequence, the patient, who required insulin therapy, had been sent home with no food supplies or social care.</p> <p>After several phone calls to discharging ward, family member and care agency, and a lot of organisation and reassurance to the patient by Nicola, he was able to stay at home safely. Nicola even went out to buy some food supplies and got the patient fish and chips that he had wished for!</p> <p>Needless to say, Nicola got home very late that day and declined to have any money back she had spent. She has demonstrated the highest compassion and kindness and deserves to be recognised.</p>

<p>Lucy McArthur, Family Interventions Lead</p>	<p>Living our Values - We Listen - November 2022</p>	<p>Won</p>	<p>There were some issues relating to some first aid training in August this year where the trainer used some terms and explanations that didn't sit right in terms of ethnicity and diversity.</p> <p>Lucy McArthur who organised this training was made aware of the issues and gathered all our concerns and worked with the trainer and their service to address these sensitive topics with great outcomes.</p> <p>She took the time to compassionately explore a sensitive topic that it would have been easier to skim over, but she really took this on board with some really great results where there will be tangible benefits to the trainer and future recipients of the training. Lucy is passionate about this, and she fully deserves recognition for her work on this.</p>
<p>Adrian Sta-Maria, Healthcare Support Worker</p>	<p>Living our Values - We Deliver - November 2022</p>	<p>Won</p>	<p>Religious/cultural event organising and ward decorating lead. Adrian has been a great asset to the ward as he has been organising religious events and taking leads on cooking and decorating the ward.</p> <p>He always goes above and beyond for our service users as well as staff working around and taking everyone's preferences into consideration. Events like Black History Month, Diwali, Eid, Remembrance Day, and Halloween have been greatly celebrated on the ward with our staff and service users thanks to Adrian and his planning.</p> <p>He promotes so much confidence on the ward and gets everyone involved which is such a positive factor. I truly think he deserves this award after 20 years of service.</p>

3 Supporting our People (including recruitment highlights, including senior appointments, joiners, leavers, staff health and wellbeing)

Two Long Service Awards for staff took place in November to celebrate 25 and 40 years' service. One was face to face and the other the was the first virtual Long Service Award. The menopause work across the Trust continues with the development of a policy as well as training staff to be 'menopause aware buddies' to provide listening and signposting support to staff around the menopause. The Trust also changed Employee Assistance Program provider to Health Assured which provides a health and wellbeing app as well as a range of support on a wide range of issues. In addition, the Shiny Mind app has also been offered to all nurses and health care support workers which supports health and wellbeing and has been specifically developed for nursing staff. At the time of writing, there had been 79 new starters for November and for 47 December.

4 Regulatory Matters and Visits

During November/December no Mental Health Act (MHA) reviews were undertaken by the Care Quality Commission to monitor the use of the MHA and the compliance with the Code of Practice;

- Fern ward, (Acute MH Male) Airedale Centre for Mental Health
- Heather ward, (Acute MH Female) Airedale Centre for Mental Health
- Bracken ward, (Acute MH Older People mixed) Airedale Centre for Mental Health

CQC Inspection Medicines Management 22-23 November:

On 22/23 of November CQC Inspectors were on site at Lynfield Mount Hospital undertaking an inspection of the way the Trust manages medicines. The inspection looked at medicines across the five key lines of enquiry: safe, effective, caring, responsive and well-led. This was a Trust-wide inspection which included the CQC visiting services where medicines are prescribed or administered. In addition to the onsite inspection the inspectors requested a number of key documents and data sources, which have been provided.

The findings will not affect our overall Trust rating (it is similar to Mental Health Act Inspections). This is a new approach that the CQC is taking on the inspection of medicines management and optimisation, and it will inform how medicines are inspected in the future.

The report is expected in the new year.

5 Patient Safety Incidents and Never Events

Since the last report there have been no Never Events reported.

- 3 new SI's reported since the last report
- November – 2 x suspected suicide and 1 x suspected attempted suicide leading to life changing injuries

Currently we have fourteen open investigations with one being an external investigation, this is a double homicide and NHSE have commissioned NICHE to complete the investigation.

3 investigations were completed in October, and 1 was completed in December. The learning identified included:

- Clinical records need to accurately capture both the current planned frequency of contacts and the date of the next planned contact Risk assessments not being undertaken in line with policy.
- Ensure that agreed processes are in place to review all service users on a regular basis, dependent on clinical presentation and perceived risk, and that these reviews are recorded.
- Ensure that processes are in place so that clinical records accurately capture both the current planned frequency of contacts and the date of the next planned contact.
- Review of current processes for ensuring staff who assess patients and need to communicate their findings for follow up by the GP, do so clearly and in line with policy/procedure.
- Action to address non recording on S1 and the lack of professional curiosity
- IHTT should send a copy of the discharge letter sent to the GP to the Service User, in line with the Copying Correspondence to Service Users policy
- Updating of the Copying Correspondence to Service Users' policy (2018) and the Failure to Attend Appointments Policy (2018);
- MDT meeting to be encouraged to satisfy themselves about the robustness of efforts to ensure a Service User has been made aware of discharge and to challenge any likely scenarios that could impact that decision.
- First Response Service should review their referral processes, to ensure service user consent prior to booking assessments.
- First Response Service should ensure that agreed processes are in place to clearly document occurrences where service users have refused an assessment.

6 Inquests

6 inquests were held during the period:

- 3 suicide conclusion
- 1 accidental death
- 1 drug related death
- 1 open conclusion

There were no HMC actions nor criticism of the Trust.

7 Reportable issues

There has been one new incident of a young person being admitted to the CAMHs annex on Ashbrook on 9 December. On 15 December, the YP's 18th birthday, an MDT took place to discuss and agree a plan to support safe transition into adult inpatient services (Ashbrook ward).

The YP previously reported, who was admitted 20 August, remains in the CAMHs Annex on Oakburn.

Review and work to source a suitable placement is ongoing.

In addition, the following events were externally reported:

CQC & NHSE Reportable	Ilkley	AWOL	Failure to return from authorised leave, returned by staff after midnight
NHSE Reportable	Baildon	Contraband	Drugs found in the courtyard – appear to have been thrown over the wall
	Thornton	Contraband	Drugs found in the courtyard – appear to have been thrown over the wall

8 National and System Developments

The NHS 2023/24 priorities and operational planning guidance was published on 23 December 2022. The planning approach reflects the new ways of working for both organisations and integrated care systems as articulated in the NHS Operating Framework. The aim is to support local decision making, empowering local leaders to make decisions for their local population. The targets set out are all aligned to three main tasks:

- Recovery of core services and productivity
- Make progress in delivering the key ambitions in the Long Term Plan
- Transform the NHS for the future

9 Media Coverage

Media and news highlights since the last Board meeting included:

New online support for children with speech, language and communication needs - 17 October

Area / dates	Details
Caring nurses support local elderly couple – 14 Dec	Amanda Whitley an Advanced Practitioner in the Proactive Care team (PACT), explains how the team

	was recently able to care for an elderly couple living in central Bradford.
Caring nurses support local community with mental health crisis reduction – 12 December	District nurses from Bradford District Care NHS Foundation Trust are helping vulnerable patients in mental health crisis across Bradford, Wharfedale, Airedale and Craven, with the aim to reduce distress in the short term.
NHS staff thanked for their work with special treats over 10 days of festive fun – 2 December	Spreading the festive cheer, Bradford District Care NHS Foundation Trust's Better Lives Charity is thanking dedicated NHS staff for their hard work and commitment over the year, with special treats over 10 days of festive fun.
Care Trust nurses awarded prestigious Queen's Nurse title – 29 November	Bradford District Care NHS Foundation Trust is celebrating seven of its nurses who have been awarded the prestigious Queen's Nurse title, an accolade which recognises a nurse's dedication to giving high quality patient care.
Healthcare staff rally together to end domestic abuse – 21 November	Healthcare professionals from across Bradford, Airedale, Wharfedale and Craven are coming together in support of the 16 Days of Action Against Domestic Abuse campaign this week, in a bid to raise awareness of domestic violence.
Caring nurse goes extra mile to support local man with learning disabilities – 14 Nov	Caring and dedicated learning disability nurse, Nicola Boldy, has been supporting local Bradfordian, Mazar Hussain with his healthcare needs, after family members noticed a decline in his mental health following a family bereavement.
Nursery Nurse of the year winner announced – 7 November	A Nursery Nurse from Bradford District Care NHS Foundation Trust has been named Nursery Nurse of the Year at the Community Practitioners and Health Visitors Association (CPHVA) awards.

<p>Care Trust sets out winter plans – 31 October</p>	<p>Local people from across Bradford and Craven are invited to attend Bradford District Care NHS Foundation Trust's next online public board meeting, to hear about service planning for the winter months. They can join the meeting on Thursday 10 November, 9.00am to 2.00pm on Microsoft Teams.</p>
<p>Local Community Dental team shares key signs of mouth cancer – 28 October</p>	<p>This November, people across Bradford, Airedale, Wharfedale and Craven are being encouraged to look out for signs of mouth cancer, as part of Mouth Cancer Action Month, which runs from 1 to 30 November 2022.</p>
<p>NHS England Deputy Chief Nursing Officer visits Care Trust – 25 October</p>	<p>The Children's service at Bradford District Care NHS Foundation Trust welcomed NHS England and NHS Improvement's Deputy Chief Nursing Officer, Duncan Burton, today, at a celebration event for staff.</p> <p>The deputy head of nursing attended the event for staff at the Care Trust who have completed a six-month long 'reciprocal mentoring programme', which aims to improve inclusivity for those from Black, Asian and ethnic minority (BAME) backgrounds and to help break down barriers they face at work.</p>
<p>Final weekend for Jacob's Well vaccination centre - 25 August</p>	<p>Bradford's Jacob's Well vaccination centre will be finishing this weekend (27 August) as the COVID-19 vaccination programme moves to its next phase. The NHS will be starting to offer autumn boosters from next month which will be available at a range of community-based healthcare sites across Bradford district and Craven. The move to more community-based sites aims to make it as easy and convenient as possible for people to access vaccinations in their local communities</p>

10 COVID-19 (by exception)

The executive team continue to lead the Trust response to the pandemic, any issues of concern or update will be raised here by exception.

Phillipa Hubbard (she/her)

Director of Nursing, Professions and Care Standards, Deputy Chief Executive, DIPC