

Board of Directors – Meeting held in Public

9 March 2023

Chief Executive’s Report

Paper title:	Chief Executive’s Report	Agenda Item 09.0
Presented by:	Therese Patten, Chief Executive	
Prepared by:	Therese Patten, Chief Executive	
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 months. The areas covered in this report are:</p> <ul style="list-style-type: none"> ▪ Trust News ▪ Awards and recognition ▪ Supporting our People ▪ Regulatory Matters and Visits ▪ Patient Safety Incidents and Never Events

<ul style="list-style-type: none"> ▪ Reportable issues ▪ Sustainability ▪ National and System Developments ▪ Media Coverage ▪ COVID-19 	
<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

Board of Directors – Meeting held in Public

9 March 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

Neurodiversity in Schools

Last month was the go live date for our schools-based trial of our new 'Electronic Neurodiversity Profiling Tool'. 12 primary schools are participating, across Manningham and Girdlington, Keighley, and Holme Wood. The tool is designed to help teachers and parents work together, to recognise and meet the learning and support needs of neurodiverse children, without requiring a referral to clinical services, but it is not designed to replace assessment. Our goal is to reduce the time many neurodiverse children have to wait for support, which in most cases can be provided by schools, with appropriate training and guidance and without intervention from specialists. This phase of the trial will run until July and will then be evaluated, the results of which will be ready to share in September. All being well Phase 2 will then launch after October half term.

The trial is seen by Government as significant, as confirmed by The Parliamentary Under-Secretary of State for Health and Social Care in a 1 Feb 2023 debate on ADHD diagnosis, Maria Caulfield said:

'We know that children with ADHD and other neurodiverse conditions such as autism can thrive in and out of school if they get the support they need. We have a trial under way in Bradford looking at an early diagnosis tool to help teachers, parents and others to identify the needs of those with neurodiverse conditions. If successful, that could be expanded across the country. I will update Members as soon as we have the results of the pilot, because we are keen to see improvements in showing location of attendance, behaviour and educational outcomes in schools, as well as in the quality of life experienced by children and their parents. The tool is not intended to replace clinical diagnosis, but it should enable support to be made available earlier to children and their parents while they wait for an assessment and a diagnosis.'

Our newly formed Neurodiversity Research and Development Programme Board met for the first time in January. The board brings together representatives from all key services and professions, who work with neurodiverse children and their families, with academics from the Born in Bradford research family, and families. The board will allow us to coordinate, link and strengthen projects across the district, to test and trial better ways to work with neurodiverse children and families, and make research activity is aligned to service priorities and can inform strategic decision making.

The R&D programme board will also support and ensure the quality of a new, district-wide, all-age neurodiversity strategy. The strategy will help us look beyond the firefighting activities that currently dominate our day-to-day work, to the changes and investments that needed to deliver world-class, connected children's services, transition to adulthood and support through the whole life course. Getting this right for neurodiversity will also help us make similar reforms across other children's priorities, where a multi-agency, evidence-led response is required. We are at an early stage of drafting and consultation, but at this time are expecting to see commitments around information

sharing and community empowerment, early intervention in schools, as well as a proposed system wide commitment to build a 'Neurodiverse Friendly District', as part of the City of Culture 2025.

Oral Health Pledge

It is recognised that people experiencing severe mental ill health can have their lives restricted and shortened by conditions such as diabetes and heart disease. However, it is less recognised is that they also experience serious inequalities in oral health, with high rates of tooth decay, gum disease and tooth loss, which impact on basic functions such as eating and speaking and can damage a person's confidence and self-esteem.

The Right to Smile consensus suggests that tackling this inequality is overdue and deserves urgent attention from service providers, researchers, and policymakers. Poor oral health should not be an inevitable consequence of experiencing severe mental ill health. The impetus for the consensus statement arose from an oral health group established by the Closing the Gap Network, a UKRI funded initiative to develop a mental health network exploring ways to reduce the health gap faced by people experiencing severe mental ill health.

The Right to Smile consensus statement sets out a number of five-year targets to improve the oral health of people with severe mental ill health. As a Trust we would like the Board to endorse this consensus statement as part of ongoing work with the wider Bradford District and Craven Health and Care Partnership to improve the physical health of people with severe mental illness and to support research into this area through collaboration between the University of Leeds, BDCFT Community Dental Services and the BDCFT Physical Health Team.

2 Awards and recognition

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. The most recent winners are mentioned below congratulations to each of you.

	Number of nominations	Winners
December	13	<ul style="list-style-type: none"> • Clare Cook - District Nurse Team Leader • Roberto Giedrojt - Health Safety and Security Advisor and Dave Ellison - Fire Safety Officer • Megan Whitehead – Team Manager My Wellbeing IAPT Service
January	7	<ul style="list-style-type: none"> • Debbie Broomfield - Health Visitor • Antonia Hannam - IT Trainer • Sahra Wood - Ward Manager

Thanks a Bunch Nominations

	Nominations	Awards	Single nominations	Team nominations	Grouped nominations	Single awards	Team awards	Group awards
Dec	22	13	21	0	1	12	0	1

We were pleased to receive nominations from a range of service areas including community mental health teams, health visiting, human resources, 0-19 services, speech and language services and dental services.

3 Supporting our People

Significant Recruitment Stories

Rebecca Edwards has commenced in role as the Head of Legal Services and Emma Stott has commenced in role as Resourcing Manager – Recruitment and Temporary Staffing. Congratulations and welcome to you both.

We have successfully secured funding (HEE/ICB) for an 18-month band 5 post to support the ongoing development of our temporary staff/bank resourcing and retention. This post will work closely with our profession leads, practice educators and HEI colleagues to support the development of career pipelines and opportunities.

2023 calendars

Our Staff Benefits and ED&I teams have developed their annual childcare and wellbeing calendars and visited wards and departments across Bradford and Airedale to deliver them personally to services. The visits also helped raise awareness of our health and wellbeing offers and childcare support available to all staff.

New Starter Onboarding

A huge amount of work has been underway over the last six months to finalise our new face to face welcome and on-boarding programme for all new colleagues joining the Trust. It will launch in April 2023 and be held monthly. Prior to joining, new starters will receive a welcome pack, which sets out everything they need to know and what to expect on joining. At the event new starters will have the opportunity to meet members of EMT and in time the wider Board and Senior Leadership Team, and be introduced to the Trust's vision, values and behaviours. Keynote speakers will present and there will be a marketplace of stalls to provide valuable information and orientation for new starters, that will make their entry to the organisation enriched and memorable. Effective on-boarding is a critical component of the employee life-cycle experience and a major boost to retaining new starters.

4 Regulatory Matters and Visits

During the reporting period 16/12/22 to 20/02/23 we have had one Mental Health Act (MHA) review undertaken by the Care Quality Commission to monitor the use of the MHA and the compliance with the Code of Practice. The review took place 21st February on Clover ward, and to date no formal feedback has been received. The feedback and actions will be included in the next report.

5 Patient Safety Incidents and Never Events

Since the last report there have been no Never Events reported and seven new SI's reported.

- December – 1 suspected attempted suicide leading to life changing injuries
- January – 1 suspected suicide, 1 lapsed detention, 1 treatment of foot burn/ulcer

- February – 1 under 16 CAMHS admission to an adult mental health ward, 2 suspected suicides

Currently we have thirteen open investigations with one being an external investigation, this is a double homicide and NHSE have commissioned NICHE to complete the investigation. Six investigations were completed in the December to February 2023 reporting period, our learning identified included how to rigorously follow up on domestic abuse, consistent understanding of our Trauma Informed Personality Pathway, and full implementation of the records management policy.

6 Inquests

Two inquests were held during the period, one reached a suicide conclusion and the other a drug related conclusion. There were no HMC actions nor criticism of the Trust.

7 Reportable issues

The young person previously reported, who was admitted 20 August, remains in the CAMHS Annex on Oakburn. A plan is in place to support managed access to the facilities within the ward to reduce the impact of continued isolation, whilst remaining in the Annex.

In addition the following events were externally reported:

CQC & NHSE Reportable	Baildon	AWOL	Abscond from escorted leave, returned the following day by police
	Airedale Centre for Mental health 136 suite	Under 16 CAMHS admission to an adult mental health ward	Admitted 8 February and transferred to a CAMHS inpatient bed on 21 February 2023 BDCFT have STEiS reported
	Lynfield Mount Hospital 136 suite	Under 18 CAMHS admission to an adult mental health ward	Admitted 16 February and transferred to a CAMHS inpatient bed on 2 February 2023 ICB are STEiS reporting
CQC reportable	Thornton	AWOL	Abscond from escorted leave, but was located and encouraged to return to the ward after 20 minutes
NHSE reportable	Nil		

8 Sustainability

The Green Plan was approved by BDCFT Board in March 2021 and revised in March 2022. The annual review for 2023 will be presented at Public Board in May, however recent highlights include:

- Received significant assurance from Audit Yorkshire regarding our approach to implementing processes for the effective management of resources, in an efficient and sustainable manner. Four recommendations received and being actioned.
- Analysis of energy bills at New Mill has shown a reduction of circa 15% in April-December 2022 (compared with the same period of 2021), expected to be due to the installation of LED lighting and despite increased occupancy. Energy efficiency continues to be a priority as our utility costs will more than double in 2023-24.
- A joint Climate Change Adaptation Action Plan (lead by BDCFT) with Airedale General Hospitals Trust and Bradford Teaching Hospitals Trust will be completed in Spring 2023. This includes consideration of key risks, predominantly heatwaves and flooding. Activity during 2023 will aim to

raise awareness of the need for Adaptation as well as practical changes we can make to the estate and service delivery.

- Installation of additional solar panels at Airedale Centre for Mental Health will be operational from April 2023.
- Carbon Literacy training continues and at the request of the ICB is being offered to colleagues at other NHS Trusts within the ICS. The Energy, Waste and Sustainability Manager has now trained 127 people, of whom 40 are from outside of BDCFT which supports the ICS Green Plan action to increase knowledge of the workforce.
- Reuse of surplus equipment continues with an additional £20,000 of savings (procurement costs and waste) since reported in November. The total savings to the Trust since starting the scheme in February 2022 are £33,000 and 15 tonnes CO₂e.
- Participant in the Bradford Sustainable Food Network, actively looking to reduce the impact of our Food Services activity, including offering a greater range of plant-based meals following a successful taster session for staff at Lynfield Mount.
- Trial of reusable face masks to reduce the volume of PPE waste.

Improvements are still needed in some areas:

- Key carbon reduction opportunities remain for our estate (heat decarbonisation) and travel. Reviewing individual products and care models will also be important.
- Unfortunately, we were unsuccessful in attracting internal expressions of interest for a part-time clinical sustainability lead. Greater consideration of sustainability in transformation plans will help however we also need to consider how we embed sustainability in clinical practices that are not undergoing transformation plans.
- The Sustainability Impact Assessment and Sustainable Procurement Policy are still not well known and used. Greater clinical buy-in should help with this.

9 National and System Developments

Industrial Action Medical Staff

Confirmation has been received that the BMA represented Junior Doctors will take strike action for 72 hours from 06.59 on Monday 13th March to 06.59 on Thursday 16th March 2023. We are advised that 18 Junior Doctors will be involved in strike action, 15 of whom are based at Lynfield Mount Hospital (10) and Airedale Centre of Mental Health (5). There may be a slight variation to the overall number due to the way doctors in training identify their lead employer. The wording of correspondence from the BMA describes the action as “discontinuous” and then goes on to say it is a “full stoppage of work”, NHS Employers is seeking clarification as to the precise meaning, though it is expected that Junior Doctors will not work at all during the strike period. There is no scope at present to negotiate national or local derogations or exceptions.

We are also advised that the Hospital Consultants and Specialists Association (HCSA) which has two members within this Trust will also be taking strike action but have not been provided with precise details yet. Scoping for mitigation of negative impact is taking place, with discussions with Consultants and Trust Doctors/Staff Grades to provide cover.

Industrial Action Physiotherapists

Confirmation has been received from the Chartered Society of Physiotherapy (CSP) that their members including 12 Physiotherapists and 2 Physiotherapy Support Workers, based at five Trust premises, will be taking discontinuous strike action between midnight on Wednesday 22nd March and midnight on Thursday 23rd March 2023. The CSP has stated that local stewards can agree emergency respiratory on-call services be derogated during any industrial action, as well as review

other derogation requests. Local discussions have been initiated to consider any derogations implicated and mitigate any impact on patient services.

We are also working to ensure that we have the necessary infrastructure to meet the NHSE situation reporting requirements. We have not experienced any negative impact of strike action by other unions yet but maintain vigilance and actively participate in regional touch point meetings to maintain awareness of the situation around us.

10 Media Coverage

Media and news highlights since the last Board meeting included:

Month	Details
December	<ul style="list-style-type: none"> 16 Days of Action Against Domestic Violence pledges – Keighley News (x1), Ilkley Gazette (x1) Grab bags to help with mental health crisis reduction – BCB (x1), Telegraph & Argus (x3), Asian Standard (x1) Better Lives thanks to local community for support in 2022 – Keighley News (x1), Telegraph & Argus (x2), Ilkley Gazette (x2), Ilkley, Wharfedale & Airedale Gazette (x1), Wharfedale Observer Online (x1), Asian Standard (x1) Better Lives provides treats for staff over 10 Days of Festive Fun – Asian Standard (x1) Transformational plans for Lynfield Mount Hospital – The Independent (x2) <p>There was no negative media coverage</p>
January	<ul style="list-style-type: none"> MyWellbeing IAPT offer support ahead of blue Monday – Keighley News (x1), Telegraph & Argus (x2), BCB (X1) Seven nurses awarded title of Queen’s Nurse – Keighley News (x2), Telegraph & Argus (x2), Ilkley, Wharfedale & Airedale Gazette (x1) Community Nursing team host recruitment event – Keighley News (x1), BCB (x1), Telegraph & Argus (x2), The Yorkshire Post (x1) Nurse to run 113 miles to raise funds for Better Lives – Telegraph & Argus (x3) Bin the bottle campaign launches in Bradford – Keighley News (x2), Telegraph & Argus (x3), Ilkley Gazette (x1) New NED Christopher Malish appointed – Telegraph & Argus (x3), Keighley News (x1) Time to talk day (Partnership release) – Keighley News (x1), Telegraph & Argus (x2) <p>There was no negative media coverage</p>

11 COVID-19 (by exception)

Decommissioning St Luke's Hospital

On 31st January the National Covid Vaccination Programme came to an end. Our service operating out of the Saint Luke's Hospital site was given permission to extend the programme for a further two weeks due to demand, so on 12th February the team completed their final vaccination.

The national campaign for Spring and Autumn boosters is being planned with the programme likely to become a 'business-as-usual' model, with boosters being provided through Primary Care Networks and Community Pharmacies. Airedale hospital will also continue to provide a limited vaccination offer for the public with complex health needs requiring medical supervision.

Since opening its doors at Jacobs Well in 2021:

- ¼ Million vaccines have been delivered by our team
- 11,000 vaccines delivered from St Luke's since September 2022
- 1,000 vaccines delivered from our Patient Transport Ambulance in December 2022/January 2023
- 600 housebound patients vaccinated in the Bingley district

I would like to thank everyone who has been involved in managing and delivering our hugely successful mass vaccination programme.

Therese Patten
Chief Executive