

Board of Directors – Meeting held in Public

11 May 2023

Chief Executive’s Report

Paper title:	Chief Executive’s Report	Agenda Item 9
Presented by:	Therese Patten, Chief Executive	
Prepared by:	Therese Patten, Chief Executive	
Committees where content has been discussed previously	N/A	
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 Legal Services ▪ Continuous improvement: Go See framework ▪ Patient-Led Assessments of the Care Environment ▪ Living our Values Awards

- Thanks a Bunch Nominations
- Resourcing Update
- Health and Wellbeing
- Regulatory Matters and Visits
- Bradford Children's Trust
- Media Coverage
- COVID-19 Public Inquiry

Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?

Yes (please set out in your paper what action has been taken to address this)

No

Recommendation(s)

The Board of Directors is asked to note the contents of the paper and seek any further clarification as appropriate.

Relationship to the Board Assurance Framework (BAF)

The work contained with this report links to the following strategic risks as identified in the BAF:

- SO1:** Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC)
- SO2:** Prioritising 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)
- SO3:** Maximising the potential of services to delivery outstanding care to our communities (QSC)
- SO4:** Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board)
- SO5:** To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC)
- SO6:** To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC)

Links to the Strategic Organisational Risk register (SORR)

N/A

Compliance & regulatory implications

N/A

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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

Legal Services

The in-house legal team is a new function in the Trust, created following a review of the Corporate Service Strategy of April 2022. Rebecca Edwards started at the Trust in the role of Head of Legal Services in January and was joined by Olivia Wragg, Legal Services Officer at the end of February. Rebecca is a qualified solicitor having completed her training at Capsticks solicitors. Before moving to the Trust Rebecca worked at NHS Resolution, managing clinical negligence claims. Olivia also has previous work experience at a healthcare law firm.

So far legal team have focused on the handover of inquest and NHS Resolution claims work and continue to work closely with our Patient Safety Team (previously SI team). Ongoing external legal support remains in place for those matters where solicitors had already been instructed, however the team have taken over the management of all pre-inquest legal and staff support for new inquests; including the management of, and assistance with, statements for the coroner, and meeting and preparing witnesses to give oral evidence at an inquest. In addition, the team have supported the Human Resources department with a range of issues including employment tribunal claims and general contractual queries. Staff have also requested support in relation to other wide ranging legal matters such as ethical dilemmas, indemnity queries, complaints responses and requests from professional bodies to assist their investigations.

The team is in the process of finalising a Legal Services Standard Operating Procedure (SOP). This will include a Service Specification for the new team along with an updated policy for claims handling and a procedure for Trust Services to follow when seeking legal advice. Commissioning legal work centrally in this way will lead to the team having a better grip and control over all Trust legal issues and spend. Looking to the future, the in-house team hope to show a reduction in costs relating to external legal spend as a result of the expertise they now provide. There will remain a need to obtain external legal advice on occasions, and meetings are ongoing with external legal providers to ensure that the most appropriate and cost-effective support is obtained. The most measurable return on investment at this stage is the support the team provide to staff involved in claims or inquests, and good feedback has been received.

Continuous improvement: Go See framework

To support the Trust to learn lessons, a review of the 'Go See' framework took place last autumn which has formed the basis of revised framework that was put in place in April. Go See, is based on the concept of a 'Gemba Walk' which was developed by Taiichi Ohno, one

of the leading pioneers in the development of lean management. The Go See visit offers an opportunity for Executives to leave their daily routine, see where the real work happens and build relationships with staff based on mutual trust. Go See visits also provide learning into potential improvement opportunities, and therefore our Care Trust Way embraces the principle of Go See not just for Executives, but for all leaders across the Trust including Non-Executive Board members.

High-level findings from the review included:

- The framework is becoming embedded, with the model well received in services who welcome the opportunity to showcase their work and share their experiences and challenges
- The visits continue to provide opportunity for triangulation by senior leaders across the other workstreams they are involved with
- To support work on ‘Closed Cultures’ last year the Trust carried out unannounced visits out of hours, this approach has now been integrated into the Go See framework

Go See visits are a vehicle for the Trust to ‘*Know its Business, Run its Business and Improve its Business*’ at both an operational and a strategic level. As such they are a key part of our Care Trust Way continuous improvement framework, which is aligned to our values - we care, we listen, we deliver.

2 Awards and Recognition

Patient-Led Assessments of the Care Environment

Patient-Led Assessments of the Care Environment (PLACE) are an annual appraisal of the non-clinical aspects of NHS and independent/private healthcare settings, undertaken by teams made up of staff and members of the public (known as patient assessors). The PLACE assessment tool provides a framework for assessing quality against common guidelines and standards. The environment is assessed using a number of questions tailored towards the services provided by the facility.

The PLACE-22 national results were published last month and are summarised in the table below:

	Cleanliness	Condition, Appearance & Maintenance	Dementia	Disability	Food & Hydration	Privacy, Dignity & Wellbeing
National Average 2022	98.01%	95.79%	80.60%	82.49%	90.23%	86.08%
BDCFT Scores 2022	99.51%	99.45%	89.93%	86.10%	97.27%	98.21%
Airedale Centre for Mental Health	99.14%	100%	92.21%	86.89%	96.43%	96.67%
Lynfield Mount Hospital	99.65%	99.25%	89.08%	85.81%	97.58%	98.79%

The purpose of PLACE is to provide members of the public with a voice to improve NHS Services and although we are very happy with the results there are Patient Assessor recommendations that the Trust will progress. In line with PLACE requirements an action plan detailing these improvements has been produced.

Thanks are extended to all staff and colleagues involved in the annual PLACE programme and for your contribution to this success.

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
February	7	<ul style="list-style-type: none"> ▪ Anya Maher, Community Nursery Nurse ▪ Louise Hobson, Community Mental Health Practitioner ▪ Ben Smith, Psychological Therapist and Stephanie Foster, Psychological Therapist
January	3	<ul style="list-style-type: none"> ▪ Arif Sheikh, IT Officer ▪ Mohammed Masood, Support Worker Early Intervention in Psychosis team ▪ John Flaherty, IPS Team Leader

Thanks a Bunch Nominations

	Nominations	Awards	Single nominations	Team nominations	Grouped nominations	Single awards	Team awards	Group awards
Jan	25	9	24	1	0	9	0	0
Feb	21	8	19	1	1	6	1	1
Mar	24	9	22	2	0	9	0	0

I am pleased that we continue to see nominations coming from across the Trust, in the last quarter we have seen administration services, digital services, safeguarding, health visiting, learning disability, and public health nursing represented but to mention just a few.

3 Supporting our People

Resourcing Update

We have established a programme of live and virtual career and job opportunity events for the forthcoming year to position ourselves prominently in the jobs market locally, regionally and nationally. In doing so we are collaborating effectively where appropriate with Place and ICB partners to optimise efforts and resources.

A new programme has been initiated to offer health care students Bank engagements from year one, in which as well as undertaking their studies and participating in placements, they can develop on the job skills as Health Care Support Workers. The aim is to maintain these relationships throughout the training years and offer substantive employment on qualification.

Also, on the theme of bank growth, we have converted 26 posts regularly occupied by agency workers to bank workers, assigned 330 bank workers to Reservist status as part of the national incentive to build emergency response capacity, and undertaken 80 career conversations with Bank workers about converting to substantive roles with the Trust.

Health and Wellbeing

A dedicated health and wellbeing room for staff was opened at Lynfield Mount Hospital in March. This has equipment in place to monitor aspects of health, as well as resources to promote all aspects of wellbeing. The room is bookable for various health and wellbeing related purposes, including monitoring checks and drop-in sessions will also take place on a regular basis.

I am grateful to the team who worked so hard to get this room open in support of our staff.

4 Regulatory Matters and Visits

During this reporting period there were no Mental Health Act (MHA) reviews undertaken by the Care Quality Commission (CQC) to monitor the use of the MHA and the compliance with the Code of Practice.

The review that took place in February on Clover ward identified a number of areas which required improvement. A formal response was sent to the CQC and below is a summary of the areas identified, action has been taken against all:

- Service users raised that some staff working at night were impolite to them and also sleeping while on shift
- Reports from the AMHP for any of the detention records were unable to be found on the records reviewed by the inspector
- The condition and level of cleanliness of the seclusion room was identified as a concern
- A young person had been detained in the 136 suite under section 2 MHA whilst a suitable CAMHS bed was being sourced.

Reportable issues

The YP referenced above was admitted on 20th August to the CAMHS Annex on Oakburn ward and was transferred to an adult bed on 30th March, eleven days after his 18th birthday.

In addition, the following events were externally reported:

CQC and NHSE Reportable	LMH 136 suite	Under 16 CAMHS admission to an adult mental health ward	Admitted 3 rd March and discharged to home 7 th March 2023
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	LMH 136 suite	Under 18 CAMHS admission to an adult mental health ward	Admitted 9 th March and discharged to an age-appropriate bed at Cygnet, Bury on 13 th March 2023
	ACMH 136 suite	Under 16 CAMHS admission to an adult mental health ward	Admitted 20 th March and discharged to a Local Authority placement 5 th April 2023
	LMH 136 suite	Under 16 CAMHS admission to an adult mental health ward	Admitted 18 th April and remains in the 136 suite at 20.04.23)
CQC reportable	Thornton	AWOL	Failure to return from unescorted leave patient was located and returned to the ward the following day
NB: The young person admissions have all been recorded on STEIS, however BDCFT is not completing a formal investigation process as this is being reviewed and conducted at Place system (ICB) in relation to the commissioning and bed capacity perspective.			
NHSE reportable	Nil		
NB: Low secure services have historically been required to notify their commissioners when certain types of incidents occur. This list of incidents was set by the commissioners and included 31 categories of incidents. If these occurred, they would require a 24-hour notification of the incident occurring, a more detailed 72 hour follow up report and a 12-week investigation report, all sending to Commissioners. In February after a review by the commissioning hub this level of reporting has ceased. Incident reporting under the SI framework (STEIS) is expected to continue as it usually would until transition to PSIRF is complete.			

Patient Safety Incidents and Never Events

Since the last report there have been no Never Events reported, and five new SI's have been reported as below:

- March 2 Under 16 CAMHS admissions to an adult mental health ward and 1 suspected suicide
- April 2 suspected suicide

Currently we have 16 open investigations with one being an external investigation. One investigation was completed in the reporting period and learning has been identified.

Inquests

Three inquests known to the Trust were commenced during the reporting period and a further four were concluded that the Trust were not informed about. There were no HMC actions nor criticism of the Trust.

5 National and System Developments

Bradford Children's Trust

Bradford Council has been rated as inadequate in the delivery of its responsibilities to children since 2018. Following the report of the Bradford Children's Commissioner in January 2022, the Council agreed with the DfE Secretary of State to voluntarily establish a wholly owned, not-for-profit company (children's services trust), which will discharge the Council's children's social care functions.

The decision was felt to offer greater agility and focus to drive the rapid improvements required in an effective and sustainable way. The Trust went live on the 1st April and we are very pleased to welcome the CEO Charlotte Ramsden to our Place who has expressed her strong commitment to partnership working.

6 Media Coverage

Media and news highlights since the last public Board meeting included:

Month	Details
April	<p>Local mum, Rosie shared how a healthcare support worker from the Children’s Learning Disability team has gone above and beyond to support her daughter who attends a local specialist school for pupils with complex needs</p> <p>In celebration of the NHS 75th birthday, Bradford District Care NHS Foundation Trust’s charity, Better Lives, is inviting local people and companies to sign up to their annual charity golf day. The event on Friday 7 July is once again proudly sponsored by The Yorkshire Clinic</p> <p>Qualifying as a nurse over half a century ago, local healthcare hero Savitri Cameron has dedicated her life to the NHS. She has seen enormous changes take place over her 52 years in service, not only working as a mental health nurse, but training as a midwife, health visitor and community matron too.</p>
March	<p>Bradford District Care NHS Foundation Trust has opened a new staff wellbeing room this week to support its dedicated colleagues who often go the extra mile to ensure that service users receive the best possible care. The facilities will provide staff with the tools and resources to monitor and improve their physical and mental wellbeing.</p> <p>Local people across Bradford and Craven are invited to get their running shoes on to join Bradford District Care NHS Foundation Trust’s Better Lives charity, for a free parkrun on Saturday 25 March at Roberts Park, Baildon</p>
February	<p>Chris Farquhar, Organisation Development Facilitator at Bradford District Care NHS Foundation Trust, is set to attempt a gruelling 24-hour table tennis marathon to raise vital funds for the Trust’s Better Lives charity</p> <p>Families across West Yorkshire will be able to benefit from a new therapeutic hospital unit, for people with complex learning disabilities, which officially opened earlier this week in Bradford</p> <p>Bradford District Care NHS Foundation Trust is backing Children’s Mental Health Week, from 6 to 12 February 2023. This year’s theme is ‘Let’s Connect’ to encourage children and adults to consider how we can make meaningful connections that support our mental health</p>

7 COVID-19 (by exception)

It is nearly a year and a half since (then) Prime Minister Boris Johnson announced that a statutory Public Inquiry would be launched into government handling of the Covid-19 pandemic. That Inquiry has now opened with preliminary hearings having taken place. The Inquiry opened publicly in October 2022 with the first preliminary hearings for Modules 1 (4 Oct 22) and Module 2 (31 Oct 22). The main issue in the preliminary hearings was the conflict between the *Bereaved Families for Justice’s* desire for a greater involvement, and the Inquiry’s duty to complete the investigation within a meaningful timescale.

Oral evidence hearings for Module 1 are set to begin in Summer 2023 and the Inquiry has invited applications for 'core participant' status for Modules 1, 2 and 3. Designation as a core participant to any Public Inquiry confers a particular status and associated rights of participation - a core participant is likely to be any person or organisation who:

- Has had a significant involvement in the events into which the Inquiry is investigating
- Has a significant interest in an aspect of the Inquiry, or
- Could be the subject of explicit criticism in any subsequent report

To date, only NHS England has been called as a core participant to represent all English NHS bodies.

The Inquiry's central focus presently is the gathering of documentary evidence to develop the investigation. This information gathering exercise will direct lines of inquiry and inform decisions about which individuals should provide witness statements and who should give oral evidence. This information gathering exercise is done by means of a 'Rule 9 request' which will likely be the first contact the Trust will receive from the Inquiry (and most likely by organisation, not to named individuals).

At this stage the national enquiry focus and key lines of enquiry are sitting at a national level with no indication when or if local level Trust enquiries will take place. As a Trust we continue to engage in national briefings and updates in relation to the enquiry and maintain Incident Command arrangements overseen by executive leads.

Therese Patten
Chief Executive