

**Agenda
Item**

23.5

Quality and Safety Committee

Annual report

April 2022 to March 2023

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1 Period covered by the report

This report covers the period between April 2022 and March 2023.

The period covered by this report represents a period of transition, with a gradual reduction in the centralised command and control relating to the COVID 19 pandemic and a resumption of business as usual activity for this committee.

2 Introduction

The Quality and Safety Committee (Committee) has been formally established by the Board of Directors as one of its sub-committees. It is authorised to seek and obtain evidence of assurance on the effectiveness of the Trust's quality and safety systems and processes, and the quality and safety of the services provided. This includes identifying and seeking assurance on the management of quality and safety related risks at an operational and strategic level. The Committee monitors and reports to the Board on the effectiveness of these systems and processes. The Committee's key objectives are to seek assurance that:

- systems and processes are effective, and wherever possible evidence-based,
- the quality of services provided is good and continuously improving, and
- the experience of people using Trust services is good and continuously improving.

The Committee also seeks to:

- monitor, review and report to the Board on all the above; highlighting assurances received and identifying any threats to assurance,
- support the range of quality and safety initiatives in place within the Trust, providing advice where appropriate,
- support and promote an organisational culture which is open, just and sensitive to risk, as part of a positive approach to investigating and learning from adverse events, and
- receive relevant strategies for information and assurance.

This report covers the work the Committee has undertaken at the formal meetings held during 2022/23.

The Committee directly aligns to the Trust Board and assures it on the work it has carried out, the assurances it has received and escalates specific concerns; demonstrating that it has operated within its Terms of Reference.

Secretariat support is provided by the Corporate Governance Team, who work with the Deputy Director of Patient Safety, Compliance and Risk in relation to agenda planning; minutes; managing cumulative action logs; and general meeting support.

Assurance

The Committee receives assurance from the Executive Director members of the Committee, Care Group Leaders, and from the subject matter experts who attend the meetings as required, dependant on the agenda items being discussed.

Assurance is provided through written reports, both regular and bespoke, through critical exchange and challenge by Committee members who validate the information provided through wider knowledge of the Trust; specialist areas of expertise; attending Board of Directors', and Council of Governors' meetings; visiting services, talking to staff, and observing operational meetings at the Trust as required. The Committee has one Involvement Partner as a member who provides a service user perspective on the items being discussed. During this period Committee meetings continued to be held in a virtual format, through the use of Microsoft Teams, and Involvement Partners were supported to be able to access meetings using this platform.

The Committee is assured that it has the right membership to provide the right level and calibre of information and challenge.

Part of the assurance role of the Committee is to receive the Board Assurance Framework (BAF); a primary assurance document for the Board which details those key controls in place to ensure that any risks in achieving the strategic objectives are being well managed. The BAF lists those committees that are responsible for receiving assurance in respect of the effectiveness of those controls. The Quality and Committee is asked to note those where it is listed as an *assurance receiver* to ensure that it had received sufficient assurance through the reports that come to the Committee or to commission further information where there was a lack of assurance (actual or perceived). These are:

- SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery
- SO3: Maximising the potential of services to deliver outstanding care to our communities

The Committee reviews the BAF at each meeting prior to it being presented to the Board. The Committee also received specific updates in relation to COVID19 during this period, although it was agreed in February 2023 that this would be stood down as a standard reporting item going forwards.

The Committee continues to receive a data pack containing data and intelligence in support of its agenda items. This pack contains core data aligned to the business of the Committee, including those elements of the NHS England and Improvement Standard Oversight Framework that come within the scope of the Committee. The data contained within this pack is discussed operationally and in the Compliance and Risk Group, prior to being brought to Committee as part of the escalation framework.

The Committee continues to meet monthly and has, during the year, adjusted how it receives information to enable a better focus on purposeful conversations. As part of a broader governance review, some items which have previously come to this meeting have been delegated to the appropriate Senior Leadership meeting within the Trust. Whilst this has been positive, it continues to be acknowledged that the breadth of the content presents challenges in terms of the amount of business the Committee has to cover.

Development

In support of continuous improvement, a review exercise has taken place during quarter three of the year, which has reviewed each of the Board sub-committees. This exercise was in support of developing the Trust's governance, oversight, assurance and performance management practices. The exercise considers corporate governance, and operational governance practices, to ensure that improvements made support a robust and agile governance framework being in place at the Trust. To support the work, analysis has taken place over the last few months, involving benchmarking; informal discussion with colleagues; effectiveness reviews; and agreeing the aspirations for refreshed models. A task and finish group is overseeing the work, which is supported by a development plan; and new framework to review effectiveness of change aligned to the well led framework.

3 Terms of Reference

During March 2023, the Committee conducted an annual effectiveness review and updated the Terms of Reference for the Committee. These were presented to Committee and the Board of Directors in April 2023 for approval.

Whilst the review identified that the meeting was generally considered to work effectively, areas of potential improvement identified included:

- Committee Operation: minor improvements might be considered in reporting and annual recording of the committee's work.
- Committee Membership: training of new members to assist them in performing their roles effectively; closer work with involvement partners.
- Terms of Reference: Greater understanding of and familiarity with the Terms of Reference; closer scrutiny of the key risks, rather than management of risks; monitoring of quality and improvement.

The Committee continued to receive escalation reports from the operational groups which report into it, specifically the Compliance and Risk Group, the Patient Safety and Learning Group, Clinical Board and the Safer Staffing Group.

On 19th January 2023 the Committee reviewed and updated its Terms of Reference and approved the following changes:

- transferred to Care Trust Integrated Governance Guide template;
- added Associate Non-Executive Director as a Committee Member;

- added Head of Psychological Therapies (Clinical Psychologist) and Allied Health Professions Lead as Committee attendees (as requested by Phil Hubbard in June 2022);
- change Director of Corporate Affairs to Trust Secretary in attendee list; &
- added Heads of Nursing to attendee list.

This was ratified by the Trust Board on 9th March 2023.

4 Meetings of the Committee

The Committee was scheduled to meet every month during 2022-2023, with the exception of August where no Committee meetings are held. Committee met 10 times during this period, with one meeting being cancelled. Details of the meeting dates are listed below:

21 April 2022
19 May 2022
16 June 2022
21 July 2022
15 September 2022 – this meeting was cancelled
20 October 2022
17 November 2022
15 December 2022
19 January 2023
16 February 2023
16 March 2023

The draft agenda for each meeting is presented to the Chair of the Committee (Alyson McGregor); Non-Executive Director (Carole Panteli); and the executive lead Director of Nursing, Professions and Care Standards; Chief Operating Officer; and Medical Director by the Corporate governance secretariat.

Paperwork for the Committee is circulated seven calendar days prior to the meeting taking place. Exception items may be received within seven days where this has been agreed by the Chair. All actions pertaining to the meetings of the Committee are tracked on a cumulative action log and presented to each meeting for assurance with progress made.

5 Membership of the committee and attendance at meetings

The Committee is made up of three Non-Executive Directors (or associate Non-Executive Directors); the Director of Nursing, Professions and Care Standards, the Chief Operating Officer and the Medical Director. The Director of Corporate Affairs was also a member and was replaced, in year, by the trust Corporate Secretary.

Membership of the Committee has changed during this year, reflecting changes in the Non-Executive portfolio and Executive Management Team of the Trust, specifically:

- Andrew Chang stepped down as a Non-Executive Director at the end of his term. A replacement Non-Executive Director was recruited to the Board.
- A new post, Associate Non-Executive Director, was created and Sally Napper was appointed into this post. This post holds voting rights on Quality and Safety Committee.
- Tafadzwa Mugwagwa ended his period as interim Chief Operating Officer, and Kelly Barker was appointed into that interim position.
- Paul Hogg, Director of Corporate Affairs retired. He was replaced on an interim basis by Gilbert George before this role was stood down as a Director-level role within the Trust and replaced by a Trust Corporate Secretary role. Fran Stead was appointed into this role.
- There was a period of time where Phil Hubbard stood in for the Chief Executive on an interim basis. During this period, Grainne Eloi replaced her as interim Director of Nursing, Professions and Care standards. Both reverted back to their substantive posts at the end of the period

During this period the Committee was chaired by a Non-Executive Director (NED), Alyson McGregor, MBE who took over the chair in April 2022. Alyson has almost 40 years' experience working in a range of health roles in the public, private and voluntary sector as well as over nine years Board level experience with Bradford and Airedale Primary Care Trusts. She has worked at district, regional and national levels and is the co-founder and National Director of Altogether Better, an NHS network organisation. She has many years' experiences of using systems' approaches and working collaboratively across organisational boundaries with people, to codesign solutions to the challenges and problems that both the NHS and people in communities are facing

Due to the nature of the position that they hold, all Executive and Non-Executive Directors as Board members can attend any Board sub-committee. Upon doing so they will assume full member rights and responsibilities.

Subject area experts are also invited to attend the meetings as appropriate, to provide expertise and knowledge on the areas that they are responsible for. On these occasions, they are attendees and do not count towards the membership of the meetings as outlined in the Terms of Reference.

The Trust also invites Governors to observe Board sub-committee meetings. This opportunity allows Governors to observe the work of the Committee, rather than to be part of its work as they are not part of the formal membership of the Committee. Governors observe Board sub-committee meetings in order to get a better understanding of the work of the Trust and to observe Non-Executive Directors appropriately challenging the Executive Directors about the operational performance of the Trust.

Experience and involvement continues to be a key focus for the Trust with identified Involvement Partners, who are supported by the Patient Experience Team. The

Committee has been supported by the service user Involvement Partner, who has worked with the Committee for a significant amount of time.

Meetings have routinely been held virtually, using MS Teams to ensure that members can continue to contribute whilst keeping in line with National Guidelines. Involvement Partners and Governors were proactively encouraged to attend and were provided with access to the MS Teams meeting to enable this.

The table below show attendance at the Committee for the meetings that took place during 2022/2023

Name	21/04/2022	19/05/2022	16/06/2022	21/07/2022	15/09/2022	20/10/2022	17/11/2022	15/12/2022	19/01/2023	16/02/2023	16/03/2023
Substantive members											
Alyson McGregor, Chair	X	X	X	X			X	X	X	X	X
Carole Panteli, Deputy Chair	X	X					X	X	X	X	X
Andrew Chang, Non-Executive Director	X		X	X		X	<i>Left the Trust</i>				
Sally Napper, Associate Non-Executive Director	<i>Not yet in post</i>					X	X	X	X	X	X
Philippa Hubbard, Director of Nursing, Professions and Clinical Standards	X	X	X	X		X	<i>interim</i>		X	X	X
Philippa Hubbard, Interim Chief Executive	<i>Not applicable</i>						X		<i>Not applicable</i>		
Grainne Eloi, Interim Director of Nursing	<i>Not applicable</i>						X	X	<i>Not applicable</i>		
Dr David Sims, Medical Director	X	X		X		X	X	X	X	X	X
Tafadzwa Mugwagwa, Interim Chief Operating Officer	X	X	X	X		<i>Left the Trust</i>					
Kelly Barker, Interim Chief Operating Officer	<i>Not yet in post</i>					X	X	X	X		X
Others in attendance											
Paul Hogg, Director of Corporate Affairs	X	X	X	<i>Left the Trust</i>							
Gilbert George, Interim Director of Corporate Affairs	<i>Not yet in post</i>			X		X	<i>Left the Trust</i>				
Fran Stead, Corporate Secretary	<i>Not yet in post</i>						X	X	X	X	X
Dr Beverley Fearnley, Deputy Director of Patient Safety, Compliance and Risk	X		X				X	X	X	X	X
Grainne Eloi, Deputy Director of Nursing	X	X	X	X		X	<i>Interim</i>		X		X
Helen Robinson, Deputy Trust Secretary				X							
Sue Grahamslaw, Corporate Governance	X	X	X	X		X	X	X	X	X	X
Matthew Riley, Involvement Partner	X	X	X	X		X	X	X	X	X	X
Linda Patterson, Trust Chair								X			
Attending for specific items											
Kelly Barker, Deputy Director of Operations - Mental Health	X			X	<i>Interim</i>						

Michelle Holgate, Deputy Director of Operations - Adults and Children's Physical Health	X	X		X		X				X	X
Christopher Dixon, Head of Nursing, Mental Health							X			X	X
Rebecca Jowitt, Head of Nursing, Adult and Children's Physical Health							X	X			
Dr Sarfaraz Shora, Consultant Psychiatrist, Deputy Medical Director and Director of Medical Education			X	X							
Catherine Schofield, Allied Health Professionals Lead (observer)				X		X	X		X		X
Rachel Howitt, Head of Patient Safety, Compliance and Risk		X					X				
Jaspreet Singh, Chief Pharmacist		X								X	
Prabhdeep Sidhu, Deputy Chief Pharmacist											X
Dr Anita Brewin, Head of Psychological Therapies			X				X			X	
Attending as an observer											
Rebecca Wixey, Freedom to Speak Up Guardian (observer)		X	X	X	<i>Maternity leave</i>						
Joe Cohen, Freedom to Speak Up Guardian (observer)	<i>Not yet in post</i>					X	X	X	X	X	
Fameeda Ansari, Principle Clinical Psychologist (observer)						X					
Rugare Musekiwa, Associate Head of Service, Community Health Services (observer)						X					
Therese Patten, Chief Executive (observer)						X					
Robert Giedrojt (Governor)								X			X
Susan Francis (Governor)								X			
Anne Scarborough (Governor)								X			
Pamela Shaw (Governor)	X	X								X	X

6 Report made to the Board of Directors

The Chair of the Quality and Safety Committee makes an Alert, Assurance, Advice (AAA) report regarding the most recent meeting of the Committee to the next available Board of Directors' meeting. This report seeks to assure the Board on the main items discussed by the Committee and, should it be necessary, to escalate to the Board any matters of concern or urgent business which the Committee is unable to conclude. The Board may then decide to give direction to the Committee as to how the matter should be taken forward or it may agree that the Board deals with the matter itself. Where items are considered to be of significance and a certain urgency, the Chair of the Committee may make use of Exceptional Escalation Reports to the Trust Chair and Chief Executive, and where appropriate the Trust Board.

Where the Board wants greater assurance on any matters that are within the remit of the Terms of Reference of the Committee the Board may ask for these to be looked at in greater detail by the Committee.

The below table outlines the date that the assurance and escalation report was presented by the Chair of the Committee to the Public Board of Directors meeting.

Date of meeting	Assurance and escalation report to Board by Chair
21 April 2022	12 May 2022
19 May 2022	14 July 2022
16 June 2022	14 July 2022
21 July 2022	08 September 2022
15 September 2022 - cancelled	N/A
20 October 2022	10 November 2022
17 November 2022	12 January 2023
15 December 2022	12 January 2023
19 January 2023	09 March 2023
16 February 2023	09 March 2023
16 March 2023	To be scheduled

7 The work of Quality and Safety Committee during the year between April 2022 and March 2023

The Chair of the Committee can confirm that the Committee has carried out its role in accordance with its Terms of Reference. Further details of all these areas of work can be found in the minutes and papers of the Committee. During this year the impact of COVID has gradually lessened. Whilst the Committee has received updates by escalation each month, it was agreed in February 2023 that these would cease.

The work of the Committee continues to be underpinned by the work of the Compliance and Risk Group. The Safer Staffing group, Clinical Board and the Patient Safety and Learning Group. These groups have continued to evolve and adapt to the changing circumstances of the Trust, and along with the Care Group Quality and Operational Groups, support the Committee in continued oversight of the quality of services. Furthermore, it has been reassuring for the Committee to receive ongoing updates on continued quality improvement activity across all spheres of the Trust's activity.

A high-level presentation of areas of work on which the Committee has received assurance on during 2022/23 are as follows:

Assurance on:

- Quality and safety of services during COVID
- Feedback from Involvement Partners
- Discussions taken place at Safer Staffing Group; Compliance and Risk Group; Patient Safety and Learning Group; Clinical Board and the TWICS Programme Board
- Items escalated from the Mental Health Care Group and Adult and Children's Care Group
- Care Quality Commission action plan updates, preparedness for inspection, post inspection follow up
- Board Assurance Framework
- Organisational High Risk Register
- Equality and Quality Impact Assessments
- Preparedness for Winter
- Medicines management and optimisation
- Ethical assurance Group meeting outcomes
- Inpatient service review
- Quality Assurance Framework feedback
- Speech and Language therapy waiting times
- Developments in the Patient and Carer Experience and Involvement team
- Clinical supervision
- Closed cultures
- Patient Safety and Complaints
- Psychological therapies waiting lists

Reports on:

- Patient experience
- Patient Advice and Complaints
- Incident management
- Serious incidents
- Biannual learning report
- Guardian of Safe working Hours
- Infection Prevention and Control
- Risk Management
- Research, Development and Library Services
- Clinical Audit
- Safeguarding
- Suicide Prevention
- Learning from Deaths
- Ligature Risk Assessment
- Child Death Oversight – system annual report
- Pressure ulcer strategy

Presentation of:

- Internal audits
- Quality Account
- Safer staffing and Cohorting – model roster 3
- The Transition to Learning From Patient Safety events (LFPSE)
- Learning from the Ockenden Report
- Key learning from the independent safeguarding review into SH
- Severe weather plan
- Industrial action plan
- Smoke free implementation plan
- Highlights from the Health Oversight and Scrutiny Committee into the inspection of Bradford's Local Authority Children's services.

8 Conclusion

The Chair of the Committee would like to assure the Board that the Committee worked hard to fulfil its Terms of Reference during 2022/23 despite the challenges presented by the volume of work the Committee oversees. The Board is asked to recognise how the Committee supports the ongoing continuous improvement journey both at the Trust and on its own effectiveness.

The Committee adds value by maintaining an open and professional relationship with officers of the Trust, having carried out its work diligently; discussed issues openly and robustly; and kept the Board of Directors apprised of actual and potential issues, risks, or learning. Organisational learning drives this Committee and is one of its core values; further improvements will be made to advance this critical aspect of quality and safety.

Members of the Committee would like to thank all those who have responded to its requests during the year and who have supported it in carrying out its duties. The Committee would like to specifically recognise the hard work and continued dedication of all of the Trust's staff in delivering high quality, safe care despite the context of increasing demand on services with ongoing workforce pressures.

The Chair sincerely thanks all Committee members, especially involvement partners, for their integrity, engagement, constructive challenge and commitment to ongoing improvement.

In addition the Committee would like to thank Andrew Chang for his compassion and support during his tenure as a Non-Executive Director, and specifically during his term as a member of the Quality and Safety Committee. We wish him all the best as he moves on from his role within the Trust.

Also leaving us at the end of this year is Sue Grahamslaw who has provided support to the Committee. The Committee would like to thank Sue for her dedication and support whilst working with the Committee and wishes her well as she moves into her new role.

March 2023

Alyson McGregor, MBE

Chair of the Quality and Safety Committee

Philippa Hubbard

Director of Nursing, Professions and Clinical Standards, lead Executive for the Committee

Dr Beverley Fearnley

Deputy Director of Patient Safety, Compliance and Risk