

Meeting Title	Board of Directors		
Date	20.05.21	Agenda item	Bo.5.21.7

Report from the Chief Executive

Presented by	Mel Pickup, Chief Executive Officer		
Author	Mel Pickup, Chief Executive Officer		
Lead Director	Mel Pickup, Chief Executive Officer		
Purpose of the paper	The report provides an update on activity and engagement from the Chief Executive since the previous Board of Directors meeting in March 2021.		
Key control	N/A		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

Situation

This reports provides an update from the Chief Executive in relation to activity and engagement at BTHFT and with system partners at a local and West Yorkshire level.

Introduction

This update covers some of the key events and activities undertaken since the March 2021 meeting of the Board, and mirrors the format of our strategic plan for 2021/22 in the areas of:

- People – what is happening in the Trust impacting on our patients and our colleagues;
- Partners – activities undertaken collaboratively with colleagues in both the West Yorkshire Association of Acute Trusts (WYAAT) and the West Yorkshire and Harrogate Partnership Integrated Care System (WYHP ICS); and
- Place – our activities as key collaborators in the Bradford District and Craven Integrated Care Partnership (ICP).

People

Although Covid activity has reduced over the period, Bradford Teaching Hospitals (BTHFT) continues to provide inpatient care to the largest number of covid positive inpatients in the ICS, with an average 28 inpatients throughout the period, 6 of them on non-invasive ventilation (NIV) and 5 in critical care – again, this figure is the highest across WYAAT, and amongst the highest in the region. (The total number has only dipped below 20 in the last week). This means that although we are turning our attention to increasing the amount of what we would consider 'normal' activity (ie diagnostic tests, outpatient activity, and critically our elective programme), doing this whilst we still have two inpatient wards designated as Covid wards remains challenging. Board will receive a report (Bo.5.21.9) today from the Chief Operating Officer and the Director of Finance, on the finance and operational plans that have been submitted to the ICS in response to the national planning guidance recently published, and referred to at the last Board meeting.

At an extraordinary Closed Board session on 27th April, the Board approved the strategic outline case (SOC) for a new hospital to join other bids from across the country in an effort to secure funding from the national hospital improvement programme. In this, the case is made for a replacement of the current estate, a significant proportion of which dates back to the 1930s, with a state of the art and fit for the future healthcare facility able to help us deliver

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modern healthcare to our growing population. A hospital like ours, which is made up of predominantly nightingale wards with very few single rooms, has presented us with specific challenges throughout the Covid period, most especially in ensuring that we are able to mitigate the risks of hospital acquired infections and transmissions. Whilst we have been able to limit such infections, one of the consequences has been a loss of bed capacity, impacting on our ability to maintain higher rates of elective surgical work concurrently.

Aside from the aesthetics and the patient experience challenges of working in such an old building, from a practical value for money perspective, this ageing estate (split across multiple sites) is not energy efficient. And recurrently carries a backlog maintenance which is currently costed at around £60m but will continue to grow year on year.

Partners

During April and May I attended meetings of the WYAAT Executive and, with the Chairman, a meeting of the WYAAT Committee in Common. A number of collaborative activities are in train in which BTHFT is working closely with all other Acute Trusts across WYHP. These include programmes of work such as the implementation of a pathology information system, a radiology network, and aseptic pharmacy provisions. New programmes of work include elective recovery, i.e. the restoration of planned surgery to deal with the backlog of patients waiting for operations, and more recently, a review of the provision on non-surgical oncology services across WYHP as part of the work of the WYH Cancer Alliance.

I have recently taken over the Chairmanship of the WYHP Critical Care Operational Delivery Network and chaired my first meeting on 24th March. I continue to represent both the acute provider sector and our place of Bradford District and Craven in the development work to establish the arrangements required across the ICS and our local ICP to prepare for the enactment of the Health and Social Care White Paper.

Building on the already strong arrangements that exist at WYHP level and within our local place, the Act will see, in April 2022, the disestablishment of the local Clinical Commissioning Group (CCG) with the WYHP formally taking over responsibility for commissioning and oversight of services delivered to the people of West Yorkshire and Harrogate.

Place

As alluded to above, within our local place of Bradford District and Craven, in response to the Health and Social Care White Paper we continue to define, refine and strengthen our leadership and governance arrangements. On 19th March we held an engagement event for stakeholders and specifically the wider Board representatives of our constituent organisations to share progress on our 'Act as One' approach and to raise awareness and understanding of the changes that the white paper will bring about, and how we intend to work collectively within our Act as One partnership to achieve our collective vision of keeping our population 'Healthy, Happy and at Home'. Our place underwent its Quarter 3 Assurance meeting with NHS England and Improvement and the WYHP Leadership Team on 30th April 2021.

A festival of good practice and interactive learning, showcasing some of our Act as One highlights over the last year along with the opportunity to hear from invited guest speakers, experts in their field nationally, is currently in progress. The festival commenced in the last week of April with a focus on staff wellbeing in this restorative post-Covid phase, and culminates with a virtual awards and recognition event on 20th May which will be attended by Prerana Issar, NHS Chief People Officer, and Rob Webster, WYHP ICS Lead. The Board meeting schedule will therefore include a break to allow Board members to participate in a

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lunchtime event as part of the “Act as One Recognition Day” which celebrates some of the outstanding examples of collaboration, and we are proud to have nominated and been nominated for many instances of joint working. To date, approximately 700 participants have attended almost 20 virtual festival events which have included topics such as reflections from Covid, mindfulness, stress busting, anchor institutions, reducing inequalities, and many, many more.

Recommendation

The Board of Directors is asked to note the report.