

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item	Bo.1.23.7

## Report from the Chief Executive Officer

Presented by	Professor Mel Pickup, Chief Executive Officer		
Author	Katie Shepherd, Corporate Governance Manager		
Lead Director	Professor Mel Pickup, Chief Executive Officer		
Purpose of the paper	The report provides the Board with a summary position with regard to our Patients, People, Place and Partners since the last report to the Board in November 2022.		
Key control	N/A		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

### Situation

#### 1. Patients:

- Operational Update

Board colleagues will have picked up on the unprecedented pressure hospitals have been under nationally since December. This has been the subject of lots of media coverage and a number of systems and hospitals have been declaring critical incidents.

BTHFT has seen increases in demand with increases in patients being admitted with Influenza and COVID. At its peak we have had approximately 20% of our bed base occupied by patients with Flu or COVID. Increased bed occupancy and flow pressures have meant unfortunately that patients have waiting long periods of time within the Emergency Department (ED) awaiting review and placement into beds. The Trust, in line with other partners in the West Yorkshire Association of Acute Trusts (WYAAT), moved to 'Operational Pressures Escalation Level' (OPEL) 4 on the 29<sup>th</sup> December. Additional bed capacity has been opened and actions (as per our winter plan and OPEL plan) have been put into place.

Despite this increased pressure our response has been very strong with the Trust continuing to benchmark well for Emergency Care Standards (ECS), Length of Stay and Discharge metrics. The Trust has largely maintained a ranking of 1<sup>st</sup> in WYAAT, 6<sup>th</sup> regionally and within the top 15 trusts nationally. We are really proud of all our teams who have worked relentlessly throughout the Christmas and New Year period. The reality is significant challenges for patients and staff as bed occupancy is high and flow into and out of our ED is strained. We are of course, very aware that the care we have been able to deliver during this period has not been at the standard we would wish to and I have asked my executive colleagues, our Chief Nurse and Chief Medical Officer to review reported incidents and complaints received pertaining to the care of patients during this period to identify any case of harm or potential harm that may occurred.

Work to reduce elective waiting times has continued and the Trust reported zero 104 week waits in December. We are ahead of trajectory to clear all 78 week waits by the end of March 2023. Given the current non-elective pressure there is some potential risk to our plan but we are trying to minimise this by maintaining ring fenced elective capacity. The number of patients waiting over 52 weeks is also reducing ahead of plan. When viewed as a percentage of the overall waiting list the Trust's position for

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52 weeks is better than national and peer average and improving whilst the national picture is deteriorating.

Referrals for suspected cancer remain significantly high and whilst the Trust remains in the upper quartile nationally for 2 week first appointment, 28 day diagnosis and 62 day treatment performance there have been some capacity challenges during recent months. Services have responded to these and performance is forecast to improve during quarter 4.

The organisation responded well to the industrial action by nursing staff which took place on the 15<sup>th</sup> and 20<sup>th</sup> December, there has been some activity impact associated within this however, this has been minimised wherever possible through the use of telephone / digital consultations and as a result of achieved derogations with the union. Relations with the unions and staff were positive in the build-up and during the days of action with critical services maintained for the safety of patient care.

- **2023/24 Priorities and Operational Planning Guidance**

NHS England published the [2023/24 priorities and operational planning guidance](#) on 23 December 2022 which sets out the priorities for the next financial year including recovering core services, improving productivity and renewing focus on delivering the long term plan.

The guidance sets a range of national NHS objectives for 2023/24, with expected performance against key operational standards. These include improving waiting times in the Emergency Department, reducing general and acute bed occupancy, reducing cancer waiting times, supporting earlier diagnosis, increase capacity and improve patient flow through the hospitals.

More detailed national guidance on some of the metrics, and clarification on the consolidation at West Yorks level of place-based plans into an ICB plan, is awaited. We anticipate providing a first cut of our data by mid-February. Alongside the Operational Plan we will also contribute to a “Joint Forward Plan” which will set out the narrative, and link operational plans to the West Yorks 5 year strategy. Funding will be allocated via the Integrated Care Board (ICB) on a two-year revenue allocation for 2023/24 and 2024/25, with additional funding available to expand capacity. Elective Recovery Funding will be allocated to systems on a fair shares basis.

## **2. People:**

- **Thrive**

The Trust has continued to look at different ways to engage with our people. A face to face Thrive Live event was held with staff in Women’s Services on the 16<sup>th</sup> December which was also an opportunity for the Organisational Development Team to signpost health and wellbeing services, leadership activities and resources. Given the current cost of living challenges the Trust launched a £2 winter warmer meal option for staff in December, which has been well received.

The Trust launched a ‘21 days of Fitmas’ campaign which was a great success getting lots of people from different departments involved in a physical activity each day and having fun!

- **Industrial Action**

The Trust faced strike action by the Royal College of Nursing (RCN) on the 15<sup>th</sup> and 20<sup>th</sup> December, and was impacted by the GMB, Unison and Unite taking strike action within the Yorkshire Ambulance Service on the 21<sup>st</sup> December. A detailed operational response plan was put into effect.

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Further strikes by ambulance service staff are planned to take place on the 11<sup>th</sup> and 23<sup>rd</sup> January, with additional RCN strike days in January announced so far, not affecting the Trust. The Chartered Society of Physiotherapists received a mandate for strike action and the British Medical Association (BMA) opened open their ballot with junior doctors on the 9<sup>th</sup> January with the ballot running until 20<sup>th</sup> February. This continues to be a rapidly changing area.

### 3. Place:

- Response to the cost of living crisis

Our place-based response to the cost of living crisis has been recognised nationally with a case study being worked up by NHS England and colleagues from our partnership taking part in a national workshop. As well as the operational response to the crisis the Bradford District and Craven Health and Care Partnership, Bradford Council, Community Action Bradford & District (CABAD) and voluntary and community sector partners have launched a campaign which aims to support people through the cost of living crisis. It includes information about warm spaces, government support, energy and bills, food resources, housing support, debt and gambling, savings, scams and safeguarding. To see the latest information and advice please visit [costoflivingbradford.co.uk](https://costoflivingbradford.co.uk). Item 23.10 on today's agenda confirms our support for the district-wide "Anti-Poverty Strategy" and invites the Board to endorse this, in line with our commitment to being an anchor organisation for Bradford.

- One stop wellbeing hubs set-up across the district to support people

The local NHS, Bradford Council, and the voluntary and community sector are working together to help individuals with their wellbeing by setting up the Wellbeing Network for Bradford District and Craven. The network has six wellbeing hubs, these hubs provide advice and support on welfare benefits, mental wellbeing, domestic abuse, substance misuse, refugees and asylum seekers, physical health, and carer support. Information about the hubs and how to contact them can be found by visiting <https://wellbeingnetwork.org.uk/>

- Presenters and well-known faces back child mental health advice website

Well-known presenters like Gary Lineker, Myleene Klass, and Tanni Grey-Thompson are among the 16 presenters who are helping raise awareness for [This May Help](https://www.thismayhelp.me/) ([www.thismayhelp.me/](https://www.thismayhelp.me/)). This is a new national initiative providing mental health advice to parents and carers that has been launched by Bradford District and Craven Health and Care Partnership through our healthy minds priority area.

- Connected on ability - inspire and enable festival

Connected on ability – inspire and enable festival, is our first ever Bradford District and Craven Health and Care Partnership disability festival. The week-long festival took place from 5<sup>th</sup>-9<sup>th</sup> December and was for anyone working in health and care across the NHS, local authorities, Voluntary and Community Sector (VCS) and the independent care sector. The week of activities was facilitated by our own colleagues from a range of organisations sharing best practice, lived experience and creating safe spaces for open conversations. You can find out more and access the recordings from each of the sessions [here](#).

- System VCS lead appointed

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After a health and care system panel assessment day we are delighted to have offered Sam Keighley the role of CEO for the VCS Alliance /System Lead for the VCS on the Partnership Leadership Executive for the Bradford District and Craven Health and Care Partnership. Sam has many years' experience of system leadership in with VCSE locally and regionally.

- Coming up
  - Planning workshop to help deliver our first ever place-based partnership awards in late 2023
  - New programme director for children, young people and families to start in March 2023, Nagina Javaid will be joining us from NHS England
  - Our next [Listen In week](#) takes place from 13<sup>th</sup>-17<sup>th</sup> February, anyone who would like to come along to one or more sessions should please email [communications@bradford.nhs.uk](mailto:communications@bradford.nhs.uk)
  - Formal consultation to start on relocation of community physiotherapy services from Shipley Hospital to another community site, resulting in closure of Shipley Hospital
  - Our [reducing inequalities alliance](#) continues to develop a programme of activity to help support our place-based partnership adapt and adopt best practice as a whole system
  - Next steps on our [community mental health transformation programme](#) will begin in early 2023, with a co-production process being established
  - Consultation launched (running until 20 February 2023) on the NHS West Yorkshire Integrated Care Board's [joint forward plan](#)

#### 4. Partners:

Since the previous Board meeting in November, I continue to engage with partners within the Bradford District and more widely across West Yorkshire. A West Yorkshire Integrated Care Board (ICB) development session was held on 20<sup>th</sup> December which provided the opportunity to review progress of the ICB committees, and an opportunity to hear about national and regional updates from NHS England and the impact this would have on ICBs. The meeting also received an update on the implementation of the NHS England Operating Framework which outlined the structure created by the new 2022 Health and Care Act.

#### Recommendation

The Board of Directors is asked to note the report from the Chief Executive Officer.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	

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The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Significant</b>
	<b>Risk (*)</b>			
<b>Explanation of variance from Board of Directors Agreed General risk appetite (G)</b>				

<b>Benchmarking implications (see section 4 for details)</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Risk Implications (see section 5 for details)</b>	<b>Yes</b>	<b>No</b>
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Regulation, Legislation and Compliance relevance</b>
<b>NHS Improvement: (please tick those that are relevant)</b>
<input checked="" type="checkbox"/> Risk Assessment Framework <input checked="" type="checkbox"/> Quality Governance Framework
<input checked="" type="checkbox"/> Code of Governance <input checked="" type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain: Well Led</b>
<b>Care Quality Commission Fundamental Standard: Good Governance</b>
<b>NHS Improvement Effective Use of Resources:</b> Choose an item.
<b>Other (please state):</b>

<b>Relevance to other Board of Director's academies: (please select all that apply)</b>			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>