

Meeting Title	Council of Governors		
Date	27 th April 2023	Agenda item	CGo.4.23.8

Report from the Chief Executive Officer

Presented by	Professor Mel Pickup, Chief Executive Officer		
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Lead Director	Professor Mel Pickup, Chief Executive Officer		
Purpose of the paper	The report provides the Council with a summary position with regard to our Patients, People, Place and Partners since the last report to the Council in January 2023.		
Key control	N/A		
Action required	For information		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

Situation

1. Patients

• Operational Update

The below operational report was presented to the BoD on 9th March 2023, it provides a high level update on the operational environment within which we have continued to deliver care to our patients. In particular it is important to note that apart from the first Junior Doctors Strike that took place between 13th – 16th March we have subsequently responded to the second Junior Doctors strike action which was a 92 hour strike commencing at 06:59am on Tuesday 11th April until 06:59 on Saturday 15th April 2023. Operationally planning for our response to the strike action has been made even more difficult given that it comes on the back of the extended Easter Bank Holiday period. As always our teams have responded well and we have been able to maintain rota cover throughout the period. We have, however had to step down planned elective activity to allow consultant colleagues to focus on delivery of unplanned acute care. This will impact on the delivery of some of our targets such as the reduction of long wait elective patients, full impact to be quantified in due course.

After significant Non-Elective pressure experienced in December 2022 and early January 2023, we have seen attendance levels to our Emergency Departments (ED) return to being more in line with normal expected winter levels. Our Winter Operational Response Plan remains in place and the Trusts continues to have a number of additional beds open to help maintain flow through the Emergency Department. The significant spike in Influenza admissions has subsided and we currently have 35-40 patients in hospital who have Flu or COVID, this represents approximately 6.5% of the total bed base.

BTHFT continues to benchmark positively against the Emergency Care Standard at a WYAAT, Regional and National level and on the whole retains a position of being within the top 20 trusts nationally against the 4 hour performance standard. Despite this the ED remains challenged and unfortunately some patients do end up having an extended length of stay within the department whilst awaiting a bed. Our Chief Nurse and Chief Medical Officer are reviewing any 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 have occurred.

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We have worked closely with our regional colleagues and the Yorkshire Ambulance Service (YAS) to mitigate the impact of ambulance strikes, which have occurred throughout December, January and February. We have put into place additional resources and actions to ensure timely handover of ambulances so that our YAS colleagues are able to continue to respond to patient needs.

The Trust is working across Bradford District and Craven place to respond to the joint NHS and DHSC Delivery Plan for Recovering Urgent and Emergency Care Services which was published on 30 January 2023 (Appendix 1 and 2).

Work to reduce elective waiting times has continued and the Trust reported one 104 week wait patient in January as a result of a change to the Corneal Graft Pathway. We are ahead of trajectory to clear all 78 week waits by the end of March 2023, however the delivery of this could be threatened by the impending RCN and Junior Doctor strike action. 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 52 weeks is better than national and peer average.

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 starting to show an improving position.

The organisation responded well to the industrial action by nursing staff which took place on the 15th and 20th December. The HCSA has announced junior doctor strike action for any shift starting after 06:59 hours on Monday 13th March 2023 up until 06:59 hours Thursday 16th March 2023. If a shift commences before 06:59 on Thursday 16 March and runs into Friday 17th March, then Industrial Action will also take place on 17th March 2023. On this occasion it is signalled by the BMA that there will be no derogations and therefore the withdrawal of labour by this group will have far reaching consequences on the safe and effective running of the Trust and planning to mitigate these impacts is in train.

• 2023/24 Priorities and Operational Planning Guidance

NHS England published the [2023/24 priorities and operational planning guidance](#) on 23rd 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. These specific asks remain in addition to the statutory duty to deliver a breakeven financial position.

We have continued to work through our internal and place based plans with partners and have submitted our initial response in line with the expected deadlines. A more detailed update will be provided to the Board of Directors in March 2023. 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 Yorkshire 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.

• St Luke's Day Case Centre

An Emergency Decision Meeting of the Board was held on 20th February to approve the business case for the development of the surgical day case until at St Luke's hospital. Enabling works have already commenced and it is planned to be fully operational by March 2024.

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2. People

• EDI Team/Staff networks

Lots of activity has happened over the last couple of months. This has included an event that RESIN led to mark and celebrate Race Equality Week on the main concourse on the 9th February, colleagues were welcomed to make a Big Promise and offer thoughts via a suggestion box in improving race equality across the Trust. We also had over a 2 week period the EDI Team and ENABLE members holding drop in sessions on reasonable adjustments and talking about our Disability Equality policy. The WDES Innovation Fund Exhibition has also been on display during this period and has received really good feedback in terms of showcasing disability equality. A webinar was held on 24th February, one of a series throughout LGBT+ awareness month, introduced by myself bringing our partners together to raise awareness, learn and reflect on LGBT+ History month, and there has also been an artwork display from the Healthy Minds Young Apprentices Project on the main concourse.

• Thanking our People

On the 16th February as an Executive team we took time out to offer a drink and a treat to staff across our sites. This was really well received and something we intend to repeat at intervals throughout the year.

• Industrial Action

The last 2 months has seen strikes affect us in terms of the ambulance service and nursing. We were pleased that the RCN strikes scheduled for the 1st to 3rd March have been called off and we hope that national resolution can be reached due to the impact this action is having on patients and service delivery generally.

The last 2 months has seen strikes affect us in terms of the Junior Doctor industrial action, with 72 hours of continuous strike action in March and 96 hours of continuous strike action in April. Significant planning was undertaken to ensure patient safety was maintained. The strike period has been challenging and came after the Easter bank holiday period and one of the busiest leave periods. Despite the challenges the strike was well managed and there were no significant patient safety issues, with flow across the Trust being maintained and good performance within A&E.

We are now busy with planning for the RCN Nursing Strike due to take place from 30 April 2023 to 2 May 2023. There are no derogations during this strike period which is a marked change from the previous RCN Nursing strikes and comes during a Bank holiday period.

• NHS Staff Survey

The embargo was being lifted on the 9th March. Faeem Lal, Director of HR will present the results under the Staff Survey agenda item.

• Thrive Offer

Lots of activity has been taking place as we continue to build on our Thrive offer. This has included a Thrive Roadshow at Westwood park and our Progressing Leaders and Aspiring Leaders Pathways

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being delivered face to face over the last couple of months which have been received positively.

3. Place

- Papers from the Bradford District and Craven Health and Care Partnership Board**

The Board met in public on Friday 3 February, papers are [available online on our place-based partnership website](#).

- Bradford District Children and Families Trust**

Bradford Children and Families Trust assumed operational responsibility for children's early help and social care services from Bradford Council on 1 April. The Council committed to establish the Trust to stabilise, recover and improve children's services. It is an arm's length limited company, which is owned by and accountable to the council, but operationally independent from it, with an experienced and independent board to support its work.

A number of services have moved to the Trust so if you are looking for information:

- About the Trust
- Children in our care covering:
 - social care for children
 - fostering and adoption
 - leaving care services
 - child protection, safeguarding, reporting concerns about a child
- Information for young people
- Working for the Trust
 - social care recruitment
 - becoming a foster carer

[Visit the Bradford Children and Families Trust website](#)

- Adult Social Care discharge funding**

Bradford District and Craven is using its share of the £500m Adult Social Care discharge funding to enable comprehensive intermediate care provision to be sustained. This is how BD&C continues to perform comparatively well at supporting people to return home from hospital safely, freeing up capacity for others to use.

- The new council and devolution for North Yorkshire**

North Yorkshire Council launched on 1 April replacing the eight authorities previously providing district and county level services. The new council will serve around 615,000 residents and is the geographically largest council in England, however, it is being built with local at its heart and aims to be the most local, large council in the country.

You can contact the new council by phone: 0300 131 2 131 or apply, book and pay for services online and report any problems 24/7 by visiting <http://www.northyorks.gov.uk>

- Kersten England announces plans to retire**

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Kersten England, Chief Executive for Bradford Council, has confirmed her plans to retire at the end of June 2023. Kersten has dedicated her career to local government with 14 of her 33 years in a chief executive capacity, including eight here in Bradford. She has been a driving force in bringing inward investment to our place, leading on the initiative to make us inclusive as partners and communities and played a pivotal role in our response to Covid. She has dealt with some of our toughest challenges with admirable resilience, candour and energy. She leaves knowing that Bradford will be City of Culture in 2025. On behalf of the Board of our Health & Care Partnership I placed on record our thanks to Kersten for pursuing an ambitious programme of change that has delivered for our local communities; I am sure that the Board of BTHFT will wish to do the same.

- **New Strategic Director of Children's Services appointed**

Marium Haque has been appointed the new Strategic Director of Children's Services at Bradford Council after holding the post on an interim basis since October 2021. Marium, a former teacher, joined Bradford Council as Deputy Director for Education and Learning in October 2018 after three years at Wakefield Council where she was Service Director of Education. She took on the Interim Strategic Director of Children's Services role at Bradford 15 months ago following the departure of the previous Director of Children's Services.

- **Nagina Javaid appointed as Programme Director for children, young people and families**

We are delighted to announce that Nagina Javaid will take on the role of Programme Director for the Bradford District and Craven Health and Care Partnership, leading on children, young people and families. It is expected that Nagina will take up her role in April 2023, replacing Mark Hindmarsh who has joined Kirklees Health and Care Partnership. Nagina brings over 20 years of experience of health strategy and policy development covering a range of sectors including the voluntary and community sector and local authorities in West Yorkshire and nationally with the Department of Health and Social Care and is currently at NHS England.

- **Ellen Flint appointed as Director of Research**

A new Director of Research has been appointed for Bradford's £4.7m research centre – set up to focus on improving poor health in the District. Bradford was recently granted the cash to create a new research centre to find innovative ways to tackle the issue. Ellen Flint has been appointed as Director of Research, and her role will be to oversee vital research into the multiple causes of poor health on individuals and communities, such as air quality, diet and nutrition, access to green spaces and leisure facilities.

- **Getting to know our communities: our partnership on tour**

Leaders from our Bradford District and Craven Health and Care Partnership have been visiting community groups to find out more about the work they do especially around tackling health inequalities. So this has been a 'back to the floor' but with a difference. You can see where our leadership team have been and the pledge they made after their visit in this short film: <https://www.youtube.com/watch?v=nhrtaKhbFk>

- **Partnership working in Bradford District and Craven helps communities with the cost-of-living crisis**

Our response to the cost of living crisis has been featured in a national case study published by NHS

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England. In Bradford, the council, health and voluntary and community sector partners have come together to support residents with the cost-of-living crisis. Together they are running a number of activities to support residents and colleagues. Work includes community outreach, webinars and meetings for frontline professionals and a targeted cost of living campaign aimed at local people. (At our last BTHFT Board meeting in January we endorsed the Anti-Poverty Strategy). [Read more » Partnership working in Bradford District and Craven helps communities with the cost-of-living crisis](#)

- **Strategic priorities re-set – breakfast bites slides now online**

As part of the latest phase of our Bradford District and Craven Health and Care Partnership strategic priorities re-set programme, we recently held breakfast bites sessions to highlight the progress made in our five priority areas, our focus for 2023-2024 and how feedback is shaping the work in those five areas. The slides and all the information we've shared to date can be accessed on our Bradford District and Craven Health and Care Partnership website <https://bdcpartnership.co.uk/our-strategic-priorities-re-set-programme/>.

- **Craven a step closer to becoming a 'District of Sanctuary'**

A successful outcome has followed an online public meeting attended by about 25 people, individuals and organisations across Craven, discussing the practical measures needed to ensure Craven is a welcoming place for refugees. The wide-ranging discussion considered the role of Craven District Council, local schools, health and volunteer groups. The meeting heard from Nicola David from Ripon city of Sanctuary and Will Sutcliffe from Bradford. Both groups have been in operation for several years but started small and have grown. [Read more about the progress made](#)

- **New service for people with alcohol and drug issues in Bradford District**

A partnership between national and local charities launches in April 2023 providing drug and alcohol treatment and recovery services across Bradford District. The new service, named "New Vision Bradford", will be led by the national charity Humankind with partners Project 6, The Bridge Project and Create Strength Group who have been working and supporting people across the district for many years. New Vision Bradford aims to improve outcomes for people with issues around alcohol and drugs across the district, better meeting the needs of the area's diverse communities. [The press release announcing the new service can be found on Humankind's website](#)

- **Reducing Inequalities in Communities (RIC) human stories**

We are now moving into the evaluation phase of our Reducing Inequalities in Communities (RIC) programme. As part of this evaluation and alongside the data we are collecting from each project with the Bradford Inequalities Research Unit (BIRU), we have been gathering human stories. These powerful stories are from local people who have benefitted from the RIC projects and will support our evaluation to show the impact of the programme. You can find our video stories on the partnerships YouTube channel:

- [Salma's story - YouTube](#) - CLICS
- [Kayden's story - YouTube](#) – Young People's Social Prescribing
- [Ahmed's story - YouTube](#) – Weight Management Service
- [Mignonne's Story - YouTube](#) - CLICS
- [Terezia's story - YouTube](#) – Weight Management Service

- **National youth anti-violence tour and programme – The Knife Angel coming to City Park**

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[The Knife Angel](#) is a huge sculpture created by British Ironwork Centre & Sculpture Park, made from over 100,000 seized blades. It was specifically created to highlight the negative effects of violent behaviour whilst solidifying our critical need for social change. Not only does the Angel act as a catalyst for turning the tide on violent and aggressive behaviour, but it is also acts as a beautiful memorial designed to celebrate those lives who have been lost through these violent and thoughtless actions. The sculpture will be placed in City Park for the month of April 2023. As well as a wider partner collaboration, colleagues from the Trust will be involved in supporting this event including hosting a NHS stall.

4. Partners

I attended the WYAAT Committee in Common meeting on 31st January 2023 when a business case was approved to go to respective Boards for the WYAAT Aseptics Programme.

I also attended the NHS West Yorkshire Integrated Care Board where we received an update from Ian Holmes on the approach being taken to refresh the Integrated Care Strategy.

Recommendation

The Council of Governors 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	
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.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

Benchmarking implications (see section 4 for details)	Yes	No	N/A
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"/>

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Risk Implications (see section 5 for details)	Yes	No
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"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant)
<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
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: Choose an item.
Other (please state):

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