

Meeting Title	Board of Directors		
Date	11th May 2023	Agenda item	Bo.5.23.7

Report from the Chief Executive Officer

Presented by	Professor Mel Pickup, Chief Executive Officer		
Authors	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 March 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 operating environment within which the Trust has continued to deliver care to our patients has remained challenging. We have continued to respond to industrial action being undertaken by NHS staff, the latest of which was the nurses strike which took place between 8pm Sunday 30th April 2023 through to midnight on Monday 1st May 2023. This was made even more challenging given the RCN position of no derogations. The pre-planning for strike action takes a significant amount of time and effort from operational and clinical teams across the organisation and unfortunately does impact on our ability to maintain routine elective care to the levels we would wish to do so as our priority shifts to ensuring we have sufficient staff cover to maintain safe care for our non-elective patient presentations. As always our teams have responded well and we have been able to maintain safe cover throughout the period.

After significant Non-Elective pressure experienced in December 2022 and early January 2023, attendance levels to our Emergency Departments (ED) returned to being more in line with normal expected levels and have remained in line with 2019/20 pre-COVID levels since.

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.

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 compares favourably to others in the region and performance continues to improve each month.

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Work to reduce elective waiting times has continued and the Trust reported is currently reporting 0 104 week wait patients. We have effectively delivered the national objective of clearing all 78ww waits by the end of March 2023 with a handful of patients delayed by ill health or industrial action. Our focus has now shifted to reducing the number of greater than 65 week waits and the overall number of patients waiting over 52 weeks. Our trajectory to reduce the numbers of patients waiting extended period of time has been reducing however delivery against plan has been slowed by industrial action. We are however achieving below 52 weeks waits for a number of our specialities and for the majority of paediatric patients. 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 and patient compliance remains a factor. Services have responded and performance is starting to show an improving position.

- **Endoscopy Unit**

It is pleasing to report that the Trust has been successful against its bid for the development of a new purpose-built endoscopy unit at the BRI site. The bid was considered by the national Endoscopy Capital Investment Panel meeting on the 18/04/2023 and have awarded £24.776m to the Trust. This is excellent news for the organisation and reflective of the huge work being undertaken to forward plan and ensure our services remain fit for the future. We are currently in the process of agreeing the MoUs with the NHS England team and once finalised will move into implementation mode. It is expected that a new facility will be available in the financial year 25/26.

2. People

- **Equality, Diversity and Inclusion (EDI)**

The EDI Strategy has been refreshed and will be launched on 10 May to coincide with Human Rights Week.

- **Civility at Work**

Staff advocacy service is being reviewed currently with refreshed role descriptors and an application process in place for individuals to come forward to become staff advocates. This supports the Trusts approach towards a Just Culture and Civility at Work. We have partnered with Collingwood Learning, an external organisation who specialise in drama based training to develop a 'live action' event which will use professional actors to act out BTHFT-related scenarios of incivility with the opportunity to stop and reflect what we would each do if we were witnessing or experiencing the scenario. The training is available to staff to book and is taking place on the 25th of May.

- **Thanking our People**

On 2 May we wrote to all staff across the Trust to thank them for their support in managing the Industrial action by the RCN, similar communications were sent out following the Junior Doctor Strike action in April.

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- **Industrial Action**

The last 2 months have 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.

The RCN Nursing Strike took place from 30 April to 1 May. Unlike the previous industrial action by the RCN there were no derogations during this strike period and it was over a Bank Holiday period. There were inevitable disruptions to outpatient and planned activity but the strike was well managed and patient safety was maintained.

- **NHS Staff Survey**

Faeem Lal, Acting 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. Our second Thrive Conference – For the Leader in Everyone has been planned and scheduled to take place on 6 June at the LIFE Centre in Bradford. All staff across the Trust can apply for a ticket, with a live stream of the conference also being shown on site at BRI.

3. Place

- **Ofsted monitoring visit**

On 3 May the Health & Care Partnership hosted a monitoring visit from Ofsted for our special education needs and disabilities (SEND) services. The monitoring visit provided an opportunity for Ofsted to find out more about the progress we have made in our five written statement of action improvement areas following on from a formal inspection last summer which resulted in a rating of “requires improvement”. At the time of writing we have not received the formal outcome of the most recent monitoring visit, however received feedback at the conclusion of the inspection was positive signalling that the inspectors were content in our direction of travel. I want to acknowledge the work of all partners in preparing a comprehensive evidence base in readiness of the latest Ofsted visit.

- **20 minute movement campaign relaunched**

The 20 minute movement has been designed to encourage everyone, across Bradford district, to move their bodies more for at least 20 minutes every day. The movement is about making a promise to yourself to do something to be active every day. It's also about getting those around you, friends, colleagues and family to be active too! [Find out more about the 20 minute movement](#) and see how you, your team and your organisation could take part.

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- **Watch our new reducing inequalities animation**

Everybody can play an important role in tackling inequalities. Our latest animated film tells the story of the stark inequalities we see across our district and sets out why we need to work together to create a fairer district for all. It is this vision of working together, that has led to us set up the Reducing Inequalities Alliance. The alliance aims to connect, support and coordinate action to reduce inequalities in Bradford District and Craven. Learn more by watching our [animated film](#) or visiting our [partnership website](#)

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

A partnership between national and local charities launched on 1 April 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.

- **BiBFest: How to grow healthy, happy children**

Born in Bradford is one of the largest research studies in the UK, tracking the lives of over 60,000 Bradfordians to find out what influences their health and wellbeing. Evidence from Born in Bradford has helped to change policy and practice and develop innovative ways to improve the health and wellbeing of our communities. BiBFest is the ninth scientific festival where people attending will hear about new findings about how our society, our lifestyles, our genes and our environment shape our lives. [Find out more and book your place for BiBFest](#)

4. Partners

I attended the WYAAT Committee in Common meeting on 25th April 2023 when amongst a number of key items there was discussion on the draft WYAAT strategy presentation shared with the Board by Lucy Cole at our recent development session.

I also attended the NHS West Yorkshire Integrated Care Board (WY ICB) on 21st March 2023. At the time of writing WY ICB have yet to finalise the operational and finance plans for 2023/24, a process which has been ongoing for a number of weeks now and has included and engaged with a wide range of partners across the system to ensure that our final plan (an aggregation of the plans in 5 places), is understood and owned, and the responsibility for its delivery shared.

Recommendation

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

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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"/>

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"/>	