

Meeting Title	Board of Directors		
Date	13 July 2023	Agenda item	Bo.7.23.7

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 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

We have continued to respond to industrial action being undertaken by NHS staff, the latest of which was the junior doctor strike between 14th and 17th of June. 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. During the current strike period we believe between 64% - 68% of our Junior Doctors took part in the Industrial Action.

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. Average daily attendances to the department are slightly above previous years but in line with growth we anticipated in our modelling whilst admissions into the hospital have reduced showing the success of schemes designed to prevent unnecessary admissions.

We have worked closely with our regional colleagues and the Yorkshire Ambulance Service (YAS) to improve the handover times when ambulances bring patients to the ED. The Trust compares favourably to others in the region having moved from 11th to 3rd out of the 16 providers over the last 18 months. Escalation protocols and daily liaison with YAS colleagues remain critical to this as performance can be challenged when conveyances suddenly increase or when flow through and out of ED is slowed.

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Work to reduce elective waiting times has continued and the Trust remains on track to reduce the number of patients waiting longer than 78 weeks and greater than 65 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 all 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, and in the best quartile for Acute Trusts.

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.

- **St Luke's Day Case Unit (SLH DCU)**

The development for two dedicated theatres for a total capital expenditure of £18.9m has commenced. Work has commenced on site from w.c. 12 June with an anticipated completion date of April 2024. The programme is being managed through a dedicated Programme Board chaired by Sajid Azeb, Chief Operating Officer & Deputy Chief Executive reporting into the Capital Strategy Group. The programme is broken into the following three workstreams:

- Estates and facilities
- Workforce
- Clinical pathways

2. People

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

The EDI Strategy has been refreshed and has been launched.

Trust WRES and WDES 2022/23 data was submitted to NHS England as per our contractual requirements at the end of May. The data was presented to the People Academy providing a summary of the data with an action plan being developed to be presented at the People Academy in October.

The RESIN Network marked Windrush on the 22nd of June with an event on site with members of the Executive Board in attendance.

The LGBT group celebrated Pride Month with an information stall on the concourse on the 26th of June to raise awareness of LGBT equality. The network is also collaborating with other LGBT networks within the district to come together and celebrate Bradford Pride in July.

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- **Civility at Work**

Civility Training was delivered in May, the Training used professional actors acting out a range of scenarios and utilising the audience to stop and start different approaches in dealing with issues of incivility and respect in the workplace. The session was attended by over 100 staff; the training resource (videos) will be delivered across the Trust empowering others to deliver the training in their respective departments. Positive feedback has been received from those who attended who find the training useful and impactful.

- **Thanking our People**

The long service awards took place on the 6th of June 2023 to present awards to colleagues with over 30 years' service in the NHS. The event was held in the evening following the Thrive Conference and provided an opportunity to thank our colleagues who have dedicated their career to the NHS.

- **Industrial Action**

Industrial action by the BMA, BDA and HCSA took place in June with 72 hours of continuous strike action involving Junior Doctors and Dentists. Significant planning was undertaken to ensure patient safety was maintained. Industrial action continues to be a challenge, however despite the challenging situation the strikes are well managed and there were no significant patient safety issues, with flow across the Trust being maintained and good performance within A&E. However there is impact on elective work and colleagues across the Trust who are spending significant time in planning to ensure patient safety is maintained. Strike action by Junior Doctors is planned next to take place between 13th and 19th July. A five day period of continuous industrial action immediately followed by the first Consultant strike between 20th and 21st July. Sadly the now normal strike planning preparations in reducing down routine and elective work by cancelling appointments and procedures to free up clinicians to provide in-patient and emergency services have been undertaken.

- **Thrive Offer**

Our second Thrive Conference – For the Leader in Everyone took place on 6 June at the LIFE Centre in Bradford. All staff across the Trust had an opportunity to apply for tickets, with a live stream of the conference also being shown on site at BRI. The conference focused on leadership and was well received, it provided colleagues with an opportunity to take time to consider and reflect on how we inspire our staff to be leaders regardless of role or grade of pay. 350 colleagues attended the Centre itself whilst we live streamed to 120 more at the Sovereign Lecture Theatre. A repeat screening of the recording attracted 60 more colleagues meaning well over 500 people were able to participate.

3. Place

- **New Chief Executive for Bradford Council**

I participated as Chair of a stakeholder panel in the recruitment of the new Chief Executive Officer of

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Bradford Council to replace Kersten England upon her retirement. Lorraine O'Donnell has been identified as the preferred candidate. Lorraine is currently Chief Executive Officer of East Cheshire Council and has a wealth of expertise having worked in a number of authorities in the North East. Her commencement date is to be confirmed.

- **Celebrate as One: Bradford District and Craven Health and Care Partnership Awards**

It's time to celebrate our work together across Bradford District and Craven, recognising the individuals, teams and projects that are making a real difference in our communities as we 'Act as One' to help deliver our vision of keeping people 'happy, healthy at home'.

The first Bradford District and Craven Health and Care Partnership awards – Celebrate as One - will take place on 19 October 2023. Nominations are now open in 12 categories; designed to give projects and teams across the partnership a chance to highlight their work in priority areas for our partnership.

With kind support from Sovereign Healthcare and Stand Out Media, our awards are open to anyone working in the health and care system locally - voluntary, community and social enterprises, independent care providers, our local NHS and local authorities.

Get nominating by visiting www.bdcpartnership.co.uk/awards. Nominations close on Friday 11 August.

- **Tackling inequalities workshop**

On Tuesday 27 June, I presented to partners from Bradford District and Craven for a workshop organised through the Reducing Inequalities Alliance. The workshop was designed to get people thinking about how we can turn talk of tackling inequalities into action through a coalition of the willing and in partnership through our 'Act as One' ethos.

Find out more about the Reducing Inequalities Alliance, download our resources, sign up to the newsletter and see the latest human stories by visiting <https://bdcpartnership.co.uk/strategic-initiatives/ria/>

- **Diversity Exchange**

On Tuesday 20 June 2023, leaders from across Bradford District came together at the launch of the Diversity Exchange, a new initiative that aims to make equality and inclusion everyone's business. The Diversity Exchange launch included keynote speeches by local and national experts. I joined a panel discussion to describe how partners will work together to build strength and trust across all communities in Bradford.

The Diversity Exchange is designed to be a one stop shop platform for all things related to: equity, diversity, belonging, social connections and trust. It is open to all organisations from social enterprises, grass root groups to large statutory organisations. You can see more about the Diversity Exchange by visiting www.bradfordwellbeing.co.uk

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- **South Asian Heritage Month**

South Asian Heritage Month (SAHM) aims to celebrate, commemorate, and educate people about the South Asian cultures, histories and communities. It seeks to understand the diverse heritage and cultures that continue to link the UK with South Asia. As a place that has become home from people around the world, we have a proud history of welcoming and benefiting from the positive impact people from South Asia have made to our shared history.

This year's theme for SAHM is 'Stories to Tell', which is all about celebrating stories that make up our rich south Asian community. We will be asking people from across our partnership to share their stories and these will be shared throughout SAHM which officially runs from 18 July to 17 August. Locally there will be a South Asian Heritage Festival on 19 August which takes place the day after a panel discussion involving colleagues from across our partnership with a South Asian heritage - details to follow soon.

- **Bradford Means Business Awards**

Through our healthy minds priority, our Bradford District and Craven Health and Care Partnership, has sponsored the health and wellbeing category at this year's Bradford Means Business Awards that are taking place on Thursday 20 July. We have got behind this year's awards to raise the profile and recognition of our healthy minds website and resources, ensuring that people across Bradford District and Craven have an accessible resource they can access when they need support for their mental health. Our healthy minds website (<https://www.healthyminds.services/>) is being redesigned to increase accessibility, reflect feedback from people and to ensure it is using the latest user experience for web design.

- **Keighley gets green light for health and wellbeing centre**

Keighley has received Government confirmation of the funding it needs to proceed with building a new health and wellbeing centre. The funding of £3.4million forms part of a Towns Fund grant from the Department for Levelling Up, Housing and Communities (DLUHC). It means that building the centre can now get underway with the centre expected to open in the summer of 2026.

The new facility would include GP services, self-care and prevention, community care, mental health, dental care, a GP training hub and other healthcare services, at an accessible town centre location. The scheme would also bring around 200 jobs to the town centre, 50 of them being new posts, helping bring extra footfall to local shops and other businesses.

- **Bradford Literature Festival**

From 23 June to 2 July, Bradford Literature Festival once again delivered an exciting and mixed programme celebrating the best of literature, music, theatre, discussions, lectures and interactive workshops for the whole of family. Our Bradford District and Craven Health and Care Partnership was delighted to show its support for one of the leading events of its kind that draws crowds from across

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the world, yet ensures that local audiences and communities can benefit from its extensive programme.

• **Bradford District and Craven Health and Care Partnership Board Meeting – 12 May 2023**

The Chairman and I attended along with Place Partners the Bradford District and Craven Partnership Board meeting held at the Carlisle Business Centre. We received feedback from the 'Listen In' events held across Bradford West, received reports from each of the Place based Committee Chairs, the Clinical Forum and the Citizens Forum. A presentation was made on the operational plan, joint forward plan and budget for place 2023/24.

We also received an update on the five strategic priority areas.

The escalation and assurance report from the last Partnership Board meeting is attached at Appendix 1. This is presented to the West Yorkshire ICB and is included here for information.

4. Partners

The West Yorkshire Association of Acute Trusts (WYAAT) meeting on 4th May included a short workshop on the development of the WYAAT strategy (this has previously been the subject of a Board Development session here in the Trust facilitated by WYAAT Chief Officer Lucy Cole). Discussion included feedback shared as a consequence of stakeholder engagement which would be incorporated into the final draft for review at the July meeting.

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	
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)						

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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"/>	