

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

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 July 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

Industrial Action

As at the end of August 2023 the Trust has responded to the following periods of Industrial Action:

Union	Dates	Duration
RCN	20 & 21 Dec 2022	24 hours
RCN	6 & 7 Feb 2023	24 hours
BMA JD	13 – 17 March 2023	72 hours
RCN	30 April – 1 May 2023	28 hours
BMA JD	11 – 15 May 2023	96 hours
BMA JD	14 – 17 June 2023	72 hours
BMA JD	13 – 18 July 2023	120 hours
BMA Consultants	20- 22 July 2023	48 hours
BMA JD	11- 15 Aug 2023	96 hours
BMA Consultants	24-26 Aug 2023	48 hours

The pre-planning for strike action takes a significant amount of time and effort from operational and clinical teams across the organisation. The preparation for strike action 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 and 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.

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

The total impact of the strikes (excluding Sept and October periods) on elective activity is captured in the table below:

ELECTIVES	Elective Inpatients	Day cases	Outpatient NEWS	Outpatient FU
	293	323	1617	3901

The Junior Doctors have as at the 31st August 2023 secured a further mandate for strike action as a result the following strike dates have been announced for September and October:

September 2023

Date	Consultants	Juniors
19 September	Christmas day cover	Non-strike day
20 September	Christmas day cover	Christmas day cover
21 September	Non-strike day from 7am	Full walkout
22 September	Non-strike day	Full walkout
23 September	Non-strike day	Non-strike day from 7am

October 2023

Date	Consultants	Juniors
2 October	Christmas day cover	Christmas day cover
3 October	Christmas day cover	Christmas day cover
4 October	Christmas day cover	Christmas day cover
5 October	Non-strike day from 7am	Non-strike day from 7am

This is the first set of strikes where both the junior doctor and consultants strike days will overlap resulting in a much more significant impact on elective activity.

• **Performance**

BTHFT continues to benchmark positively against the Emergency Care Standard at a WYAAT, Regional and National level. 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. Admissions into the hospital had reduced showing the success of schemes designed to prevent unnecessary admissions but have recently increased and focus is being placed on reversing this trend before winter.

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 aiming to deliver a position of no patients waiting

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

longer than 65 weeks by the end of March 2024. However, there is potential that this aspiration could be impacted on by continued industrial action combined with winter pressures.

NHS England has confirmed changes to cancer waiting time standards which will come into effect from 1st October 2023. Currently there are 10 different waiting times standards applied to NHS cancer diagnosis and treatment. The changes announced will see the rationalisation of these standards into three core measures for the NHS:

- The 28-day Faster Diagnosis Standard (75%)
- One headline 62-day referral to treatment standard (85%)
- One headline 31-day decision to treat to treatment standard (96%)

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

The development for two dedicated theatres for a total capital expenditure of £18.9m has commenced 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.

We held a ground breaking ceremony on the 1st September 2023 with key stakeholders and the construction firm Darwin Group. The modular panel for the super structure will arrive on site from week commencing 11th September 2023.

• **Endoscopy Unit (BRI)**

The Trust was successful in securing £24.8m capital funding for a new 8 room Endoscopy unit. A Programme Board has been established chaired by Sajid Azeb and responsible for coordinating the work to ensure delivery of the scheme which is due to complete in 2025. Work to select a principle contractor has progressed and was supported through the Trusts Emergency Decision making process.

2. People

• **Letter from NHS England - Lucy Letby trial**

Following the outcome of the trial of Lucy Letby, NHS England issued a letter asking leaders and boards to ensure:

- All staff have easy access to information on how to speak up.
- Relevant departments, such as Human Resources, and Freedom to Speak Up Guardians are aware of the national Speaking Up Support Scheme and actively refer individuals to the scheme.
- Approaches or mechanisms are put in place to support those members of staff who may have cultural barriers to speaking up or who are in lower paid roles and may be less confident to do so, and also those who work unsociable hours and may not always be aware of or have access

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

to the policy or processes supporting speaking up. Methods for communicating with staff to build healthy and supporting cultures where everyone feels safe to speak up should also be put in place.

- Boards seek assurance that staff can speak up with confidence and whistleblowers are treated well.
- Boards are regularly reporting, reviewing and acting upon available data.

The letter (see Appendix 1) also reminds organisations of their obligations under the Fit and Proper Person requirements, and makes reference to medical examiners and the Patient Safety Incident Response Framework, as well as listening to the concerns of patients, families and staff.

• **Recruitment**

August saw the departure of 182 of our Junior Doctors who moved on to their next placement as part of their training. We welcomed 225 new Junior Doctors who have started their placements at our Trust with a further 148 rotating internally.

• **Thanking our People**

The Trust awards have been revamped with a new online process for staff to be able to nominate colleagues for our Greatix awards. The new process now allows awards to be more timely and in the moment through the use of an online system. There has been a significant increase in the number of nominations being put forward since the new system and process has been in place.

We have launched the Daisy Awards scheme, The **DAISY** awards are part of an American charitable organisation, named the DAISY foundation. Established in 1999 by the Barnes family, the aim of the **DAISY** foundation is to recognise extraordinary nurses and midwives from all over the world. The name DAISY is an acronym for **D**iseases **A**ttacking the **I**mmune **S**ystem.

Any member of staff who is registered with the Nursing & Midwifery Council can be nominated for a DAISY award.

The nominations can be made by staff, patients and visitors and recognise the great work of our Nursing colleagues.

• **Industrial Action**

Industrial action by the BMA has been ongoing with Junior Doctors now having staged 19 days of strike action since March of this year. Consultants have so far staged 4 days of strike action with further dates announced for strikes on 19 and 20 September and 2,3 and 4 October also planned.

The Junior Doctors ballot closed on 31 August 2023 which means a further mandate of 6 months for Junior Doctors to continue strike action until February 2024. Strike action has been announced for

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

20,21,22 September and 2,3 and 4 October. This means that for the first time all doctors will be taking strike action on 20 September and 2,3,4 October.

Significant planning has been 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 related to the industrial action. 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 and Consultants at the same time means there is a much wider impact on elective activity, and we have limited ability to run even the most urgent of elective activity.

- **Thrive Offer**

Throughout the months of July, August and September we have focused on wellbeing by showcasing some useful resources and information from services inside and outside the Trust (including stands promoting financial wellbeing, Diabetes awareness, the sleep service and men in health to name but a few). The quarter will be rounded off by a week of Wellbeing commencing on 25th September. This will include the distribution of wellbeing bags to our Night staff who are coming off shift (at both main sites), promotion of free Halsas head massages available to all colleagues, a focus each day for example Meetings Monday which will promote 'healthy' meetings e.g., ending meetings 10 minutes early to allow for time away from screens and encouraging being active during 1-1's if possible.

3. Place

- **Farewell Kersten and hello Lorraine**

I'd like to place on my records once again my personal thanks to Kersten England who will be leaving her post as Chief Executive for Bradford Council towards the end of the month. I'd also like to give a warm welcome to Lorraine O'Donnell who will be taking up the role in October, joining us from Cheshire East Council. I wish Kersten all the best in the next chapter of her life and look forward to working with Lorraine, building on the work that Kersten has been instrumental in across our health and care partnership.

- **Ofsted monitoring visit to Bradford Children and Families Trust**

Ofsted has published its report following a recent monitoring visit to Bradford Children and Families Trust. The trust was formally live on 1 April 2023, the report acknowledges that these are early days for the trust while highlighting some signs of progress since it was launched. We will work closely with colleagues from the trust and across our partnership so that we can continue to improve services we provide to children and young people locally. A copy of the monitoring visit report is available online: <https://files.ofsted.gov.uk/v1/file/50226433>

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

• **Nominations close for our Celebrate as One Awards**

I'm delighted to share that we received over 250 entries to our inaugural Celebrate as One: Bradford District and Craven Health and Care Partnership Awards. Shortlisting will be taking place during September, with a judging panel then meeting on 6 October before the winners are revealed at our awards evening on Thursday 19 October. We will be sharing details of all those who have been nominated and then confirming those who have made the shortlist on our website <https://bdcpartnership.co.uk/awards/>. Good luck to everyone and thank you to all those who have put forward nominations.

• **Partner projects make HSJ Awards shortlist**

I'm pleased to confirm that three projects from across our place have made the shortlist for this year's Health Service Journal Awards, winners will be announced on 16 November.

- In the Digitising Patient Care Award we'll be represented by ASSIST BCD - Assisting Bradford District and Craven Beating Diabetes
- Making the shortlist for the Innovation and Improvement in Reducing Health Inequalities Award is our Improvement Academy's work on the Yorkshire Community Health Checks
- The Ramadan Allies project at Bradford Teaching Hospitals NHS Foundation Trust has made the shortlist in the Staff Wellbeing Award

• **North Yorkshire Council recognised for its work on inclusion**

I'd like to note the achievements of North Yorkshire Council which has recently been recognised for its efforts in supporting adults living with autism and disabilities to achieve their aims and aspirations around employment. Members of the supported employment team achieved advanced status through the National Autistic Society's accreditation process.

• **Thanks Ruby for sharing your experience of living with autism**

I'd like to acknowledge the creative skills of Ruby Ryan, a bright and talented 10-year-old, who developed a comic strip style drawing that visualises the concept of wearing a mask to disguise her autism and how hard it is to keep it on all the time, designed to help people understand what it feels like for children living with autism. [Read more about Ruby's artwork and a special presentation we did for her](#), thanks for being so brave in sharing your experience Ruby!

• **Brit school to open in Bradford**

We are proud that Bradford will be City of Culture 2025, with lots of activities being planned to make this a year that we can all celebrate the cultural vibrancy of our place. I'm delighted to hear the news that the famous Brit school will have a northern base here in Bradford. 'Brit School North' is designed to be a specialist 16-19 college where students can study a range of performance, production and digital subjects. The school is inspired by the model of the BRIT School in Croydon. Since it opened more than three decades ago it has helped create successful careers for the likes of Adele and Amy

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

Winehouse. Although an official date has not been set for when it will open, the current proposals are aiming for 2026-2027.

- **West Yorkshire Health and Care Partnership launches its strategy**

West Yorkshire Health and Care Partnership has launched its strategy and associated plans in support of 2.4 million people. The partnership's 2020 strategy was published immediately prior to the pandemic, and it has now developed a refreshed strategy in the context of living with COVID-19, the cost-of-living crisis, and the need to recover and transform care. With the passing of the Health and Care Act 2022, there is also a requirement for integrated care systems (like the West Yorkshire Health and Care Partnership) to develop an Integrated Health and Care Strategy and for integrated care boards to develop a Joint Forward Plan to deliver the NHS components of the strategy. Our West Yorkshire strategy has been signed off by the health and care partnership, through its Integrated Care Partnership Board (also known as the Partnership Board). The Integrated Care Board has developed the Joint Forward Plan with its partners to help deliver the strategy. Both are important documents that serve each other and the subsequent work we do in our local places and providers.

- **Reinforced aerated autoclaved concrete (RAAC)**

New guidance was published by the Department for Education regarding the approach to the presence of RAAC in the school estate. This has generated heightened public interest in the presence of RAAC in the NHS estate, and a number of questions from colleagues. See Appendix 2 for a response from NHSE.

In relation to our position, there is no RAAC identified within our own sites (as confirmed through a survey undertaken in 2019). NHS Property Services (NHSPS) are currently surveying Skipton General Hospital, which is an NHSPS building. Our team will monitor the position.

- **Secure Data Environment (SDE) Successful Bid**

BTHFT is at the forefront of a transformational new research programme that will share health data from across the Region on an unparalleled scale. We are the host organisation for the Yorkshire and Humber Secure Data Environment (SDE), which will create a world-class infrastructure of whole system data storage and access platforms.

It will equip us with an unprecedented insight into data that will help us improve patient care and safety; transform services; reduce inequalities; and enhance life chances for the population of Bradford and District and the 5.6m people who live in the Region. It will speed up access to data for research, whilst also keeping it safe - meaning that our population will benefit more quickly from new innovations. It will further enhance the research reputation of BTHFT and our SDE partners, helping us to attract the next generation of data scientists.

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

After submitting our initial 'Expression of Interest' we were awarded £250,000 earlier this year to develop a full strategic, economic and management case. We have now been awarded £5.5m of revenue funding and £2.7m of capital investment to support and accelerate the programme – one of 11 across England - between now and the end of March 2025.

Our SDE will build on our collective strong reputation for innovating health data research. The proven track record of our Bradford Institute of Health Research (BIHR), including its Born in Bradford and Connected Bradford programmes, and our evolving Patient Recruitment Centre (PRC), was an integral part of the successful bid. It also drew upon established regional programmes such as the Yorkshire and Humber Care Record (YHCR), the National Pathology Imaging Cooperative (NPIC), the NIHR Applied Research Collaborative (ARC) Yorkshire and Humber and CUREd Urgent and Emergency Care Research Database.

In creating this new environment for data, we are committed to bringing the public with us - ensuring nobody is surprised regarding the usage of their data. Two-way, public and patient involvement and engagement on how data is used for research lies at the heart of our approach.

4. Partners

- Launch of West Yorkshire Health and Care Partnership Plans**

See at Appendix 3 a letter from the West Yorkshire and Health and Care Partnership of its launch of its five-year Integrated Care Strategy and NHS Joint Forward Plan.

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)						

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

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.7

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"/>	