

# Chief Executive Update

**Council of Governors**  
**Quarter 1, 2017/18**

**Brendan Brown**  
**Chief Executive**  
26 July 2018

## 1. Introduction

The purpose of this report is to brief the Council of Governors on key developments that occurred during the first quarter of 2018/19 (April to June 2018). Further details were included in the Chief Executive's monthly Board update reports (April, May and June), national development summaries and team briefings which were circulated to Governors at the time of publication. As always I am happy to respond to any queries arising from these Board papers.

## 2. National Developments

National developments of note to draw to the Governors' attention include the following:

### 2.1 NHSE/NHSI

Following the announcement that NHSI and NHSE will work together more closely in the future, they have committed to working with the CQC and other partners over the coming months to design joint ways of working.

### 2.2 Five Year Funding

The Prime Minister announced last month, a new five-year funding settlement for the NHS, giving the service real-time growth of more than 3% for the next five years. She also tasked the NHS with producing a 10-year plan to improve performance, especially on cancer and mental health care, and unpick barriers to progress.

### 2.3 Health and Social Care Select Committee Report – Integrated Care

The Health and Social Care Select Committee had published the report of its enquiry in to the development of new integrated ways of planning and delivering local health and care services. The inquiry focussed on the development of Sustainability and Transformation Partnerships (STPs), Integrated Care Systems (ICS) and Accountable Care Organisations (ACOs).

### 2.3 NHS@70 Celebrations

The NHS marked its 70<sup>th</sup> birthday on 5<sup>th</sup> July and Airedale along with all NHS organisations joined in the celebrations. As part of the birthday week celebrations, the Trust hosted a tea party, history display and performances from the hospital choir. Celebrated local historian, Ian Dewhirst MBE also gave a special talk on Keighley Hospital history.

### 2.4 Appointment of Secretary of State for Health and Social Care

The recent resignations of the Foreign Secretary and Secretary of State for Exiting the EU resulted in a minor government reshuffle and led to the appointment of the Rt. Hon Matt Hancock as Secretary of State for Health and Social Care.

## 3. Local Health Economy Developments

### 3.1 New Models of Care Update

The Trust continues to be involved in a significant number of new care model developments both locally and across West Yorkshire, including:

- Airedale & Partners Enhanced Health in Care Homes Vanguard
- Airedale, Wharfedale & Craven Health & Care Partnership Board, including
  - West Yorkshire Association of Acute Trusts (WYAAT)
  - West Yorkshire and Harrogate and Care Partnership (previously known as the STP)
  - Integrated Care System (ICS)

NHS England and NHS Improvement announced in late May that the West Yorkshire and Harrogate Health and Care Partnership (our regional sustainability and transformation partnership) is one of the four areas that will join the Integrated Care System (ICS) Development Programme. Becoming an ICS

means that the Partnership will receive funding and be able to make its own decisions about how to spend money to improve the health and wellbeing of the 2.6m people living in our region.

A workforce plan to underpin this will be published shortly. A Memorandum of Understanding setting out how the partners will work together is also currently being finalised.

### **3.2 Partnership Developments**

Throughout quarter 1 2018/19, Directors have continued work to develop and strengthen partnerships with key stakeholders across the local and wider West Yorkshire health and care economies. This includes building better relationships with local Primary Care Federations, local providers, the local authority and providers across West Yorkshire.

## **4. Airedale Updates**

### **Appointment of Chief Executive**

As Governors will know I took up my position as Chief Executive, Airedale NHSFT and Partnership Lead for the Airedale, Wharfedale and Craven Health and Care Partnership on 4 June. Since then I have been meeting with the regulators, external partners, WYAAT colleagues and commissioners as well as visiting and meeting as many Airedale staff and clinicians as possible, including the Friends of Airedale charity. During this period I have been welcomed very warmly and look to continue to foster relations both internal and external over the coming months.

### **4.1 *Right Care: Improving Patient Experience***

#### **Patient Stories**

During Q4 the Board reflected on learning from the following patient stories:

- At the April meeting, the Board heard from a patient about her experience of living with Addison's disease, and the complex network of services she navigates on a day to day basis.
- At the May Board meeting (and the following two Board meetings) the patient story focussed on the work of the Enhanced Care Collaborative – a time limited rapid improvement programme facilitated by NHS Improvement. the story told by the senior sister, Ward and the Safeguarding Lead for the Trust centered on the care received by a patient on Ward 6
- At the June Board meeting, the patient story centered again on the work of the Enhanced Care Collaborative and focussed on Ward 9.

### **Care Quality Commission ('CQC) Bradford Local Health and Social Care System**

Governors will recall the CQC carrying out a number of reviews in which Phase 2 included a review of health and social care system in the Bradford area. The visit to the Bradford district was carried out late January/early February and included a site visit to Airedale week commencing 12 February. Each local area review highlighted:

- what is working well; and
- where there are opportunities for improving how the system works for people using services.

The CQC presented the outcome of the Local System Review to a Quality Summit on 24 May, at which point they gave feedback on their findings. A response to the CQC has since been submitted in early July via a multi-organisational plan led by the Health and Wellbeing Board. The Board received the Report at the June Board meeting.

Once the CQC have completed all the system reviews a national report will be published later in the year.

### **ACE2 Cancer Project – 'One stop shop'**

Governors may recall Airedale being named as one of the ten centres across England set up with the aim of speeding up cancer diagnosis; the aim being to identify the disease earlier and prevent patients from being referred for several tests for different forms of the illness. NHS England has adopted the

approach first developed in Denmark whereby the introduction of specialist rapid diagnostic and assessment centres will enable patients to receive all the necessary investigations in one place.

## **4.2 Right Care: Improving Quality and Safety**

### **Quarter 4 Patient Safety Review Report**

In this month's papers Governors will note the Quarter 4 Patient Safety Review Report (appended to this report). This important report presents a range of patient metrics indicative of quality and safety based on national and local priorities. It is intended to provide assurance that identified risks are being managed appropriately and raise areas of concern for escalation. It is scrutinised by the Board each quarter, with monthly updates provided in between.

## **4.3 Right Care: 2018/2019 Annual Plan Delivery**

### **Wholly owned subsidiary**

The transition of the estates, facilities and procurement services to the wholly owned subsidiary – AGH Solutions Limited ('AGHS') has gone well with no adverse impact on patient safety and quality of services. Governors attending the recent Governor Network meeting will have heard first-hand from the Non-Executive Chair of AGHS how the transfer was accomplished. It also gave Governors the opportunity to ask questions in general discussion forum.

### **Harden Ward, Castleberg Hospital**

The Council of Governors are aware that the Trust temporarily withdrew services from the Harden Ward at Castleberg Hospital in Giggleswick in Spring 2017 because of safety concerns with the property. The Trust's commissioners, Airedale Wharfedale and Craven (AWC) CCG, ran an engagement exercise during 2017 to understand from people across Craven what they would expect to see in a formal consultation on the future of Castleberg. The outcome of the engagement exercise was completed and published by HealthWatch Yorkshire.

The AWC CCG governing body launched the formal consultation on community care services for people living in Craven, which included the future of Castleberg. The formal consultation period ran until 27 February 2018 following which the report was shared with the Trust. The AWC CCG informed the Trust on 9 May of the outcome of the governing body meeting held on 8 May in relation to the Community Care Services, including the future of Castleberg Hospital.

The decision to integrate services closer to patients' homes, that will include the re-opening of Castleberg Hospital as a community-based facility, is one which the Trust supports. The implementation group established with a view to re-opening Castleberg Hospital during 2018/19 held its first meeting in May, following which a site visit has taken place and a mobilisation plan is being developed.

### **NHS National Pay Award**

NHS Staff Council confirmed in June their acceptance of the proposed pay deal for 'Agenda for Change' staff. The process of backdating the pay awards to 1 April is in place and will be paid to staff in July.

## **Quarter 4 (Q4) finance and performance update**

### **(i) Financial Position**

The overall position at the end of June (Q1 2018/19) is shown in the attached report.

The Trust Executive and Senior Managers continue to monitor the financial position on a weekly basis to seek assurance around recovery of the financial position.

### **ii) Performance Standards**

The attached report shows the overall position against the key performance standards at the end of Q1. I am pleased to report that the Trust completed the year 2017/18 with no MRSA reported cases.

Further details of the financial and performance position for Q1 are attached to this report.

#### **4.4 Right Care Tomorrow: Looking Ahead to 2017/2018**

##### **Two Year Operational Plan 2017/18 – 2018/19**

The Council of Governors will recall that the Two Year Operational Plan 2017/18 – 2018/19 was submitted to NHS Improvement earlier in the year. We are currently awaiting formal confirmation that all aspects of the Plan have been approved, at which point the Plan will be published on the Trust website.

##### **Acute Assessment Unit**

The new Acute Assessment Unit opened to patients on 25 April 2018, with Alastair Brownlee, Olympic Triathlete 'cutting the ribbon'. Governors had the opportunity to tour the Unit on 8<sup>th</sup> May.

#### **4.5 Good News**

Good news items to bring to the attention of the Council of Governors this quarter include:

##### **Awards – National CHKS Patient Safety Award and Top 40 Hospitals**

Airedale Hospital has been named as one of the top five Trusts for the CHKS Top Hospitals Programme National Patient Safety Award 2018 – the only Trust in the north of England.

We were also named for the seventh time as one of the CHKS Top 40 Hospitals.

##### **NHS Employers Diversity and Inclusion Partners Programme**

The Trust has been chosen as one of 40 NHS organisations to be part of the NHS Employers Diversity and Inclusion Partners Programme. The Trust also supported the Equality, Diversity and Human Rights Week by holding a number of events throughout the hospital about inclusion versus exclusion.

##### **Dying Matters Week**

The Trust hosted another Dying Matters Week, with this year's theme of '*what can you do*'. The week aimed to get people more active in planning for death and help support those in times of grief and bereavement. The Palliative Care Team put on events, including an information stand in outpatients, hosting a '*death café*' on 15 May, as well as a market place of information stalls.

##### **National Volunteers Week**

The Trust used National Volunteers Week to say '*thank-you*' to its 100's strong body of volunteers and to let people know how they can join the dedicated team.

##### **Staff National Recognition Awards**

Rachel Barratt had been recognised nationally as '*UK TARN Co-ordinator of the Year*'. TARN is the Trauma Audit & Research Network and every organisation in the UK which manages trauma patients has a duty to submit data to TARN.

A second community nurse from the Trust has been awarded the title of 'Queen's Nurse' in recognition of Liz Thwaite's high standards of practice and patient care.

##### **Monthly Pride of Airedale Awards**

Since the last meeting, the following individual Pride of Airedale Awards have been given to:

- Liz Shenton, Research & Development
- Dawn Thompson, Complaints/PALs
- Dr Zosia Beckett, Elderly and Acute Medicine
- Julian Alexander, Charge Nurse
- Alison Grimshaw, Midwife
- Clare Potter, Training Administrator
- Mukhtar Gulfraz, Security
- Nicola Eastbury, Maternity Support Worker

- Jo Ellis, Advanced Nurse Practitioner
- Natalie Scully, HR Recruitment Officer

Pride of Airedale Team awards have also been given to:

- IT Trainers, SystemOne
- Research and Development Team
- Sterile Services Development Team

Brendan Brown  
Chief Executive