

Board of Directors

Date:	27 March 2019	Attachment item:	7															
Title of Report:	Chief Executive's Report																	
Purpose of the report and the key issues for consideration/decision:	The purpose of the Chief Executive's Report is to highlight developments that are of strategic relevance to the Trust and which the Board of Directors needs to be aware of. This report covers developments that have happened since the January 2019 Board of Directors' meeting.																	
Prepared by:	Victoria Pickles. Associate Director of Corporate Affairs																	
Presented by:	Brendan Brown, Chief Executive																	
Strategic Objective(s) supported by this paper:	<table border="1"> <tr> <td>Financial Sustainability</td> <td>X</td> <td>Empower & Engage Staff</td> <td></td> </tr> <tr> <td>Quality of Care</td> <td>X</td> <td></td> <td></td> </tr> </table>	Financial Sustainability	X	Empower & Engage Staff		Quality of Care	X											
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Quality of Care	X																	
Is this on the Trust's risk register:	<table border="1"> <tr> <td>No</td> <td>X</td> <td>Yes</td> <td></td> <td>If Yes, Score</td> <td></td> </tr> </table>	No	X	Yes		If Yes, Score												
No	X	Yes		If Yes, Score														
Which CQC Standards apply to this report:	Well Led																	
Have all implications related to this report been considered: (please X)	<table border="1"> <tr> <td>Finance Revenue & Capital</td> <td>X</td> <td>Equality & Diversity</td> <td></td> </tr> <tr> <td>National Policy/Legislation</td> <td>X</td> <td>Patient Experience</td> <td>X</td> </tr> <tr> <td>Human Resources</td> <td>X</td> <td>Terms of Authorisation</td> <td>X</td> </tr> <tr> <td>Governance & Risk Management (BAF)</td> <td>X</td> <td>Other:</td> <td></td> </tr> </table>	Finance Revenue & Capital	X	Equality & Diversity		National Policy/Legislation	X	Patient Experience	X	Human Resources	X	Terms of Authorisation	X	Governance & Risk Management (BAF)	X	Other:		
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Action Required: (please X)	<table border="1"> <tr> <td>Approve</td> <td></td> <td>Discuss</td> <td>X</td> <td>Receive for information</td> <td></td> <td>Decision</td> <td></td> </tr> </table>	Approve		Discuss	X	Receive for information		Decision										
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Previously Considered By:	<table border="1"> <tr> <td></td> <td>Date:</td> <td></td> </tr> </table>				Date:													
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Recommendations:	The Board of Directors is requested to receive this paper as assurance and progress against both the local and national agenda, and as an update against leadership responsibilities within the CEO portfolio.																	

Chief Executive's Report

27 March 2019

This month's report details events that have taken place since the January 2019 Board meeting.

1. Working Together for Patients

Partnership and External Engagement

During February and March I have met with a number of our external partners and neighbouring Trusts and I have attended the following:

- Health and Social Care Partners in Bradford, Airedale, Wharfedale and Craven Integration and Change Board
- Airedale, Wharfedale and Craven (AWC) Health and Care Partnership Boards in February and March
- West Yorkshire Association of Acute Trusts – Programme Executive
- West Yorkshire and Harrogate Health and Care Partnership (WY&H) Partnership Board development
- Strategic Collaborative Board

The key work during this period has been to develop the place based partnership arrangements further.

As Chair of the AWC Health and Care Partnership Board, I have written to all partner organisations to inform them of our proposal to operate formally as a partnership board from the 1 April 2019. This integrated approach to health and care continues the closer working between our organisations. The statutory responsibilities of the individual organisations will not change however system commissioning and budget conversations will be held through the new partnership arrangements – ensuring greater transparency on how local money is spent and mutual efficiencies will be achieved. The partnership will not be fully formed on 1 April but will continue to evolve and develop. This will include further system work on governance, finance and performance, quality and safety and workforce. We will also develop a communications and engagement plan to support the partnership as it develops.

Linked to the above, is the requirement for the Trust to agree a Bradford and Airedale Place Strategic Partnering Agreement by 31 March 2019. This largely non-binding agreement, helps establish a framework that would operate using a standardised approach across both Airedale, Wharfedale and Craven and Bradford Health and Care Partnerships, albeit initially operating in two individual places.

Nancy O'Neill, Director of Collaboration (Provider Alliances) for the AWC, Bradford District and Bradford City Clinical Commissioning Groups will be attending the Board meeting to present the Strategic Partnering Agreement and the progress on the development of the AWC Health and Care Partnership Board alongside Stuart Shaw, Associate Director of Strategy and Partnerships.

Looking out for our neighbours

West Yorkshire and Harrogate Health and Care Partnership launched its 'Looking out for our neighbours' campaign on 15 March 2019. Airedale NHS FT supported the launch and received a high social media profile. The campaign itself had significant coverage on

television, print and social media channels. The campaign aims to tackle loneliness and isolation, and create cohesive communities to improve people's health and wellbeing and fits well with our local place aim of '*happy, healthy at home*'.

Partner organisation updates

Board colleagues will be aware that Dr Ros Tolcher and Dr Clive Kay are due to leave their roles as Chief Executive of Harrogate District NHS FT (HDFT) and Bradford Teaching Hospitals NHS FT (BTHT) at the end of this month. Steve Russell will take up post as CEO of HDFT in April. John Holden will be interim CEO at BTHT. Bradford THT has announced the appointment of Dr Max Mclean as its new Chair with effect from 1 May. Dr Mclean was a senior detective in West Yorkshire Police and more recently has been a lay member of Bradford City CCG.

We have strong partnership working relationships with both organisations and I, along with my executive and clinical colleagues will continue to work hard to sustain and develop these relationships during the leadership changes.

2. Commitment to Quality of Care

2.1 Annual Plan 2019/2020

We have continued to develop our Annual Plan to ensure we are ready to submit by the deadline of 4th April. This has included our response to Governor feedback which we shared with the Governors at our Board to Council meeting on 14 March. We continue to work with both our local commissioners and the system to agree the financial plan. The Director of Finance will provide an update on this in the Private Board meeting.

2.2 Care Quality Commission ('CQC') Inspection

Following our Care Quality Commission (CQC) inspection and NHS Improvement use of resources review, we have been awarded a combined rating of 'Good'.

The inspection last November and December looked at:

- Five of our core services: urgent and emergency care, medical care, surgery, diagnostics, and critical care
- Whether the Trust is well-led
- Our use of resources (NHS Improvement)

Overall for quality of care we were rated as 'Requires Improvement' and 'Good' for Use of Resources. Under quality of care we were rated as 'Good' for responsive, caring, and effective, and 'Requires Improvement' for safe and well-led.

The full report is available on the CQC's website at www.cqc.org.uk/provider/RCF. This has caused some confusion particularly amongst our staff as the main part of the webpage focuses on the Quality of Care rating and so is highlighted as Requires Improvement. The overall combined rating is only included at the top of the page.

The report repeatedly praised the caring, responsive and positive approach of our staff. Our patients and their families that were interviewed as part of the process reported that they were treated kindly and compassionately, and said that they felt safe and well looked after. Other areas that were highlighted by the inspectors included the strong focus on learning and improvement across the Trust, our telemedicine service, the mobile cancer care unit, the endoscopy service, the Trauma and Resuscitation Skills Course developed by the emergency department, patient engagement and the 'music in hospitals' initiative

on critical care, visible and compassionate leadership, and our use of resources.

However, we were rated as 'Requires Improvement' for our overall quality of care and for well-led, which is not where any of us want to be and not what we aspire to for our patients. There is still much to do if we are to move both these domains to 'Good' when we are inspected again later this year.

3. Improving Lives

As referenced in the Chair's report, I am delighted that our Trust has been judged to have excellent sustainability reporting. The Sustainable Development Unit (SDU) conducted an analysis of all provider and Clinical Commissioning Group (CCG) annual reports to evaluate sustainability content. 55 trusts and 42 CCGs (around 22%) have been selected for recognition out of 432 organisations across England.

Quality sustainability reporting is the cornerstone of embedded sustainable development across the health and care system and this is a great achievement for the Trust. The NHS Long Term Plan further strengthens the commitment of the NHS as a system leader in embedding sustainable development across the organisation, setting clear targets for sustainability; carbon, air pollution and a mandate to reduce wastage and over reliance on single use plastics. We will need to continue to work hard to address all these areas over the coming years.

I would like to thank colleagues in AGH Solutions who have been pivotal in supporting this work.

4. Respect and Dignity

Pride of Airedale

On 15 March I had the pleasure of attending my first Pride of Airedale Awards along with other Board and Governor colleagues. There were 271 nominations in total, all of which demonstrated a real commitment to providing excellent care, helping families through difficult and distressing times, supporting colleagues, building resilience, demonstrating real innovation and improvements against a backdrop of financial challenge and increased demand.

Congratulations to all our award winners listed below; and thank you to the #RightProud team for organising the event.

The Pride of Airedale Awards 2019 winners are:

- Partnership Award - Ian Donoghue, Service Manager & Pat Dyminski, Clinical Nurse Specialist, HODU
- Excellence in Innovation Award - Pat Dyminski
- Colleague of the Year – Ridhdhi Desai, Senior Dietitian
- Ward of the Year - Ward 4
- Team of the Year - Bereavement Midwifery Team
- Annual Pride Award – Dr Emily Jackson, Ortho-geriatrics
- Outstanding Patient Care/Experience - Pat Dyminski
- Unsung Hero - Shakeel Rashid, Senior Business Intelligence Developer, Information Services

- Volunteer of the Year - David & Margaret Anthony, Friends of Airedale
- Apprentice of the Year - Kirsty Suleman, Trainee Nurse Associate
- Leader of the Year - Jenny Nolan, Lead Nurse, Critical Care

5. Recommendations

The Board of Directors is requested to receive this paper as assurance and progress against both the local and national agenda, and as an update against leadership responsibilities within the CEO portfolio.