

Report to:	Board of Directors
Date of Meeting:	30 November 2022
Subject:	Chief Executive's Report
Director Sponsor:	Simon Morritt, Chief Executive
Author:	Simon Morritt, Chief Executive

Status of the Report (please click on the appropriate box)

Approve Discuss Assurance Information A Regulatory Requirement

<p>Trust Priorities</p> <p><input checked="" type="checkbox"/> Our People <input checked="" type="checkbox"/> Quality and Safety <input checked="" type="checkbox"/> Elective Recovery <input checked="" type="checkbox"/> Acute Flow</p>	<p>Board Assurance Framework</p> <p><input checked="" type="checkbox"/> Quality Standards <input checked="" type="checkbox"/> Workforce <input checked="" type="checkbox"/> Safety Standards <input type="checkbox"/> Financial <input checked="" type="checkbox"/> Performance Targets <input type="checkbox"/> DIS Service Standards <input checked="" type="checkbox"/> Integrated Care System</p>
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Summary of Report and Key Points to highlight:
 To provide an update to the Board of Directors from the Chief Executive in relation to the Trust priorities. Key areas include: industrial action, staff vaccination programme, celebration of research event, Care Quality Commission update, support for our improvement journey, Humber and North Yorkshire ICB update and Board appointments.

Recommendation:
 For the Board of Directors to note the report.

Report Exempt from Public Disclosure

No Yes

(If yes, please detail the specific grounds for exemption)

Report History
 Board of Directors only

Meeting	Date	Outcome/Recommendation
Board of Directors	30 November 2022	

Chief Executive's Report

1. Our People

1.1 Industrial action

As has been widely reported in the media, the Royal College of Nursing (RCN) has announced the outcome of its ballot on industrial action over NHS pay.

The ballot was conducted on an organisation-by-organisation basis, and our trust is one of the majority of NHS organisations whose RCN members voted in favour of industrial action.

The RCN has now announced the first two dates for action, which will be 15 and 20 December, with the potential for the announcement of further dates at a later stage.

At the time of writing we are awaiting formal notice of the intention to take action in our trust, however we have been working in anticipation of this for a number of weeks and have a command structure in place to support planning and delivery of services should strike action go ahead.

We recognise that the decision to strike is not taken lightly and are working closely with staffside colleagues to ensure we can continue to provide safe care during the period of industrial action.

The majority of the unions representing healthcare workers have also signalled their intention to ballot their members on industrial action, and are at varying stages of consultation on this issue. We will provide further updates as the position becomes clearer.

1.2 Flu and Covid-19 vaccinations

Our campaign to vaccinate staff against flu and Covid-19 concluded at the end of this month. Uptake has been lower than in previous years' campaigns, however we are in line with the uptake in the rest of region for flu vaccination, and are above the regional uptake levels for the Covid-19 vaccine.

Staff who wish to receive the vaccine after the campaign has finished will still be able to do so, and we continue to encourage staff who have been vaccinated elsewhere (for example via their GP) to let us know so that we can have as full an understanding as possible as to the rate of vaccination in our workforce.

1.3 Celebration of Research

The Trust recently hosted its first Celebration of Research event, to mark the achievement of two significant milestones of over 1,000 studies hosted and delivered, and more than 50,000 people taking part in our research trials.

The studies cover a wide range of clinical trials and involve collaboration with universities, NHS partners and the private sector. Attendees included guests from the University of

York, York St John University, Hull York Medical School, Tees, Esk and Wear Valleys NHS Foundation Trust as well as industry.

Speakers from our Trust included Dr Sarah Baker, Professor James Turvill and Professor Richard Gale, plus Southampton's Mike Grocott, John Wright from Bradford Research, and the University of Oxford's Professor of Medicine and Epidemiology, Martin Landray.

It was a fantastic day of learning and a great way to celebrate and raise the profile of research within our organisation. Thank you to our Head of Research Lydia Harris and the wider team for hosting this successful event.

2. Quality and Safety

2.1 Care Quality Commission (CQC) update

There is a separate item on the CQC later in the agenda, however I want to provide a summary of the latest developments.

The CQC carried out its well-led inspection of the trust this month as part of its wider inspection of the organisation. This involved three days of interviews and focus groups with the board and other senior leaders and subject-matter experts.

During this time the CQC also re-visited a number of clinical areas on both sites, including the emergency departments and maternity units, to follow up on the actions we committed to undertake following their last visit on 11, 12 and 13 October.

The inspection is still formally underway, as the CQC is yet to carry out a number of interviews, and they have requested further information and evidence, however we have received a letter from the CQC summarising their feedback from this latest part of their inspection.

It is pleasing to see that the CQC found improvements in the emergency department at York in relation to management of demand, risk and escalation, as these were flagged as areas of concern during the October visit. They observed improved systems for managing demand particularly in the majors waiting room, improved record keeping, and more timely risk assessment and response to escalation of risk to patient safety.

However the CQC flagged serious and significant concerns in the maternity department at York, specifically in relation to governance processes, and assessing and responding to risks for patients.

The letter also outlines their broader observations from the well-led visit. These relate to the assessment of and response to risk, with staff working in a reactive rather than proactive way, and concerns around the trust's correlation of risks, incidents and complaints and the learning from these.

The letter contained no findings of note in relation to Scarborough Hospital.

In response to the concerns raised by the CQC we are required to submit a detailed action plan focussed on their areas of concern, followed by regular reporting of progress against that plan to the CQC. We will share this action plan at a future Board.

This feedback is both concerning and disappointing, and we are providing support to the care group management team to develop the action plans and put in place rapid mitigation

to address the findings. We are also focussing the external support on these areas of greatest concern.

These inspections will culminate in a final report, which we expect to receive in January 2023.

3. Support for our improvement journey

We continue to be a challenged organisation in relation to our operational performance. There has been no let-up in pressure, and we continue to experience issues with flow, leading to delays in our emergency departments and in the ambulance queue, as well as a large cohort of patients who are waiting to be discharged. Our Covid-19 inpatient numbers also remain consistently high (over 100 at time of writing) and we are seeing growing numbers of flu cases.

In addition to this we are also under significant pressure with our elective backlog and cancer delivery, with diagnostic capacity playing a major part in this.

As I reported at last month's Board, we are engaging with offers of a range of external support to target our most significant risk areas.

We have received formal confirmation of the move to Tier 1 due to the risk to delivery of our elective recovery programme. The first action under Tier 1 is a visit from the Elective Intensive Support Team, who will be with us for two days in early December to review our processes and identify opportunities for improvement.

The National Maternity Support Team will also be with us in early December and I have asked them to focus their three days on our York site in light of the recent CQC inspection feedback.

Further support includes Lorna Squires from NHS England working with us on a review of our governance architecture, Sue Peckitt from the ICB is providing three days a week to support infection prevention and control, External midwifery consultant Michaelene Holder-March continues to work with the care group with specific pieces of work (for example the stillbirth review), and Dr Matthew Cooke is supporting an independent review of the proposed new operating model for the emergency department in York.

Finally, Shaun Stacey has now formally joined us as Improvement Director on an interim basis, predominantly to focus on our elective recovery plan and delivery of actions under the trust's priorities.

4. Governance

4.1. Humber and North Yorkshire Integrated Care Board update

York Place Director appointed

Sarah Coltman-Lovell will take up the post of Place Director for York from 19 December 2022. Sarah is currently the Interim Director of Strategic Planning for the ICB and will take over from Simon Bell who has held the Place Director role on an interim basis since August 2022.

This is the final appointment to the six Place Director roles for our ICS, with the NHS Place Directors acting as core members of the six Place Committees across Humber and North Yorkshire.

Cancer Alliance Chair appointed

Humber and North Yorkshire Cancer Alliance has announced that Stephen Eames CBE has been appointed as its new Chair. Stephen will officially take up the role from 1 January 2023 and he will combine the role while serving as Chief Executive of the Humber and North Yorkshire Integrated Care Board. As Chair, Stephen will oversee the work of the Cancer Alliance and provide leadership on the key issues affecting cancer services in the Humber and North Yorkshire area.

Lucy Turner, our current deputy Chief Operating Officer, will also be joining the Cancer Alliance as Managing Director from 1 January 2023.

4.2. Board recruitment

Following the substantive appointment of Chief Operating Officer Wendy Scott as the Managing Director of the Collaborative of Acute Providers, we are in the process of recruiting a new Chief Operating Officer for the trust.

Finally, I would like to formally welcome Dr Karen Stone to her first Board meeting as our new Medical Director. I am sure you will join me in making Karen feel welcome.

Date: 30 November 2022