

**Board of Directors Meeting
Tuesday 26th April 2022**

Report from the Managing Director

Agenda Item Number:		6.0
Presented for:	Discussion/ Approval	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
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Links to HIF's Objectives		
Deliver an efficient and effective service offering to Harrogate and District Foundation Trust	√	
Create strong sustainable partnerships	√	
Develop sustainable organisational systems	√	
Develop and maintain a strong, efficient and agile workforce	√	
Strengthen the local community through collaboration		
Recommendation:		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

Board of Directors Meeting

26th April 2022

Managing Directors Report

1.0 Introduction

1.1 This report provides the Board of Directors with an update on current matters within the Company.

2.0 Contract Discussions

2.1 A Contract meeting was held with the Trust on Tuesday 5 April 2022. The contract was agreed with HDFT, [REDACTED]. Recurrent adjustments in relation to Energy inflation of [REDACTED] and the maintenance of equipment in radiology by [REDACTED] of [REDACTED] were also agreed.

2.2 As part of the discussions it was recognised that HIF are leading on a number of key initiatives for the group, namely sustainability and security and [REDACTED] has been agreed to support this work.

2.3 The contract meeting was very positive and we all acknowledged there were other elements of work that needed to be considered going forward in year. These included:-

- Enhanced cleaning offer – confirmation of whether recurrent funding was to be made available to support this offer going forwards
- Patient Provision Inflation rise
- Review of Medical Examiner/General Office duties

2.4 It was agreed that the following areas would be considered at future contract meetings:-

- Management of Confidential waste
- Compliance on the management of clinical waste
- Staff accommodation
- Review of the WHSmith lease, as it is due for renewal in 2023 and the opportunities this may present across the Group

2.5 Further updates will be provided to the Board of Directors in due course as these discussions continue and plans developed.

3.0 HIF Strategic Plans and Business Plan

- 3.1 HIF is engaging with the HDFT on the development of the Trust's Clinical Strategy and has attended a series of workshops to help inform the Strategic Direction. It is recognised that HIF can play a significant role across a number of areas including sustainability, environmental and elective recovery plans and we need to be aligned to the Trust's strategy, ensuring that we can contribute to the delivery of the Groups key objectives. We are continuing to work closely with the Trust as the Clinical Strategy is further refined.
- 3.2 As a Company however, it is recognised that HIF also needs its own strategic plan. As a Board we have considered our future strategy and developed plans identifying how we wish to move the Organisation forwards. Whilst this has been discussed with the Senior Management Team, we have still to engage more widely with colleagues across the Company.
- 3.3 Having undertaken a number of Board workshops to carry out a SWOT analysis, develop our strategic plans and consider business modernisation opportunities, we are now in a good position to develop our strategic plan.
- 3.4 We have an agreed mission statement which states that "*Our mission is to be an exceptional Provider of Integrated facilities for the benefit of our Communities, Our Staff and our Partners*". It would be helpful if we could review this and engage with the wider teams to re-affirm this or amend as part of our strategic work.
- 3.5 It is proposed to focus on the development of our Strategy at our next workshop in May 2022.

4.0 Workforce

Catering

- 4.1 A workshop with the catering team, facilitated by the Business Development Team, was held on 28 March 2022, with a second event scheduled for early May. The initial event was very successful, with wide engagement across the team and excellent feedback. Work is now on going to develop a catering charter and discussions on a new structure for the catering department will commence when the new Catering Manager takes up his post at the end of April 2022.
- 4.2 As an interim arrangement initially for a month until new staffing structures are developed, we have appointed two service improvements leads from within the Catering team to work with **xxxxxxxxxxxx** the new Catering Manager. This has demonstrated our commitment to develop the workforce and develop new roles across the service.

5.0 Recruitment Day and Job Opportunities

- 5.1 Following the success of the Recruitment Day in November 2021, the Company will be holding a further Recruitment Day on Thursday 26 May 2022 from 9am-7pm at the Cedar Court Hotel, Harrogate.

- 5.2 Representatives from HIF Estates, Facilities and SSD teams will be in attendance at the event, with support from Trust Recruitment colleagues. The Recruitment Day will be an opportunity for the public to learn about the Company's services, attendees to meet the teams, ask questions about their roles and even undertake a pre-interview on the day.
- 5.3 A weekly Recruitment Day Project Team has been established with Service leads and Recruitment and Communications colleagues from the Trust. The project team has developed and implemented an action plan, with dedicated leads to ensure success of the event.
- 5.4 The Recruitment Day and available job opportunities in the Company will be shared on social media platforms. In addition, the event will be advertised with the Harrogate 'On your Doorstep' magazine that will be circulated to 40,477 houses. The Company will work closely with the Trust's Communication Manager to ensure continued promotion of the event and Recruitment Day.
- 5.5 Promotional HIF recruitment banners and posters are being displayed as part of the Company's continued recruitment drive. 'We are hiring' banners are now being displayed on Lancaster Park Road and Wetherby Road, in addition to posters being available at local Harrogate outlets, including the local Job Centre.
- 5.6 The Company now has established weekly Recruitment and Retention meetings with Service Managers, to monitor the overall workforce including, the current vacancies, promotion of positions and colleague retention. Colleagues are currently reviewing the introduction of new colleagues to HIF and this includes a review of the induction and development of a welcome booklet.

6.0 Health and Safety

- 6.1 HIF commissioned a Health and Safety consultant to review the current Health and Safety approach and levels of compliance across the Group. The consultant reviewed several policies, the Groups Health and Safety governance structure and engaged with a number of key individuals across HIF and HDFT. In addition, a review of the SALUS Health and Safety Book system was undertaken including discussion with the supplier of this product as well as a sample review of the system in use across the Group. The H&S consultant also undertook a visit to several key risk areas e.g. delivery yard, to identify levels of assurance regarding H&S hazards.
- 6.2 The culmination of the above activities has resulted in a draft report which highlights a number of [REDACTED]. An associated action plan has been produced with a number of recommendations listed in priority order inclusive of the following key topics:-
- There is a need to resource H&S Management across the Group, [REDACTED]
 - The SALUS book system should be replaced with a revised H&S Management system aligned to HSG 65 (Plan-Do-Check-Act). There is no evidence of active engagement by SALUS services in H&S training, risk assessment for the previous 18 month
 - Key H&S risks in the clinical setting should be addressed including Ligature Risk Assessments

- Environmental and H&S audits should be routinely undertaken, [REDACTED]
- Urgent work is taken to address the H&S hazards in the goods yard
- Director and board level training to IOSH H&S should be undertaken

6.3 The next phase of the review will be the presentation of the findings to the revised membership of the H&S Committee and the Senior Leadership in both HIF and HDFT, from there HIF will support the Trust to commence undertaking completing the action plan, including supporting the completion of a gap analysis in Risk Assessments, COSHH, RIDDOR, H&S training and supporting a review of Ligature Risk assessments in the form of Clinical Environmental Risk Assessments (CERA). It is expected that the H&S consultant will continue to support until adequate resource is recruited to undertake H&S Management across the HIF and HDFT.

7.0 Business Continuity

7.1 Work is currently underway by the Deputy Director of Estates and Facilities, to produce the HIF Business Continuity Strategy. Although HIF does not have any statutory obligation to have Business Continuity in place as it is not a Category 1 responder under the Civil Contingencies Act, its services and activities are aligned to HDFT which is a Category 1 responder. Therefore, HIF are obligated to align and undertake its activities within its Business Continuity Management System (BCMS) to the same standards. In addition, there is a commercial imperative for the company to evidence an effective BCMS in any commercial tenders to prospective clients, currently none is in place for HIF.

7.2 HIF's BCMS will include a number of key Business Continuity elements including the need for effective Business Impact Analysis (BIA) to support the production of Business Continuity Plans (BCP) and a Business Continuity Policy. Exercises and training will need to be completed to evidence the effectiveness of the plans and a number of Key Performance Indicators will be identified to measure the effectiveness of our overall BCMS. Evidence of this undertaken will be delivered annually and incorporated within the revised governance structures and arrangements across HIF.

7.3 A full review of legacy business continuity documents is being undertaken, as well as, a review of the contract documentation and obligations for both HDFT and HIF in relation to Business Continuity assurance to both entities.

7.4 It is expected that a draft Strategy will be available for discussion by the end of May 2022.

8.0 Security Trial

8.1 HIF has undertaken to arrange for a dedicated Security Trial in the form of a manned Security Officer to be placed in A&E from the hours of 6pm-6am 7 days per week, this will support the clinical teams when delivering patient care. The role of the Security Officer will be to support staff to de-escalate Violence and Aggression (V&A) incidents, as well as support the recording of V&A incidents on the DATIX system. The regularity of incidents from violent assaults to low grade verbal abuse, harassment, and aggression by visitors to the staff in A&E is known and widely discussed, but limited evidence is recorded as V&A incidents on the Datix system. In addition, the police have contacted HIF to discuss their growing concerns regarding Police safety when attending to support dealing with V&A in A&E.

8.2 It should be noted that the Security Trial forms one element of a wider review of Security across the Group which is being undertaken by HIF. This will include a review of the

use of Control and Restraint (C&R), the use of Porters to deal with V&A incidents including appropriate deployment of C&R tactics and techniques.

- 8.3 The wider implications to have an effective security response in place will also support the need to effectively address a number of organisational issues currently emerging, including the Legal and Statutory basis and requirements for security provision across the Group, including Health and Safety, NHS Violence Reduction Standards and CQC provider standards of which there are a number of gaps and areas of non-compliance. In addition, it should be noted that the response to V&A incidents is not the sole responsibility of Security, there is a need for effective training to be delivered at the operational level to HDFT front line teams to de-escalate and report all incidents on the DATIX system.
- 8.4 The Security trial is likely to last for 3 months, at which point the wider security review will be concluded with the production of a Security Strategy for consideration.

9.0 Sustainability/ Green Plan: Next Steps

- 9.1 I am pleased to report that the Green Plan was formally signed off at the HDFT Board of Directors meeting in March 2022. Thanks were expressed by the Board to the considerable work undertaken by the HIF team in developing the Plan.
- 9.2 Work is now progressing to take forward the action plan, with following actions being taken forward.
- Establishment of the Sustainability Board
 - Recruitment of Sustainability Champions
 - Development of a Communications Strategy to support the roll out of the Green Plan
 - Commissioning the development of a Travel Plan

10.0 Herriots Re opening

- 10.1 The official reopening of the much anticipated refresh and upgrade of the Herriots restaurant was on Monday 25th of April. The investment has included new seating, corporate designs incorporating, TV monitors, living walls, redecoration, new windows, flooring, meeting booths, digital device charging points and a re-designed servery. In addition, the designs and upgrade has been expanded to incorporate a Herriots Lounge, a contemporary space for meetings and events, which will showcase a revised hospitality offering by HIF catering.
- 10.2 The upgraded facility pre-empted the planned upgrades to the catering offer on site. To support the event a number of taster sessions are being arranged to collect staff feedback on what changes they would like to see from the menu. Sessions running include:-
- Monday 25th April – Breakfast concept and an outside development chef will be sharing a street food menu including, Asian and pizza offer
 - Tuesday 26th April – Italian flatbreads and panini. Meat free options from Quorn.
 - Wednesday 27th April – “Holy Cow” – curry concept
 - Thursday 28th April– Fusion food, burritos, Alpen healthy snack bars
 - Friday 29th April – Vegan, Vegetarian, Meat Free day concept
- 10.3 In addition, a number of suppliers will be on site over various days introducing sweet treats from gluten free cakes to grab and go snacks.

10.4 A free hot drink will be on offer to staff who support the event and complete the questionnaire on choosing what they would like to see the new offer being for the menu relaunch in the autumn.

11.0 Business Development Update

- 11.1 Work is underway with the Business Modernisation plan. The HIF Board were satisfied with the areas, which are the focus of the Business Modernisation plan. The current focus is to build strong foundations for the business to grow. This will ensure the fundamental business principles to be established and built upon, for example: Understanding demand and capacity, understanding our position and aspiration as a Company. Work is ongoing to ensure Business Development is central to and embedded within the Company at all levels.
- 11.2 The first 'Back to Home' Project group meeting took place and further meetings are planned. We will be piloting this Project at the end of May. xxxxxxxxxxxxxxxx The Estates Team have been surveyed and their Effectiveness Questionnaires are currently being evaluated. Initial feedback indicates a more positive culture and workforce.
- 11.3 The first HIF 'Meet and Greet' meeting is planned for 28 April and work is underway promoting this across HIF. The Business Development Team are currently collating information for articles for the third HIF Newsletter which will be published next month. The Business Development Team are scoping an external coffee unit for outside HDFTs main entrance and also a structure for the 'Pod Garden' so patients, visitors and staff can gain refreshments on site from there.
- 11.4 The Catering Workshop took place on 28 March 2022 and was well attended. The feedback from this session was excellent. A further date has been identified for May for those Team members who were on annual leave or unable to attend the previous workshop.

12.0 Conclusion

12.1 The Board of Directors is asked to -

12.1.1 Note the work that is ongoing across the Organisation.

Date: 19/04/22

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