

**Board of Directors  
Monday 24<sup>th</sup> April 2023  
Report from the Managing Director**

<b>Agenda Item Number:</b>	<b>6</b>
<b>Presented for:</b>	Discussion/ Approval
<b>Report of:</b>	Managing Directors Report
<b>Author (s):</b>	Managing Director
<b>Report History:</b>	None
<b>Publication Under Freedom of Information Act:</b>	This paper can be made available under the Freedom of Information Act 2000 if requested.

**Links to HIF's Objectives**

<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>	√	
<b>Create strong sustainable partnerships</b>	√	
<b>Develop sustainable organisational systems</b>	√	
<b>Develop and maintain a strong, efficient and agile workforce</b>	√	
<b>Strengthen the local community through collaboration</b>		

<b>Recommendation:</b>
The Board of Directors is asked to note the work that is ongoing across the organisation.

## **1.0 Introduction**

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

## **2.0 Business Planning**

- 2.1 Our business planning discussions have now completed and we are entering into the new financial year, which will continue to be challenging. The business plan for the Company has been finalised which sets out our objectives for the year ahead. The formal approval of the business plan will be considered in more detail at the Board meeting.

## **3.0 PLACE Assessment**

- 3.1 As the Board will be aware, the feedback on the PLACE assessment for the Food element score has not been positive. Whilst the headlines suggest the quality of food is poor, this is not an accurate reflection, as the negative assessment scores relate predominantly to the service provided at ward level and the failure to meet the organisational elements relating to various food standards. I have subsequently discussed this with the team and highlighted that since this assessment was undertaken in October 2022, we have positively moved forward in a number of areas within the department, but we should use this feedback positively to help us to deliver improvements to the service.
- 3.2 The matter has been discussed with the Trust at an Operational Delivery Group meeting, where an action plan was discussed and agreed. In addition, we are re-establishing the PLACE group, undertaking regular PLACE lite audits and engaging more regularly with our place assessors. Regular reports on progress will be provided through Governance and Compliance committee to the Board.
- 3.3 It is acknowledged that this is a major piece of work, not only to address the actions from the PLACE assessment, but also to develop a service model that delivers the requirements of the Food and Nutrition strategy. It will need to be implemented jointly across the organisation and a working group has been established to scope the future need, with a view to developing a business case for consideration.
- 3.4 It should be noted that the PLACE assessment also includes an assessment of our cleaning standards which received a score of 99.5% at HDFT which is above the national average. This was very positive and the Domestic Services Team should be congratulated on these excellent results.

## **4.0 Finance and future opportunities**

- 4.1 The Chairman and I met with the Trust Director of Finance on 18 April 2023 to discuss our accounts, particularly in relation to the situation with Companies House and the management of Assets. This was very positive and a way forward was agreed. A more detailed update will be provided at the Board meeting.
- 4.2 The Senior Leadership team held an away day on 15 April and invited the Trusts Chief Operating Officer to join us to explore potential opportunities available for both parts of the organisation to work together in the future for mutual benefit.

4.3 The session was very positive and the following actions were agreed : -

Business opportunities:

- Community estate – Scope this further with a view to delivery by Year 2
- Develop a Small works team – Paper to be developed for consideration by the Trust for implementation asap
- Maintenance of medical equipment - Paper to be developed for consideration by the Trust
- Security arrangements - Paper to be developed for consideration by the Trust to formalise current arrangements and scope future needs for the Group
- Pharmacy – scope this further with a view to considering >1 year
- Travel / taxi arrangements - Paper to be developed for consideration by the Trust with an option for HIF to provide transport/ courier services

4.4 It was also agreed that the Trust would also provide a details of work currently outsourced which could present some opportunities for the Company in the future.

4.6 The development of our People Plan was also discussed, it was agreed to base this on the format of the Trusts people plan, but with a greater focus on the work ongoing in respect of the workforce across the Company.

## **5.0 Workforce**

### **Associate Director of Business Modernisation and Service Improvement**

5.1 I am pleased to report that following a robust interview process, Sammy Lambert has been successfully appointment to the role of Associate Director of Business Modernisation and Service Improvement. We are looking forward to welcoming Sammy to the team and for her to take the lead on a number of key initiatives for the Company to modernise our existing services and explore new business opportunities.

## **6.0 Car Park Management: Update**

6.1 A Contract has now been signed with the contractor to modernise our car park management systems. The first phase has been completed with the stakeholder groups supporting the development of our new Car Park Policy which will outline how we will manage access and parking charges at HDFT. We anticipate completion of the draft parking policy at the end of May 2023.

6.2 The Trust has taken the decision to end free parking for all NHS staff and will reinstate pre covid parking charges and the previous parking rules from the 1<sup>st</sup> of May 2023. Visitor and patient charges will remain in place.

6.3 The next phase of the project will commence with the build of the on-line permit application software which we are aiming to launch mid-August 2023. All staff wishing to park on site will be required to reapply and we expect this process to take approximately 8 weeks. An appeals process will work in tandem for those staff to access who are unhappy with any parking allocation decisions. It is planned for a soft launce from September 23, with full implementation from October 2023. New charges will apply at this time based on pay band, contracted hours and vehicle emissions.

6.4 Further updates will be provided as the project progresses.

## **7.0 Capital Projects: Update**

- 7.1 Following discussions at our December Board meeting regarding the future management of capital projects, work has been progressing to agree the future model in both HIF and the Planning Team. The Trusts Director of Strategy is currently consulting with staff within the Planning Team on the proposed new arrangements
- 7.2 I am pleased to report that work is due to commence imminently on the refurbishment of Wensleydale ward and the next phase of the upgrading of the Emergency Department.

## **8.0 Business Development Update**

- 8.1 Work is on-going to ensure Business Development is central and embedded within the Company at all levels.
- 8.2 HIF social media platforms continue to increase in followers and are well received internally and externally to the organisation.
- 8.3 The E-learning and Reading Group sessions continue to be available and utilised by colleagues.
- 8.4 HIF celebrated its 5<sup>th</sup> Birthday Celebration on 01 March 2023. Herriots Training Room hosted the event, where cupcakes and a chance to meet with other HIF colleagues were provided.
- 8.5 The HIF Objective Boards have been launched and are now displayed within departments. The Charters for the Catering, Domestic and Estates Teams have also now been launched. The HIF Objective Boards and Charters have been well received by colleagues and proactively used.
- 8.6 I am pleased to report that HIF have been shortlisted for two Health, Estates & Facilities Management (HEFMA) Awards. The Sterile Services Department (SSD) have been nominated for the Efficiency & Improvement Award, whilst the Catering Team have been nominated for the People Development Award.
- 8.7 The Board of Directors Workshop was held on Tuesday 28 March 2023, specifically focusing on Customer Services. An interactive task based on scenarios within HIF and the Trust allowed the HIF Board to discuss the minimum expectations of the service user, the opportunity for HIF Customer Service touchpoints and identifying the Gold Standard and inter-departmental delivery.
- 8.8 Work continues to progress with the Business Modernisation plan, in particularly within the Sterile Services Department. After the initial two week pilot period, to provide the provision of decontamination services to The Duchy, Circle Health Group, Harrogate, SSD have continued to provide this provision to date. From the 30 January 2023 to 31 March 2023, we have provided decontamination services and transportation of approximately 450 trays. The relationship continues to strengthen and discussions remain positive in progressing the contract to provide this provision moving forwards.

## **9.0 Conclusion**

9. 1 The Board of Directors is asked to: -

9.1.1 Note the work that is ongoing across the Organisation.

Date: 18/0423

Ref: AG/