

**Board of Directors Meeting
Tuesday 21 December 2021**

Report from the Chief Executive

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Report of:	Chief Executive	
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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 is asked to note the information within the report.		

Harrogate Integrated Facilities

Board meeting 21 December 2021

Chief Executive Report

1. Introduction

This report will update the Board about a number of issues, focusing on national issues, working with HDFT, and strategic development. The Managing Director and I have coordinated our reports to ensure that items are sufficiently covered with minimal duplication.

2. Key messages

As I have mentioned previously, we continue to operate in an environment where the CoVid response is still a significant part of how we work and how we provide services to HDFT. There are a number of issues that have developed over the last two months that have an impact on how we provide services within a CoVid environment, which are also linked to the current concern relating to the development and spread of the Omicron variant of CoVid-19.

The most important issue currently is the vaccination programme, and this has a couple of dimensions, namely

- The recent guidance relating to all colleagues who work in a healthcare environment requiring to be fully vaccinated in order to continue to work in a 'front-line' healthcare setting
- The very recent emphasis on the booster campaign, with a target of the NHS offering a booster vaccination to all adults by the end of December.

It should also be recognised that the ongoing lack of certainty about the future, the impact on life outside of the working environment, and concern about the potential illness itself, are all putting a strain on all colleagues and we need to recognise the heightened levels of anxiety across our workforce and the need for support where we can.

3. National Issues

As referenced in my last Board report the planning guidance for the NHS for H2 of 2021/22 was issued at the end of September, and key priorities within the guidance continue to be

- Health and wellbeing of colleagues
- Elective care and cancer care recovery
- Managing urgent & emergency care through winter
- CoVid response, in particular vaccination programmes
- Primary care and mental health access

These are consistent with the priorities for the first part of the year, and arguably are the priorities for the NHS in most times in its history, but clearly the context and political environment is the important nuance to understand.

We have agreed a plan with the Trust for the second half of 2021/22, with positive discussions in relation to the necessary contract variations.

In relation to 2022/23, we are expecting to receive planning guidance before Xmas, although the latest escalation of the NHS response to CoVid might delay the issue of further information until January. It is expected that the guidance for 2022/23 will outline a path to returning to the more usual planning framework, with a one-year operational plan, a three-year capital plan, and an allocation of funding that starts to return to the weighted capitation funding allocations that were a part of the NHS long term plan. CoVid funding will continue but in a much reduced form.

Planning for 2022/23 will be picked up later on this agenda, and we will need to dovetail our thinking within the thinking of the Trust over the coming three months.

4. Vaccination programme for colleagues

As the Board will be aware, the government recently announced that all staff who work within an environment that provides services regulated by the CQC are required to be fully vaccinated against CoVid, unless medically unable to be so. Currently, fully vaccinated means that colleagues have had the first and second dose of the vaccine. The deadline for this requirement is 1st April 2022, which means that the deadline for colleagues to have had the first dose of the vaccine is 2nd February 2022.

Guidance has been now been issued that we are assessing across the Trust, and communication is going out to all colleagues. The vast majority (if not all) of HIF colleagues will be a part of the requirement and meet the definition of 'front-line'. Part of our communication is to inform colleagues that we will be accessing their vaccination status unless they positively object, but even then, the alternative is that they personally inform us of their status.

There are a number of employment issues that might result, which we will need to manage, but the initial work is to have individual conversations with colleagues who are unvaccinated. Our latest records indicate that 82% of colleagues have had two doses of the vaccine, and 69% have had the booster. We will clearly be targeting an increase in these rates through supportive measures, but there is clearly a risk that there will be a staffing impact and therefore a service impact in the new year.

This is currently the key risk for the company and we are and will continue to actively manage the impact.

5. Working with HDFT

Within the context of the national priorities, we need to work alongside HDFT to respond and deliver services in a way that ensures resilience and support to the clinical teams working across HDFT. This continues to impact upon HIF in a range of ways including

- Rapid response to deep clean requests
- Regular patient moves to keep flow moving across the hospital
- Efficient SSD processes to ensure elective activity is not compromised through equipment shortage
- Estate support to improve patient and staff environment, and maintenance so that clinical staff can concentrate on their roles

The fundamental priority across the group and therefore HIF is to ensure efficient and responsive operational services that enable elective care to be stepped up whilst managing an increasingly challenging winter with the combination of increased emergency activity alongside CoVid patients on the wards. This is being compounded with the latest response required to assist in the delivery of the vaccine booster programme.

I am pleased to say that colleagues across HIF are stepping up and playing a key role within the hospital teams to support the work that we all have to do.

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6. Strategic Items

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As the Board are aware, XXXXXXXXXXXX approached us earlier this year in respect of any opportunity to develop XXXXXXXXXXXX. Meetings have been held with representatives from XXXXXXXXXXXX, the latest being at the end of October.

The current position is that we are working with the Trust (with necessary advice from Regulators) to determine whether the Trust is in a position or not to declare [REDACTED]. There is currently work underway, led by the Trust Director of Strategy, to refresh the Trust strategy and clinical service strategy alongside this, and it is logical to ensure that the outcome of this work informs any decision in relation to the hospital estate. As the Board is aware, the response to CoVid and the requirements in relation to space on the hospital site, have impacted upon any assessment of future requirements, and these need to be worked through as part of the strategic estates assessment.

We continue to discuss this work internally with the Trust, and are committed to updating [REDACTED] by the end of January.

Green Plan

As the Board will see later on the agenda, we have developed a draft green plan for 2022/23. Over the last month, I have had two sessions with the Centre for Sustainable Healthcare, alongside discussions with LTHT (who were recently nominated for a national award in relation to their Green Plan), and our draft plan is consistent with requirements. There is plenty of work to be undertaken, particularly in relation to governance and engagement, but we have had over 40 individuals across the Group who are keen to be involved going forward.

Work has started, the agenda is exciting and we need to build on the current position going forward.

7. [REDACTED] funding opportunity

Work continues in relation to the Decarbonisation project.

As previously reported, we have officially received correspondence from [REDACTED] confirming the extension of time, so that the end date for committing the grant resources is the end of March 2022. Having reviewed the programme, and discussed this with colleagues at [REDACTED], for the majority of the work the deadline will be met as necessary in relation to the grant. There is an issue relating to the installation of two plant rooms which will delay the installation of four air handling units into 2022/23. [REDACTED] are aware and we are discussing with them any financial impact.

An update report is included later in the agenda that covers the current position in relation to the programme.

8. Recruitment

This will be covered within the report of the Managing Director, but I want to personally bring to the Board's attention the success of the Recruitment Day held at the end of November.

The event was brilliantly organised, well attended, and overall a great success, and I would want to record my thanks to those involved.

9. Summary

The Board is asked to note the information within the report.

Jonathan Coulter
Interim Chief Executive