

Being a Governor at our Foundation Trust

Together, putting
patients first



October 2018

Welcome

Thank you for the interest you have shown in being a Governor at our hospitals

As a Governor, representing the interests of members and the public, you will have a pivotal role to play in our Foundation Trust's development and our direction of travel.

You do not need any specific qualifications to become a Governor however, it would be of benefit if you were active in your community. Please read through this document and all other information provided so that you are aware of the commitment needed. If you are interested in using your skills, knowledge and experience to help shape the future of health care in Bradford then we look forward to receiving your nomination form.

In order to nominate yourself to become a Governor, you need to be a member of our Foundation Trust. If you are not yet a member then complete our on-line membership form at <https://secure.membraco.uk/bradfordteachingapplicationform/> If you prefer to get in touch by phone to join then call 01274 364794.



If you have any further questions or would like to discuss the role further before you complete your nomination form then please contact Jacqui Maurice, Head of Corporate Governance on 01274 382685 or email jacqui.maurice@bthft.nhs.uk

About NHS Foundation Trusts

Each NHS foundation trust has its own governance structure, set out in its constitution. The basic governance structure of all NHS foundation trusts includes:

- Foundation trust members
- A council of governors
- A board of directors.

NHS Foundation Trusts are able to decide themselves on how best to spend their income, taking into account the needs of the local community. They are accountable to local people, who can become Members and Governors.



Contents

Our Foundation Trust - who we are and what we do	3-5
How We Make Decisions about our Hospitals	5
Being a Governor	6-7
Our Governors	7-8
How can I become a Governor	9

Our Foundation Trust - who we are and what we do

Bradford Teaching Hospitals NHS Foundation Trust is responsible for providing hospital services for the people of Bradford and communities across Yorkshire. We serve a core population of around 500,000 people and provide specialist services for some 1.1 million.

Our 5,500 staff work over several sites, including Bradford Royal Infirmary, which provides the majority of inpatient services, and St Luke's Hospital, which predominantly provides outpatient and rehabilitation services. We also manage local community hospitals at Westwood Park, Westbourne Green, Shipley and Eccleshill.

In early 2017, a new £28 million wing opened at Bradford Royal Infirmary, part of a £75m investment to improve patient care across our hospitals over a five-year period. It provides world-class facilities for elderly care, children's services, a state-of-the-art intensive care unit with increased single-room provision and a retail concourse.



The new wing is a continuation of our work to improve patient experience after our new £2 million neonatal unit officially opened in January 2015. Our maternity services were recently shortlisted for the Royal College of Midwives' (RCM) Midwifery Service of the Year Award, recognising excellence and innovation in the provision of maternity care.





In 2017, we also completed a £2m refurbishment of our **Accident and Emergency Department** as part of an ambitious vision to create a more efficient acute medicine service for the people of Bradford. It has been designed to provide a slicker and more efficient service, with faster senior clinical involvement at an early stage in the patient pathway.

As a teaching hospital, we are at the forefront of education and development in healthcare, and have an excellent reputation for research performance. We are one of the leading centres in conducting applied research in the country, particularly in quality and safety, elderly care and rehabilitation.

The Trust is home to the **Bradford Institute for Health Research (BIHR)** where researchers have led

the development, validation and implementation of the award-winning Bradford Electronic Frailty Index (eFI) which helps calculate an elderly person's risk of disability, impairment, falls and complications of chronic diseases, as well as their diminishing independence and capability. This is now being used by 98% of all GPs across the country.

Our award-winning **Ophthalmology Department** is home to numerous worldwide clinical trials taking the lead in eye care research and we are one of only three sites in the United Kingdom to be enlisted in the Perioperative Enhanced Recovery Hip Fracture Care of Patients with Dementia (PERFECTED) study, which will investigate how the NHS can introduce better standards of care to improve outcomes for people with dementia.

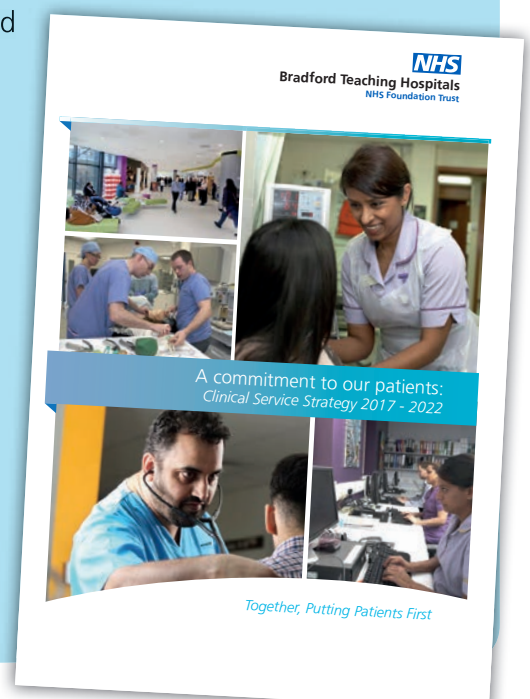
New Clinical Service Strategy 2017 - 2022

We intend to be an outstanding provider of healthcare, research and education, as well as a great place to work – that is our vision. Our Clinical Service Strategy describes the ways in which we will achieve this. It outlines how we will work with partners to provide new, flexible models of care, tailored to the needs of patients.

The strategy has been built up from valued discussions with our staff, and we have also consulted with a number of external agencies and our partners across Bradford and West Yorkshire, including Bradford Council (Social Care and Public Health), the Clinical Commissioning Groups (CCGs), Healthwatch and Primary Care. Our mission is to provide the highest quality healthcare at all times. For that reason, we have shaped our strategy around four themes:

- High Quality Care ■ Research-led Care & Learning
- Collaborative Hospital Care ■ Connected Local Care

We hope you find the strategy helpful in describing not just how we will improve the clinical services we offer, but also as a way of understanding the sort of organisation we intend to be, and how we will innovate, improve and work with our partners over the next five years.



Key Publications

Understanding Bradford District

This document published by Bradford Metropolitan District Council is essential reading for an overview of our local population. It is available online at <https://ubd.bradford.gov.uk/>



BTHFT Foundation Trust Constitution

This is available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/676425/BTHFT_Constitution_-_REVISED_JAN_2018_-_FINAL.pdf



BTHFT Annual Report and Accounts 2017-2018

Our annual report and accounts along with our annual plan are available on our website at www.bradfordhospitals.nhs.uk/wp-content/uploads/2018/07/Annual-Report-and-Accounts-2017-18.pdf



How We Make Decisions about our Hospitals

Our Board of Directors is responsible for running our Foundation Trust. The Board is made up of Executive Directors and Non-Executive Directors.

Executive Directors work within the Trust and are responsible for all aspects of the day-to-day running of our hospitals. They include our Chief Executive, Medical Director, Chief Operating Officer and Chief Nurse.

Our Non-Executive Directors are appointed by our Governors and come from outside of our Foundation Trust. As part of the Board the Non-Executives contribute to the development of our strategy and help to shape our culture. They are also responsible for holding the Executives to account for all aspects of the operation and performance of our Foundation Trust.



Professor Clive Kay is our Chief Executive



Professor Bill McCarthy is our Chairman

For a who's who of our Non-Executive Directors and our Executive Directors visit our Trust website at www.bradfordhospitals.nhs.uk/our-trust/how-we-make-decisions/



Being a Governor

Being a Governor - Key questions and answers

How much time will I have to give? At a minimum, Governors are required to attend;

- Governors Induction Program
- The formal Council of Governors meetings (four per year)
- The Annual Members Meeting /Annual General Meeting
- Training and Development sessions to support the delivery of statutory duties and responsibilities.
- On average the time commitment equates to approximately 5 to 10 days per year.

Do I need to have any previous experience? No you do not need to have any previous experience as a Governor however it would be beneficial if you have a good knowledge and understanding of the constituency you wish to represent.

Do I have to give notice if I want to stop being a Governor? You can stop being a Governor at any time by giving notice in writing to the Trust Secretary.

Can I be a Governor if I am a Governor or Director elsewhere or hold a public office elsewhere? Yes, in the majority of cases you can, as long as you declare your interests on the nomination form. The nomination form will tell you of the few instances in which you cannot be a Governor.

Your duties: a brief guide for NHS Foundation Trust Governors

The Health Sector regulator Monitor, which is now part of NHS Improvement, has produced a guide for Governors which provides detailed information about each of the core duties of Governors. The guide is available at www.gov.uk/government/publications/nhs-foundation-trust-governors-a-brief-guide-to-your-duties



Our Council of Governor Meetings

The dates and times of future meetings along with the papers from previous meetings are available at <https://www.bradfordhospitals.nhs.uk/our-trust/how-we-make-decisions/>



Support for Governors

Corporate Governance Team The first port of call for Governors is the Corporate Governance Team who are able to provide advice, information and a range of administrative services to support Governors in the discharge of their duties and responsibilities.

Induction Programme An in-depth induction programme is in place which covers

- developments within the wider NHS
- the work of our Foundation Trust including our strategy, our vision and future challenges
- the duties and responsibilities of the Board of Directors
- the duties and responsibilities of Governors
- the reports and information received at Council of Governors meetings

- the Governors engagement and involvement programme
- engagement with members and the public

It is mandatory for all Governors to participate in induction programmes.

Knowledge, Skills, Training and Development

We will work with all Governors to identify and tailor individual and group development needs.

Regular communications from the Chairman You will receive a monthly communication bulletin from the Chairman to keep you in touch with developments at our Foundation Trust including updates from the Board of Director meetings.

Communicating with Members and the public

There are various avenues available to support the Governors which include;

- the delivery of events at which Governors are able to engage with members and the public
- an internal visits programme to enable engagement with staff, patients and visitors
- sign-posting to external activities and events that it would be beneficial for Governors to attend
- management of surveys and consultations with members
- a dedicated Governor email contact for members and the public should they wish to contact governors@bthft.nhs.uk

Expenses and Reimbursement Governors are able to claim travelling and other expenses incurred by Governors in the course of their duties. The Foundation Trust has an expenses policy which Governors are required to adhere to when making claims.



Our Governors

Here at our hospitals we have a total of 20 Governor seats. Governors are appointed for a term which lasts for three years. They are then able to nominate

themselves again if they wish for either re-election or re-appointment for a further two terms.

We have four different types of governors

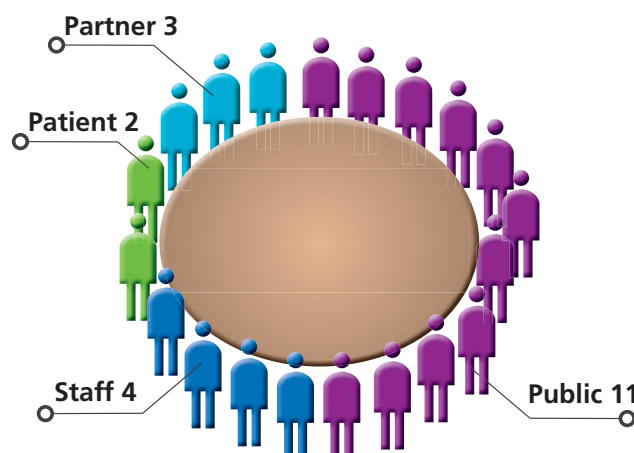
- Public governors ■ Staff governors
- Partner governors ■ Patient governors

Governors are elected from our Foundation Trust membership (Public, Patient and Staff) and appointed by our Partner organisations. In a Foundation Trust Governors all have the same statutory duties and responsibilities.

In general Governors are responsible for holding the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors and for representing the interests of the Foundation Trust members and of the public.

Our Council of Governors

We have a maximum of 20 Governor seats



It is a legal requirement that the Chair of the Board of Directors is also the Chair of the Council of Governors, which provides a link between the two groups.



Governors' statutory duties and responsibilities

- Appoint and/or remove the chairman and non-executive directors
- Set the terms and conditions of remuneration of the chairman and non-executive directors
- Approve the appointment of the chief executive
- Appoint the external auditor
- Receive the annual accounts, auditors report and annual report
- Convene the annual members meeting
- Be consulted on the forward plans (annual plan) of the organisation
- Approve any proposed increases in private patient income of 5% or more in any financial year
- **Represent the interests of the members of the foundation trust as a whole and the interests of the public**
- May require one or more of the directors to attend a council of governors meeting to obtain information about the foundation trust's performance of its functions or the directors' performance of their duties (and for deciding whether to propose a vote on the foundation trust's or directors' performance)
- Approve 'significant transactions' (as defined in the foundation trust's constitution)
- Approve an application by the foundation trust to enter into a merger, acquisition, separation or dissolution
- Approve amendments to the foundation trust's constitution

Differences between the role of the Board and the role of the Council of Governors

As a Governor you will not

- make operational decisions about plans and developments for services, but you will have an opportunity to be involved in strategic discussions with the Board.
- Be responsible for directing staff within the organisation (this is the responsibility of the Executive Directors)
- Deal with complaints; but you can refer people to our Patient Advice and Liaison Service
- Have access to preferential treatment at our hospitals
- Represent your own personal interests. You must make sure that you represent the views of all members and the public

Although the Council of Governors is required to hold the Non-Executive Directors to account for the performance of the Board, the relationship between the Board and the Council of Governors should be one of partnership with both groups working effectively together in their different roles.

Informally the Council of Governors is often referred to as a 'critical friend', which sums up its role to support, question and help the Trust to do the best it can for its members and the wider community.

How can I become a Governor

First you should be a member. Here at our Foundation Trust we have Public, Patient and Staff members.

About our Public Members

They are at least 16 and live within one of the public constituencies listed in our Constitution. These are Keighley, Shipley, Bradford East, Bradford South and Bradford West. We have one additional public membership constituency known as the 'Rest of England and Wales'. Anyone who lives in the rest of England and Wales and has not been a patient at our Foundation Trust can join this public constituency.

About our Patient Members

They are at least 16 and live outside of the Bradford Metropolitan District area but will have received treatment at our Foundation Trust.

Nomination Form

Nomination forms are available from the date of the formal call for nominations. When you receive your form, please read it carefully and complete it in line with the instructions provided. The election process for our Foundation Trust is managed by the Electoral Reform Services (ERS). Your completed nomination form should be returned to:

Ciara Norris, Returning Officer
Electoral Reform Services
Independence House
33 Clarendon Road
London N8 0NW

Please return your form by the date stated. Nomination forms received after this time and date will be ruled invalid.

Your election statement

You are permitted a maximum of 250 words for your election statement. If your statement is longer than 250 words it will be cut off at that point. The limit is set within the Constitution.

We are sorry but we cannot help you in preparing your statement as we must ensure that we are fair in the way we deal with all nominations.

The election rules and, the process to be undertaken for elections are set out in our Constitution which is accessible via our website at **www.bradfordhospitals.nhs.uk**

Further questions or queries

If you have further questions or, would like to arrange a short meeting at a mutually convenient time to discuss the role further, then please contact Jacqui Maurice, Head of Corporate Governance on 01274 382685 or email jacqui.maurice@bthft.nhs.uk

Nominations and Election timetable

Election event	Date
Notice of Election / Nominations open	Tuesday, 9 Oct 2018
Nominations deadline	Wednesday, 24 Oct 2018
Final date for candidate withdrawal	Monday, 29 Oct 2018
Where more than one nomination is received for a governor vacancy an election will be held in that membership constituency	
If an election takes place then...	
Notice of Poll published	Monday, 12 Nov 2018
Voting packs despatched	Tuesday, 13 Nov 2018
Close of election	Monday, 3 Dec 2018
Declaration of results	Tuesday, 4 Dec 2018

Governor Information Booklet.
Revised October 2018. Author Jacqui Maurice, Corporate Governance Manager. jacqui.maurice@bthft.nhs.uk



Bradford Teaching Hospitals
NHS Foundation Trust

Foundation Trust Membership Office

Trust Headquarters, Chestnut House, Bradford Royal Infirmary
Duckworth Lane, Bradford, BD9 6RU



membership@bthft.nhs.uk



01274 364794



www.bradfordhospitals.nhs.uk