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Date	09.01.2020	Agenda item	Bo.1.20.43

Stakeholder Engagement – November 2019 update

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Purpose of the paper	To provide assurance that measures are in place to ensure effective engagement with key stakeholders.		
Key control	Feedback and engagement from stakeholders		
Action required	For information		
Previously discussed at/informed by	Partnerships Committee 26.11.2019 Senior Leadership Team 10.12.2019		
Previously approved at:	Committee/Group	Date	
	Partnerships Committee	26.11.2019	

Key Options, Issues and Risks

The risk relating to the Stakeholder Engagement process is –

The Trust fails to sufficiently identify and engage key partners and cultivate relationships leading to missed opportunities for collaborative work [Risk ID 3225]

At the Board Development Day on 7 February 2019 it was agreed that Partnerships Committee would receive twice-yearly assurance on the Trust's approach to stakeholder engagement – in May and November each year. The attached slides update the Committee, provide feedback from meetings with Account Managers with their latest self-assessment of the effectiveness of each relationship, and provide the latest results from the annual survey of stakeholders.

The new stakeholder engagement process was approved for adoption across the trust in November 2016. The benefits of the process include:

- Providing assurance to the BTHFT Board that key stakeholder relationships have been identified through a robust process and are being actively managed;
- Enabling account managers to actively improve relationships with key stakeholders;
- Providing key stakeholders with a named link person to liaise with at the Trust;
- Enabling the Trust to provide the CQC with evidence and assurance BTHFT are engaging our partners in a systematic and structured way.

The detailed analysis is provided below. There are three sections to this paper –

- Analysis of self-assessments from account managers – this section contains details on the outcomes of the meetings with Account Managers particularly highlighting relationships where there has been deterioration or where there is still room for improvement
- Survey results – a discussion of the November 2019 survey results
- Feedback summary – covering process compliance and effectiveness

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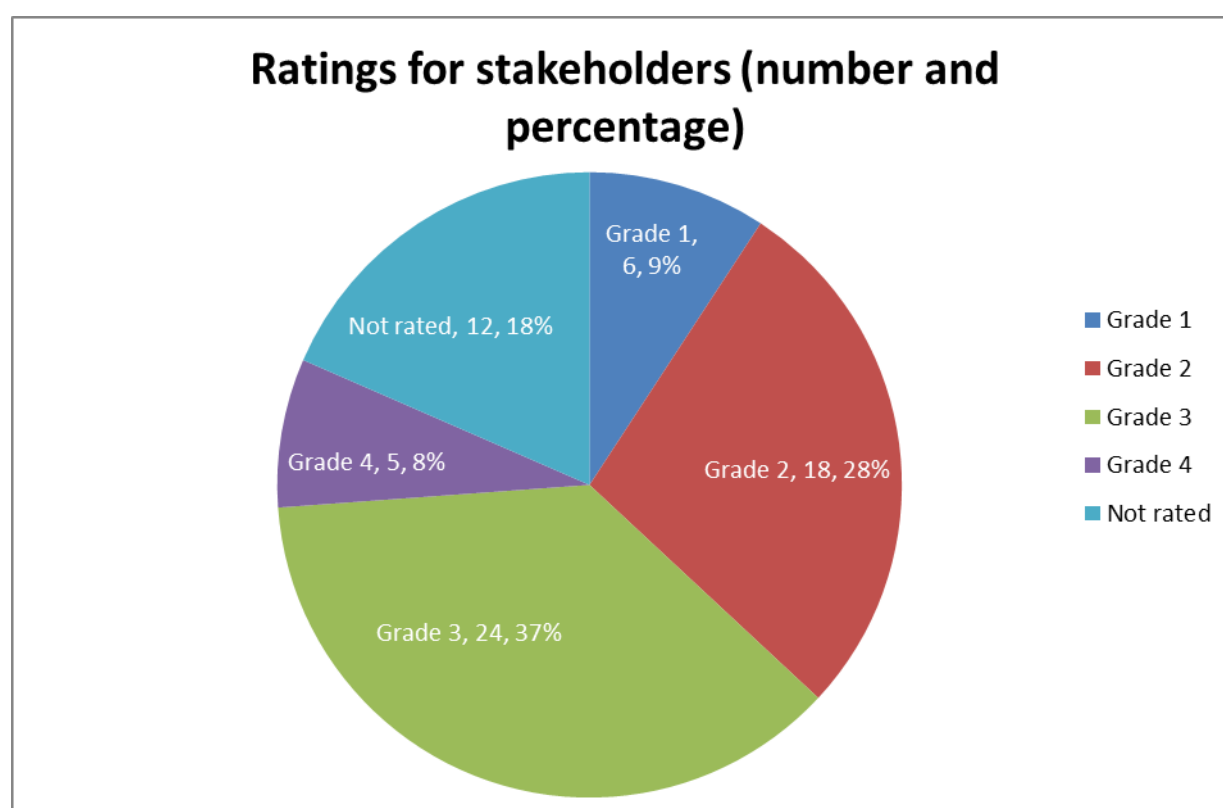
Analysis

1 – analysis of self-assessments from Account Managers

Each account manager self-assesses the relationship every six-months using the level of maturity index (shown in the slides). The current relationship and target engagement level are assessed at 1, 2, 3 or 4. This reflects the reality that the required level of engagement differs for different stakeholders.

The latest self-assessment has been carried out during October and November and the results for 52 stakeholders are detailed in appendix 1 and summarised in figure 1 below.

Figure 1 showing grades for all stakeholders



46 (87%) of all stakeholders which have been assessed by the account managers have been rated at the level of engagement required for the relationship to function in an optimal manner. The 7 (13% of self-assessed relationships) which are working towards an improved grading are –

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Stakeholder	Current rating	Target rating
NHS Digital	1	3
NHSX	1	TBC
Healthwatch	2	3
West Yorkshire Police	2	3
Payroll Consortium	3	4
BDCT	2	3
Coroner	2	3

New stakeholders that have been added in this update include NHS Digital, NHSX, NCEPOD and Huddersfield University. The latter replaces Leeds Beckett University.

The 12 stakeholders for which the self-assessment has not yet been carried out are:

1. Bradford Care Alliance (GPs) – as an important stakeholder for partnership working we are discussing whether this relationship should be managed by Strategy and Integration Directorate rather than the Medical Directorate.
2. Social Care – Account Manager has been assigned but the meeting had to be rescheduled missing the schedule for this paper
3. NHS England (specialist commissioning) – the Chief Medical Officer is to discuss this with colleagues to determine which Executive Director should be the sponsor
4. GE Healthcare – Service and Business Development have been unable to get time in with the relevant lead in time for this paper. This has been escalated to the Executive Sponsor as multiple updates have been missed.
5. AHSN - Service and Business Development have been unable to get time in with the relevant lead in time for this paper.
6. Bradford Synagogue, Council for Mosques, Guru Gobind Singh Gurdwara, Church of England, Catholic Church, Jehova's Witnesses and Bradford Mandir have not been graded this time as the Account Manager has been away from the trust due to illness. At the request of the Partnerships Committee, the Account Manager was content with the Council for Mosques representing the Islamic stakeholder but opted to add Jehovah's Witnesses as a stakeholder to manage.

2 – November 2019 Survey Results

In 2017, a stakeholder engagement survey went out to stakeholders via their BTHFT Account Managers. This was to establish a baseline of how BTHFT is perceived, identify areas where BTHFT excels and whether there are any aspects of engagement BTHFT could improve. Five responses were received in 2017 and 13 responses received in 2018. There have been 20 completed responses from the October 2019 survey.

It's worth noting that Account Managers confirmed 23 stakeholders had been requested to complete the survey. 12 stakeholders were not contacted as per those who were not self-assessed. Three stakeholders

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were deemed not suitable for the survey due to the nature of the relationship and four stakeholders were not contacted due to absence from the trust. The Account Managers for the remainder of the stakeholders have been contacted but no confirmation was provided as to whether they shared the survey. As there have been 20 responses it's likely more than 23 stakeholders have been contacted as a 90% response rate would be highly unlikely. The Account Managers will be followed up in May 2020 to gain further insight on the survey and how we can improve its dissemination.

On the whole the responses were positive as shown in the below summary –

- all stakeholders stated they know who their key contact is within BTHFT and stated it was easy to contact their Account Manager.
- 19 out of 20 stakeholders (95%) felt they were provided sufficient opportunities to give feedback
- 9 respondents stated BTHFT 'generally' acts on feedback while 7 stated BTHFT 'always' acts on feedback. Three responses stated BTHFT 'sometimes' acts on feedback with one stating BTHFT is 'unresponsive' to feedback.
- 19 out of 20 stakeholders (95%) were satisfied with the overall relationship (45% fairly satisfied, 50% very satisfied). One was 'fairly dissatisfied' but did not provide their organisation to allow BTHFT to follow up.
- Information sharing was seen as the most valuable engagement reason. BTHFT providing input into stakeholder service developments was also viewed as a valuable engagement purpose.
- Meetings/visits (80%) and emails (70%) were the preferred method of engagement. The third most popular option was social media including messenger application such as WhatsApp (30%). This question allowed respondents to select more than one option.
- 55% of respondents stated they would like to be consulted more frequently while 45% want to be consulted on a wider range of issues.

It's also worth noting the possibility that stakeholders who made the effort to respond have a positive bias towards BTHFT where a healthy/working relationship already exists.

Some qualitative feedback was received which provided some useful insight into the stakeholders' perspective. The comments and the related actions where possible are highlighted below –

Comment	Action from BTHFT
Include CCG colleagues whenever possible	To feedback to the Account Manager to see where they could be further involved in BTHFT developments
Flexibility, not entrenched rigidity	No action. Stakeholder did not provide the name of the action so unable to follow up.
Being able to input in to stakeholder surveys is a valuable engagement tool and not one I have seen used by other trusts and I can't think of any changes.	No action. Health Education England provided this feedback regarding the uniqueness of the stakeholder engagement process at BTHFT.
Is there an opportunity for closer working with	No action. Stakeholder did not provide the name of

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primary care?	the action so unable to follow up.
Broader engagement around A&E - just engaging through certain partnership routes excludes certain partners from being connected	Noted by the Head of Partnerships and to make the A&E General Manager - stakeholder did not provide the name of the action so unable to follow up.

In 2019's survey, respondents were given the option to provide the name of their organisation. The five that provided their name were - Bradford and Craven CCGs, Bunzl Healthcare, West Yorkshire Fire Service, Hempsons and Health Education England. The full survey responses from each of these stakeholders will be provided to their respective Account Managers.

The survey results will be shared with Account Managers who will be asked to –

- consider the feedback on reasons for engaging and think about which are relevant to their stakeholder. What opportunities are there to share information, jointly develop policies and processes and input into stakeholder service developments?
- reflect on how they engage and the strong preference for meetings/visits and emails
- share specific feedback per named stakeholder to their respective Account Manager

A follow up survey will be carried out in October 2020.

3 - Feedback summary, process compliance and effectiveness

Having canvassed the account managers regarding the value of the stakeholder engagement with the majority of the Account Managers three key levels of compliance emerged.

3.1 – low engagement with the SE process where there are functioning stakeholder relationships - account managers stated that where their relationships functioned as required, there was little impact of the stakeholder engagement process. This was largely due to the fact that account managers would engage with their stakeholders as needed. However, stakeholder engagement related objectives help account managers to keep focused on engagement and it was mentioned gaining feedback from stakeholders via the survey was useful.

3.2 – impact on developing relationships and those requiring improvement - account managers were enabled to seek improvements to relationships in various aspects such as engagement channels, frequency and structure of engagement. This has also triggered the dissemination of best practice between Account Managers e.g. going back to basics in long-standing relationships and asking what the expectations are from the stakeholder and how they fit in with BTHFT's needs. Similarly, there have been examples of Account Managers reflecting on how the relationship currently works and whether it's correctly framed. For example, the relationship with Dell is perceived as being that of a partner instead of a typical supplier/contractor commercial relationship (as potentially BTHFT could have a different supplier the when the IT hardware goes out to tender in the future).

3.3 – On the opposite end of the spectrum to item 3.1, there is an example from the Finance team who have

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invested heavily into strengthening a relationship on the back of the stakeholder engagement process. This has resulted in the production of a dashboard measuring each aspect of the relationship including the SLAs and a metric called 'Good Partner' which checks the level of engagement through measuring the attendance at meetings. While this contradicts the 'light touch' approach, this has been beneficial to the team and its development of the relationship with the stakeholder.

To further build Account Managers' investment into the process, Service and Business Development are also in the process of creating a 'starter pack' for Account Managers to provide information on the process, their role and the expectations. This will be distributed over the coming weeks before the next set of self-assessments take place. This will be particularly useful for newly appointed Account Managers.

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients		g				
To deliver our financial plan and key performance targets			g			
To be in the top 20% of NHS employers			g			
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)	The Board's appetite for risk is significant for collaborations because the approach in Bradford is quite innovative, and the potential benefits are huge. However, effective stakeholder engagement is not an aspect of this work that requires significant risk appetite because it is not in itself particularly risky. Our approach is more about formalising an approach to stakeholder engagement that largely already existed but was not documented.					

Risk Implications	Yes	No
Strategic Risk register and/or Board Assurance Framework Amendments	X	
Quality implications		X
Resource implications		X

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Legal/regulatory implications		X
Diversity and Inclusion implications		X

Regulation, Legislation and Compliance relevance
NHS Improvement: (Risk assessment framework, quality governance framework, code of governance , annual reporting manual)
Care Quality Commission Domain: (<i>Safe, caring, effective, responsive, well led drop down</i>)
Care Quality Commission Fundamental Standard:
Other (please state):

Relevance to other Board of Directors Committee:					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)
			X		

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Appendix 1 – account manager self-assessments

Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
AGFA	2	2	Work to improve the relationship was not well received by the stakeholder. This relationship will remain a grade 2 instead of the targeted 3 due to the stakeholders' preferences.
AHSN	Not self-assessed in November 2019	Not self-assessed in November 2019	Service and Business Development unable to arrange a time with the account managers.
Airedale NHS FT*	Not rated	Not rated	Executive Sponsor stated this relationship would be managed through the APC workstream.
Annette Fox	2	2	Grading revised to a 2. There was increased engagement which resulted in a stronger working relationship. However, this has since subsided as there was more effort expended from BTHFT with unequal reciprocity from the stakeholder. As such, the revised engagement and rating are the most appropriate for this stakeholder.
Audit Yorkshire	4	4	There are some improvements that will be targeted however this relationship functions well.
AUKUH	3	3	The relationship continues to function as required and the plan is to continue the current

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
			engagement
BMA	2	2	Relationship functioning as required, to continue current engagement
Bradford Care Alliance*	Not rated	Not rated	Executive Sponsors to discuss most appropriate remit for this stakeholder as there are multiple inputs and interests
Bradford Care Association*	3	3	Relationship functioning as required with regular engagement and key contact established.
Bradford CCGs*	3	3	The AM acknowledged it is difficult to accurately identify other individuals who liaise with the CCGs as there's a risk of missing out on intelligence because of the wide ranging links they have with BTHFT. Work to be done to identify individuals within the trust who engage with the CCGs. Partnerships and Service and Business Development providing guidance on potentially who to contact and the approach.
Bradford College	3	3	Relationship functioning as required, to continue current engagement.
Bradford District Care Foundation Trust*	2	3	Input received from Directors of Operations and senior colleagues through routine interactions. Deputy Directors

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
			input will also be sought once in post. Relationship not as strong as May 2019 self-assessment as the stakeholder has been inwardly focused due to external factors (e.g CQC inspection).
Bradford Mandir	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
Bradford Synagogue	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
Bradford University	4	4	There has been a change in the key contact however the relationship has been established and continues to be beneficial for both parties
Bradford University	3	3	Relationship functioning as required, to continue current engagement
Bunzl	3	3	Relationship is currently functioning well however given the national demands of procurement from NHS Supply Chains, it's likely that the relationship will no longer exist in its current form over the next year
Capsticks	3	3	Relationship functioning as required, to continue current engagement
Catholic Church	Not self-assessed in November 2019	Not self-assessed in	Account Manager has been away from the trust due to

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
		November 2019	illness
Cerner	3	3	Relationship functioning as required, to continue current engagement
Cisco	2	2	There is a structured approach to engagement in place however the Account Manager is seeking to set up quarterly meetings.
CoE	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
Coroner	2	3	The relationship has experienced some deterioration due to some operational errors. Account Manager to meet with the stakeholder regularly over the next few months to improve this relationship.
Council for Mosques	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
CQC	4	4	Executive Sponsor stated this relationship is functioning optimally.
DAC Beachcroft	3	3	Meetings every 4 months, well established engagement
Dell	2	2	There is a need for BTHFT to be engaged with the supplier as opposed to being dependent (as Dell are one of a number of potential suppliers). Quarterly

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
			engagement meetings to be arranged.
Deloittes	3	3	This relationship functions well however a tender will be published and this stakeholder may change.
GE Healthcare	Not self-assessed in November 2019	Not self-assessed in November 2019	Service and Business Development have been unable to get time in with the relevant lead in time for this paper. This has been escalated to the Executive Sponsor.
GIRFT	3	3	Relationship functioning optimally and as required
GMC	4	4	Relationship functioning optimally and as required
Guru Gobind Singh Gurdwara	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
Health Education England	3	3	Relationship with new contact firmly established with regular engagement meetings occurring. Account Manager to focus on increasing the profile of himself
Healthwatch	2	3	This relationship still has room for improvement as the new contact at the stakeholder has not been fully engaged. The AM plans to schedule regular meetings to build the relationship.

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
Hempsons	2	2	Regular meetings scheduled and contacted as and when required
HQIP	1	1	Relationship functioning as required, to continue current engagement
HSE	3	3	Relationship functioning as required, to continue current engagement
Huddersfield University	3	3	This relationship was previously held with Leeds Beckett and is now with Huddersfield University.
Improvement Academy	2	2	Relationship functioning as required, to continue current engagement
Jehova's Witnesses	Not self-assessed in November 2019	Not self-assessed in November 2019	Account Manager has been away from the trust due to illness
Leeds Teaching Hospitals	3	3	Input gained from Executive colleagues in grading this relationship
Leeds University	3	3	The relationship continues to function optimally
Medipex	3	3	A longstanding relationships with regular meetings scheduled. More VFM than expected as more resource is dedicated than paid for.
MHRA	1	1	Relationship functioning as required, to continue current engagement

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
NCEPOD	2	2	New relationship added, relationship functioning as required, to continue current engagement
NHS Digital	1	3	New relationship added. Early stages of the relationship with engagement structure to be established and key contacts to be named. Recruitment of NED from NHS Digital will help the relationship to flourish hence the high grade targeted. The stakeholder has also shown a keen interest in BTHFT and developing the relationship further.
NHS England	2	2	The relationship continues to function however the AM stated there's limited contact and only occurs on occasions where required for specific pieces of work. AM suggested may not be the ideal person to manage this relationship. Exec sponsor to be contacted.
NHS England – specialist commissioning	Not rated	Not rated	Medical Director to liaise with the Director of Strategy and Integration and the Chief Operating Office
NHS Improvement	3	3	Regular monthly meetings scheduled, key contact assigned and ad hoc conversations taking place

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
NHS Providers	2	2	This was previously graded a 3. However, after the October 2019 review a grading of 2 was deemed more appropriate due to the limited consultation between both parties and lower dependence on each other. Regular engagement is still scheduled and the relationship is well formed.
NHS Resolution	2	2	Relationship functioning as required, to continue current engagement
NHSX	1	TBC	New relationship added. Early stages of engagement however an end point is yet to be clarified hence a target rating is yet to be designated.
NICE	1	1	Relationship functioning as required, to continue current engagement
NMC	4	4	Relationship functioning as required, to continue current engagement
Nursing Times	1	1	Relationship functioning as required, to continue current engagement
Payroll Consortium	3	4	Work has been done to improve the relationship however there are more actions to be taken to improve operational efficiencies. This will be undertaken over the next 12 months.

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
Press/Media	2	2	Relationships across the press function well. The AM noted interactions with the press includes dedicated online outlets such as NHS Executive and the HSJ .
Shared Business Services	3	3	Grade of relationship improved from 2 to 3. Relationship developed to be fully measured in multiple aspects including delivery of SLAs and the level of engagement.
Social Care	Not self-assessed in November 2019	Not self-assessed in November 2019	Service and Business Development have been unable to get time in with the relevant lead in time for this paper.
Sovereign Healthcare	2	2	AM to meet with key contact with a view to deepen the relationship, interest has been shown from the stakeholder for closer working. AM to go 'back to basics' and assess the requirements of th relationship.
Unison	3	3	Despite disagreements, the relationship is functioning as required with engagement and both parties carrying out their roles
Unite	3	3	Relationship functioning as required, change in regional officer and will need to be focused on

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Stakeholder	Self-assessment as at November 2019	Target engagement level	Comments/next steps
VCS Alliance*	2	2	The grading of this relationship has increased from 1 to 2 (optimal grade). There have been noticeable improvements including increased interactions, consultation and peer support. This was attributed to a combination of a strong relationship between the Account Manager and stakeholder and the Strategic Partnership Agreement.
West Yorkshire Fire Service	3	3	The new Account Manager has formed the relationship with the stakeholder and regular engagement meetings are scheduled.
West Yorkshire Police	2	3	AM has been absent from the trust with the relationship being managed by a colleague. Relationship to be built with new contact at the police.
Yorkshire Imaging Collaborative	4	4	Integration at all levels - sponsor, programme, operations. Multiple meetings and engagement channels are active with the transformation aspect of the relationship well underway.

* also engage with BTHFT as part of the Strategic Partnership Agreement