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Date	23 September 2021	Agenda item	Bo.9.21.7

## Report from the Chairman

Presented by	Dr Maxwell Mclean, Chairman		
Author	Jacqui Maurice, Head of Corporate Governance		
Lead Director	Dr Maxwell Mclean, Chairman		
Purpose of the paper	The report provides an update on activity and engagement involving the Council of Governors since the previous report provided to the Board in July 2021.		
Key control	N/A		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

### Situation

#### 1. Decisions and key outcomes from the 15 July Council of Governors meeting

- Governor Virtual Workshops:** NHS Providers are hosting four virtual governor workshops in September and October 2021. The topics covered include an update on current NHS policy, sharing good practice, exploring key governor duties, and will provide the opportunity for governors to share experiences and ask questions of colleagues and the NHS Providers team. A number of our Governors have signed up to these sessions and will provide feedback to the wider Council.
- Governor elections update:** Our next elections process will be launched in January 2022. The public, patient and staff seats to be filled will be;
  - Keighley (2)
  - Bradford East (2)
  - Bradford South (1)
  - Staff Governor Nursing and Midwifery (1)
  - Patient (1)

More information will be provided at the October Council of Governors meeting regarding the schedule as well as the proposed campaign to promote the election process. I would also like to encourage our Non-Executive Directors to share this news via your networks.
- Corporate Strategy:** The Strategy was discussed at our meeting in July and an invitation was extended by John Holden, Director of Strategy and Integration for the Council members to attend a session to take part in a more in-depth conversation on the development of the Trust's new strategy. This session took place on 26 July and was extremely well-attended. The presentation slides and the link to the session recording have been circulated to all governors who also had the opportunity to provide further feedback directly to John Holden and Matthew Howson, Head of Service and Business Development.
- Governor Induction Programme:** The Council approved the updated Governor Induction programme which is now in place. As part of the induction we will be making space on the Council Agenda's for our Executives to deliver elements related to their portfolios. The Corporate Governance team is also looking at new ways of delivering the site visits to Education, Estates and the Institute of Health Research that previously involved face-to-face tours of our hospitals which, at the present time, are not encouraged.

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- **Appointment of Deputy Chair /Senior Independent Director (SID):** I have shared the good news with the Council on the appointment of Julie Lawreniuk as Senior Independent Director and Deputy Chair of the Board of Directors to replace Selina Ullah. Julie will be joining the NRC at their next meeting in her capacity as SID.
- **NED Appointment to replace Selina Ullah:** The Governors NRC has confirmed the appointment schedule for the new NED. Shortlisting will take place on 21 September and interviews will be held on 15 October. Prior to interview the candidates will also be required to meet with our Governor and Stakeholder panel which will then provide feedback to the interview panel. A recommendation regarding the appointment will be presented to the Council for approval on 15 October 2020. I am pleased to note that Karen Walker, Non-Executive Director will be a member of the Governor and Stakeholder panel.
- **NED Appointment from Leeds School of Medicine:** At the Council's closed meeting in July it approved wholeheartedly the appointment of Professor Janet Hirst, subject to the satisfactory completion of the Fit and Proper Persons Requirements. These checks have now have been completed and I am very pleased to welcome Janet to her first meeting with the Board of Directors on 23 September.

## 2. Governor attendance at Committees/Academies

Further to the Board's confirmation in July of changes to our Governance structure which led to the standing down of the Regulation and Assurance Committee and the Non-Executives taking on the chair roles for the Academies; I have provided an update to Council members and invited Governors to put their names forward that to observe the academies in line with the guidance previously agreed with Governors.

## 3. Chairs Summer/Autumn Bulletin 2021

All Board members have been in receipt of my latest bulletin to Governors. For this bulletin John Holden, Director of Strategy and Integration turned a spotlight onto how our Trust is working in partnership. On behalf of the Governors I would like to thank John for this excellent overview of our work across the district and which I highlight below.

### Working in Partnership



John Holden, Director of Strategy and Integration

- **BTHFT as an Anchor Institution**

Our Trust is a large employer, educator, trainer, taxpayer, and user of services & utilities. We see half a million out patients a year, deliver well over 5000 babies and care for up to 500 people a day in our A&E department. Whichever way you look at it we are a pivotal part of the local community: we "cast a large shadow" and as such we can either be a good neighbour –

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supporting the environmental, social and economic wellbeing of the community – or we can be a noisy neighbour, causing problems for the local residents and adding little to the wider wellbeing. It goes without saying that we are determined to be a good neighbour. Usually we work with local partners like Bradford University and Bradford Council to agree strategic plans to support economic regeneration and identify employment opportunities: for example our CEO Mel Pickup is a member of the [Health & Social Care Economic Partnership Board](#), alongside other health care and education leaders. And sometimes we take direct action, like our very popular Widening Access to Medicine days which give talented local sixth formers the insights and experience they need to apply for a place to study medicine at university.

BTHFT has developed a [Kickstart programme](#) with Skills House and the Job Centre Plus in Bradford to support people on Universal Credit back into work. A range of part-time entry-level jobs, including portering, cleaning and catering has been advertised to people claiming Universal Credit. Where the Job Centre identifies appropriate candidates, they are supported to apply for the job through help with filling in application forms, preparation for interview, basic admin skills training, and preparation for working in the NHS. These roles last for six months, although if permanent employment is found during this time the candidates will be able to leave the programme to take up those roles. The intention is that there is an opportunity for people to get some work experience, especially where they have been out of work for a long time, getting an opportunity to earn some money, with the potential for the roles to be converted to apprenticeships in the Trust at the end of the Programme.

We are also very proud to be the employment partner for [Project SEARCH Bradford](#), which provides young people with a learning disability the opportunity gain work experience to increase their chance of securing meaningful paid employment. Project SEARCH is run in partnership with Bradford College, and HFT, a charity which supports people with learning disabilities, alongside Bradford Travel Training Service, because travel (the commute to work) is often a barrier for these young adults to enter the world of work. Project SEARCH is an annual programme which provides internships, offering participants continual feedback on their performance and areas for learning and improvement. Interns carry out real jobs in real work environments. They have the opportunity to think about what job they would like to do, and we aim to match their interests and skills with work placements. Throughout their placements, the interns receive one-to-one support, ongoing feedback, skills development support and help from a workplace mentor. 66.7% of last year's interns secured permanent roles, compared to the national average employment rate of less than 6% for young people with learning disability.

Through our [Well Bradford](#) programme we have collaborated with the Council and CCG to support local communities to improve their health and wellbeing with the goal of “green spaces, healthy places”, focusing on three communities:

- Girdlington (our next door neighbours at BRI, where we have supported some healthy initiatives like the “pocket park” at Britannia Gardens and the [GreenLine Mile at West Park](#))
- Keighley (eg funding for the initial startup of the [Park Run](#)); and
- Holme Wood (where we supported the TFD Youth Centre and the [Valley Project](#), an adventure playground offering “educhaos” to local youngsters, as well as a grant to the Holme Wood Ramblers)

#### • Act as One

Bradford Teaching Hospitals (BTHFT) is part of an Integrated Care Partnership (ICP) which includes Bradford District & Craven Clinical Commissioning Group (CCG), Bradford District Care Foundation Trust, Airedale Foundation Trust, City of Bradford Council, as well as primary care (organised into primary care networks – PCNs), and the voluntary and not-for-profit sector. The partnership is underpinned by a formal Agreement, which has recently been reviewed. Work is underway to develop the partnership and the way all these bodies work together, in line with

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changes in Government policy, and we will refresh our Agreement in the light of the NHS Bill currently going through Parliament.

The ICP exists to improve and develop health and care services across our district. The shorthand for this is [Act as One](#), and it is a way of thinking and behaving, as much as it is a set of projects. Most people will probably associate Act as One with the Priority Programmes:

## Act as One Priority Programmes



Alongside these clinical programmes, there is a range of supporting programmes to improve the way we work together and prioritise our work, develop our workforce and to ensure that we tackle health inequalities, using data and information about our population to target interventions effectively. Some of this work is intended to prevent ill-health and prevent conditions developing further; some of it is about supporting people to develop healthy lifestyles. Finally, there are programmes on digital and estates to develop integrated strategies across the three Trusts.

These work programmes are led by Executives from right across the Bradford place including some of our own BTHFT Executive Directors, and the work is overseen by the Health & Care Partnership Boards for Bradford and Airedale respectively, which report into a single ICP Executive Board.

- **Case study: Act as One Diabetes:** Act as One Diabetes has brought together two separate diabetes projects that were running in Bradford and in Airedale Wharfedale & Craven prior to March 2020. Participants include both acute Trusts, the Care Trust, Primary Care Networks, voluntary sector organisations and the CCG. The vision is to improve outcomes and quality of life for people living with, or at risk of developing, diabetes. The project has strong clinical leadership from a range of healthcare professionals involved in diabetes care such as GPs, diabetes specialist nurses, dietitians, hospital consultants and podiatrists.

Together these teams have developed a single agreed formulary (a list of drugs best suited to different circumstances) for use by GPs and hospital doctors, and a set of online clinical decision guides that support primary care clinicians to offer the best evidence-based care.

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Hospital based diabetes specialist nurses and dietitians are now working with primary care to develop enhanced diabetes services based on the distribution of the PCNs, and to provide training updates for all GP practices, recognising that around 80% of diabetes care happens in primary care.

Prevalence of type 2 diabetes is increasing and prevention is key. We are looking at ways to [improve engagement with local communities](#), especially where the evidence suggests our traditional methods have failed. Act as One Diabetes is also working in partnership with the [West Yorkshire Health & Care Partnership](#) (our “Integrated Care System” – ICS) to enable as many people as possible from Bradford District & Craven to access the NHS Diabetes Prevention Programme.

And in conclusion....

Act as One Diabetes is just one example where partnership working across Bradford District & Craven is really starting to pay dividends. Collaborative working between health and care organisations and teams of healthcare professionals is creating opportunities to integrate previously disparate services, and reduce inequalities and variations in access to care. Our collective goal is to keep people “happy healthy and at home,” and we know that we have the best chance of achieving this when we all work together in partnership.

My thanks to John and his team for pulling this report together.

#### 4. Joint AGM and Annual Members Meeting

Our AGM and Annual Members meeting will now take place on 12 October 2021.

We are pleased to be delivering this virtually and preparations are underway to make sure everything is ready to launch at 5.00pm on Tuesday 12 October. Press Releases have been circulated alongside fliers to promote the event. The current flier is attached at Appendix 1 for information. In particular I ask the Board to please note the video presentation being delivered by Professor Dinesh Saralaya, Respiratory Consultant who is at the forefront of vaccine and drug trials in the fight against COVID-19. We are pleased to be hearing from him about how this work has helped to shape the response world-wide to saving lives.

Also attached, as Appendix 2, is a copy of my introductory speech to our AGM/AMM which contains important pointers to key events over the last year.

#### 5. Key communications

All Governors continue to be in receipt of daily updates regarding the Trust’s Covid-19 position. I have ensured that other key communications continue to be shared as a matter of course so that Council members continue to remain in touch with all developments at our Trust. As a reminder, Governors continue to have access to Let’s Talk (staff newsletter), the daily Covid-19 global emails to staff (which also include links to the Chief Executive’s podcasts and videos). I would particularly like to highlight here the excellent [Learning from the Covid Pandemic Report](#) which has been shared directly with our Governors and is also available to the public on the trust’s website.

Our latest member communications produced by the Communications team were circulated in [July](#) and [August](#). Easy read versions of our membership news are also available on our website [here](#).

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## 6. My quarterly meeting with Governors

My next quarterly meeting with Governors will take place on 12 October and outcomes from that meeting will be shared with the Council at our meeting on 15 October where appropriate.

## 7. Joint Session: Governors and Non-Executive Directors

Our next joint session with the Governors is scheduled for Thursday 21 October from 2.15pm to 3.15pm (prior to the Council of Governors meeting). Again this will be a virtual session and the outcomes will be reported on later that afternoon at the Council of Governors meeting.

### Recommendation

The Board of Directors is asked to note this report.



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## Appendix 1



Bradford Teaching Hospitals  
NHS Foundation Trust

# Annual General Meeting (AGM) and Annual Members' Meeting (AMM) 2021

Our pre-recorded event will be available to view on Bradford Teaching Hospitals' You Tube channel from  
**5pm on Tuesday, 12 October 2021**

You can also read our Annual Report and Accounts for 2020/21 which will soon be available online at [www.bradfordhospitals.nhs.uk](http://www.bradfordhospitals.nhs.uk)

For a summary of our Annual Report and Accounts for 2020/21 watch our videos from:  
Dr Maxwell Mclean, Chairman • Professor Mel Pickup, Chief Executive • Matthew Horner, Director of Finance • David Wilmshurst, Vice-Chair of the Council of Governors



### Keynote presentation

Professor Dinesh Saralaya – video available to view on 12 October  
*Professor Dinesh Saralaya, Respiratory Consultant at Bradford Teaching Hospitals, is at the forefront of vaccine and drug trials in the fight against COVID-19. We are pleased to hear from him about how this work has helped to shape the response world-wide to saving lives.*

### Any questions?

If you have any questions, please share them with us by Wednesday, 15 September. Questions and answers will be available to view on 12 October. Share your questions via:

- video clip through WhatsApp to 07815 712963 or
- email to [membership@bthft.nhs.uk](mailto:membership@bthft.nhs.uk) or
- phone to 01274 364794

**Want to watch first and then ask a question?** Please share your questions with us by 29 October and you can find your answers on the website by 19 November.

### Useful links

- To learn more about our Board of Directors, visit <https://bit.ly/2UZTJuG>
- For our Council of Governors, visit <https://bit.ly/3DwTvN0>
- To become a member join online at <https://bit.ly/38qRJi6>



[www.bradfordhospitals.nhs.uk](http://www.bradfordhospitals.nhs.uk)

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## Appendix 2

### Chairman's introductory speech to the joint AGM & AMM 2021



Hello.

I am Dr Maxwell Mclean, Chairman of Bradford Teaching Hospitals.

I am very pleased to welcome you to our virtual, joint, annual members meeting and annual general meeting.

Our Foundation Trust Constitution lets us know that we are required to;

- "Hold an Annual Meeting of our Members which shall be open to the public to present to them the Annual Report and Accounts"; and
- "Hold a General Meeting of the Council of Governors convened for the purposes of being presented with the Annual Report and Accounts."

(And) Our Constitution allows for the two meetings to be combined.

Last year we delivered our first virtual AMM/AGM where we had a large number of people watching the live stream. Over the following weeks we attracted hundreds of views online. I am pleased to note that we consider that a very strong reach.

A lot of our reports from last year's meeting were dominated with news of how we had operated during the early days of the pandemic. I want to begin by sincerely thanking all colleagues who work within, or indeed with, the Trust. You are amazing in your efforts to save lives and to protect people.

Of course for a second year now, we have been adjusting our working practices to tackle Covid19 and while we can see light at the end of the tunnel, we know it remains a long journey.



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Our Chief Executive Mel Pickup, our Director of Finance, Matthew Horner and our Governors are on hand to bring you a high level overview of our annual report and accounts and share with you some key points on what has happened here at our Trust during the last year.

In May of this year I celebrated my second anniversary as Chairman. In June, I signed off the Annual Report and Accounts with our Board of Directors and could not help but think of the momentous changes we have gone through since I was appointed.

During my journey I spent my first year re-shaping our Board of Directors by bringing in Mel as Chief Executive and making several further terrific additions to the senior team. My first year in office finished on a high as our Trust was awarded an overall 'GOOD' rating by the Care Quality Commission (CQC).

I honestly believe that was a really important milestone - it was obvious that we had a committed workforce throughout the Trust, and some areas of genuine excellence. We organised ourselves well to demonstrate this to the Inspectors and deservedly hit the 'good' mark. This puts us on a par with the best in the region, and it is my promise that we will keep working towards an overall rating of 'OUTSTANDING' for the people of Bradford.

I have played my part on the wider stage too: taking the role of Chair at the West Yorkshire Association of Acute Trusts (known as WYAAT) during my second year.

In that time, I chaired the WYAAT committee that approved the implementation of the West Yorkshire and Harrogate single 'laboratory information management system' (LIMS) for pathology – to bring standardised reporting methods and faster test results for patients across the region. We also approved a similar shared regional radiology reporting system (Yorkshire Imaging Collaborative) - bringing faster access to patient images and reports and supporting better clinical decision-making. This is about our hospitals and other partners working effectively with each other for the good of all West Yorkshire people. But of course, it is here in Bradford where I am most proud of the teamwork seeing us through the biggest healthcare crisis we have known.

I am in awe of the efforts of so many colleagues to save lives. Our response as a Trust has been nothing short of magnificent. So many heroes, colleagues who have been redeployed at short notice and of course staff who have willingly stepped outside of their usual jobs or working practices to support the team effort. I realise too that this has been delivered at a time when we have lost colleagues and family to this dreadful disease. As a Board we have placed staff wellbeing as our highest priority, and it is my promise that we will continue to do that.

We are one team.

Vaccination brings us the promise of brighter days and should eventually reduce the pressure on our hospitals. Again, the service we have provided at Bradford Teaching Hospitals, and in partnership with other health and care organisations, has been amazing. It is really encouraging to note how many people in our district have now received the vaccine.

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Our future success at Bradford Teaching Hospitals will depend on that ability to 'Act as One' with all those agencies who come together to provide the best health service possible for the people of Bradford.

My sincere thanks, and those of our Board of Directors and our Governors, go to all of our staff who are making that difference - especially throughout these turbulent times. As we are delivering our Annual General Meeting online, we asked for questions in advance, and you can view our responses as part of this broadcast.

If you have any questions after you have watched our presentations then please submit these to [membership@bthft.nhs.uk](mailto:membership@bthft.nhs.uk) by Friday 15 October and we will post replies on our website. Thank you for joining us for our 2021 Annual members meeting and Annual General Meeting.

Finally,

Without the work that has taken place in relation to the vaccines for Covid 19, we would be in an even more difficult position than we are now. I am both pleased and proud that a significant contribution to that national work is coming from here in Bradford. Please do tune in to our special key note presentation, delivered by Professor Dinesh Saralaya presenting a remarkable story for remarkable times.

Please also let us know what you think of what you see and hear. And if you would like to get involved and become a member of our Foundation Trust - you can do so at the link shown below. We currently have over 40,000 members and we keep in touch with them regularly with updates regarding our work here at the hospitals.

Thank you all for joining us, and may I finish again by repeating my sincere thanks to all our wonderful staff and colleagues who are making that incredible difference.