

**BOARD OF DIRECTORS' OPEN MEETING
MINUTES, ACTIONS & DECISIONS**

At a scheduled meeting in public of the Board of Directors of Bradford Teaching Hospital on the 22nd of July 2021, with Dr Maxwell Mclean in the Chair and Laura Parsons as Trust Secretary, the minutes of the previous meeting on the 20th of May 2021 were read and approved.

Signed: _____ Chairperson

Signed: _____ Trust Secretary

In light of the Government restrictions to groups of people meeting, our meeting of the Board of Directors took place virtually, and was not open to the public. The agenda and papers were available on our website and a mechanism was put in place for to enable feedback in relation to their content

The system that the Trust uses for virtual meetings enables recording of the discussion and the use of a comments panel. The comments have been included in the production of the minutes.

| | | | |
|-----------------------|---|---------------|-------------------|
| Date: | Thursday 22 July 2021 | Time: | 09:30-13:45 |
| Venue: | Virtual Meeting Via Microsoft Teams | Chair: | Dr Maxwell Mclean |
| Present: | <p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Dr Maxwell Mclean (MM) - Ms Julie Lawreniuk (JL) - Mr Barrie Senior (BAS) - Ms Selina Ullah (SU) - Mr Altaf Sadique (AS) - Ms Karen Walker (KW) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Ms Mel Pickup, Chief Executive (MP) - Ms Karen Dawber, Chief Nurse (KD) - Dr Ray Smith, Chief Medical Officer (RS) - Mr John Holden, Director of Strategy & Integration (JH) - Mr Matthew Horner, Director of Finance (MH) - Mr Sajid Azeb, Chief Operating Officer (SA) | | |
| In Attendance: | <ul style="list-style-type: none"> - Ms Pat Campbell, Director of Human Resources (PC) - Dr Paul Rice, Chief Digital and Information Officer (PR) - Mr Mark Holloway, Director of Estates & Facilities (MHo) - Ms Laura Parsons, Associate Director of Corporate Governance/ Board Secretary (LP) - Ms Stephanie Hattersley, Shadow Non-Executive Director (SH) - Dr Helen Jepps, Clinical Director, Children's Services (HJ), Mr Rob Guest, General Manager, Children's Services (RG), Ms Kay Rushforth, Associate Director of Nursing, Children's Services (KR), Matron, General Paediatrics, Ms Kirsty Haslam, Specialty Lead, General Paediatrics (KH), Mr Jamie Steele, Matron, Child Development Centre (CDC) (JS), Ms Kate Wildig, Specialty Lead, CDC (KW), Ms Sam Wallis, Specialty Lead, Neonates (SW), Ms Ruth Tolley, Matron, Neonates (RT), Dr Mat Mathai, Consultant Paediatrician (MMa), Dr Jo Sims, Named Doctor, Safeguarding Children (JSi), Ms Jemma Tesseyman, Named Nurse, Safeguarding Children (JT) - in attendance for agenda item Bo.7.21.3 – Getting to Know the CBUs - Children's Services - Ms Nas Bibi, Staff Engagement Officer (NB), for agenda item Bo.7.21.13 - BTHFT Disability Equality Video | | |

| No. | Agenda Item | Action |
|-----------------------------------|---|--------|
| Section 1: Opening Matters | | |
| | <p>Chair's Opening Remarks MM welcomed SH to the meeting. SH is taking part in Gatenby Sanderson's Insight Programme and will be with the Foundation Trust for the next 6 months to develop her knowledge and experience of the Non-Executive Director role.</p> <p>The Board congratulated SU on her appointment as Chair of Derbyshire Healthcare NHS Foundation Trust and thanked her for her work for the Foundation Trust over the last 6 years. SU expressed her honour at having been part of the organisation and thanked the Board for their support. The Board gave its best wishes to SU for the future.</p> | |
| Bo.7.21.1 | <p>Apologies for Absence Apologies were received from Mr Jon Prashar and Mr Mohammed Hussain, Non-Executive Directors.</p> | |
| Bo.7.21.2 | <p>Declarations of Interest No declarations of interest were noted.</p> | |
| Bo.7.21.3 | <p>Getting to Know the CBUs - Children's Services MM welcomed the Children's Services Team to the meeting to provide an overview of the CBU's developments and aspirations for the future. SA commended the team on their work during the Covid-19 pandemic.</p> <p>HJ delivered a presentation which outlined the broad range of services provided by the CBU. HJ updated the Board on the CBU's vision for the future, as well as an overview on the partnership work being undertaken across place and system level. The CBU team provided an overview of the impact of Covid-19 and the support they had provided to the rest of the hospital.</p> <p>The CBU are currently experiencing a Respiratory Syncytial Virus (RSV) increase and are expecting a significant spike in admissions over the winter period. Preparations are underway in order to ensure they are able to provide a resilient service response.</p> <p>RS stated that the CBU had demonstrated impressive engagement and teamwork. He cited HJ as an outstanding leader.</p> <p>SU asked the team what the Board of Directors could do to support them. HJ shared the pressures being experienced by the CAMHS (Child and Adolescent Mental Health) Service. Additional capacity needs were discussed. MMA added that it is essential to work with partners from outside the organisation.</p> <p>MMA shared that the Born in Bradford team are trying to create a new educational programme through schools to raise health awareness.</p> <p>MP commended the team on the recent Executive to CBU meeting outcome and also recognised that JS had attended the Board meeting this morning even though he had worked late evening yesterday and thanked him for his ongoing commitment.</p> | |

| No. | Agenda Item | Action |
|---|--|--------|
| | <p>MM expressed that the Getting to Know the CBU agenda item is proving useful, particularly for the Non-Executive Directors, given the current restrictions around visiting the hospital site.</p> <p>MM thanked HJ and the team for preparing the presentation and attending the meeting.</p> | |
| Section 2a: Business from Previous Board Meeting | | |
| Bo.7.21.4 | <p>Minutes of the Meeting held on the 20th of May 2021 MM thanked SU for chairing the previous meeting.</p> <p>The minutes of the meeting held on the 20th of May 2021 were approved as a true and accurate record of the discussions and decisions.</p> | |
| Bo.7.21.5 | <p>Matters Arising The actions from the log were reviewed and the following outcomes agreed.</p> <ul style="list-style-type: none"> • <u>Bo210019 - Bo.5.21.14 Learning from Covid Report: -</u> Action closed. • <u>Bo210018 - Bo.5.21.14 Learning from Covid Report: -</u> Action closed. • <u>Bo210016 - Bo.5.21.11 Equality and Diversity Council: -</u> Action closed. • <u>Bo210017 - Bo.5.21.12 Strategic Partnership Agreement: -</u> Action closed. | |
| Section 3: Business Reports | | |
| Bo.7.21.6 | <p>Report from the Chairman MM asked the Board to note the contents of the report, which focused particularly upon:</p> <ul style="list-style-type: none"> • The appointment of four new governors; Adrian Cresswell, Caroline Chapman, Ibrar Hussain and Anne Forster. • A thank you to Pauline Garnett, Staff Governor, who is joining Barnsley Hospital NHS Foundation Trust. • A thank you to SA and PR for the recent Executive briefings to governors. <p>The Board noted the report.</p> | |
| Bo.7.21.7 | <p>Report from the Chief Executive MP provided a verbal report to the Board of Directors and made the following key points:</p> <ul style="list-style-type: none"> • People – There has been a significant increase in Covid-19 inpatients, with a higher number of younger people and almost 50% requiring very high Level 2/3 care. There has been a record number of A&E attendances, peaking at around 520. In terms of elective recovery targets, the Foundation Trust is doing reasonably well and delivering above target. Some staff may need to be redeployed to expand the critical care infrastructure if numbers continues to rise. Challenges include a tired workforce, a heatwave and isolating staff. A letter has been received from the British Medical Association (BMA) requesting to increase the availability of PPE for staff working | |

| No. | Agenda Item | Action |
|---|--|--------|
| | <p>in red areas. The Clinical Reference Group has made the decision to provide all staff in red areas with FFP3 masks.</p> <ul style="list-style-type: none"> Partners – WYATT has reinstated Gold Command meetings. Paediatric critical care capacity is proving challenging at present and a surge plan is in place. Work is ongoing around the transition from a Clinical Commissioning Group (CCG) to Integrated Care Provider (ICP) structure. Place – The Act as One (AAO) brand continues to be prominent with a high profile. The AAO festival was successful and attracted several high profile individuals. The Foundation Trust has hosted recent visits from Amanda Pritchard, Chief Operating Officer for NHSE/I and Matthew Gould, CEO of NHSX. A replacement Place-Based Lead will be required on the retirement of Helen Hirst, Chief Officer for Bradford and Craven CCG. <p>A discussion was held around maintaining the motivation of staff through the ongoing pandemic. MP mentioned actions such as ensuring the Executive Management Team are visible and approachable, ensuring working conditions are as favourable as possible, ensuring staff feel able to raise issues in a responsive way and continuing to offer psychological support. A conversation was also had about the resilience of the Executive Management Team.</p> <p>PC added that it is important to ensure staff are aware of the support available and consideration must be given to decisions that impact on staff's health and wellbeing, such as cancelling leave. It is important also not to forget support services, for example, the Occupational Health and Infection Control Teams, who are currently very stretched and require additional support and to recognise their contribution.</p> <p>RS commented that there is a challenge in retaining staff across the acute sector, with a number leaving to work for private companies and agencies.</p> <p>Annual leave was discussed and PC expressed confidence that most staff have taken all the leave they are entitled to, but mentioned instances of staff working for the bank or an agency during their leave.</p> <p>MP confirmed that the Foundation Trust is continuing to mandate the wearing of masks in public areas and facilitate home working for the present time.</p> <p>JL expressed thanks to the Executive Management Team for their efforts and MM thanked MP for the update.</p> | |
| Section 4: Delivery of the Trust's Clinical Strategy | | |
| Bo.7.21.8 | <p>Report from the Chair of the Regulation & Assurance Committee - 13 July 2021</p> <p>The Board noted the report.</p> | |
| Section 4a: Finance & Performance | | |
| Bo.7.21.9 | <p>Elective Recovery Update Position</p> <p>SA informed that the purpose of this paper was to provide an update on</p> | |

| No. | Agenda Item | Action |
|-----|---|--------|
| | <p>the impact of the Covid-19 pandemic on the elective programme, the progress made against the recovery plan and the proposed next steps.</p> <p>SA highlighted the following recommendations that the Board were asked to note/approve:</p> <ul style="list-style-type: none"> • continued progress toward recovery that will be further augmented by improved utilisation, insourcing and recruitment. A potential risk to this would be a 4th Covid-19 wave and the funding position for Half 2 2021/22. • improved overall waits and improvement in position as a result of the combination of activities already undertaken, which include improved internal utilisation, outsourcing and insourcing of patient activity. • that as an organisation the Foundation Trust continues to broadly be driven by clinical priority, aiming to reduce median wait times for the highest priority patients (Priority 2) to 4 weeks. • to note the ongoing work to understand in greater detail whether patients from minority ethnic groups or from groups of lower economic status are exceptionally disadvantaged when it comes to waiting times for treatment in those pathways where this information is recorded. • to accept the recommendation that patients living with a learning difficulty with a confirmed priority status are actively prioritised ahead of other patients within the same priority status cohort. To make strenuous efforts to determine the priority status of those patients living with a learning difficulty on the PTL whose priority status is not yet decided and to respond as above regarding prioritisation consequently. Following Board approval the Clinical Reference Group, Business Intelligence and Operational colleagues will work up the process by which this will be enacted. <p>MM commended the quality of the report.</p> <p>SH queried how often the priority status of patients was reviewed. SA replied that all patients on an inpatient waiting list have been reviewed at the point of listing. In addition, all patients have been issued a letter articulating what priority group they have been placed in and advising them to make contact if they feel their condition has deteriorated. For any patient that does get in touch, a clinician reviews their clinical records and they are either seen as an outpatient or reprioritised. SA added that the Foundation Trust prioritises patients based on the national guidance published by the Royal College of Surgeons.</p> <p>A conversation was held regarding the identification of patients awaiting an elective procedure who also have a learning disability. In addition, analysis is being undertaken by the Business Intelligence Team to identify whether individuals from minority ethnic groups or those individuals with high deprivation levels were being adversely impacted.</p> <p>The Board noted recommendations 1 to 4 and approved recommendation 5</p> | |

| No. | Agenda Item | Action |
|----------------------------|---|--------|
| Section 4b: Quality | | |
| Bo.7.21.10 | <p>Quality Account 2020/21</p> <p>KD highlighted the main points of the document:</p> <ul style="list-style-type: none"> • The appendices from Healthwatch and the CCG. The Foundation Trust is required to write to partners and ask them to comment on the accounts. Healthwatch noted the work done around patient experience and the CCG noted additional work. • An audit opinion isn't required this year so this document is the final account to approve. • The organisation needs to define three priorities. A full consultation has not taken place with staff and stakeholders due to Covid-19 and it is proposed to roll over the priorities from last year to next year. A fourth priority has been added around equality and diversity work. <p>RS stated that this large piece of work has been challenging to complete given the circumstances and extended thanks to LP, JM, Judith Connor, Associate Director of Quality and LeeAnne Elliott, Deputy Chief Medical Officer, for their contributions.</p> <p>MM clarified the four priorities; to improve the management of deteriorating patients, to improve patient experience, to keep reducing the number of stillbirths and to advance equality and diversity inclusion. A discussion was had around how to measure progress. KD stated that stillbirths will continue to be monitored and the aspiration is to continue to see a year on year reduction in these. A group meets regularly to review deteriorating patients and set priorities around sepsis, which is closely linked to the deteriorating patient tile in the Command Centre. Bespoke indicators around equality and diversity inclusion are being considered to demonstrate listening to patients and partnership working.</p> <p>RS confirmed that the Patient Outcomes Group is due to be restarted and an Associate Medical Director for Patient Outcomes is set to be appointed.</p> <p>The Board approved the Quality Account 2020/21.</p> | |
| Bo.7.21.11 | <p>Research Activity in the Trust</p> <p>RS shared that the priorities of the Research Institute have shifted to become more like business as usual. A lot of work had been hold due to Covid-19 and is now being upscaled, alongside Covid-19 research.</p> <p>A new research strategy is being developed and the CQC are now formally looking at research activity.</p> <p>A member of the Research Team will attend Board in September to present on a particular aspect in more detail and Professor John Wright, Director of Research, is due to attend in November to talk more widely.</p> <p>The Board noted the report and MM thanked RS and the Research Team for the information.</p> | |
| Section 4c: People | | |
| Bo.7.21.12 | Equality & Diversity Council Update | |

| No. | Agenda Item | Action |
|--|---|--|
| | <p>The Board noted the update and supported the proposed actions in Sections 3.1 and 3.2 concerning the promotion of the BTHFT Disability Equality Video, supporting the Enable Staff Network and the timelines for the equality and diversity inclusion strategy.</p> <p>SU stated that the fact that MP chairs the Council sends a strong message about taking the issues seriously.</p> | |
| Bo.7.21.13 | <p>BTHFT Disability Equality Video MP introduced NB, Staff Engagement Officer, to the meeting, to present this video, which promotes the work of the Enable Staff Network (for staff with disabilities).</p> <p>NB shared that she has autism, dyslexia and ADHD and since joining the Foundation Trust she has found it easier to accept having these conditions and now celebrates her differences.</p> <p>The video has been shared with the University of Bradford, at Foundation Trust inductions and on the intranet and Twitter page. NB has been asked to assist the CCG to create their own video. NB expressed thanks to the team who helped create the video, particularly those who shared their own stories.</p> <p>MP expressed pride of NB for leading on the project and the Board expressed support of the work. MM thanked NB for sharing the video and attending the meeting.</p> | |
| Bo.7.21.14 | <p>Strategic Staffing Review KD confirmed that nurse staffing has been reviewed monthly throughout Covid-19. There have been a number of changes due to acuity, with more deconditioned patients owing to lockdown, requiring more rehabilitation support. £500,000 has been invested to recruit more Healthcare Assistants and work is ongoing around bed bases and ward configuration. KD to present the full Strategic Staffing Review to the Board in September.</p> <p>MM queried the implications of putting the review back to September. KD stated that this posed no risks and may actually be of benefit as there could be more idea of how to manage elective patients and a progression of capital developments at that time.</p> <p>The Board noted the update.</p> | <p>Bo210020 Chief Nurse</p> |
| Section 4d: Audit and Assurance | | |
| Bo.7.21.15 | <p>Report from the Chair of the Audit Committee – 3 June 2021 The Board noted the report and MM thanked BAS for producing the same.</p> | |
| Section 5: Strategy | | |
| Bo.7.21.16 | <p>Corporate Strategy Refresh Update JH presented an update on the progression of work coming out of a recent Board Development Session and commented that the focus is on partnering, system working and research. There are ongoing discussions in the Bradford place around strategy</p> | |

| No. | Agenda Item | Action |
|------------------------------|---|--------|
| | <p>and the aim is for the Foundation Trust and Bradford and District place to mirror each other, with both referencing People, Partners and Place.</p> <p>The Board noted the update.</p> | |
| Section 6: Governance | | |
| Bo.7.21.17 | <p>Review of Standing Orders</p> <p>LP stated that the standing orders are due to be reviewed by September 2021. The proposed changes were presented to the Audit Committee, who agreed to recommend them to the Board for approval.</p> <p>The changes are mostly minor, to clarify points and bring the orders up to date. The most significant change is the removal of the Committee Terms of Reference, but these will remain available through the Foundation Trust website. Section 5.4 regarding Board Committees may need to be changed depending on the outcome of the governance review.</p> <p>The Board approved the amended standing orders.</p> | |
| Bo.7.21.18 | <p>Governance Review Update</p> <p>JH cited a minor change to the Terms of Reference for the Nominations & Remunerations Committee and asked Board to consider whether there was value in continuing to have a Regulation and Assurance Committee.</p> <p>The Terms of Reference for the Nominations & Remunerations Committee are now in a standard template, with two small textual changes. The only matter of significance is that they now explicitly require the Committee to take account of the Fit and Proper Persons test.</p> <p>The Board approved the proposed amendments.</p> <p>It is proposed to de-establish the Regulation and Assurance Committee. This Committee was initiated in early 2020 in response to the suspension of regular governance arrangements to ensure a continuous regulation review. It was subsequently made substantive and embedded in the ongoing governance process.</p> <p>With the resumption of the Board of Directors meetings and establishment of the Academies, JH stated that there is a risk of duplicating work and causing confusion. The consensus from the Executive Team Meeting is that the functions of the Regulation and Assurance Committee could be transferred to Board and it would be more effective and streamlined for the Academies to report straight to Board.</p> <p>There followed a discussion on the continuing need for Academies to balance learning, improvement and assurance and for the Board (rather than the Regulation and Assurance Committee) to oversee this assurance in future.</p> <p>The Board approved the de-establishment of the Regulation and</p> | |

| No. | Agenda Item | Action |
|--|---|--------|
| | <p>Assurance Committee.</p> <p>A conversation was held regarding the chairing of the Academies. It is proposed to have the Academies chaired by a Non-Executive Director from September 2021. KD cited that she and RS currently alternate chairmanship of the Quality Academy and that it can be easier to provide challenge and support as a participant when not directly responsible for the conduct of the meeting. One option may be to mirror this arrangement with the Non-Executive Directors alternating as Chair of each Academy. MM noted there was also an argument for maintaining continuity from one meeting to the next.</p> <p>The Board supported the resumption of Non-Executive Director chaired Academies and a decision will be made outside the meeting as to who chairs which Academy.</p> | |
| Bo.7.21.19 | <p>Data Security & Protection Toolkit – Ratification of Emergency Decision</p> <p>PR explained that this submission was required to be completed in between Regulation and Assurance Committee and Board meetings. Therefore, MM, MP, BAS and AS approved it on behalf of the Board on the 29th of June 2021.</p> <p>Board were content to ratify this decision.</p> | |
| Section 7: Board Meeting Outcomes | | |
| Bo.7.21.20 | Any Other Business | |
| | No other business was raised. | |
| Bo.7.21.21 | Issues to Refer to Board Committees or Elsewhere | |
| | There were no issues to refer to Board Committees or elsewhere. | |
| Bo.7.21.22 | Date and Time of Next Meeting | |
| | 23 rd September 2021 - 9.30am-12.30pm | |

ACTIONS FROM BOARD OF DIRECTORS OPEN MEETING – 22 July 2021

| Action ID | Agenda Item | Required Action | Lead | Timescale | Comments/Progress |
|-----------|-------------------|---|--|----------------|----------------------------------|
| Bo210020 | Bo.7.21.14 | Strategic Staffing Review KD to present the full Strategic Staffing Review at the Board meeting in September | Chief Nurse | September 2021 | Added to September Board agenda. |
| Bo210015 | Bo.5.21.10 | Patient Recruitment Centre Discussion around a possible visit to the PRC to be held at the October Board Development Session. | Associate Director of Corporate Governance | October 2021 | |
| Bo21004 | Bo.3.21.9 | Mental Health Strategy 2021/23 Update to be provided in around 9 months. | Chief Nurse | January 2022 | |