

Confirmed Minutes - Council Of Governors Meeting

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| Date | Thursday 27 January 2022 | Time | 15:30 – 16:45 |
| Venue | Meeting held via MS teams | Chair | Dr Maxwell Mclean, Chairman |
| Present | <ul style="list-style-type: none"> - Dr Maxwell Mclean, Chairman - Professor Alastair Goldman, Partner Governor, University Of Bradford - Ms Wendy Mcquillan, Public Governor, Keighley - Mr David Wilmshurst, Public Governor, Shipley - Mr Kursh Siddique, Public Governor - Ms Hardev Sohal, Patient Governor - Ms Caroline Chapman, Public Governor - Cllr Tariq Hussain, Partner Governor, Bradford Metropolitan District Council - Ms Ruth Wood, Staff Governor - Mr Adrian Cresswell, Public Governor - Professor Anne Forster, Partner Governor, University of Leeds | | |
| In attendance | <ul style="list-style-type: none"> - Mr Mohammed Hussain, Non-Executive Director - Mr Altaf Sadique, Non-Executive Director - Mrs Karen Walker, Non-Executive Director - Mr Jon Prashar, Non-Executive Director - Professor Janet Hirst, Non-Executive Director - Mrs Julie Lawreniuk, Non-Executive Director - Ms Sughra Nazir, Non-Executive Director - Ms Pat Campbell, Director Of Human Resources (for agenda item CGo.1.22.3) - Ms Karen Dawber, Chief Nurse (for agenda item CGo.1.22.3) - Mr John Holden, Director Of Strategy and Integration/Deputy Chief Executive (for agenda item CGo.1.22.3) - Ms Laura Parsons, Associate Director Of Corporate Governance/Board Secretary - Ms Jacqui Maurice, Head Of Corporate Governance | | |

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| CGo.1.22.0 | <p>Chair's opening remarks Dr Maxwell Mclean, Chairman, welcomed all to the meeting and thanked them for their attendance.</p> <p>MM announced the death of our former public governor, Alan English, who passed away earlier this month and offered his condolences.</p> <p>MM welcomed Sughra Nazir, Non-Executive Director to her first Council of Governors meeting.</p> | |
| CGo.1.22.1 | <p>Apologies for Absence The following apologies from Governors were noted:</p> <ul style="list-style-type: none"> • Mr Dermot Bolton, Public Governor, Bradford West • Ms Stella Hall, Public Governor, Bradford East • Ms Helen Wilson, Staff Governor • Mr Mark Chambers, Patient Governor • Mr Ibrar Hussain, Public Governor | |
| CGo.1.22.2 | <p>Declarations of Interest There were no interests declared.</p> | |

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| <p>CGo.1.22.3</p> | <p>CEO, Operational and Staffing update</p> <p>JH shared with Governors that the Executive Team had expressed their thanks to all staff for their hard work and dedication throughout the pandemic. He confirmed that discussions had taken place at a recent Executive Team Meeting in relation to staff annual leave and those staff who have not been able to take their full allocation during the pandemic. Arrangements are in place for staff to carry over leave due to the exceptional circumstances again this year. The maximum is 15 days to carry over. PC confirmed that the government introduced a new statutory rule as a result of COVID pressures at the end of 2020, which meant that staff who were prevented from taking annual leave due to COVID related work pressures could carry over 20 days over a two year period.</p> <p>AC asked about the Trust's relationship with the T&A. JH stated that in general local print media was in a slow decline. Whilst the Trust does have a relationship with the T&A which is our local newspaper; the T&A was run by a regional company based in Wales. Felicity McNamara the chief reporter at the T&A met recently with the CEO and had written three articles for the paper which we were delighted about.</p> <p>KD provided a brief update on the current operational pressures and the three questions which arose at the Governor & NED pre meeting. The following three key items were discussed.</p> <ul style="list-style-type: none"> <p>• Current Covid and Winter position</p> <p>The current Covid position over the last week is that there are between 95 -110 Covid positive patients in the bed base - occupying three wards. The Omicron variant is mild for the majority of people if you have no underlying conditions, are undergoing major surgery, are frail and elderly and if you are not triple vaccinated. Of the 97 patients in our bed base at present a third will be presenting with Covid and respiratory issues. The other two thirds present with other underlying conditions and Covid. It was noted that approximately 20% of the population in Bradford could have Omicron at any given time therefore there is a likelihood of patients attending hospital with Covid. She noted that strict testing is still in place in the hospital as you are twice as likely to die from surgery if you catch Covid whilst in hospital. The positive news is that 80% of the county is vaccinated which leads to a reduced number of patients admitted requiring non-invasive ventilation or treatments on our intensive care units. At present there are 4 patients requiring non-invasive ventilation. Due to the usual winter pressures it is difficult to manage capacity and demand. There has been a steady rise in the numbers attending the A&E department ranging from 350 to 450 per day of which about 70 to 80% of those people will be seen within 4 hours which is our standard. We have seen over the last few weeks an increasing number of people who are at the lower priority for triage. We would normally expect to see this group within two hours however the wait time can at present be in excess of 6 to 9hours due to the number of high priority patients. Combined with this are staffing challenges due to absences related to Covid. All of these areas have an impact on the patient experience whilst in hospital.</p> <p>• Restart and Reconfiguration</p> <p>KD advised that we are expecting to reduce our three Covid wards to</p> | |

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| | <p>two within the next couple of weeks. The development on Wards 2 and 5 Surgical Admissions unit for emergency patients should be completed by then which are closer to A&E so all the emergency services are together. This allows us to free up some estate, which are the old Wards 20 and 21 that will enable us to do more elective work. We are focused on opening up more capacity so we can restart our elective surgery program and our elective orthopaedic program. Wards 20 and 21 will open for elective surgery and Ward 14 will open for elective orthopaedics. In the next few months Ward 11 will open to provide additional capacity. In the future we are also planning to open a medical day case unit.</p> <ul style="list-style-type: none"> Quality, patient experience and patient safety KD described the process undertaken to select patients that form the sample group for the inpatient survey. She also advised that at the time of the survey experience was impacted predominantly due to Covid. The issues raised focussed on food and engagement with patients and relatives. KD stated that this was affected in part by the reduced numbers of staff on the wards and this also forms part of the workforce challenge. KD advised that she had recently established regular engagement meetings involving staff and members of the wider community to really try and understand how we can engage better with our communities. It was noted that KD will provide a presentation to the Council of Governors in April in relation to the inpatient survey. KD also provided a summary of the work ongoing around the outstanding maternity services adding that this is starting to come to fruition. She provided statistics in relation to stillbirths and the Council noted that three were 46 stillbirths for the year 2019, 36 in 2020 and 25 in 2021 which equates to halving the rate over three years. The improvement work is starting to pay off, and we have a maternity service that we should all be proud of. The key to this progress has been the work undertaken with our community through the Maternity Voices Partnership. <p>KD reiterated the pressures that staff have had to work under and applauded their resilience and commitment throughout. Any emerging staff issues and the flow of patients is managed through the provision of round the clock senior nurse cover. There is also an additional senior nurse that covers staffing from 7am to 9pm which focuses purely on staffing and risks assessments in relation to moving staffing to the most appropriate areas.</p> <p>RW asked if outsourcing of services was value for money and if it supported the reduction in waiting times. KD advised that the Trust had previously used an independent provider for endoscopy at the start of the Covid pandemic and a number of patients had used the facility. There were a number of complaints about the quality of care. The Trust inspected the premises and withdrew the contract. KD added that the Trust has a duty to ensure that where our Trust sub-contracts any services to another provider to ensure that the quality of care our patients receive meets our expectations. In general however outsourcing of some services works well. MM agreed to seek a short briefing from the Chief Operating Officer on how we ensure value for money from the independent sector.</p> | <p>Chief Operating Officer CGo22001</p> |

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| | <ul style="list-style-type: none"> Staffing update PC provided an update on staff absences which were currently at 572 of which 232 were COVID cases. She advised that the Trust was seeing a small decline in sickness rather than a very steep decline that we saw in previous episodes. Our year to date sickness level is running at about 6.42%. The top reasons for sickness are anxiety, stress, depression and mental health conditions. These cover 25% of absence days followed by Covid related absence at 16%. Anxiety and stress has been the highest reason for absence for some time and is consistent with other acute Trusts. However, when we think about the available workforce, it's not just sickness rates that are considered. We also have around 100 -140 people on maternity leave at any one time and we also have short notice carers leave in relation to the implications of Covid positive cases in children which lead to childcare issues. There are also staff vacancies which also impact on the workforce numbers. <p>With regard to staff health and well-being; we have an employee assistance programme provider called CIC which provide counselling services to staff. Between November and December last year there were 123 contacts made to the service. 70% of calls for 'in the moment emotional support'. 28% of those were referred for structured counselling support which, as part of the standard contract, provide six sessions of counselling. Two percent were referred on to external support agencies. The figures may not seem high when you think of our overall workforce but this is slightly higher than other NHS trusts that use the service. We also have the ICS West Yorkshire health and wellbeing hub which offers therapy services primarily on a self-referral basis. The Bradford referrals into that service are lower than the Leeds referrals. 325 referrals have been made to the service since it opened, 51% from the Leeds district and 17% from the Bradford district. There is now a staff psychologist based in occupational health who is seeing people on an individual referral basis along with a CBT therapist. We also have a psychologist based in the main psychology department who does quite a lot of outreach services to wards and departments. In the last 12 months we have bolstered our offer of mental health support services and will continue to do so.</p> <p>PC provided an update in relation to statutory staff vaccinations with the regulations due to take effect from the 1st of April 2022. She advised that there is a 12 week grace period, which means that all 'in scope' workers need to have their first vaccination by the 3rd of February 2022. The definition of 'in scope' workers is broad. It includes people in both clinical and non-clinical roles who may have social contact or incidental contact with patients. We have had a huge set of data challenges in terms of the systems available to us to record vaccinations particularly for people who have been vaccinated offsite. The latest national data shows that 95% of our staff have had a first vaccine and 91% their second vaccine. There are around 450 staff where their vaccination status is unknown. A new report has been produced today which now shows around 300 of our substantive staff who have not had their first vaccination. Formal review letters inviting those staff for one to one meetings are scheduled to go out. We are also starting to identify high risk areas where we have clusters of staff who are declining vaccination and work is ongoing to monitor this. Constant engagement is ongoing with staff and we will continue</p> | |

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| | <p>to encourage staff to be vaccinated. The Trust has been clear that we will try to redeploy wherever possible, but that we will have limited redeployment opportunities available to staff. To date we have had 70 formal declines so there will be a considerable number of dismissals.</p> <p>The Council noted the verbal update.</p> <p>MM thanked JH, KD and PC for their reports.</p> | |
| <p>CGo.1.22.4</p> | <p>Minutes of the meeting held on 21 October 2021 The previous minutes were accepted as a correct record subject to Professor Anne Forster being added to the attendance list. Regarding item, CGo.10.21.14 Governors NRC report: update on Bradford University NED; LP agreed to clarify if the discussion took place around the Bradford University NED as opposed to the Leeds University NED.</p> | <p>Board Secretary CGo22002</p> |
| <p>CGo.1.22.5</p> | <p>Matters Arising The Chairman referred to the action log appended to the minutes. The following actions were all confirmed as closed by the Council:</p> <ul style="list-style-type: none"> • CG21012 – CGo.10.21.3 – Minutes of meeting held 15 July 2021 • CG21014 – CGo.10.21.5 – AGM/AMM video • CG21015 – CGo.10.21.10 – corporate strategy • CG21016 – CGo .10.21.13 – COG engagement policy <p>CG21013 – CGo.10.21.5 – governor site visits will remain open.</p> | |

| <p>CGo.1.22.6</p> | <p>Summary of the pre-meeting with Non-Executive Directors (NEDs) The Chairman confirmed the contents of the discussion at the pre meeting with the Governors and NED's and noted that the following key areas had been discussed previously under item CGo.1.22.3.</p> <ul style="list-style-type: none"> - Our relationship with the Telegraph and Argus newspaper - Omicron and our ability to conduct business as normal - Inpatient survey analysis update - Value for money in the independent sector - Carry over of staff annual leave - Compulsory vaccinations for staff <p>JP suggested that the appreciation of Governors, alongside that of his NED colleagues, should also be included within the planned correspondence to staff for all their hard work through the pandemic.</p> <p>JP further provided an update on the NED Network he had attended approximately two weeks ago. In particular he reported on the briefing received on the proposed Health and Social care bill. In particular he asked Governors to note that there are at least 320 amendments being tabled and there is also a key focus on how Integrated care boards will be set up, how they work and who will be part of them in terms of their role in the future.</p> <p>MM advised that he had raised the question regarding the potential role of</p> | |
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| | <p>governors within the place based partnership at his recent Quarterly Chair meeting. MM advised that there is no local decision as yet but he will keep governors updated. MM added that he had written to the NHS Provider Governance Lead, John Coutts about this and asked the Council to note that further information would be provided as and when it became available.</p> <p>The Council noted the verbal update</p> | |
| CGo.1.22.7 | <p>Matters raised with Governors by members, patients and the public This is a standing item for the Council of Governors meetings. There were no items raised.</p> <p>The Council noted the update.</p> | |
| CGo.1.22.8 | <p>Chairman's Report The Chairman stated that the report should be taken as read and asked Governors to note the content regarding:</p> <ol style="list-style-type: none"> 1. Update from the Board of Directors meeting 18 November 2021 2. Appointment of new NED Sughra Nazir 3. Releasing capacity to manage the Covid 19 pandemic 4. Governors Bulletin - Appendix from Mark Holloway, Director of Estates & Facilities <p>MM highlighted a key decision that was made recently at the Board of Directors meeting on the 20th January 2022 which was to prioritise those with learning disabilities amongst our waiting patients. MM explained that a recently published British Medical Journal paper, reminds us that people with a learning disability were five times more likely to be hospitalised during the pandemic and eight times more likely to die. MM directed attention to the paper presented at the January Board titled 'Reporting of Learning Disability within BTHFT Waiting List Data and Impact on Clinical Prioritisation' for further detailed information. AG queried if there are other groups that have suffered disproportionately during the Covid pandemic and whether they had priority. MM agreed this query would be raised with the Chief Operating Officer and a response provided to the Council.</p> <p>The Council noted the update.</p> | <p>Chief Operating Officer CGo22003</p> |
| CGo.1.22.9 | <p>Governors' Nomination & Remuneration Committee (NRC) report WM presented the paper which highlighted agenda items discussed at the 14th December 2021 Governor NRC meeting. The Governors noted the contents of the paper which covered the appointment of Ms Sughra Nazir, and the NED and the Chair reappointment terms and conditions.</p> | |
| CGo.1.22.10 | <p>Reports from the Board The Council noted the reports and thanked the NEDs for their excellent reports.</p> | |
| CGo.1.22.11 | <p>Any Other Business There was no other business to report.</p> | |
| CGo.1.22.12 | <p>Review of meeting The Chairman thanked the executive team colleagues and senior officers for their attendance at the meeting.</p> | |

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| CGo.1.22.13 | Date and time of next meeting Thursday, 27 April 2022, 3.30-5.30pm | |
| CGo.1.22.14 | Resolution to move into closed session The Council moved into a closed session in line with section 7.16.3 of the Constitution. | |

Actions from the Council of Governors meeting held 27 January 2022

| Date of Meeting | Action log ID | Agenda Item | Required Action | Lead | Timescale | Comments/Progress |
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| 21.10.21 | CGo21013 | CGo.10.21.5 | Summary of the pre-meeting with Non-Executive Directors (NEDs) Availability of site visits for governors to be explored further | Head of Corporate Governance | 28.4.22 | 27.1.22: As the Trust has returned to incident level 4 we are unable to facilitate non-essential visits. This action is therefore on hold until the situation improves. |
| 27.1.22 | CGo22001 | CGo.1.22.3 | CEO, Operational and Staffing update - MM agreed to seek a short briefing from the Chief Operating Officer on how we ensure value for money from the independent sector. | Chief Operating Officer | 28.4.22 | Briefing report sent to governors via email on 19/4/22 – <u>action closed</u> |
| 27.1.22 | CGo22002 | CGo.1.22.4 | Minutes of the meeting held on 15 July 2021 - Regarding item, CGo.10.21.14 Governors NRC report: update on Bradford University NED; LP agreed to clarify if the discussion took place around the Bradford University NED as opposed to the Leeds University NED. | Board Secretary | 28.4.22 | The discussion focussed on the Bradford University NED. <u>Action closed.</u> |
| 27.1.22 | CGo22003 | CGo.1.22.8 | Chairman's Report - Learning Disabilities Are there are other groups (aside from those with learning disabilities) that have suffered disproportionately during the Covid pandemic and were any of these other groups clinically prioritised. MM agreed this query would be raised with the Chief Operating Officer and a response provided to the Council. | Chief Operating Officer | 28.4.22 | Briefing report sent to governors via email on 19/4/22 – <u>action closed</u> |