

## DRAFT - Bradford Teaching Hospitals NHS Foundation Trust's Board of Director's Risk Appetite Statement 2022-23

*The Board of Directors recognises that the Trust's long term stability and continued development of effective relationships with our patients, their families and carers, our staff, our community, and our strategic partners is dependent upon the delivery of our strategic objectives. It also recognises that the "Good" rating applied to the Trust by the CQC in 2020 has an influence on the risk appetite of the organisation.*

*The Board of Directors believes that our risk appetite appropriately reflects the progress that the Trust has made in implementing and assuring its Clinical Strategy 2017-2022 and its associated strategies and plans and is fully aligned to our ambition. A balanced approach has been taken to reviewing the specific areas of risk associated with each strategic objective by the Board of Directors, and without exception, there is a minimal appetite in relation to any risks to patient safety, staff safety or regulatory compliance.*

	Strategic objective	Risk appetite	Description
1	<b>To provide outstanding care for our patients, delivered with kindness</b>	<b>Open</b> - We are willing to consider all potential delivery options and choose while also providing an acceptable level of reward	<i>Our mission is to provide high quality care to our patients at all times and we will not accept risks that could affect our ability to do this. Our mission is our key organisational driver that directly supports our strategic objective to provide outstanding care for patients, delivered with kindness, improving outcomes for our patients and their carers by providing safe, effective, personal and responsive care. We will hold patient safety in the highest regard and are strongly averse to any risk, clinical, operational, workforce or related to strategic partnerships that may jeopardise it. But we have insight, we manage risk, we engage and involve, we improve and innovate and we assure, which enables us to have an open risk appetite in relation to our strategic objective to provide outstanding care for our patients, we are willing to consider all potential delivery options and choose, while also providing an acceptable level of reward.</i>
2a	<b>To deliver our financial plan</b>	<b>Open</b> - We are willing to consider all potential delivery options and choose while also providing an acceptable level of reward	<i>We will not tolerate risk to patient safety in order to deliver the Financial Plan, however we will accept a degree of compromise on optimum levels of care, but actively avoiding any safety concerns. We will strive to meet regulatory requirements but will not set unrealistic challenges that compromise the delivery of clinical strategic ambitions. We will provide realistic forecasts to regulators under 'no surprises' expectation. We will maintain an open and honest relationship with our commissioners and jointly recognise financial necessities, but will continue to ensure that the Trust is appropriately recompensed for the activity delivered. The Trust will ensure that cash balances will be maintained at a level that protects the Trust's ongoing trading liabilities. Subject to sufficient reserves the Trust will invest to transform, but only when the realisable benefits are fully tested and assured and adequate liquidity is preserved.</i>

	Strategic objective	Risk appetite	Description
2b	To deliver our key performance targets	<b>Cautious</b> - We have a preference for safe delivery options that have a low degree of residual risk and only a limited reward potential	<i>Patient safety is our highest priority in all aspects of performance management and operational delivery. Where we have the ability to increase activity in order to achieve our performance targets we will do this as long as it does not create other areas of unacceptable risk. We will work with other acute providers, other health and social care agencies including the independent sector and voluntary services to deliver activity, day to day operations to safely achieve our performance targets.</i>
3	To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion	<b>Seek</b> - We are eager to be innovative and to choose options offering higher business rewards (despite greater inherent risk)	<p><i>The Trust is clear that we will not accept risk where it involves potential exposure to significant harm for employees. Examples include:</i></p> <ul style="list-style-type: none"> <li><i>Bullying or harassment of employees by their managers or colleagues</i></li> <li><i>Discrimination of employees by their managers or colleagues</i></li> <li><i>Exposing employees to faulty machines or equipment</i></li> <li><i>Exposing employees to machines or equipment where this may result in a detrimental known impact on the health of the employee.</i></li> </ul> <p><i>However in relation to all other elements of achieving our strategic objective to be one of the best NHS employers the Trust will pursue workforce innovation and be pro-active around developing and trialling new ways of working and new job role/career pathway opportunities. By doing this we will seek to both increase workforce supply and improve the skills and capabilities of our people, ensuring we provide high quality care to our patients at all times.</i></p>
4	To be a continually learning organisation and recognised as leaders in research, education and innovation	<b>Open</b> - We are willing to consider all potential delivery options and choose while also providing an acceptable level of reward	<i>The Trust recognises that to be a continually learning organisation it must have a broadly open approach that aligns the different areas of risk. These areas of risk include those associated with education and training, research translation, new technology, engagement and the learning management system. We are committed to identifying, developing, deploying and embedding learning at every level of the organisation to improve the quality of care for patients.</i>
5	To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals	<b>Seek</b> - We are eager to be innovative and to choose options offering higher business rewards (despite greater inherent risk)	<i>We will only collaborate if we are assured that the operational or financial impact of that collaboration will not be adverse. We will actively collaborate to increase our influence. We will actively explore opportunities for value added innovation.</i>