

Meeting Title	Council of Governors		
Date	21 July 2022	Agenda item	CGo.7.22.7

Chairman's Report

Presented by	Dr Maxwell Mclean, Chairman		
Author	Jacqui Maurice, Head of Corporate Governance		
Governance Responsibility	Dr Maxwell Mclean, Chairman		
Purpose of the paper	This report provides an update to the Council of Governors on key items since the previous report provided in April 2022.		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

1. Welcome to our new Council Members

I would like to say a warm welcome to our new Governors who have joined the Council following the close of our elections at the end of May. Governors will have had sight of the welcome article in the 23 June issue of Let's Talk (staff newsletter) and I hope, the coverage received in the [Telegraph and Argus](#).



John Bolton
Staff Governor Medical and Dental



Khalid Choudhry
Public Governor Keighley



Heather Jacklin
Public Governor Bradford East



Raquel Licas
Staff Governor Nursing and Midwifery



Kathryn Simons-Porter
Public Governor Bradford East

The profiles of each of our five new governors are available on line [here](#).

The Induction programme for the new Governors is now underway in line with the programme agreed with the Council in July last year.

- Most have had welcome meetings with myself and also met with David Wilmshurst, Vice-Chair of the Council and Mark Chambers, Lead Governor.
- A session has been arranged with Laura Parsons, Associate Director of Corporate Governance/Board Secretary, Jacqui Maurice, Head of Corporate Governance and, Katie Shepherd, Corporate Governance Manager that covers our Trust profile, the role of the Governor and the types of information Governors receive.
- Site visits covering our Estate, the Bradford Institute of Health Research and, our Education services have been scheduled. Non-Executive Directors have also been invited to join these sessions if they wish.

I am also pleased to advise that 'governor buddies' have now been finalised and I would like to

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thank Ruth Wood, Helen Wilson, Dermot Bolton, Mark Chambers and Alastair Goldman for volunteering to support the new members of our Council.

2. Governors Special event: 'Hello and Goodbye'



I am sure those Governors in attendance will join me in saying that we had a wonderful event on 5 July to welcome our new Governors and say goodbye to those departing. Joining us were some of our Executives and, Julie Lawreniuk, Non-Executive Director and Senior Independent Director.

This was a fairly informal affair however I would particularly like to say thank you to our Chief Operating Officer/Deputy Chief Executive, Sajid Azeb who presented on how our hospital was faring in relation to our national performance targets.

3. Our Autumn/Winter Governor Elections Schedule

In September we will be launching our new election process to fill the following 8 seats on the Council.

- Patient (out of Bradford) (2)
- Bradford South (1)
- Rest of England and Wales (1)
- Keighley (1)
- Shipley (1)
- Bradford West (1)
- Allied Health Professionals and Scientists (AHPS) (1)

The full election schedule is included below.

Election Stage	
Notice of Election / nomination open	Monday, 19 Sep 2022
Nominations deadline	Monday, 17 Oct 2022
Summary of valid nominated candidates published	Tuesday, 18 Oct 2022
Final date for candidate withdrawal	Thursday, 20 Oct 2022
Notice of Poll published	Monday, 7 Nov 2022
Voting packs despatched	Tuesday, 8 Nov 2022
Close of election	Thursday, 1 Dec 2022
Declaration of results	Friday, 2 Dec 2022

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4. Membership Plan Delivery Group

Raquel Licas and Khalid Choudhry have joined our Membership Plan Delivery Group. The second meeting took place in June. As a reminder this group meets quarterly.



Raquel Licas
Staff Governor Nursing
and Midwifery



Khalid Choudhry
Public Governor Keighley

The first bi-annual report on progress with regard to the delivery of the plan will be provided to the Board of Directors in September and to the Council of Governors in October.

5. Governors Nominations and Remuneration Committee (NRC)

I am pleased to advise that Helen Wilson, Staff Governor AHPS, is the new member of the Governors Nominations and Remuneration Committee.



Helen joined the Committee for her first meeting in June.

6. NHS Providers (bespoke Governwell sessions): Accountability

On 30 June our final bespoke [Governwell](#) session took place. Previous sessions delivered have covered 'Membership and Engagement' and, 'NHS Finance and Business Skills'. The subject covered on this occasion was 'Accountability'. As well as Governors from our Trust, those from the Bradford District Care Trust also participated. Early feedback suggests this was an excellent session.

7. Chair's Summer E-Bulletin for Governors 2022

All Governors should be in receipt of my Summer e-Bulletin for Governors. The areas highlighted within this comprehensive document include;

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- Highlights from the [Board meeting held in May 2022](#).
- The appointment of [Elaine Applebee](#), the Independent Chair of our Bradford District and Craven Health and Care Partnership.
- The publication of the Trust's [Quality Account 2021/22](#) since Board approval
- Board approval of the Annual Report and Accounts 2021/22
- Our new BTHFT [Foundation Trust Corporate Strategy](#)

In this bulletin the executive briefing was provided by Dr Paul Rice, Chief Digital and Information Officer and covered very effectively the effects of the digital and data transformations at our Trust. This article is included at Appendix 1.

The Governors' summer e-bulletin has been shared with our Board members for their information.

8. Membership Communications

I am pleased to let you know that our foundation trust members now regularly receive each week the links to 'Mel's weekly news roundups' where our Chief Executive, Professor Mel Pickup, provides on-the-ground reports on how our hospitals continue to manage the effects of the pandemic and how we are working to improve our services.



The quarterly e-bulletin for our members is currently being finalised and will be published shortly.

9. Key Trust Communications

Key communications continue to be shared with Governors so that Council members remain in touch with developments at our Trust. Governors continue to have access to Let's Talk (staff newsletter), global emails to staff and are also able to access the Chief Executive's weekly vlogs with news from across our Trust.

10. Joint Session: Governors and Non-Executive Directors

Our next joint session is scheduled for Thursday 21 July 2022 from 2.15pm to 3.15pm (prior to the Council of Governors meeting). The outcomes from this session will be reported later that afternoon at the Council meeting.

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11. My quarterly meeting with Governors

My next quarterly meeting with Governors will take place on 11 October 2022. Any issues arising from the session will be shared with the relevant Directors and feedback will be provided at the 20 October 2022 Council of Governors meeting.

Recommendation

The Council of Governors is asked to note this report.

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Appendix 1

Executive Briefing (Chair's Summer e-bulletin to Governors)

Paul Rice, Chief Digital and Information Officer



Digital access to public and commercial services has transformed over the last decade and people's expectations of the aspects of their life they can manage online has shifted dramatically. People bank online, order the weekly shop, hail a taxi, or order a takeaway using smart phone apps. The Covid 19 pandemic shifted expectations further. Many people use video technology to work from home, learn from home, and stay connected with friends and relatives.

The pandemic has also been a powerful catalyst for digitisation of healthcare delivery. Online consultations became the default and people trusted a smartphone app to notify them of their risk of exposure to the virus. All of this has accelerated patient expectations that the NHS will continue to deliver even more of its services digitally. It has also raised concerns about digital inclusion, access to and the cost of devices and connectivity and ensuring people have the skills and confidence to use these resources effectively.

In this update I wanted to focus on some of the key initiatives that Bradford Teaching Hospitals has been pursuing to make our services easier to access, simpler to use and safer for our patients.

A shift to more digital communication with our patients has been central to moving away from a dependence on paper correspondence; this is more efficient, better for the environment and low cost. We recently reached a significant landmark in our journey to minimise the use of letters, with one million digital letter appointment invites being sent to patients using the DrDoctor app and more than 600,000 known views.

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By the end of this year, patients will be able to view >200,000 admission letters and clinic letters online too. E-forms will allow us to digitally transform patient pathways by automatically sending online assessments to patients. This will allow us for example to manage cancer surveillance patients more efficiently. Digital patient-initiated follow-ups (PIFU) are rolling out extensively. This will empower patients to take ownership of their own care; letting us know when they need an appointment (rather than when we choose to give them one).

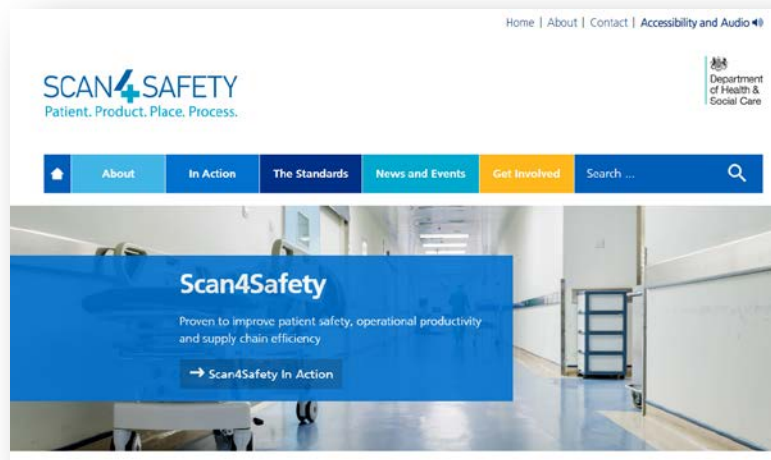
Two-way communication is also becoming commonplace, with patients being empowered to request, change, or cancel their own appointment online. Phlebotomy and lung screening have gone that step further by empowering patients to book their own appointments. All of this frees-up administrative time, as well as putting patients in greater control of their own care.

Gathering and storing patient information safely and effectively saw a step-change in late 2017 with the launch of our Electronic Patient Record (EPR). Clinical staff have been using this essential tool for five years now and it continues to be central to delivery of care. More recently, we have also enabled patients to contribute their own care information to the record. Four specialities are now live with digital assessments - questionnaires that are automatically sent to patients, pre or post appointment, where they provide key information about themselves or give feedback on their progress. This information becomes part of their EPR record for all clinical staff to see.

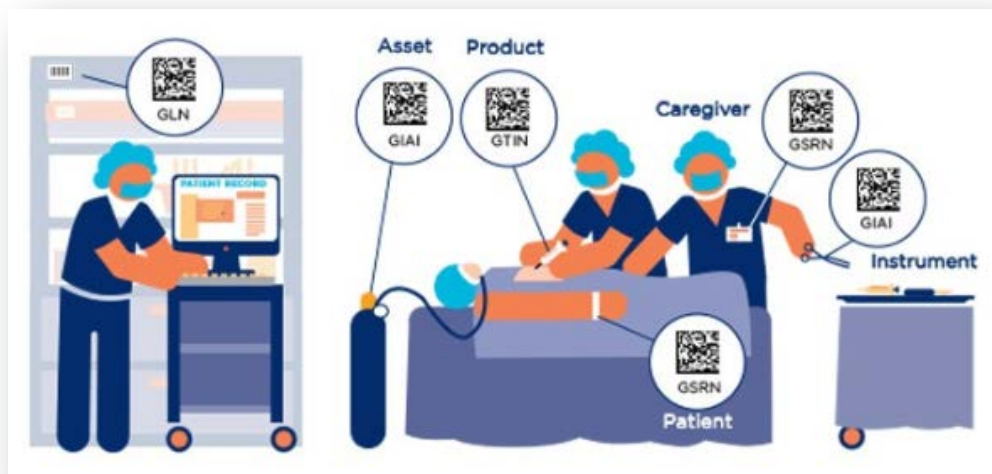
The extended use of our EPR in all parts of the Trust continues to move forward apace, with women's services successfully implementing Maternity EPR including foetal monitoring and antenatal scheduling. New central whiteboards provide a quick overview of patient wellbeing, enabling informed, proactive care to be provided based on greatest need. In 2022/23 we will roll-out, as part of the 'Outstanding Theatres programme, additional tools and functionality that mean the paperless journey doesn't stop at the theatre door; key information, including that recorded in digital vital signs monitoring devices, will be integrated in one record available end to end throughout the patient pathway. Smart scheduling will also enable us to be maximally efficient with our use of physical resources and best support our colleagues as we strive to reduce the elective backlog.

Digital technology has also been central to improving the safety of care in the past year, embodied in the Scan4Safety programme. The barcode is a common feature of our lives and its use across the NHS enables the tracking of resources and patients.

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Barcoded wristbands support positive patient identification, making care safer by minimising potential errors, linked directly to the patient record. In a similar way, crucial medical equipment across the Trust has been barcoded and had Frequency Identification (RFID) readers installed to allow location tracking for every piece of medical equipment. Instances where Staff lose or spend critical time searching for an infusion pump, bladder scanner or mobile workstation will be dramatically reduced or eliminated.

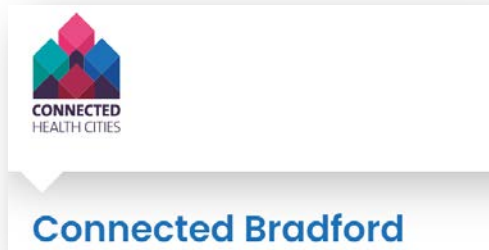


Having the means to transact more efficiently and meet patient expectations regarding digital records, information gathering and sharing is essential but alongside having access to the best technology we also strive to use the insights it provides to plan, deliver, audit and assure highest quality care. This same information also provides an important picture of the health of those living in our city and region.

As partners with colleagues in Connected Bradford and Bradford Institute of Health Research we better understand patterns of disease prevalence, presentation and treatment outcomes, ever

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more conscious of the impact of health inequalities and the wider determinants of (ill) health across our population.



This is key to effective population health planning and responsive service delivery. By first depersonalising and anonymising information, we can take this information and use it at a city-wide or region-wide level to support local health and care services to target resources where they are needed most, uncover patterns in illness, and identify those who may not be getting all the support they require.