

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item	Bo.1.23.6

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 and Membership since the previous report provided to the Board in November 2022.		
Key control	N/A		
Action required	To note		
Previously discussed at/informed by	N/A		
Previously approved at:	Committee/Group	Date	

Situation

1. Next meeting of the Council of Governors scheduled for 26 January 2023

Our next meeting of the Council will take place on Thursday 26 January 2023 from 3.30 to 5.30pm and will be held in public at Carlisle Business Centre, 60 Carlisle Rd, Manningham, Bradford BD8 8BD.

The minutes from the open meeting held on 20 October 2022 will be available at the Council of Governors meeting on 26 January 2023. The recording from the meeting held in October is available [here](#).

2. Joint Session: Governors and Non-Executive Directors held 20 October 2022

At the last joint session the areas considered covered those identified below. These areas were followed up with further discussions held at the Council meeting. The areas covered were:

- The impact of the Trust's Command Centre in supporting improved performance in key areas such as urgent care and helping to limit the spread of Covid within our hospitals.
- The national General Medical Council (GMC) work/life balance survey for junior doctors undertaken between March-May 2022.
- Pay award ballot and the impact on staff.
- Vacancies and sickness absence.
- Research.
- Reported stillbirths.

Details on the discussions are included within the minutes from the October meeting. The minutes will be approved at the Council in January.

Our next joint session between the NEDs and the Governors is scheduled for Thursday 26 January from 2.15pm to 3.15pm (prior to the Council of Governors meeting). The outcomes from this session will be reported on and discussed later that afternoon at the Council meeting.

3. Governor Resignation and Elections Update

It is with regret that Caroline Chapman, Public Governor in Shipley tendered her resignation at the end of November 2022 due to her increased work commitments. I have thanked Caroline for the contributions she has made since she was appointed as a Governor in May 2021.

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As a result of Caroline's resignation we were able to make an additional appointment to the Shipley Public Membership constituency from the nominations put forward during our most recent election process which concluded on 1 December 2022.

Election results

I am pleased to welcome the following new and returning governors to our Council following the December elections; subject of course to the satisfactory completion of checks.

- **Public Governor Bradford South - Dr Farideh Javid:** Farideh has been elected to represent Bradford South. She lives in Bradford, and is currently an academic, a Reader (Associate Professor) in Pharmacology at the University of Huddersfield. Farideh graduated with a PhD from the School of Pharmacy at the University of Bradford in 1999.



- **Public Governor Shipley - Aleksandra (Alex) Atanaskovic:** Alex is a primary school teacher at a local Bradford school. Through her role as a SENDCo (special educational needs and disabilities coordinator) Alex works with many different health departments in the area and beyond, helping and supporting our pupils and their families.



- **Public Governor Shipley - David Wilmshurst:** David is one of our returning governors, having previously served on the Council since July 2016. As a reminder David was formerly Head of Corporate Assurance at NHS Digital and is currently a Board member at Connect Housing Association.



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- **Public Governor Bradford West - Dermot Bolton:** Dermot Bolton is also one of our returning governors having first joined our Council in December 2019. Dermot is a Senior Programme Manager - Frontline Digitisation, at NHS England



- **Patient Governor (Out of Bradford) - Mark Chambers:** Mark too is one of our returning governors for a second term having also joined the Council in 2019. Mark has served as a school and local authority leader and has led small charities and public companies. He currently enjoys a portfolio career, which focuses on leadership coaching, mentoring and education technology and has recently taken up a role as Chief Operations Officer with a Multi-Academy Trust.



I am hoping that all new and returning governors will be able to join us at our January Council of Governors meeting.

The Council still carries three Governor vacancies to represent the following constituencies:

- Patient (out of Bradford);
- Public Keighley; and
- Public Rest of England and Wales

In the first instance the Corporate Governance team will work with the Membership Plan Delivery Group to explore options and actions to be undertaken to encourage nominations for our vacant seats.

4. OMS Maternity Session on 24 January 2023

I do hope you are able to join the session scheduled with our Governors and NEDs on **24 January** from 3pm to 4.30pm in the Listening for Life Centre, BRI. The session will provide insights into our Maternity Services, in particular performance with regard to Still Births, the handling of Serious Incidents and the moves towards developing an Outstanding Maternity Services (OMS). There will also be an opportunity for a short visit to the maternity department.

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Visit our trust web pages [here](#) to find out more about our maternity services ahead of the session.

5. Bespoke in-house training for our NEDs and Governors on 2 February 2023



NHS Providers will be facilitating an in-person session for our Governors and NEDs on **2 February** from 1pm to 3.30pm at the Listening for Life Centre, BRI. The Agenda will include:

Governance and the role of the NED/Governor (the role of the NED, the role of the Governor and, assurance vs reassurance)

- Relationship building and group discussion (what works well at BTHFT and, what could be better)
- Our next steps

This is a good opportunity to remind ourselves of our respective roles and also to have the opportunity to review what we have in place.

6. Joint Governor and Non-Executive Director Induction Programme - Site Visits

The induction programmes for our Governors (and our Non-Executive Directors) is designed to support in the effective delivery of roles. Site visits are included so that engagement can take place with key individuals and experts here at our Trust to understand more about our Estate and its developments, the impact of the Institute of Health Research and, our key role as a teaching hospital. All these areas contribute to our Trust's core purpose; the delivery of high quality and safe care to our patients. I am pleased to advise that we now have visits scheduled for our Governors and Non-Executive Directors as follows:

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- 1 Feb, 2.30 to 4pm - Education Services (including a visit to the Simulation Centre)
- 13 Feb, 1 to 4pm - BRI Estate (including a clinical perspective)
- 27 Feb, 1 to 4pm - SLH Estate (including a clinical perspective)
- 28 Feb, 12 to 2pm - Institute of Health Research (including a visit to the Patient Recruitment Centre)

7. Second Quality Account Improvement Priorities session on 23 February 2023

We scheduled two sessions coming up to support engagement with Governors on the Trust's Quality Account Improvement Priorities. The first event took place on Thursday 1 December 2022. This provided Governors with an update on progress with regard to the improvement priorities set for 2022/23. The second session is scheduled for **Thursday 23 February**. This will cover confirmation of the priorities for 2023/24 and gather feedback from the Council.

As a reminder, the Trust is required to publish a Quality Account annually. It is a report about the quality of services offered by an NHS healthcare provider. Quality Accounts are an important way for local NHS services to report on quality and show improvements in the services they deliver to local communities and stakeholders. The quality of the services is measured by looking at patient safety, the effectiveness of treatments patients receive, and patient feedback about the care provided. The Trust's latest Quality Account is available [here](#).

8. Winter 2022 news e-bulletin for Governors

My latest Winter news e-bulletin for our Governors was circulated just before Christmas.



I was particularly pleased to include the Executive Briefing provided by the Chief Nurse, Karen Dawber which covered Patient Experience. I have included this extract at Appendix 1.

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9. Communications with Members

Our members received their last general round up of news on 29 November 2022. Since then they have also received news regarding the launch of our new membership portal and email updater giving members more control over the data we hold on them. A targeted email has also been shared encouraging those of our members who live in Shipley to take part in the Bradford and Craven Health and Care Partnership survey on the future of Shipley Hospital and the physiotherapy services.



Members will shortly receive my Quarterly news update which is scheduled for publication in mid-January.

10. Key Trust Communications

Key communications continue to be shared with Governors so that Council members remain in touch with developments at our Trust. Governors also continue to have access to Let's Talk (staff newsletter) and global emails containing a range of updates to staff.

Recommendation

The Board of Directors is asked to note this report.

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Appendix 1

Governors' Winter Bulletin: Extract on the Executive Briefing: Patient Experience

Karen Dawber, Chief Nurse



Bradford Teaching Hospitals recognises that Patient Experience is a key element of quality, alongside providing clinical excellence and safer care. The way that the health system delivers its care and support services – from the way the phone is answered, to the way the Dr examines a patient or the nurse explains what is happening, all has lasting impact on the experience the patient has.

The Trust's Patient Experience Strategy *Embedding Kindness* Launched in 2020 to build on and develop all areas of patient experience and Embracing Kindness is just one of those pieces of work.



#embeddingkindness is designed to promote the importance of kindness through behaviours and everyday interactions between staff and service users. Small acts of kindness and celebrations have been encouraged across the Trust. Teams have been empowered to design how #embeddingkindness is promoted within their own areas and share what they are doing across social media platforms.

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2021- 2022 has seen #embeddingkindness grow in strength across the Trust through continued staff engagement and involvement. Notably in May 2022 a Patient Experience conference was held which attracted a national speaker presenting *intelligent kindness*, workshops and awards. The feedback and interest in staff wanting to do more work on #embeddingkindness has been extremely positive.



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The work carried out in #embeddingkindness has cross pollinated with other teams and working initiatives within the Trust and joint work with the Organisational Development (OD) team has led kindness being interwoven into the work around civility.

At our Trust, we have a vision of wanting to ‘develop a culture that is grounded in civility, respect, compassion and humanity’. Choosing to behave in ways that value and respect others, we create better teams. Better teams, allow staff to flourish and be happy, which ultimately leads to excellent patient care.

The ‘Civility Saves Lives’ campaign has gathered research about the impact of rudeness in a health care setting and has proven that rudeness – which can lead to reduced quality of work - can increase errors in the workplace which may impact on patient safety and experience.

Everything we do for our patients requires good team work and when we are in a team which values and respects us, it leads to better performance and therefore better outcomes for our patients and ultimately better experiences for our patient.

There continues to be many other ways the chief nurse team collects feedback from our patients, just some of these include:

- Patient stories - our Board opens with a patient story. This allows insight into a person’s contact or journey at our Trust and allows challenge from our senior leaders as to what good and bad learning has been achieved from the story. Departments involved are invited to attend.
- Complaints - are monitored and actions derived from them to improve patient safety and services. These are monitored via weekly tracking, a designated complaints steering group and via the Quality and Patient Safety Academy to allow deep dives of themes. ‘You said we did’ boards are being reintroduced and further evidence of learning is available on the Trust internet.
- Regular meetings and feedbacks from partners including Healthwatch are held to listen about our community’s experiences and concerns.
- Participation in national CQC surveys (Inpatient, Children’s, Maternity and Emergency Care) allow benchmarking against other local and national Trusts and, results in a programme of improvement work developed at ward level and up.
- The Patient-Led Assessments of the Care Environment (PLACE) programme enables the environment to be assessed by independent patient assessors to enable objective assessments to take place.
- Bespoke audit work and patient and public involvement projects - all quality Improvements pieces - are regularly developed and tested for new improved ways of working.
- One team within the wider Patient Experience team has undergone a nationally recognised transformation. This is what was formally the Chaplaincy team, now the SPaRC (Spiritual Pastoral and Religious Care) team. This inclusive Bradford model recognises individual’s different beliefs and places equality and person-centred care at its core.

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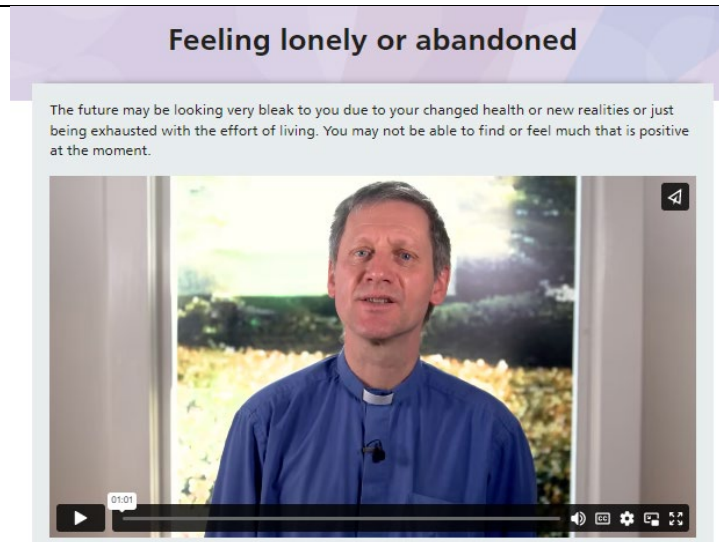
Achivements from this team include:

- Development of Ramadan Fast Packs for staff.



- Delivery of non-religious funeral services.
- Development of a SPaRC App following joint work with the University of Bradford. This App again has received National interest as a resource tool for supporting staff and patients.

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You can find out more about our SPaRC team on our website [here](#).

- At the Trust it is vital that we hear and receive feedback from our communities and partners. During the Covid restrictions we developed new ways of working to ensure contact, communication and involvement remained. *MS Teams* meetings and WhatsApp groups quickly replaced face to face meetings to ensure the local community voices and concerns could be heard. An example of how this work progressed was through the set up of the *Community Engagement Meeting*, which is held monthly and allows a forum for direct feedback and concerns regarding a number of topics raised by partners and organisations and allows the trust to feedback any key messages.

An example of some of the topics that have been discussed during these meetings are:

- Visiting update and restrictions
 - Vaccination programme and myths
 - National reports including the recently published Ockenden review
 - End of life care and medical examiners roles
- Direct engagement pieces of work have been arranged with the public to visit our Accident and Emergency Departments to allow direct observational feedback. This was tremendously successful and both the staff and public benefited from the learning that has followed. This includes:
 - New chairs being ordered of different sizes and heights.
 - Signage changes to size of font and colour of background to support visually impaired.
 - Information screens ordered for the waiting areas to enhance communication.

Due to this success, there are plans for these visits to be repeated in other areas in the near future.

Finally the patient experience team are busy working with partners and the community to develop a revised Patient Experience and Public Involvement Strategy. This strategy will be designed with involvement from our communities and will include working closely with the Integrated Care Partnership in Bradford.