

Confirmed Minutes - Council Of Governors Open Meeting

Date	Thursday 26 January 2023	Time	15:30 – 17:30
Venue	Carlisle Business Centre, 60 Carlisle Rd, Manningham, Bradford BD8 8BD	Chair	Dr Maxwell Mclean, Chairman
Present	<ul style="list-style-type: none"> - Dr Maxwell Mclean, Chairman (MM) - Professor Alastair Goldman, Partner Governor, University Of Bradford (AG) - Mr David Wilmshurst, Public Governor, Shipley (DW) - Mr Dermot Bolton, Public Governor, Bradford West (DB) - Mr Ibrar Hussain, Public Governor, Bradford West (IH) - Mr Mark Chambers, Patient Governor (MC) (joined the meeting via MS teams) - Mr John Bolton, Staff Governor, Medical & Dental (JB) - Ms Raquel Licas, Staff Governor, Nursing & Midwifery (RL) - Ms Helen Wilson, Staff Governor, AHP (HW) - Mr Adrian Cresswell, Public Governor, Bradford South (AC) - Ms Ruth Wood, Staff Governor, All Other Staff Groups (RW) (left the meeting at 5pm) - Professor Anne Forster, Partner Governor, University of Leeds (AF) - Mrs Aleksandra Atanaskovic – Public Governor, Shipley (AA) - Mr Kursh Siddique, Public Governor, Bradford East (KS) - Dr Farideh Javid – Public Governor, Bradford South (FJ) 		
In attendance	<p>Non-Executive Directors</p> <ul style="list-style-type: none"> - Mr Mohammed Hussain, Non-Executive Director (MHu) - Mr Altaf Sadique, Non-Executive Director (AS) - Mrs Karen Walker, Non-Executive Director (KW) - Mrs Julie Lawreniuk, Non-Executive Director (JL) (left the meeting at 5.15pm) <p>Executive Directors</p> <ul style="list-style-type: none"> - Professor Mel Pickup, Chief Executive (MP) - Mr Matthew Horner, Director Of Finance (MH) - Ms Pat Campbell, Director Of Human Resources (PC) - Professor Karen Dawber, Chief Nurse (KD) - Dr Ray Smith, Chief Medical Officer (RS) - Mr Sajid Azeb, Chief Operating Officer/Deputy Chief Executive (SA) <p>Corporate Governance Team</p> <ul style="list-style-type: none"> - Ms Laura Parsons, Associate Director Of Corporate Governance/Board Secretary (LP) - Ms Jacqui Maurice, Head Of Corporate Governance (JM) <p>Presenters</p> <ul style="list-style-type: none"> - Ms Helen Rushworth, Lead Officer, Healthwatch Bradford (HR) for agenda item CGo.1.23.5 		
Observer	<ul style="list-style-type: none"> - Mr A P Sibbons – Foundation Trust member 		

No.	Agenda Item	Actions
CGo.1.23.0	<p>Chair's opening remarks</p> <p>Dr Maxwell Mclean, Chairman (MM), welcomed all to the meeting. MM thanked SA and his team on the recent briefing he gave to Governors on winter pressures at the Governors quarterly meeting with the Chair on 12 January 2023. He also thanked KD and her team for providing a governor/NED session on Outstanding Maternity Services on 24 January 2023 including incidents and stillbirths. Both sessions were gratefully received.</p>	

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	<p>MM noted that a nomination from the University of Leeds for the vacant NED post had been received to replace Professor Janet Hirst. This will be progressed through the usual channels.</p> <p>MM welcomed Mr A P Sibbons, Foundation Trust member to the meeting.</p>	
<p>CGo.1.23.1</p>	<p>Apologies for Absence The following apologies were noted:</p> <p><u>Governors</u></p> <ul style="list-style-type: none"> • Councillor Fozia Shaheen, Partner Governor, Bradford Metropolitan District Council (FS) • Mr Khalid Choudhry, Public Governor, Keighley (KC) • Mrs Heather Jacklin, Public Governor, Bradford East (HJ) <p><u>Board members</u></p> <ul style="list-style-type: none"> • Dr Paul Rice, Chief Digital & Information Officer (PR) • Mr John Holden, Director Of Strategy and Integration/Deputy Chief Executive (JH) • Mr Mark Holloway, Director of Estates & Facilities (MHol) • Mr Jon Prashar, Non-Executive Director (JP) • Professor Janet Hirst, Non-Executive Director (JH) • Ms Sughra Nazir, Non-Executive Director (SN) • Mr Barrie Senior, Non-Executive Director (BAS) 	
<p>CGo.1.23.2</p>	<p>Declarations of Interest There were no interests declared.</p>	
<p>CGo.1.23.3</p>	<p>Minutes of the meeting held on 20 October 2022 The previous minutes were accepted as a correct record.</p>	
<p>CGo.1.23.4</p>	<p>Matters Arising MM referred to the action log appended to the minutes. The status of the following actions were confirmed by the Council:</p> <ul style="list-style-type: none"> • <u>CG22005 Chairman’s Report:</u> Healthwatch item included on January 2023 agenda. <u>Action closed.</u> • <u>CG22011 Summary of the pre meeting with NEDs:</u> A patient experience briefing was included as the special Executive briefing in the Winter bulletin for the Governors. The session on performance took place at the Chair’s quarterly forum held with Governors on 12 January 2023. <u>Action closed.</u> • <u>CG22013 Governors Statutory Duties in light of emerging Health & Care Partnerships:</u> The Chairs and Board Secretaries of the three Trusts (BTHFT, Airedale and the District Care Trust) will be meeting to develop an agenda for the joint Governor session. <u>Action closed.</u> • <u>CG22015: Summary of pre meeting with NEDs:</u> Verbal updated to be provided at the NED & Governor pre meeting in January on the work of the F&P Academy. <u>Action closed.</u> • <u>CG22016: Summary of pre meeting with NEDs: Examples of improved Trust Performance due to the impact or intervention of the Command</u> 	

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	<p><u>Centre</u> – Response has been provided at Appendix 1 of the October minutes. <u>Action closed</u></p> <ul style="list-style-type: none"> • <u>CG22017: Summary of pre meeting with NEDs:</u> Briefing was provided to governors via email on 28.11.22 regarding the health determinants research funding and BTHFT’s role in relation to this. <u>Action closed</u> • <u>CG22018: Summary of pre meeting with NEDs:</u> A stand alone session led by the Chief Nurse’s office on Maternity took place on 24 January 2023. <u>Action closed</u> 	
<p>CGo.1.23.5</p>	<p>Bradford District & Craven Citizens’ Forum</p> <p>MM welcomed Helen Rushworth (HR), Lead Officer, Healthwatch Braford to the meeting. HR stated that the presentations should on the whole be taken as read. However she asked the Governor to note the following key highlights:</p> <p>Healthwatch Bradford</p> <ul style="list-style-type: none"> - HR gave an overview of the work undertaken by Healthwatch throughout the health and care sector with the majority focussing predominantly on health rather than care. Healthwatch is an independent organisation which works very closely with decision makers, leaders, local authorities and private providers. The role of Healthwatch is to hear what people are saying, to feedback in a constructive and productive manner and, to support and provide guidance through consultation. - At present Bradford Teaching Hospitals has commissioned Healthwatch to canvass the views of the public, patients and service users on the Virtual Royal Infirmary service rollout with a report being provided at the end of January 2023. - The last Healthwatch annual report showed that 450 people had contacted the service in a variety of ways to share their experiences; with 188 people seeking advice. The main areas of concern were access to GP services followed by access to dental services. - The Healthwatch Bradford team consists of four members of staff which includes a communications officer and has a budget of £180k. - Healthwatch volunteers visit health and social care providers under the banner of ‘enter and view’ visits which take place predominantly within care homes to speak to patients about any concerns they have. - Healthwatch across West Yorkshire have a seat on the Integrated Care Board and the Bradford District & Craven Partnership Board. HR also sits on various committes within the local area and West Yorkshire. <p>AA asked how Healthwatch promote their services within schools and for carers of children with additional needs. HR advised that Healthwatch work with the Carers Resource and specific disease related organisations particularly Diabetes UK. Posters and flyers are also distributed to local GP surgeries, dentists and hospitals within the area and there is also a monthly newsletter that the public can subscribe to. HR added that she has a regular session at BCB radio every Monday and would welcome including any information that the Trust or its Governors would like to share.</p> <p>KS challenged the impartiality of Healthwatch due to their primary funding</p>	

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	<p>being received from the local authority. HR felt that the reason Healthwatch was commissioned to undertake key pieces of work was as a result of their ability to remain impartial. KS asserted that the perception of Healthwatch in the community was different and as such this might be an area that Healthwatch should consider. HR said that she would consider this further and would be happy to discuss with KS.</p> <p>Citizens' Forum HR gave an overview of the purpose and work of the Citizens' Forum. As part of the Health and Care Partnership Board there are a number of sub-committees, one of which is the Citizens' Forum. It is part of the governance structure with formal reporting being undertaken. The aim is to work collaboratively and share information freely on an 'Experience of Care' database and everyone is encouraged to populate this. Six times a year 'listen in' events are held throughout the Bradford and Craven area to speak with the public to gain their views on care and services being delivered. Feedback is delivered to individual organisations, the partnership board and also reported in the monthly Healthwatch newsletter via the 'you said, we did' section. Action: The dates of the Citizens' Forum listening events will be shared with the governors and all are encouraged to attend.</p> <p>The Committee noted the update.</p>	<p>Board Secretary CG23001</p>
<p>CGo.1.23.6</p>	<p>Summary of the pre-meeting with Non-Executive Directors (NEDs) MM advised of the discussion held between NEDs and Governors prior to this meeting. Discussion took place with regard to the People, Quality & Patient Safety and, Finance & Performance Academies. Key points noted from the discussions held were:</p> <p><u>Finance & Performance Academy:</u> JL provided further information on the wider benefits of the development of the day case unit at St Lukes Hospital (SLH). Governors raised the question of how we identify and manage patients who attend for day case surgery who need to be admitted to hospital. RS provided an update on the aspects of the patient selection and screening that takes place to prevent patients needing admission to hospital. Admission to hospital tends to be an unusual event with around 1 in 100 patients per week admitted to hospital after day case surgery. He gave an overview of the process undertaken for day surgery admittance and the protocols and procedures which are in place in the event that patients need transferring and admitting to hospital via ambulance.</p> <p><u>People Academy:</u> Discussion took place around staffing gaps and the question arose regarding retaining qualified nursing staff. PC advised that there had been a large increase in leavers (of both qualified and unqualified staff). This was a pattern seen across the NHS as a whole. Since July last year we are showing an improved position in the number of leavers due in part to the implementation of the people promise and the exemplar plan. HW asked how many staff members that we train remain in full time employment with the Trust. KD confirmed that there are usually around 120 student nurses that qualify every September but this year we had a decrease in numbers to just 45 qualified nurses. It was felt that this was a</p>	

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	<p>consequence of working through the Covid pandemic. Student nurses are monitored and supervised throughout their training and work is ongoing to improve their experience to ensure they remain in the organisation. One of the initiatives is the Acorn badge scheme where nurses wear a badge to identify them as newly qualified. At a recent recruitment event 88 people were recruited with 18 of those newly qualified nurses in their third year of training. The student nurses predominantly join the Trust via the University of Bradford.</p> <p>The Committee noted the verbal update provided.</p>	
<p>CGo.1.23.7</p>	<p>Matters raised with Governors by members, patients and the public LP gave an overview of the paper circulated and the responses received in relation to matters raised with Governors.</p> <p>LP further advised that two questions had been received from Foundation Trust member, Mr A P Sibbons, who was in attendance at the meeting today. The first question related to the change in the designation of the meetings of the Council (in 2016) from 'public meetings' to 'meetings held in public'. LP advised that the change was made to provide clarity that these were meetings held in public rather than public meetings. They are open for members of the public to observe but not to participate in the meeting. The decision to provide this clarity was made by the then Trust Secretary, which was within their purview. The change better reflected the wording already included within the Constitution (which it is for the Council and the Board to approve). LP advised that a full written response will be provided to Mr Sibbons.</p> <p>The second question raised by Mr Sibbons concerned the name of the Trust's 'Duke of York Home' and its potential connection with the current Duke of York. MP intimated that she did not think the Trust's name was linked to the current Duke of York. However, the Executive Team would confirm this and a written response would be provided to Mr Sibbons. Again, the response would also be shared with the Council of Governors.</p> <p>DB noted DW's recent attendance at the Shipley Patient Participation Group (PPG) meeting and asked if Governors could be provided with the list of PPGs taking place along with a list of GP's in the district. Action: LP agreed to circulate the information to governors.</p> <p>The Committee noted the paper.</p>	<p>Board Secretary CG23002</p>
<p>CGo.1.23.8</p>	<p>Chairman's Report MM stated that the report should be taken as read. However he asked the Governors to note the following key points:</p> <ul style="list-style-type: none"> - Welcome to our two new governors Ms Aleksandra Atanaskovic, Public Governor for Shipley and Dr Farideh Javid, Public Governor for Bradford South. - Welcome to our three returning Governors Mr David Wilmshurst, Public Governor for Shipley and Vice Chair of the Council of Governors, Mr Dermot Bolton, Public Governor for Bradford West and Mr Mark Chambers, Patient Governor. - Commended the recent Governor/Non Executive Director Maternity session held on 24 January 2023 	

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	<ul style="list-style-type: none"> - The Patient Experience executive briefing which is included within the body of the paper for information. <p>The Council noted the report.</p>	
<p>CGo.1.23.9</p>	<p>CEO update</p> <p>Mel Pickup, Chief Executive (MP) first paid tribute to a dearly loved colleague who she advised had passed away suddenly on 17 January 2023. Dr Paul Southern, Consultant Hepatologist\Associate Medical Director - Informatics, Gastroenterology & Hepatology worked at the Trust from 2008 and was a dearly loved colleague and friend. MM referred to the news report in the Telegraph & Argus and the testimonies from a number of his patients. The Trust has sent its condolences and best wishes to his wife and children, and he will be greatly missed by all his friends and colleagues. Council members also shared their condolences.</p> <p>MP referred to her CEO report and asked the Council in particular to note the two supplementary items that had been included:</p> <ul style="list-style-type: none"> - - MP reported that in 2019 we were inspected by the CQC. Our rating overall was good when the report was published in early 2020 however, Maternity Services was rated as 'requires improvement'. As a consequence of that we were asked to join the Maternity Support Programme which, along with our Outstanding Maternity Services Programme has been running for over two years. We recently received a letter from the Chief Medical Officer of England to confirm that we can formally exit from the programme. - On the 4 January 2023, during an incredibly pressured operational period, our Maternity Services were inspected by the CQC with feedback being received on 10 January 2023. A draft report is due in 6-8 weeks. It was confirmed that only two of the CQC domains were inspected, so even if the outcome was 'good' it would not be sufficient to change our overall rating in Maternity. <p>MP noted that post pandemic the CQC have changed their approach to how they conduct their inspection regime. They have adopted a risk based approach and will only inspect if they have particular concerns. Further discussion took place around the frequency of CQC inspections and what percentage they need to review to change the overall rating. KD referred to the CQC website which shows the number of regulated activities and each of the services which are inspected across five domains. It was noted that the Secretary of State asked the CQC to inspect all maternity services across the country focusing on just the two domains, safe and well led. KD provided information on the initiatives introduced in the maternity unit in relation to the triage of patients and the colour coded waiting areas.</p> <p>KD confirmed that the cost of living brochure on our internet is also available in hard copy for patients to access via waiting areas and public areas.</p> <p>KD suggested adding a session to a future meeting to update on the changes to the CQC inspection regime. Action: LP to action</p>	<p>Board Secretary CG23003</p>

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	The Council noted the report.	
<p>CGo.1.23.10</p>	<p>Priorities and Operational Planning Guidance for 2023/24 Saj Azeb, Chief Operating Officer (SA) and Matthew Horner, Director of Finance (MH) provided a report to the Council which highlighted the following key items:</p> <ul style="list-style-type: none"> • Guidance is received on a yearly basis which sets out the priorities for the following year. It provides an overview of the three priorities planning and operational, finance and workforce and the templates that we are required to submit. • Key areas of focus are: <ul style="list-style-type: none"> - <u>Urgent & Emergency Care</u> – 4 hour wait standard remains, support ambulance handovers and increase bed occupancy. - <u>Elective Care</u> – eliminate waits over 65 weeks - <u>Cancer</u> - focus on cancer diagnosis standard and increasing the percentage of patients that are diagnosed at stage one and two. - <u>Diagnostics</u> – standard set at 95% for next year. It is a 99% standard for patients you see within six years of referral which is set across 50 different modalities. - <u>Maternity</u> – reduce still births and neonatal and maternal mortality - <u>Other areas</u> – Workforce, primary care, mental health and health inequalities. The two key areas within workforce to focus on are improving attendance and recruitment and retention. <p>MH provided an update on the Financial Efficiency Programme for 2023/24 and the collaborative approach to understanding and developing the principles and the methodology of how finances may be allocated across all of the organisations from Bradford and Craven to our healthcare organisation. We aim to maintain equilibrium between all three different domains. We are getting back to pre pandemic expectations with a lesser degree of flexibility than was shown during the pandemic. The Trust needs to be mindful of adapting our systems with regard to what will align to what is expected at the national system level and, our own accountability. The key message is that the Trust has to maintain financial stability to allow us to progress our ambitious strategies. Our strong financial foundation allows our capital programme planning to be around £30-£40m next year. Work is ongoing to compare the spending in 2019 to identify what can be brought back in house to enable cost savings.</p> <p>The Council noted the paper.</p>	
<p>CGo.1.23.11</p>	<p>Annual Council of Governors Effectiveness/Skills and Knowledge Audit LP provided an overview of the paper which sets out the deadlines for completion of the audit. Governors were asked to consider any amendments and additions to either of the attached appendices by 10 February 2023 as detailed within the paper.</p> <p>The Council noted the paper and the opportunity to provide further comments.</p> <p>The documents will then be circulated to Governors for completion with the results presented back to the next meeting.</p>	<p>Board Secretary CG23004</p>

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CGo.1.23.12	<p>Reports from the Board The Council took the reports as read.</p> <p>Further to the Audit Committee Report MM, in the absence of BAS, highlighted four further points:</p> <ol style="list-style-type: none"> 1. The Audit Committee report to Board on the 10th December is enclosed and any questions arising from that report can be directed to the Corporate Governance team outside of the meeting. 2. The date of the Audit Committee annual self assessment meeting will now take place on the 1st February 2023. 3. The self assessment will include the Audit Committee giving full consideration of the implications of the Health & Care Act 2022. 4. The next Audit Committee meeting is being held on 7th February and due allowance of Executive attendance is being made due to this being a strike action day. <p>The Council noted the reports.</p>	
CGo.1.23.13	<p>Any Other Business MM reminded Governors and Non-Executive Directors of the NHS Providers session on 2 February 2023.</p>	
CGo.1.23.14	<p>Review of meeting There were no comments provided.</p>	
CGo.1.23.15	<p>Date and time of next meetings Thursday, 27 April 2023, 3.30-5.30pm (MS teams)</p>	
CGo.1.23.16	<p>Resolution to move into closed session</p>	

Actions from the Council of Governors meeting held 26 January 2023

Date of Meeting	Action log ID	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
26.1.23	CG23001	CGo.1.23.5	Bradford District & Craven Citizens' Forum The dates of the Citizens' Forum listening events will be shared with the governors and all are encouraged to attend.	Board Secretary	April 2023	Information circulated via email to governors – <u>action closed</u>
26.1.23	CG23002	CGo.1.23.7	Matters raised with Governors by members, patients and the public DB noted DW's recent attendance at the Shipley Patient Participation Group (PPG) meeting and asked if Governors could be provided with the list of PPGs taking place along with a list of GP's in the district.	Board Secretary	April 2023	Information circulated via email to governors 6.2.23 – <u>action closed</u>
26.1.23	CG23003	CGo.1.23.9	CEO update KD suggested adding a session to a future meeting to update on the changes to the CQC inspection regime	Board Secretary	April 2023	Added to agenda – <u>action closed</u>
26.1.23	CG23004	CG0.1.23.11	Annual Council of Governors Effectiveness/Skills and Knowledge Audit Results to be presented to April COG meeting	Board Secretary	April 2023	Added to agenda – <u>action closed</u>
	CG23005					