

Chair's Council of Governors Report

April 2020 – July 2020

Agenda
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Thank You to the Team

Thank you to our entire staff team, including our Executive Team led by our Chief Executive, for their continued hard work, dedication and determination to deliver safe and quality services during COVID-19. We also appreciate the support and engagement at this time of our partners, including our local and regional health care partners and the voluntary & community sector.

Farewell to Brent Kilmurray

At our Board meeting held in public on 25 June we formally said 'goodbye' to Brent Kilmurray at his last Board meeting as our Chief Executive. On behalf of the Trust, including Board members and our Council of Governors (CoG), I would like to thank Brent for his hard work, dedication, determination and valuable contribution to the Trust since he joined us in summer 2018, especially our hugely welcomed improvement journey. As Governors are aware, Deputy Lead Governor, Colin Perry, formally thanked Brent for his contribution virtually at our Public Board meeting.

Council of Governors Engagement during COVID-19

Thank you to Governors who joined the virtual Question & Answer session for our Council of Governors on 30 April and 11 June with representatives from the Board, including our Chief Executive, Director of Corporate Affairs, Incident Director and Senior Independent Director. Each session was attended virtually by 12 Governors, including Staff Governors. Governor questions covered the availability of personal protective equipment, the effect of COVID-19 on our mental health services, support staff well-being and ensuring support for Black Asian and Minority Ethnicity (BAME) staff due to the effects of COVID-19 on BAME communities. The Governors welcomed the discussions and a full response on their questions was provided to Governors via Governor Folder newsletter.

Strategic

Governance Arrangements during Covid-19

I am grateful to all Board members for ensuring a strong relationship as a unitary Board during the incident, including Non Executive Director (NED) support of Executive Directors. This is evident in the continuing Gold Command membership of Board members, led by the Chief Executive, including the Incident Director, Audit Chair and me as Trust Chair.

We continue to streamline our governance during this period, though have not stood down our work, reducing meetings times and agendas to focus on priority items for the incident and business as usual. A review of this is taking place by the Corporate Governance team, including the continuing management of deferred items and an online survey with Board members with the results informing re-set and recovery plans.

Board level virtual service visits have been taking place since March 2020, and a programme of Governors observed virtual visits have been taking place since June. These visits are complemented by virtual quality & safety visits led by our Quality Governance team.

We held an additional Board meeting in public June by exception due to the COVID-19 incident and it being Brent Kilmurray's last Board meeting. The Board considered our response to COVID -19, the results of our COVID -19 Learning Week with staff and service users to inform our reset and recovery plans, our continuing work to meet the national Well-Led Framework and an update from me, including on Chief Executive Recruitment and Non Executive Director appraisals. Thank you to the eight Staff and Public Governors who joined the virtual Board meeting to observe the discussions. The Board Assurance Framework and Corporate Risk Register were not included in the meeting due to the meeting not being routine, though those documents will be included in the routine Board meeting held in public in July

Well-Led Development Work

Our Director of Corporate Affairs reported to the June Board meeting held in public on our continuing work on meeting the NHS Well-Led Framework ([National Well-Led information here – www. improvement.nhs.uk/resources/well-led-framework/](http://www.improvement.nhs.uk/resources/well-led-framework/)), improving our standards and practice in response to the June 2019 BDCFT report from the Care Quality Commission ([CQC 2019 Report here, including on Well-Led - www.cqc.org.uk/provider/TAD/reports](http://www.cqc.org.uk/provider/TAD/reports)). A series of development activities are taking place during July – September this year to support our journey to fully meet the Well-Led Framework.

To note, representatives from the CQC inspection team no longer plan to observe our next series of Board related virtual meetings or meeting Governors due to the need to focus on the new CQC Emergency Support Framework during COVID-19. Further details are available here: <https://www.cqc.org.uk/guidance-providers/how-we-inspect-regulate/emergency-support-framework-what-expect> (The Inspection Team did observe our Audit Committee and Finance, Business & Investment Committee in May).

The CQC is using the Emergency Support Framework to use and share information to target support where it is needed most, to have open and honest conversations with NHS Trusts, and to take “action to keep people safe and to protect people’s human rights.” The Framework applies to the Trust, and it has been reviewed in the Trust’s Gold Command meetings of Board members, led by the Chief Executive, in relation to responding to the pandemic.

Lynfield Mount Hospital Redevelopment and Capital Regime Progress Update

The June Private Board meeting included an update on the progress the Lynfield Mount Hospital Strategic Outline Case (SOC) for the site's proposed capital plans since the draft SOC was presented to Board in March 2020. The full SOC will be presented at the July Private Board meeting in line with local and regional system capital planning and changing national guidance, and the CoG will be briefed on development plans as relevant.

The Council of Governors is asked to note the above updates.

Outcomes Focused

Supporting BAME staff during covid-19

The Trust has worked with our Aspiring Cultures Network of BAME staff during COVID-19 to ensure that risk assessments take place for all BAME staff due to the national guidance and reporting on the disproportionate effects of covid-19 on BAME communities. All substantive and bank BAME staff have received a risk assessment ahead of national guidance.

Governors may find helpful the following Public Health England (PHE) publications on the effects of COVID-19 on BAME communities and vulnerable people:

- PHE Publication on the effects of covid-19 on BAME communities of 16 June 2020: <https://www.gov.uk/government/publications/covid-19-understanding-the-impact-on-bame-communities>
- PHE Covid-19 Disparities Report of June 2020 : https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892085/disparities_review.pdf

COVID-19 Learning Week Results

The Trust has held a Learning Week during covid-19 with 700+ staff and 150 service users and a review of the Trust's progress in 2019/20 in delivering our Better Lives, Together strategy. A summary of the Learning Week during COVID-19 was shared via the 26 June CoG Governor Folder and in the CoG 2 July meeting's documents in order to share the results and Trust response to date. As you appreciate, this is an opportunity to reflect on the strategy and ways of working against the Trust's COVID-19 recovery plans, including service provision and interactions with service users.

The Council of Governors is asked to note the results of the Learning Week and share views from their constituents on service provision during COVID-19.

Partnerships & Stakeholders

Developing Integrated Care

During COVID-19 we have worked with partners to set up new services, such as to discharge large numbers of people from acute hospitals and our COVID-19 community team supporting care homes, and particularly seen great partnership

working with primary care, the voluntary & community sector (VCS) and social care. West Yorkshire & Harrogate NHS organisations have collaborated on PPE supplies, standardising approaches, co-ordinating activities, such as carers campaigns, bereavement helplines and liaison with the Police.

In recent weeks our local health care system for Bradford & Craven is developing an Act as One approach which the Trust is part of the local strategy of 'Happy, Healthy, at Home'. This approach includes six health care pathways to develop in partnership, including children and young people's mental health for which the Trust's Medical Director, David Sims, will be the Senior Responsible Officer.

In light of this current partnership work, recent local and regional discussions with external NHS colleagues, the follow-up from the BDCFT & VCS event on 10 March, and our on-going pilots with the Primary Care Network (PCN) Bradford Care Alliance, we are reflecting and looking ahead to our future integrated care plans. The Board reviewed current integrated care NHS best practice during a Private Board discussion session on 30 April, and reviewed the Trust's current community integration care work with Primary Care Networks and the VCS at a follow-up Trust Board development session on 14 May and at the June Private Board.

Due to the above, updates on integration work will be brought to future Board and CoG meetings.

The Council of Governors is asked to note the above integrated care related activities and plans.

West Yorkshire & Harrogate Partnership (WY&HP): I attended a Partnership Board COVID-19 briefing session on 5 May with the Deputy Chair and Chief Executive. I particularly asked the Partnership about regional and national research and planning in relation to the effects of covid-19 on BAME NHS staff and communities. The Partnership especially shared a national article on recommendations to NHS Board on EDI which can be found here: <https://www.nhsconfed.org/blog/2020/04/equality-diversity-and-inclusion-at-the-time-of-crisis-and-beyond> We are assured at this time that our Board are meeting the article's recommendations.

I attended a quarterly WY&HP Board virtual meeting on 2 June with the Chief Executive. Healthwatch regionally raised concerns over public perceptions of the lack of availability of usual NHS services, including in Bradford, and I have shared this via the Trust's Gold Command and the Communications team will respond to this, building on their recent #StillHeretoHelp campaign.

MP Engagement: I have aimed to engage with all MPs in our area since joining in September 2019, though due to the general election and now covid-19 these meetings have been delayed. However, I have recently met with the following MPs to update them on the Trust's work during COVID-19 and profile our plans for our Lynfield Mount capital development:

- 17 April: Judith Cummins MP

- 24 April: Robbie Moore MP, Philip Davies MP and Julian Smith MP
- 1 May: Naz Shah MP

There is a need to re-arrange a meeting with Imran Hussain MP. These meetings were followed up last month with a MP briefing covering COVID-19, the plans for the Lynfield Mount re-development and information sources, in consultations with the Incident Director Phil Hubbard and Director of Corporate Affairs Paul Hogg.

I have supported senior colleagues with MP queries during COVID-19, aiming to provide updates to MPs, though sharing a message of needing to have flexibility and longer response times on some enquiries due to the pressure of the incident. However, we continue to respond immediately on urgent matters.

The CoG is asked to note the above external stakeholder engagement activities, aligned to the Trust's Better Lives, Together strategy and the regional partnership strategy.

People

People – Board Roles

New Non-Executive Director (NED)

We officially welcomed Maz Ahmed as our new Non-Executive Director who joins the Board formally from May 2020, bringing his extensive private sector experience with Morrisons, and he will particularly take on the role as Chair of our Finance, Business and Investment Committee (FBIC). Thank you to Maz for joining the Trust previously as NED-Designate which has formed part of his induction.

Thank you to Andrew Chang for taking on the interim FBIC Chair role, following Rob Vincent's retirement in February 2020.

Chief Executive Recruitment

We short-listed for the Chief Executive role on 16 June, including four Non Executive Directors and two Executive Directors, along with me, and decided together to take forward four candidates. Work is taking place to finalise the details of the Assessment Centre which will take place the 29 & 30 June, with a Board of Directors Nomination Committee scheduled at the end of the process. Following this, an outcome report will be presented for approval to the Council of Governors on 2 July, I will provide a further update at the July Board meeting.

Our two day virtual process as a Foundation Trust on 29 & 30 June will feature:

- an external stakeholder Panel on 29 June consisting of the Chief Executives of Bradford Teaching Hospital, Airedale Hospital, Bradford & Craven CCG, the leader of Bradford Care Alliance and two leaders from the voluntary & community sector;

- an internal panel of six staff, including Staff Governors and the Chair of our BAME staff Network, posing questions to candidates, facilitated by our Medical Director, plus around 25 staff and Governors observing virtually;
- a service user Panel on 30 June, testing against our values and candidate approaches to service user engagement;
- an interview Panel on 30 June with Neil Thwaite, CEO of Greater Manchester Mental Health as an external assessor, alongside Board members and the Lead Governor.

Regional stakeholders have been kept informed of our plans and have been invited to contribute in advance feedback on candidate applications for the interview Panel's consideration.

Interim Executive Arrangements

As shared previously with CoG via regular updates, our interim arrangements during the summer for the Trust after Brent Kilmurray leaves on 26 June and before the new Chief Executive starts will be our current Chief Operating Officer (COO) Patrick Scott moving into the role of Acting Chief Executive on 29 June and our Director of Nursing, Professions and Care Standards Phil Hubbard becoming Acting COO on the same date, supported by our Deputy Chief Executive Liz Romaniak, having followed an internal process in April. Alongside this interim leadership, we will bring in an Interim Director of Nursing, following a selection process.

Appraisals, including the Chair & Non Executive Director (NED) Appraisals

My Chair and NED appraisals took place during 3 - 5 June in line with national requirements released 2019 from NHS England/Improvement on the Chair appraisal framework. The results of these appraisals will be reported to the Council of Governors (CoG) Remuneration Committee on 23 June and the CoG meeting on 2 July. Thank you to NEDs for their continued commitments and valuable contributions to the Trust.

The Board of Directors Remuneration Committee met on 15 June to particularly review the results of the Executive and Associate Director appraisals for 2019/20, including the Chief Executive's held by me as Chair, supported the proposed Executive Management Team individual objectives for 2020/21, and received assurance on compliance with the fit and proper person regulation for Board members.

NeXT Director Programme

Sarah Jones has now ended her role with the Trust as a remunerated Board advisor. However, she will continue her involvement with the Trust via the NHS England and NHS Improvement (NHSE/I) Next Director development programme for aspirant Non Executive Directors and in an un-remunerated role.

Keely Howard, Resourcing and Appointments Development Manager from NHSI/E confirmed Sarah's place on the programme on 13 May and Sarah's placement on the programme is now live. Sarah will join Board and Quality & Safety Committee meetings as a non-voting member.

People – Staff Engagement

Renewing our collective commitment as NHS colleagues to equality, diversity and inclusion for all

In response to discussions with Leeroy Golding, the Chair of the Trust's Aspiring Cultures Network, we together invited everyone across the Trust to join the Board for 2 minutes of silence, taking the knee at 12.00 on 25 June in honour of the Black Lives Matter Movement. It was an opportunity to reflect on how we, as individuals as well as a collective, can help to move things forward in our organisation and address the virus of racism. Throughout the week staff were invited to renew our collective commitment as NHS colleagues to equality, diversity and inclusion for all. This also included a reverse mentoring session between LGBT+ staff and Board members on 22 June.

Following on from this there will be the opportunity to discuss next steps at the next bi-weekly 'COVID-19 & staff with protected characteristics' engagement meeting between staff representatives and Board members on 1 July. I have also invited Leeroy and his Network colleagues to share a staff story at our July Board meeting to reflect on the work of the Network with Board members and discuss together potential further action.

Governors may find of help the following documents on the role of Boards now and in the future in tackling prejudice and in equalities in the workplace:

- BMJ Leader article on the role of NHS Boards now: [BMJ Article 2020 – www.bmjleader.bmj.com](http://www.bmjleader.bmj.com)
- Race in the Workplace national government report of 2017: [Mcgregor-Smith Review 2017 - www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review](http://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review)

The Council of Governors is asked to note the above 'People' related activities and plans.