

**Board of Directors meeting in Public**  
**Thursday 28 January 2021 at 9.00am**  
**Meeting held virtually using Microsoft Teams**

|                       |   |   |
|-----------------------|---|---|
| <b>Present:</b>       | <p>Cathy Elliott<br/>Professor Gerry Armitage<br/>Maz Ahmed<br/>Andrew Chang<br/><br/>Dr Zulfi Hussain<br/>Simon Lewis<br/>Carole Panteli<br/><br/>Therese Patten<br/>Phil Hubbard<br/>Paul Hogg<br/>Susan Ince<br/><br/>Sandra Knight<br/><br/>Claire Risdon<br/>Tim Rycroft<br/>Patrick Scott<br/>Dr David Sims</p> | <p>Chair of the Trust (Chair of the Board)<br/>Non-Executive Director and Deputy Chair of the Trust<br/>Non-Executive Director<br/>Non-Executive Director and Chair of the Audit Committee<br/>Non-Executive Director<br/>Non-Executive Director<br/>Non-Executive Director and Senior Independent Director<br/>Chief Executive<br/>Director of Nursing, Professions and Care Standards<br/>Director of Corporate Affairs<br/>Interim Associate Director of Planning, Performance and Estates<br/>Director of Human Resources and Organisational Development<br/>Interim Director of Finance<br/>Chief Information Officer<br/>Chief Operating Officer<br/>Medical Director</p> |
| <b>In Attendance:</b> | <p>Mike Woodhead<br/><br/>Fran Limbert<br/>Belinda Marks<br/>Wali Nazar<br/>Catherine Batt</p>  | <p>Incoming Director of Finance, Contracting and Facilities (observing)<br/>Deputy Trust Board Secretary<br/>Palliative Care Service Manager (agenda item 3)<br/>Patient Experience Officer (agenda item 3)<br/>Palliative Care Administration Supervisor (for agenda item 3)</p> <p>Seven external Guests observing, including ten Governors representing Public, Appointed and Staff Constituencies.</p>  |

## Minutes

| Item        | Discussion   | Action |
|-------------|--|--------|
| <b>3810</b> | <b>Welcome and Apologies for Absence</b> (agenda item 1) |        |

The Chair, Cathy Elliott, opened the virtual meeting via Microsoft Teams at 9.00am and confirmed that there had not been any apologies for absence. Ms Elliott welcomed members of the Council of Governors and thanked them for their interest in the work of the Trust at this time. The Board noted that the public meeting had been reduced to accommodate the Trust's increased response to the pandemic which included the mobilisation of the vaccination

programme working in partnership with Bradford Teaching Hospitals NHS Foundation Trust. The items that had been deferred featured within the Management of Deferred Items Log, as outlined in agenda item 12.

The Board noted that future engagement sessions with Governors included a meeting with the Chair and Chief Executive with Staff Governors on 2 February 2021; and an Open House meeting with all Governors on 4 February 2021.

Ms Elliott welcomed Mike Woodhead to the meeting as an observer who would join the Trust on 1 February 2021 as the substantive Director of Finance, Contracting and Facilities. Ms Elliott thanked Ms Risdon, Interim Director of Finance and Mrs Ince, Interim Associate Director of Planning and Performance who would reach the end of the interim assignment on 31 January 2021.

On behalf of the Board, Ms Elliott thanked Trust colleagues for their continued hard work during the pandemic and for our local partners for their ongoing support. She outlined that the Trust continued to follow national guidance in response to the pandemic with the corporate governance meetings continuing to meet to receive reports, scheduled through pre-agreed work programmes; and urgent items as required.

Ms Elliott also highlighted with the Board and Governors Bradford Council activities currently taking place which were the No Child Cold charitable appeal during this current lockdown, and remembrance this week of the 1,000 people in Bradford who have sadly passed away from Covid.

### **3811 Declarations of and Conflict of Interest (agenda item 2)**

**The Board noted the revised Register of Interests presented now included Mr Ahmed's declaration; and an updated declaration for Mr Lewis would be recorded.** **Fran Limbert**

### **3812 Learning from your Experience: Palliative Care (agenda item 3)**

Ms Marks, Ms Batt and Mr Nazar joined the meeting and provided an overview of development work and adaptations that had been made within the Palliative Care Service to support engagement and capturing feedback from service users and their carers, it included:

- a plan being initiated in partnership with the Patient Experience and Involvement Team to support revisions being made to existing feedback methods given the nature of the statutory Friends and Family Test question of recommending the service or not;
- learning from past experiences of collecting feedback within the Service and adaptations being made to support infection prevention and control measures due to the pandemic;
- a pilot undertaken that supported phone calls taking place with service users carers to gather feedback through value-based questions;

- previously the Service had relied on online or paper-based feedback, where four pieces of feedback had been received during September 2019 to March 2020, with 44 pieces received during September 2020 to January 2021;
- following successful completion of the pilot, a series of volunteers were being recruited to support the enhanced engagement being sustained;
- the Service noted that the feedback received provided greater opportunities to learn from people's experiences and received qualitative comments to help service development and shared learning within the Trust.

A discussion took place on the Service, which had transitioned from delivery care five days a week to seven as part of the Trust's response to the pandemic. Ms Marks reported on the challenges of fatigue and the use of personal protective equipment during the pandemic. She outlined that the Business Continuity Plan (BCP) supported flexibility within the service delivery model and praised the Trust for the wellbeing support available for colleagues and service users at this time.

#### **The Board:**

- **welcomed the development exercise and associated pilot taking place to further learning opportunities within the Trust and enhanced feedback opportunities to further improve care and practice;**
- **noted the synergy of patient experience and involvement opportunities with volunteering; and**
- **noted that feedback received from volunteers involved with the pilot included people reporting that the opportunity to be involved and being able to work from home due to the pandemic's national restrictions had enhanced their wellbeing.**

#### **3813 Questions Received** (agenda item 4)

No questions for the Board had been received since the last Board meeting.

#### **3814 Minutes of the previous meeting held in public on 28 November 2020** (agenda item 5)

The minutes of the public Board of Directors meeting held on 28 November 2020 were accepted as a true and accurate record.

#### **3815 Matters Arising: Bereavement Service Discussion with the Bradford Council of Mosques** (agenda item 6.1)

The Medical Director explained that ongoing engagement and partnership work with the Bradford Council of Mosques continued to take place with a budget identified until 31 March 2021 to support the workstream. He said that the work

focused on the Council of Mosques' needs for bereavement support for their communities.

No other matters arising were discussed.

### **3816 Action Log** (agenda item 7)

#### **The Board:**

- **noted the contents of the action log;**
- **agreed to close the actions that had been listed as completed; and**
- **noted that no actions were overdue and no further actions were required associated with the contents of the log.**

### **3817 Alert, Advise, Assure Report: Joint Mental Health Legislation and Quality and Safety Committee held on 21 January 2021** (agenda item 8)

In line with the national guidance, including letter '001599 Reducing the Burden Whilst Dealing with the COVID-10 Pandemic' from NHS England/Improvement received this week, a review of the Trust's corporate governance arrangements for quarter four 2020/21 had taken place. An agreement had been made on the Board sub-committee meetings and associated agenda items that would be delivered, and those that would be temporarily paused. This had included a decision being made to temporarily join the Quality and Safety Committee (QSC) and Mental Health Legislation Committee meetings which included mainly the same members and attendees, including Involvement Partners.

On behalf of the Joint Committee, Professor Armitage presented the AAA report from the meeting held on 21 January 2021, it highlighted:

- continued pressure through heightened acuity and demand within the Mental Health Care Group services;
- the Trust proactively working with the independent healthcare provider sector to secure beds locally for any Out of Areas placements;
- increased pressure and associated risk for the Pharmacy Service, including the Chief Pharmacist and work taking place to mitigate the risks;
- COVID-19 arrangements and vaccine dissemination;
- work for the Workforce and Equality Committee on the metrics for colleague preceptorship to advance recruitment and progression of colleagues and their wellbeing;
- assurance had been received on work taking place to avoid closed cultures, which included national learning;
- Children's Services staffing now rated green, but due to continued pressures progress would continue to be monitored; and
- systematic improvements that had been embedded, which had been reported verbally following the unannounced inspection from the Care Quality Commission (CQC) on 10 and 11 December 2020.

Mrs Panteli added that assurance had been received by the Joint Committee on the avoidance of closed cultures through the individualised care plans. The Board heard that a future deep dive for the Committee had been suggested for the Section 136 Suite. Ms Elliott noted the planned deep dive, linking it to reporting from QSC to Board in October 2020, and Mr Scott confirmed that the latest data on Section 136 admissions would be shared shortly as appropriate with Board members and Governors for information.

**PS**
**The Board:**

- **noted the Joint Committee streamlined arrangement for this quarter 4 of 2020/21 due the third phase of the pandemic and continuing national guidance;**
- **noted the embeddedness of quality improvement that had been reported;**
- **noted that assurance had been received on the avoidance of closed cultures; individualised care plans; and BCP's within the Care Groups to mitigate increased demand and staff absences; and**
- **noted future agenda items that would be scheduled for discussion, including the national consultation for the reform of the Mental Health Act.**

**3818 COVID-19 Update (agenda item 9)**

The Chief Operating Officer as the Incident Commander presented the update to the Board. He outlined how the Trust's incident response had included the mobilisation of the vaccination programme and responding to the third national lockdown, which included productive and ongoing partnership working.

The following update was received on work taking place to continually support colleagues throughout the pandemic:

- enhanced staff engagement, including the refresh of the weekly Broadcast, creation of virtual common rooms for peer support, and continuation of the Schwartz Rounds; and
- ongoing development of the wellbeing programme for colleagues, which included funding received at West Yorkshire and Harrogate to develop a digital portal for staff, understanding the effects of Long COVID, creating a place-based support programme and signposting.

Dr Hussain asked what the Trust's external communication and engagement plan was to support delivery of the vaccination programme. Mr Hogg explained how an action plan supported the communications and engagement strategy which included reaching out to a variety of networks and communities to encourage participation and involvement. He explained how the strategy was aligned to the NHS England marketing and communications plan. The Chief Executive said that Lisa Wright, Head of Equality, Diversity and Inclusion, had

supported the delivery of an equality impact assessment for the workstream working in partnership with the Chairs of the staff networks and forums. It was noted that the Trust's equality impact assessment for the vaccination programme was welcomed during recent engagement with NHS England. The Director of Nursing, Professions and Care Standards said that the Trust continued to work with communities to ensure consistency in messaging and to support accessibility of communications.

The Director of Human Resources and Organisational Development provided an overview of interim and longer-term employment and volunteering opportunities available. This included working with Bradford Council's Skills House to source administrators to volunteer with the vaccination programme. The Board heard how the interim arrangements provided opportunities longer term for ongoing volunteering and employment.

Ms Elliott noted with the Board the recent virtual Board approval process for the Trust's workforce vaccination programme in line with the Trust's Constitution which will be ratified at the Board meeting in Private, following this meeting.

**The Board:**

- **welcomed the update on the developments of the COVID-19 workstream;**
- **noted the ongoing support available to colleagues that continued to be developed; and**
- **noted the approval of the documentation relating to the vaccination site at Lynfield Mount Hospital.**

**3819 Ockenden Review of Maternity Services** (agenda item 10)

Mrs Hubbard presented the Ockenden Review of maternity services and explained that the report considered the care of babies and mothers at Shrewsbury and Telford Hospital NHS Trust between 2000 and 2019. The report focused on maternal deaths, stillbirths, neonatal deaths and hypoxic ischaemic encephalopathy which were reviewed by NHS Improvement, NHS England and CQC, and which identified immediate learning and essential actions for all maternity services across England along with a review of governance systems. It was noted that the Trust provides a perinatal mental health service, linked to maternity provision by local NHS acute providers.

**The Board:**

- **noted the associated actions for providers of maternity healthcare services as a result of the review; and**
- **noted that engagement would continue with those maternity service providers and the Trust on reviewing mental health maternal health care and associated incidents.**

### 3820 Chair's Report (agenda item 11)

Ms Elliott presented her report which covered a variety of items, ensuring continued reporting to Board of certain items, despite streamlined governance during this quarter. The report included:

- media report for the last quarter;
- streamlined corporate governance arrangements during this quarter and third phase of the pandemic, in line with the Trust's Constitution and national NHS guidance, including letter '001599 Reducing the Burden Whilst Dealing with the COVID-10 Pandemic' from NHS England/Improvement received this week;
- an update on the Go See pilot for Board engagement and visibility through service visits;
- opportunities for virtual Governor engagement this quarter;
- progress with the Trust's Well-Led developments;
- the Trust responding this month to the national NHS consultation on Building Strong and Effective Integrated Care Systems, and Ms Elliott being part of a NHS Providers Members Reference Group for the consultation;
- the continuation of the funded NHS Digital Board pilot programme for the Trust;
- appointment of the Freedom to Speak Up Guardian through a competitive process and enhancement of data management;
- collaboration taking place across the place and integrated care system (ICS), including via the ICS Provider Collaborative for mental health, learning disability and autism;
- partnership discussions with the University of Bradford to explore ways of working together on workforce, research & development and student placements;
- the Trust's Community Collaborative pilot with local Primary Care Networks being identified this month as a national best practice case study by NHS Confederation (NHS Confed), leading to a learning partnership with them going forward;
- A virtual visit to Bradford by NHS Confed's Chair, Lord Adebowale, with the Trust and Bradford Council this month for him to learn about local work in communities to tackle health inequalities, including the above Community Collaborative pilot and the Council's neighbourhood pilots; and
- joint Non-Executive Director Audit Committee training in partnership with other NHS providers across the ICS, led by the Trust's Audit Chair.

#### **The Board:**

- **noted the content of the Chair's report.**

**3821 Management of Deferred Items** (agenda item 12)

**The Board noted the contents of the Deferred Items Log.**

**3822 Any Other Business** (agenda item 13)

Ms Elliott thanked Board members for their contributions and observers who had joined the meeting and closed the meeting at 10.20am. The Board meeting held in public would be followed by a Private Board meeting.

**3823 Meeting Evaluation** (agenda item 14)

A discussion took place to evaluate the meeting in line with the commitment for continuous improvement within the Trust, noting a streamlined agenda being required for Public meetings for this quarter due to the third phase of the pandemic.

Signed:.....

Date:.....