

## Trust Chair Public Council of Governors Report – 3 December 2020

**Thank You to Staff:** As the Trust moves into winter and operates at an exceptional time during the pandemic and anticipates future changes due to Brexit, alongside business as usual services, on behalf of the Council of Governors I want to thank our entire staff team for their drive, determination and commitment to delivering services at this time for our communities.

**Welcome:** I am delighted to welcome Therese Patten to her first Council of Governors meeting as our new Chief Executive, having joined us in September this year. The second section of this report includes a Chief Executive's update, having introduced this section earlier this year.

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### **Trust News**

**Winter Charity Appeal:** In November the Trust launched its first winter charity appeal, Make Lives Better, in order to provide added extras for our staff, supporting them as they continue to care for those who are most vulnerable this winter. I encourage Governors to support the appeal, and further details and ways to donate are available here: <https://www.bdct.nhs.uk/better-lives-charity/>

If Governors wish to volunteer to be involved with the work of the Trust's re-vamped charity, Better Lives, especially promoting it to Governor constituents, please contact Trust Board Secretary, Paul Hogg at [paul.hogg@bdct.nhs.uk](mailto:paul.hogg@bdct.nhs.uk)

### **Working with the Council of Governors**

#### **Council of Governor Engagement**

- The welcomed increased attendance of Governors at Public Board meeting continues during the pandemic with around 50% of Governors observing virtual Public Board meetings, increasing from around 10% in-person attendance by Governors of meetings at New Mill pre-pandemic;
- I continue to meet regularly with the Lead & Deputy Lead Governors to brief them on the work of the Trust and take their questions on behalf of Governors and constituents. Our new Chief Executive now joins these meetings, alongside our Senior Independent Director, as required;
- I held our first virtual Staff Governor meeting last month with our Chief Executive which focused on the latest Staff Survey, staff health & wellbeing during the pandemic, engagement opportunities with Board and development opportunities for staff governors. This session will be repeated in the New Year.

If other groups of Governors wish to arrange group virtual engagement session with me as Chair and the Chief Executive, such as a group of Public or Appointed Governors, please contact Fran Limbert at [fran.limbert@bdct.nhs.uk](mailto:fran.limbert@bdct.nhs.uk)

## **Virtual Open House Sessions**

Virtual Open House session for Governors on 30 April, 11 June and 27 July so far this year have been well received by Governors with around 50% attendance from the Council, and we have taken on board feedback to refine session topics in future. Thank you to Governors who took part in the virtual focus group session with Bradford Care Alliance and the Trust and the Trust on 29 September to inform the plans for the Community Collective into 2021 which will bring more effectively together primary care and our community services, working with the voluntary and community sector. Looking ahead, we will be planning more virtual Open House sessions into 2021 for Governors, including on our Quality Report in the New Year.

## **Governor Communications, including Friday Folder**

I would welcome Governor feedback on communications with the Council of Governors into 2021 to ensure sufficient information and suitable frequency of information is being shared.

The Governor Friday Folder email update which has been produced and shared with Governors on a weekly basis for a number of years under the previous Chair and continued by me is one example of this. In the last six weeks we have tracked the weekly engagement with the Friday Folder, and between 10% and 25% of Governors read the Friday Folder each week. We want this method of communication to be effective and would like to change the frequency from weekly to either fortnightly or monthly, and Governor views are welcomed.

Please contact Ritta Harrison at [ritta.harrison@bdct.nhs.uk](mailto:ritta.harrison@bdct.nhs.uk) if you would like to volunteer to share your views on Governor communications.

## **Strategic**

### **Our Well Led Journey**

As part of the Trust's continued journey to meet the Care Quality Commission's (CQC's) well-led framework and build our well-led infrastructure, the Board held a further development session with the external consultants, MIH Solutions, on 2 November to receive feedback from the check and challenge sessions with members of the Board and the Senior Leadership Team during the autumn, and identify the next set of priority actions for the next two months in this phase of well-led work. A reminder of the national CQC well-led framework is available here:

<https://www.england.nhs.uk/well-led-framework/>

Governors can review the November 2020 Public Board paper Item 17 to find out more on the Trust's current phase of well-led work to meet the framework here: <https://www.bdct.nhs.uk/about-us/our-board/board-papers/> To highlight, the Trust's current phase of well-led work includes:

- The Trust's new Go See Framework for visits, building on the already established virtual service visits for Board members that have been operational throughout COVID-19. This Care Trust Way initiative is based on

the concept of a Gemba walk with opportunities for Board members to use different visits are a vehicle for the Trust to '*Know its Business, Run its Business and Improve its Business*' at both an operational and a strategic level. Go See visits will begin this month and there is the opportunity for Governors as always to observe Non Executive Directors (NEDs) attending these visits. To note, our developing Board virtual visit practice was recently noted as welcomed practice during our MIH Solutions independent review.

- The Trust's revised structure of key internal governance meetings that have reporting aligned to key Board Committees.

A review of evidence against the CQC's well-led Key Lines of Enquiry (KLOEs) is currently underway for this phase of well-led work and will be presented to Board from next month and shared with Governors in summary in the New Year.

### **West Yorkshire & Harrogate (WY&H) Committees in Common for Mental Health, Learning Disabilities and Autism (MHLDA)**

From this Public Council of Governors meeting onwards the reporting of the activity of the West Yorkshire & Harrogate (WY&H) Committees in Common will be enhanced to having a governance committee report, alongside our internal Trust committees. This aims to align further this collective governance at the Integrated Care System (ICS) level of the four trusts involved across West Yorkshire & Harrogate, including BDCFT, with the Trust's Chair and Chief Executive representing the Trust and having delegated authority in being members of the Committees in Common. The timing of this reporting development is particularly due to a number of MHLDA service transformations becoming live, such as Assessment Treatment Unit services, or will become live by spring 2021.

To note, Governors had the opportunity to join the recent WY&H Committees in Common six-monthly event held virtually on 27 November which provided briefings on live regional service transformations, involving the Trust. Thanks to those Governors who represented the Trust at the virtual event, alongside BDCFT NEDs.

## **Outcomes Focused**

### **Responding to the Pandemic**

Today's Private and Public Council of Governors meetings will include updates from the Executive team on the Trust's plans, activities and learning in responding to the current pandemic. Past Council meetings and virtual Open House session for Governors in April, June and July so far this year have provided the opportunity for Governors to be briefed and ask questions of the Board on the Trust's work during Covid-19.

As shared with the Council at our last meeting and via Friday Folder updates to Governors, the Trust continues its incident command framework which was established in March 2020, including Gold Command. As Trust Chair I continue to

attend Gold Command, currently a weekly meeting of Executives, chaired by our Chief Executive as Gold Commander. NEDs receive a weekly report from Gold Command on the Trust's response to the pandemic.

## **Governance Developments**

### **Committee Assurance Reports – A new 'Triple A' approach to assurance**

Discussions have been taking place internally on how to further improve the reporting processes from Committees to Trust Board. A revised template is being introduced from last month onwards which helps summarise key items at Committee meetings around a 'Triple A' approach with the following categories:

- Alert – to escalate an issue that requires Board discussion or action;
- Advise – to highlight an issue that may require further monitoring (by the Committee) over a period of time; and
- Assure – to provide positive news on performance, best practice or celebrate awards.

It is not the intention to duplicate Committee minutes (as these will now be part of the private Board pack for cross-reference), but to help focus the Board on a small number of key issues and support the ability to triangulate risk discussions taking place across Committees. Governors observing NEDs during Committees from 16 November onwards will note this enhancement of assurance practice.

### **Review of the role of Governors, service user representatives and other observers at Committee meetings**

As a Trust, we encourage observers, including Governors, at our Board meetings and Committee meetings to demonstrate transparency and give the opportunity for Governors to observe NEDs in fulfilling their role in holding NEDs to account for the performance of the Board. Since the start of COVID-19 and with the more widespread use of MS Teams for virtual meetings, we have seen an increased uptake in Governors observing Board/Committee meetings which is to be encouraged. Committee members value these contributions and Committee Chairs have rightly emphasised the importance of Governors fulfilling their roles as well the involvement of service users in Committees to bring lived experience to our governance process.

To further strengthen the process, Committee Chairs will be adopting the following standardised practice:

- Welcome any observers at the start of the meeting, ask them to introduce themselves (and if external to the Trust) explain their interest in attending as an observer;
- Explain that there will be an opportunity to deal with any issues/queries raised by observers before the break in the meeting procedures (if there is one scheduled) or at the end of the meeting when the effectiveness of the meeting is reviewed;
- Consistency of observers receiving the agenda and minutes of the last

- meeting electronically before the meeting;
- If the meeting is arranged on MS Teams, encourage observers to note any issues in the Chat function; if it is a simple explanation required (such as an acronym), the Chair may deal with this at the time or decide to collate any questions and cover them before the break or end of the meeting; and
- Provide Governors (or other observers) with the opportunity to provide any personal reflections at the end of the meeting or through an email direct to the Chair of the meeting.

### **Development of the requirements of Non-Executive Director remits across NHS trusts**

Following NHS Improvement's appointment of Andrew Chang as a Non Executive Director (and Audit Chair) at Yorkshire Ambulance Service, a piece of work has been undertaken by the Director of Corporate Affairs with the Company Secretary Network to highlight where Foundation Trusts (FTs) and NHS Trusts have appointed NEDs across different NHS providers. There are a number of examples nationally where existing NEDs have been appointed by NHS Improvement into another Trust or where FTs have appointed NEDs who were already operating in another Trust with positive examples of wider partnership working and learning.

The key issues for provider Boards (and Governors in FTs) would be to consider whether such an appointment gave grounds for concerns about any significant conflict of issues, independence of role, or the ability to commit sufficient time to undertake NED duties. This would be relevant in terms of geography (where organisations were in the same ICS), or type of trust (seeking similar roles in the same sector, locally), for example. Our constitution is sufficiently flexible to allow this arrangement, but as the appointing body, Governors would need to take these issues into consideration for future appointments. The Trust's Constitution was last reviewed in July 2018 and as a matter of best practice, it will be reviewed again before the end of 2020/21 to take this benchmarking work into account as well other governance developments relating to wider system working which is developing.

### **Board Training & Development**

The **Trust has signed up to the nationally funded NHS Digital Boards development programme** and the first Board session took place on 30 November. It focused on sharing good practice and peer learning on digital transformation through a range of events, publications and board development sessions. NHS Providers is partnering with the digital transformation consultancy Public Digital to deliver the programme to the Trust.

The Board's training and development planner for 2020 introduced in January this year and revised in July continues to support our Board in its work and development, particularly for newer Board members, and please find attached in **Appendix 6.1** the latest version.

## **Board Skills Matrix**

One year on since its introduction, our Board Skills Matrix has been reviewed and updated to reflect Board membership changes and revisions to Committee membership and NED champion roles now our new Board is further embedded. This is attached in **Appendix 6.2**. The changes further strengthen the NED composition on Committees, aligning strengths and experience of individuals and cross-referencing champion roles to Committee Chair responsibilities, meeting Trust and NHSI/E requirements. For specific NED remits arrangements for the frequency of meetings with Executive Directors and other senior managers has been identified to help with evidenced assurance and support individual NED roles and development plans.

When joining the Trust as Chair in autumn 2019 I attended Committees as part of my induction, and attended Committees in 2020 to support adaptations in governance due to the pandemic from March onwards and for specific agenda items. As an exception I was a member of the Workforce & Equality Committee to support its set-up during 2020, bringing past NHS Board experience, and I will now step down from the Committee and NED Carole Panteli will replace me from 2021 onwards. I will attend future Committees on an ad hoc basis for either specific agenda items, as appropriate, or to observe NED performance, linked to NED appraisals.

## **Partnerships**

### **Engagement in the Local Place System in Bradford & Craven:**

- Interviewed, alongside our Chief Executive, for the Bradford & Craven's governance consultation to inform future governance arrangements for local place-based working under the developing Act as One approach for health & social care. To note: The Board received a briefing on Act as One at the October 2020 Private Board meeting;
- Continued monthly update meetings with the Leader of Bradford Council;
- Looking ahead, I have invited Bradford Care Alliance (BCA) to attend our Board day in February 2021 to support developing plans for the Community Collective between the Trust and BCA with the voluntary sector, following their first update report to Public Board on 24 September.

### **Engagement in the Integrated Care System via the West Yorkshire & Harrogate (WY&H) Partnership:**

- Developed regular engagement between the trust chairs linked to the WY&H Committees in Common for MHLDA to exchange practice during the pandemic, improve NED and Governor/Lay Member engagement with the Committee, and support the WY&H Partnership team to further develop governance arrangements;
- Attendance of the Yorkshire & Humber NHS Chairs virtual Forums, including virtual group discussions with the NHSE/I Regional Director and Chief Executive of NHS Providers.

## **National Engagement Opportunities:**

- Invited attendee and contributor to the NHS Confederation's virtual roundtable on tackling health inequalities, chaired by Lord Victor Adebawale CBE, Chair of NHS Confederation, on 2 November;
- Guest Speaker at the Good Governance Institute's (GGI) virtual Breakfast Seminar Series on NHS system working on 11 November which has led to being invited to become a founding member of GGI's Faculty;
- Regular attendance of the Mental Health Network & GGI weekly seminar for mental health trust chairs to exchange practice during the pandemic;
- Looking ahead, I am a confirmed member of NHS Providers' consultation group on future national legislative changes in the NHS into 2021.

## **People**

### **NED Performance**

I have held informal one to one reviews virtually with NEDs during the autumn to re-visit their 2020/21 objectives set in June this year during their annual appraisals, discuss training & development opportunities, assess mandatory training compliance, review their risk assessments, and reflect on our work as a Board during the pandemic. There has especially been a focus on supporting newer NEDs who joined in 2019/20. Governors will be informed of a formal review of NED performance at a Council meeting in summer 2021, following the annual NED appraisal process.

### **Equality Diversity & Inclusion**

The Board's commitment and support of achieving equality, diversity and inclusion (EDI) in the Trust continues in the following ways:

- Reverse mentoring between the Board and staff with protected characteristics took place for the third time since December 2019 with Board members meeting with staff with disabilities and long-term health conditions after the Workforce & Equality Committee on 28 September. Each session results in pledges from Board members to further achieve EDI within the Trust;
- Board members continue to engage with forums for staff with protected characteristics, including the Rainbow Alliance forum and Aspiring Cultures Network, especially for Black History Month virtual events;
- Board representation at the virtual Beyond Words Campaign celebratory event on 30 November to profile and celebrate EDI best practice with staff in the Trust, especially linked to Black History Month and Disability Awareness Month;
- Board representation continues at the meetings of the Strategic EDI Group which has been formed during the pandemic and now meets monthly;
- We are pleased to support NEDs, especially Andrew Chang, who have joined the national Seacole Group for BAME NEDs, and more information is here: <https://www.seacolegroup.com/about>;
- NEDs have been informed of NHSI/E's commitment to ensuring greater diversity on Boards and Governing Bodies and, along with NHS Providers, their wish to reach out to NEDs and Lay Members with disabilities to explore

interest in establishing a disability network that might both provide mutual support and assist in addressing the underrepresentation.

**Cathy Elliott**  
**Trust Chair**  
**December 2020**

## Chief Executive Update

This Trust Chief Executive report provides an overview of news, events and significant issues that have occurred recently as an update for the Council of Governors.

### 1 Awards and Recognition

	<p>The British Empire Medal was awarded to Belinda Marks, who is our Palliative Care Lead and a Staff Governor at the Trust, for her contribution to nursing.</p>
	<p>The School Nursing Special Needs team is a finalist in Child Health category of the Royal College of Nursing Institute Nurse Awards 2020, for its ground-breaking Immunisation Preparation Programme that aims to make the immunisation process safer and less distressing for children with special needs.</p>
	<p>The Trust's Care Trust Way – our approach to continuous improvement - is shortlisted for HSJ's Staff Engagement Award. The virtual awards ceremony is in March 2021.</p>
	<p>Linzi Maybin, Community Dental Officer and Staff Governor, is nominated for the Community Organisation Award for Disability category in the ITV National Diversity Awards.</p>
	<p>Our COVID-19 Community Nursing Home Visiting team is a finalist in the Infection Prevention and Control category of the Nursing Times Awards.</p>
	<p>The DIAMONDS (Diabetes and mental illness, improving outcomes and self-management) research programme has been awarded runner up in the National Institute for Health Research Clinical Research Network, McPin Foundation and MQ Service User and Carer Involvement Awards 2020. The awards recognise the achievements of researchers who involve service users, carers and the public in each stage of the research process. Thomas Kabir said: "The McPin Foundation offers our congratulations ... the service user and carer involvement in</p>

these studies has been, and continues to be, exceptional. We hope that many others will follow their good example.”

## **2 Trust News and Developments**

Dr Gregor Russell, our director of research, has been appointed to the role of Visiting Associate Professor in the University of Leeds, a role within the University of Leeds Institute of Health Research. The team have been working on the details for some time and are delighted that this increases our partnerships as a research focused Trust. Gregor will be able to network with others in the University of Leeds and we hope to see more grant applications being generated.

Beverley Fearnley has been appointed Deputy Director of Patient Safety, Governance and Risk within the Nursing team. This is a new role that will focus on working with patient safety, quality improvement, accreditation and Care Quality Commission standards. Bev has been with the Trust for a year as Head of Governance and Quality, joining us from NHS Improvement. Last month we appointed Dr Walishety to the role of Patient Safety Clinical Lead. Both these appointments are significant for the Trust and will enable us to focus the work we do on patient safety, learning and quality improvement.

The Trust has been successful in its application to the Department of Health and Social Care to support the implementation of Electronic Prescribing (ePrescribing). The £96,000 funding pot will be spent on equipment, software licenses and some staffing costs, and project implementation begins this financial year. ePrescribing systems have been proven to significantly reduce medication errors and adverse drug events. This is a fantastic milestone for the Trust and will have a tangible impact on harm reduction and patient safety.

The West Yorkshire and Harrogate Health and Care Partnership has secured £1m of funding to establish a hub for staff, and to pilot enhanced occupational health and wellbeing initiatives. The learning from these pilots will be shared and will inform future design of health and wellbeing services. This is in addition to an award of £640,000 to develop and pilot a range of enhanced occupational health and wellbeing initiatives to ensure staff have quick and easy access to targeted support and follow up care.

Work has commenced bringing together health and well-being leads and occupational health colleagues from across our system to mobilise both elements of the funding awards. For our staff this means we will be able to fulfil our aspirations to develop our health and wellbeing offer and ensure it is fully accessed and accessible across physical and mental health interventions. The funding will enable us to ensure constructive, empathic approaches to engaging with staff and remove barriers to accessing support. It will also enable funding of interventions to support staff who may and have been disproportionately affected by COVID-19 and are particularly vulnerable to the effects of the virus. This will include the development of a Long Covid programme.

Our Director of Nursing and Medical Director met in the month with counterparts from Bradford Teaching Hospital to consider how we work more closely together where both providers have had an involvement in service user care. It was agreed that joint Serious Incident (SI) panels should be used, and a case was identified where this will be taken forward. A summary of SIs is included in the Chief Executive's Public Board report from this month, and the full detail of SIs each month continues to be presented in Private Board meetings due to sensitive patient data and the reporting includes the investigations concluded and learning from deaths.

### 3 Media coverage

Media and news highlights from the last month included:

<b>9 November - launch of Care Trust Charity 'Make a Life Better Appeal'</b>	The Care Trust's charity, Better Lives, invites communities across Bradford, Craven, Airedale, Wharfedale and Wakefield to take part in its 'Make a Life Better' appeal, to support staff during the pandemic. Ambassadors including the Lord Mayor of Bradford, the President of the Bradford Council of Mosques, Bradford Bulls and Bradford City, are backing the appeal.
<b>9 November - Helping mums and babies stay well in lockdown and beyond</b>	Care Trust's Strategic Breastfeeding Lead, Jane Dickens, advises parents of new-born's that breastfeeding is one of the best ways to build a baby's immune system and keep them healthy during Baby Week Bradford (9-13 November) led by Better Start Bradford.
<b>2 November - Take stock and take steps if you're feeling stressed</b>	Trust's MyWellbeing College service guides people to recognise when they're feeling stressed and signposts to support, during International Stress Awareness Week.
<b>8 October - Not 'just' the flu – time to get your children vaccinated</b>	Trust's School's Immunisation team launches its flu vaccination nasal spray programme for all eligible children in primary schools, from reception through years 1, 2, 3, 4, 5 and 6, and year 7 in upper schools.
<b>8 October - Care Trust backs World Mental Health Day</b>	Care Trust signposts to the range of mental health support for communities as we move into winter and people are less 'connected' due to the pandemic.

## **4 Reportable issues**

On Tuesday 3 November, the UK terrorism threat level was upgraded from substantial to severe meaning an attack is highly likely. There are 5 levels of threat with severe being the second to critical which is the highest. Critical means an attack is highly likely in the near future. On receipt of the notification the Trust reviewed its emergency preparedness and response resilience and confirmed that current security cover is sufficient and suitable. The team has developed some communications, linked to the Centre for Protection of the National Infrastructure, as a reminder to staff about staff vigilance with security measures.

**Therese Patten**  
**Trust Chief Executive**  
**December 2020**