



Royal United Hospitals Bath
NHS Foundation Trust

Council of Governors Annual Report

2021-22





Introduction

I am delighted to be able to introduce the Annual Report of the RUH Council of Governors for the year April 2021 to March 2022, and I hope that you will find it interesting. You will see that this report is once again 'flavoured' by the continued effect of Covid on the hospital and the community, although things have begun to move forward.

The Council of Governors usually meets in public on a quarterly basis to discuss the progress of the Trust. In addition to this, Governors operate a number of Working Groups which meet regularly throughout the year. These working groups can be regarded as the workhorses of the Council - they are where we take a much more detailed look at individual areas, the service delivery, progress against the Trust strategy and where we assure ourselves that your voice is being heard and that this is reflected in the ongoing plans for the Trust.

The 12 months covered by this report have continued to be affected by varying levels of the receding pandemic, which has resulted in continued disruption of the usual function of the Council of Governors as we have continued to prioritise the safety of our patients and colleagues. To this end, all Council of Governors meetings were conducted virtually during this period.

Now we have our 'new normal' which has allowed us to begin to restore our previous focus on outreach and engagement events with members. We have striven to embrace new methods to do so, such as offering a virtual engagement events, which took place in May and August 2021. As Lead Governor, I had the pleasure of hosting one of these events via Microsoft Teams and a number of RUH staff were in attendance to provide updates on the hospital. The first event for 2022 was scheduled to take place in May and virtual events will be continued until it is deemed safe to offer a return to physical meetings. In addition to this, we are working more closely with the Communications Team to include Governor reports and articles in relevant publications such as the Insight Magazine for members.

With our Chair, Alison Ryan, we have continued to enjoy the opportunity to re-examine our relationship with the Board and to change the way we work so that we can better align our agenda with their work plan. This has enabled us to focus more clearly on the RUH progress towards its overarching Strategic aims:

OUR VISION				
To Provide the highest quality of care; delivered by an outstanding team who all live by our values				
OUR GOALS				
Recognised as a listening organisation; Patient centred and compassionate	Be an outstanding place to work where staff can flourish	Quality improvement and innovation each and every day	Work together with our partners to strengthen our community	Be a sustainable organisation that is fit for the future

I do believe that this has continued to make our processes more robust and will enable us to represent you more effectively into the future.

On behalf of the Governors, I would like to thank all the staff of the RUH for their hard work and assistance to us, and to mention their extraordinary response to COVID and the subsequent vaccination programme.

Finally, I want to say that, as Governors, we feel very privileged to represent you at the hospital. I would like to thank you for your continuing support and the feedback that you give us - this is invaluable to us in performing our role.

Gill Little
Lead Governor

Your Governors - 2021-22

The Council of Governors (CoG) consists of 21 Governors:

- 11 Public Governors (elected by public members)
- 5 Staff Governors (elected by staff members)
- 5 Stakeholder Governors (appointed from our partner organisations)

If you would like to contact your Governors you can do so through the Membership Office. Contact details can be found on the back page.

Public Governors



Mike Midgley
City of Bath



Nesta Collingridge-Padbury
City of Bath



Anne Martin
Mendip



John Osman
Mendip



Gill Little
South Wiltshire



Jill Scott
South Wiltshire



Melanie Hilton
North East Somerset



Suzanne Harris
North East Somerset



Peter McCowen
North Wiltshire



Peter Buttle
North Wiltshire



Horace Prickett
South Wiltshire



Virginia McNab
Rest of England and Wales

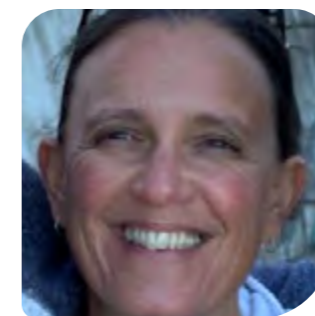
Staff Governors



Narinder Tegally
Lead Chaplain



Sophie Legg
Staff Nurse



Sarah Bond
Team Leader & Radiology
Governance Lead



Cllr Rob Appleyard
BaNES Council



Prof Dave Clarke
University of the West
of England



Baz Harding-Clark
Orthopaedic
Practitioner and Senior
Healthcare Assistant



Cllr Alison Born
BaNES Council



Dr Brynn Bird
BSW CCG



Julie Stone
Occupational Health
Nurse Manager



Cllr Johnny Kidney
Wiltshire Council



Dr Catrinel Wright
BSW CCG

Register of Governors

The register of Governors for the period 1 April 2021 - 31 March 2022 is:

NAME	CONSTITUENCY	TERM OF OFFICE ENDS
PUBLIC GOVERNORS		
Mike Midgley	City of Bath	31 October 2022
Nesta Collingridge-Padbury	City of Bath	Stood down 21 April 2022
Melanie Hilton	North East Somerset	31 October 2022
Suzanne Harris	North East Somerset	31 October 2023
Anne Martin	Mendip	31 October 2022
John Osman	Mendip	31 October 2023
Peter McCowen	North Wiltshire	31 October 2023
Peter Buttle	North Wiltshire	31 October 2022
Gill Little	South Wiltshire	31 October 2022
Jill Scott	South Wiltshire	Stood down October 2021
Horace Prickett	South Wiltshire	31 October 2023
Virginia McNab	Rest of England & Wales	Stood down March 2022

STAFF GOVERNORS		
Narinder Tegally	Staff	31 October 2022
Sarah Bond	Staff	Stood down January 2022
Baz Harding-Clark	Staff	31 October 2023
Julie Stone	Staff	31 October 2023
Sophie Legg	Staff	31 October 2023

STAKEHOLDER GOVERNORS (APPOINTED)		
Cllr Rob Appleyard	BaNES Council	4 May 2021
Cllr Alison Born	BaNES Council	Until further notice
Cllr Johnny Kidney	Wiltshire Council	September 2023
Prof. Dave Clarke	University of the West of England	24 February 2022
Dr Brynn Bird	BSW CCG	30 June 2022
Dr Catrinal Wright	BSW CCG	Until further notice



Council of Governors

The Council of Governors operates within the statutory framework provided for Foundation Trust (FT) hospitals such as the RUH. It contributes to the formation and monitoring of the Trust's vision, values and priorities. It has a crucial relationship with the Board of Directors; the role of the Council of Governors is based on the following public duties:

- To hold Non-Executive Directors to account for the performance of the Board of Directors. and;
- To represent the interests of RUH members and our local communities.

Our meetings are held every 3 months, usually in public but during this last year, all as virtual meetings via Microsoft Teams, and the relevant minutes/documents are available on the RUH website. In the course of our meetings, which are attended by some of the Directors, we receive reports on the Trust's current performance, its strategic plans and the challenges it continues to face. We have the opportunity to question the Trust's senior staff and comment on the responses we have heard. In particular, we focus on measures being planned to improve quality and performance where patient experience is being seen as less than satisfactory.

Often a seminar is held after the meeting for Governors to receive an in-depth explanation of an aspect of Trust policy or practice. Usually a joint seminar is also held with the Trust's Non-Executive Directors, providing an opportunity for Governors to obtain assurance from them as they describe their activities. This has not taken place for the last three years, due to the pandemic, but we hope to resume this arrangement in 2022.

Over the course of 2021-22, representatives of the Council of Governors were formally involved in:

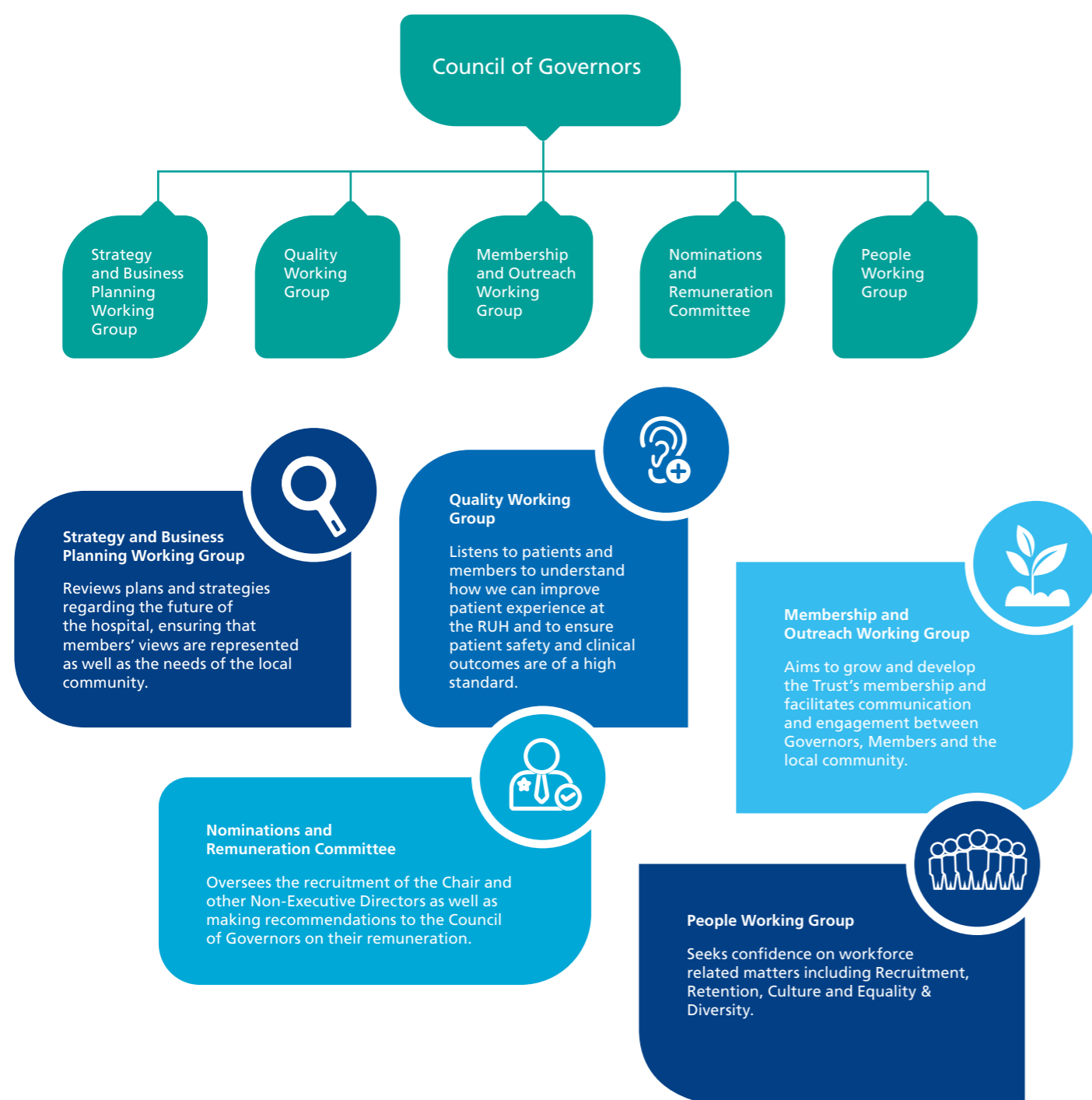
- Hosting a virtual all-constituency meeting with a number of RUH staff present to provide a series of updates on the hospital and to answer questions.
- Participating in a number of Ward Accreditation Observations.
- Addressing queries raised by members of the public.
- Attending Board of Directors meetings where observations were recorded and shared.
- Gaining assurance from Non-Executive Directors that there had been sufficient challenge of Executive Directors within the Board.
- Approving the re-appointment of Alison Ryan, Chair until 31 March 2025
- Approving the extension of Sumita Hutchison, Non-Executive Director's term until 31 August 2025.
- Receiving the Auditor's annual report.

Engagement opportunities have remained limited as a result of the ongoing impact of Covid-19, however virtual events will continue to be held whilst we work to return to face to face events.

Governor Working Groups

In partnership with our Council of Governors, our Governors have established five smaller working groups and a committee that conduct detailed reviews of areas of key importance to the hospital. The Council of Governors has also established an informal Board Monitoring Group shown below.

Governor working groups are supported by the Membership and Governance Manager, and also seek assurance from the Non-Executive Directors, to help improve accountability and enable feedback to be escalated to the Board where appropriate.



Link with the Board of Directors

The Council of Governors holds the Non-Executive Directors to account for the performance of the Board. This increases the level of local accountability in public services.

The Council of Governors is required to advise the Board of Directors regarding future plans and strategies and the monitoring of performance against the Trust's strategic direction. Governors have contact with members and the public at events such as constituency meetings, Caring For You, the Annual General Meeting and through other engagement activities. Through these they have an opportunity to listen to members and the public and to represent their views on a wide range of matters relating to the Trust's forward plans, priorities and strategies.

The Board of Directors uses a variety of methods to ensure that they take account of, and understand, the views expressed by Governors and members. The Council of Governors is chaired by the Chair of the Trust and these meetings are attended by the Chief Executive. Non-Executive Directors are invited to attend meetings and other Directors attend to report on items relating to their responsibilities. Non-Executive Directors take part in a programme of seminars in order to provide further information on the work of their Committees. The Governor working groups have 'link NEDs' who are available to answer any further reassurance questions Governors may have. During this financial year, Non-Executive Directors have joined the working groups to observe and offer additional assurance and support where required.



Strategy and Business Planning Annual Report

Introduction

The Strategy and Business Planning Working Group ensures that Governors are able to contribute to the business planning process which the Trust undertakes each year. It is important that the group is able to have input into and influence the strategic direction and long term vision of the organisation. This is also an opportunity to feed in the views of our members as appropriate. The annual report is intended to give a flavour of how this has been achieved over the past year.

The Working Group is made up of:

Melanie Hilton (Chair)
Public Governor, North East Somerset

Anne Martin
Public Governor, Mendip

Mike Midgley
Public Governor, City of Bath

Nesta Collingridge-Padbury,
Public Governor, City of Bath

Peter McCowen
Public Governor, North Wiltshire

Baz Harding-Clark
Staff Governor

Julie Stone Staff Governor

Clr Alison Born
Stakeholder Governor,
BANES Council

Antony Durbacz,
Non-Executive Director

Jeremy Boss
Non-Executive Director

Joss Foster
Director of Strategy (or Deputy)

Sumita Hutchison
Non-Executive Director

Fiona Bird
Head of Business Development

Ash Harvey
Interim Head of Business Development

Deputy Head of Corporate Governance

Activity

Each year the working group agrees its work plan. The Business and Strategic plans were the key focus of activity and agenda items were in accordance with the working group's Terms of Reference as authorised by the Council of Governors, to which it is accountable. The working group met four times in the past year.

Monitoring activity

The working group were informed and updated on business planning, funding arrangements and breakthrough objectives for 2021/22 and 2022/23. They tracked progress against the following breakthrough objectives throughout the year:

- Ambulance handovers – No waits over 60 minutes;
- Health and Wellbeing – Achieve a 40% score on NHS survey Q11a 'My organisation take positive action on health and wellbeing in 2021 survey results;
- Infection Prevention and Control – Continued focus on hospital acquired infection to reduce each infection by 10%;

The working group feedback on the draft breakthrough objectives for 2022/23 and had the opportunity to seek and receive assurance from the Non-Executive Directors

that the Trust was on track to achieve its strategic objectives. In addition to this, they received updates on progress in the following key areas of work:

- Digital Strategy;
- People Strategy;
- Patient Engagement Strategy;
- Clinical Strategy;
- Sulis Mobilisation;
- Elective Recovery;
- Implementation of Ockenden Report recommendations;

Key decisions and activities

The working group was able to seek assurance in a number of ways, primarily through discussions with Non-Executive Directors who attended the group's meetings. Assurance was sought in a number of areas in this way, including staffing, financial arrangements and potential impacts of mandatory vaccination.

A tracking system was also maintained to ensure that assurance questions were logged and monitored throughout the year and this provided the group with valuable oversight. There were no outstanding questions on the tracker at the end of the financial year.

Public views

The Trust continued to use its well established mechanisms for taking Members' views into account. The Council of Governors delegated issues relating to strategy and business planning to the working group so that it could monitor and discuss feedback themes to ensure member views were incorporated into the Business Plan.

Future Workplan:

In preparation for the next year the group will continue to align its work plan to the Trust's True North priorities, and ensure that the views of members are heard and taken into account within the Trust's strategic and business plans.

Melanie Hilton, March 2022

Strategy & Business Planning Working Group (Chair)

Quality Working Group Annual Report

Introduction

The Quality Working Group's main objective has been to identify issues affecting the quality of care provided, which encompasses all aspects of patient experience, patient safety and clinical outcomes. The working group has enabled Governors to gain assurance from Non-Executive Directors (NEDs) and feed in the views of our members as appropriate.

The Working Group is made up of:

Gill Little Public Governor,
South Wiltshire
(Chair and Lead Governor)

Anne Martin
Public Governor, Mendip

Nesta Collingridge-Padbury
Public Governor, City of Bath

Peter Buttle
Public Governor,
North Wiltshire

Peter McCowen
Public Governor,
North Wiltshire

Alison Born
Stakeholder Governor,
BANES Council

Baz Harding-Clark Staff
Governor

Sophie Legg Staff Governor

Ian Orpen
Non-Executive Director

Nigel Stevens
Non-Executive Director

Toni Lynch
Chief Nurse (or Deputy)

**Deputy Head of Corporate
Governance**

Activity

The working group agreed a work plan for the year and dedicated time to tracking progress against the following 2021/22 Quality Accounts Priorities:

- Continuity of Frailty Assessment Unit
- Softer Signs
- Enhanced Recovery
- PeriPrem Care Bundle

The working group was consulted on selection of the 2022/23 Quality Accounts Priorities on behalf of the Council of Governors to ensure that members' views on Quality related issues were properly considered and addressed by the Trust. The working group met six times in the past year.

Monitoring activity

The working group continued to be informed and updated on the Trust's performance, Care Quality Commission (CQC) reports and action plans. They also received updates and assurance in the following areas:

- True North Bi-Annual Update: Improve the Rate of Discharges before Midday;
- Quality Strategy;
- Ockenden Review of Maternity Services;
- How Decisions are Made to Transfer Patients to Sulis Hospital;
- Orthopaedic and Surgical Teams Progress with the Elective Activity Backlog;
- Emergency Department Update;

Key decisions and achievements

The working group was able to seek assurance in a number of ways, through updates on assurance sought at the Quality Governance Committee, discussions with Non-Executive Directors and the use of a tracking system to ensure that assurance questions were logged and monitored. This allowed the group to maintain valuable oversight.

Public views

The Council of Governors and Trust have a well-established mechanism for ensuring that members, service users and the public views are taken into account. The Council of Governors delegated issues relating to quality of services and patient care to the working group.

Future Workplan:

Throughout the next year, the Quality Working Group will continue to monitor the Trust's performance in relation to quality issues, as well as focusing on the Quality Accounts Priorities. The group will ensure that members' views are taken into account when considering Quality Accounts Priorities to be agreed upon.

Gill Little, April 2022

Quality Working Group (Chair)

Membership and Outreach Working Group Annual Report

Introduction

The working group supports the Trust's Membership aim to ensure that the public is at the heart of everything the Trust does by creating a representative membership and engaging them in the development and transformation of their health services.

The Working Group is made up of:

Mike Midgley
Public Governor, City of Bath (Chair)

Gill Little
Public Governor, South Wiltshire

Horace Prickett
Public Governor, South Wiltshire

Peter Buttle
Public Governor, North Wiltshire

Peter McCowen
Public Governor, North Wiltshire

Baz Harding-Clark
Staff Governor

Joss Foster
Director of Strategy (or Deputy)

Lucy Kearney
Head of Communications

Deputy Head of Corporate Governance

Activity

The working group agrees its work plan on a yearly basis. The main focus of activities were outlined in the Membership Engagement and Development Strategy, which has the following objectives:

- To maintain an engaged and supportive membership, representative of the public and stakeholders in the local area.
- To inform members of the health landscape and provide them with the information to access services and make the best health choices.
- To enable members to influence the services the Trust offers them and hold the Board to account for the delivery of those services.
- To develop the infrastructure and processes to enable efficient and effective dialogue between the Trust Board and its members.
- To develop a rapport with non-members and relevant community groups.

Agendas consisted of items delegated by the Council of Governors, to which the working group is accountable, items for information and items on which assurance was required.

The working group meets four times a year.

Monitoring Activity

Engagement and Development Strategy and the membership demographics to ensure that it was representative of the local population.

Key Decisions, Activities and Public Views

The working group received the following updates:

- New Hospitals Programme Communication and Engagement Update
- Shaping a Healthier Future Engagement Briefing
- Update on the Forever Friends Charity and the Scope of the Charity going forward
- Volunteers Strategy Update

Normal engagement activities have been on hold since 2020 due to the Covid-19 pandemic. This continued into 2021/22 due to continued social distancing and infection prevention and control measures within the NHS. To overcome this, the working group assisted in planning for a number of virtual events to take place including the Annual General Meeting, an All Constituency Governor and Members' Forum and an Informal Coffee Morning.

The working group reviewed feedback following each event and has encouraged all Public Governors to plan constituency specific events, with the possibility of holding these out in the community as restrictions continue to ease.

The working group continued to review collated member feedback and regularly discussed potential outreach opportunities. This included the production of videos as a way for Governors to engage with and introduce themselves to their local communities. Governors are working on these and hope they will be available to view on the Trust website in the near future.

Future Workplan:

Throughout the next year, the working group will continue to ensure that the public is at the centre of everything we do by engaging them in the development and transformation of their health services. The will include work to maintain a representative membership and build engagement amongst Trust members and the public, as well as the continued development of relationships with Governor colleagues across BANES, Swindon and Wiltshire (BSW).

Mike Midgley, May 2022

Membership & Outreach Working Group (Chair)

People Working Group Annual Report

Introduction

The Governors' People Working Group seeks to contribute to the improvement of working conditions across the Trust, ensure member views are taken into account in relation to staff engagement, experience and empowerment and hold Non-Executive Directors to account on all people related matters. The Working Group met four times in the last year and this report gives a brief synopsis of the work undertaken by the group during this time.

The Working Group is made up of:

Sarah Bond
Staff Governor
(Chair until February 2022)

Baz Harding-Clark
Staff Governor

Sophie Legg
Staff Governor

Peter McCowen
Public Governor, North Wiltshire

Virginia McNab
Public Governor,
Rest of England and Wales

Anna Mealings
Non-Executive Director

Sumita Hutchison
Non-Executive Director

Director for People and Culture (or Deputy)

Deputy Head of Corporate Governance

Activity

Each year the working group focuses on workforce related matters. As part of the Terms of Reference for the group, Staff Governors are encouraged to attend to represent staff, and as such provide meaningful feedback on staff specific issues. The working group received presentations on:

- Restorative Just Culture
- RUH People Strategy;
- NHS People Plan;
- Health and Wellbeing;
- Civility and Kindness;
- Diversity and Inclusion;
- Working Differently;

The Chair of the working group attended the Trust's People Committee and through this mechanism, the group focused on statutory elements that the People Committee were required to review such as the workforce race and disability equality standards and messages from the staff networks. Staff Governors shared their experiences of operational and staffing pressures and the effects that it had on staff. This related to the ongoing and future work of the Trust in relation to staff health and wellbeing, kindness and civility and recruitment and retention.

Assurance

The working group sought assurance in relation to health and wellbeing conversations and ensuring there was enough resource for line managers to support staff in a meaningful way.

Future Workplan:

Throughout the next year, the People Working Group will continue to focus on staff health and wellbeing and will populate the work plan with relevant updates that align with the People Committee.

March 2022

People Working Group (Chair)



Making a Difference

Become a member today you can make a Difference - by being a member of the RUH Foundation Trust.

One of the key functions of a Governors is to represent the views and interests of RUH members and patients, and to make sure that your experience is considered by the Board in all the key decisions that are taken. It is therefore very important to us that we obtain as much feedback from you as possible, and we are committed to listening to as many of our members as we can.



If you're not already a member, simply click the button below to complete our online membership form.

If you are not already a member, please do consider becoming one – and encourage your family and friends to join too. Membership of the RUH is free, carries no obligations and is an easy way of having your say and keeping in touch with the hospital. Once you join, you will receive regular communications from us, including a quarterly magazine and the annual report and you will also be invited to interesting events that we organise for the public: 'Caring for You' events and Constituency meetings where you can meet your local Governors and a member of the Board. Members can also vote in Governor Elections and/or put themselves forward as candidates.

As the hospital, and in particular the Council of Governors, negotiate the continuing presence of COVID-19 and adapt to the new normal, it is going to be more important than ever that we keep in touch with you, that we are aware of your experience at the hospital and that we ensure that communication is very much a 2-way process between the hospital and the membership. For this reason, your membership will be particularly valuable to us in the year ahead and we encourage you to discuss your experience with us.

Finally, the Council of Governors is extremely grateful to Roxy Milbourne and Abby Strange for their hard work and support to us during the last year. They have provided the Governors with invaluable assistance and support.

Gill Little
Lead Governor

Become a member today



I would like to become a member of the Royal United Hospitals Bath NHS Foundation Trust

Title: _____ First Name: _____ Surname: _____

Address: _____

Postcode: _____ Telephone: _____

Email: _____

Date of birth: / / Gender: Male Female Other

Signature: _____ Date: _____

By submitting this form I agree to be a member of the NHS Foundation Trust and be bound by the rules of the organisation. These rules are subject to legislation and the agreement of written constitution. Full details can be found on our website, www.ruh.nhs.uk/membership



I am interested in

Cancer services Outpatients Long term conditions Women & Children's services

Urgent care (emergencies) Older people's services Other, please specify: _____



I would like to

Keep in touch; receive our quarterly magazine

Get involved; be invited to take part in surveys or events to help us improve our services

Work with the NHS Foundation Trust; consider becoming a future Governor



About me

What do you consider to be your ethnic group?

Prefer not to disclose

White

English, Welsh, Scottish, Northern Irish and British Irish Gypsy, Irish traveller

Other White background: _____

Black/Black British

Caribbean African Other Black background: _____

Asian

Pakistani Indian Bangladeshi Chinese Other Asian background: _____

Mixed

White & Black African White & Black Caribbean White & Asian

Other Mixed background: _____

Other Ethnic Groups

Arab Other Ethnic group: _____

The Foundation Trust is required to keep a register of our members' name and constituency. Your details will be held on an electronic management system and will be used by the RUH to provide you with information about the work of the Foundation Trust.

The information you provide remains confidential and will be held and managed in accordance with the Data Protection Act (2018). The electronic management system is maintained by a third party company called MES, part of the ERS Group and their Privacy Policy can be found at www.membra.co.uk/privacy-policy/#summary

Contact us at the Membership Office:

Email:

Telephone: 01225 826288

Webpage: www.ruh.nhs.uk/membership

Royal United Hospitals Bath
NHS Foundation Trust
Combe Park
Bath BA1 3NG

