

**UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST**  
**BOARD OF DIRECTORS**  
**THURSDAY 27 APRIL 2017**

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| <b>Title:</b>                              | Review of Stakeholders   |       |                             |
| <b>Responsible Director:</b>               | Andrew McKirgan, Director of Partnerships  |       |                             |
| <b>Contact:</b>                            | David Burbridge, Director of Corporate Affairs   |       |                             |
| <b>Purpose:</b>                            | The purpose of this paper is request Board of Directors to review and, if thought fit, approve the attached schedule of key stakeholders of the Trust.   |       |                             |
| <b>Confidentiality Level &amp; Reason:</b> | Confidential – Staff and Commercial  |       |                             |
| <b>Annual Plan Plan Ref:</b>               | Strategic Enabler 1: To strengthen the organisational systems and arrangements for the collection, access, use, and reporting of quality outcomes to key stakeholders<br>Strategic Enabler 3: To improve quality and efficiency along the patient pathway working with local health economy partners |       |                             |
| <b>Key Issues Summary:</b>                 | The Board of Directors is responsible for ensuring that the NHS Foundation Trust cooperates and undertakes regular and open dialogue with other NHS bodies, local authorities and other relevant organisations with an interest in the local health economy.   |       |                             |
| <b>Recommendation:</b>                     | The Board of Directors is requested to:<br><br>Review and, if thought fit, approve the attached schedule of key stakeholders of the Trust.   |       |                             |
| <b>Approved:</b>                           | Andrew McKirgan  | Date: | 18 <sup>th</sup> April 2017 |

**UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST**

**BOARD OF DIRECTORS**

**THURSDAY 27 APRIL 2017~~6~~**

**REVIEW OF STAKEHOLDERS**

**PRESENTED BY THE DIRECTOR OF PARTNERSHIPS**

**1. Purpose**

The purpose of this paper is request Board of Directors to review and, if thought fit, approve the attached schedule of key stakeholders of the Trust.

**2. Background**

2.1 One of the main principles of Monitor's NHS Foundation Trust Code of Governance (the Code), relates to 'Relations with Stakeholders' and focuses on robust governance structures that encourage proper engagement with stakeholders on the basis that strong local accountability will help NHS foundation trusts to maintain the trust and confidence of the people and communities that they service. As such the Board of Directors is responsible for ensuring that the NHS Foundation Trust cooperates and undertakes regular and open dialogue with other NHS bodies, local authorities and other relevant organisations with an interest in the local health economy.

2.2 This paper focuses on the following requirements within the Code:

**E.2.1 The Board should be clear as to the specific third party bodies in relation to which the NHS foundation trust has a duty to co-operate.**

**E.2.2 The Board should ensure that effective mechanisms are in place to cooperate with relevant third party bodies and that collaborative and productive relationships are maintained with relevant stakeholders at appropriate levels of seniority in each.**

2.3 Under the National Service Act 2006, there are two statutory duties of cooperation, as follows:

2.3.1 Section 72 Co-operation between NHS bodies

It is the duty of NHS bodies to co-operate with each other in exercising their functions.

2.3.2 Section 82 - Co-operation between NHS bodies and local authorities

In exercising their respective functions NHS bodies (on the one hand) and local authorities (on the other) must co-operate with one another in order to secure and advance the health and welfare of the people of England and Wales.

3. **Stakeholder Review**

3.1 This is attached as Appendix 1.

4. **Recommendation**

The Board of Directors is asked to:

Review and, if thought fit, approve the attached schedule of key stakeholders of the Trust.

## Appendix 1 - Stakeholder Review

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| <b>Local Health organisations</b>                      |   |
| NHSE Birmingham, Solihull and Black Country Area Team* | <ul style="list-style-type: none"> <li>• Regular meetings between CEOs and appropriate directors.</li> <li>• Membership of working groups such as the Urgent Care Review, RAID development etc. Sustainable &amp; Transformation Plan (STP) development</li> </ul>  |
| Clinical Commissioning Groups*                         | <ul style="list-style-type: none"> <li>• Within South Birmingham, participating and leading work across a range of specialties on redesigned pathways working in partnership with primary care and the Community Trust as appropriate. This activity is now coordinated through the Birmingham &amp; Solihull STP governance structure.</li> <li>• Membership of the Birmingham &amp; Solihull (BSOL) A&amp;E Delivery Board. This forum is chaired by the Chief Executive for UHB. Trust leads are the Chief Operating Officer, Director of Partnerships, and the Associate Medical Director with responsibility for community and primary care. Membership also comprises of local CCGs (including Solihull CCG), Heart of England Foundation Trust (HoEFT), Birmingham Community Healthcare Trust (BCHC), Birmingham &amp; Solihull Mental Health Foundation Trust (B&amp;SMHT) Birmingham City Council (BCC) and West Midlands Ambulance Service (WMAS).</li> <li>• Introduction in October 14 of the Joint Clinical Commissioning Group. Membership including 2 of the Trust's Associate Medical Directors and GP leads from the local CCGs.</li> <li>• Established forums for the contracting / contract monitoring process incorporating representatives from local CCGs and specialised commissioning representatives.</li> <li>• The Trust's Associate Medical Director with lead responsibility for the community and primary care holds regular meetings with CCG lead doctors.</li> <li>• Established Medicines Management Group across primary and secondary care.</li> <li>• Meetings between Trust Executive Team and CCG teams/Boards.</li> <li>• Meetings between the CEO and the Accountable Officers of Birmingham Cross City and Birmingham South Central CCGs.</li> <li>• Meetings between senior clinicians in the Trust and CCG held on a regular basis.</li> <li>• Member of WM Urgent Care Network, chaired by SWB CCG. Terms of reference being amended by NHSE.</li> </ul> |
| GP Out of Hour Organisations                           | <ul style="list-style-type: none"> <li>• Working with BADGER on provision of sexual health contract, city wide</li> <li>• Working with Southdoc on admission avoidance projects</li> <li>• Development of alternative urgent care services</li> </ul>   |
| NHS England  | <ul style="list-style-type: none"> <li>• Chief Operating Officer, Director of Partnerships and Head of Contracting hold regular meetings with the</li> </ul>  |

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| Prescribed Services Specialised Commissioning*            | <p>head of the SCA.</p> <ul style="list-style-type: none"> <li>• Member of major trauma network.</li> <li>• UHB Chief Executive is chair of the West Midlands Cancer Alliance.</li> </ul>  |
| Heart of England NHS Foundation Trust*                    | <ul style="list-style-type: none"> <li>• Ongoing discussions with regard to operational issues.</li> <li>• Member of BSOL A&amp;E Delivery Board.</li> <li>• STP development</li> </ul>  |
| Sandwell and West Birmingham NHS Trust*                   | <ul style="list-style-type: none"> <li>• Ongoing discussions with regard to operational issues.</li> </ul>   |
| Birmingham Women's & Children's NHS Foundation Trust*     | <ul style="list-style-type: none"> <li>• The Trust is continuing to support BWC with its provision of tertiary paediatric care, where appropriate and by providing a number of support services to the Women's hospital.</li> <li>• Regular meetings of Chairs and CEOs.</li> <li>• Regular operational meetings including those with the Medical Director and Chief Operating Officer to ensure appropriate SLAs are in place to support the delivery of services.</li> <li>• Shared working group to look at transitional arrangements for young people with chronic illness/disease.</li> <li>• Member of BSOL A&amp;E Delivery Board.</li> <li>• STP development.</li> <li>• Working with BWCH to support response to NHSE invitation to tender for genetic diagnostic services</li> </ul> |
| West Midlands Ambulance Trust*                            | <ul style="list-style-type: none"> <li>• Working together to improve turnaround times for patients.</li> <li>• Ongoing discussions with regard to operational performance, in particular with regard to Non Emergency Patient Transport (NEPT) .</li> <li>• Member of BSOL A&amp;E Delivery Board</li> <li>• STP Development</li> </ul>  |
| Birmingham & Solihull Mental Health Foundation NHS Trust* | <ul style="list-style-type: none"> <li>• Ongoing discussions with regard to operational issues including the RAID service and access to the Psychiatric Decision Unit (PDU)</li> <li>• Member of the BSOL A&amp;E Delivery Board</li> <li>• STP development.</li> </ul>  |

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| Birmingham Community Healthcare NHS Trust* | <ul style="list-style-type: none"> <li>• Agreed pathways for a number of different conditions. Agreed shared database to be used for early identification of patients requiring hospital-based rehabilitation services.</li> <li>• Member of the BSOL A&amp;E Delivery Board</li> <li>• Agreed shared process with site management teams and Single Point of Access (SPA) for allocation of community beds.</li> <li>• STP development</li> </ul> |
| <b>Hospices</b>                            | <ul style="list-style-type: none"> <li>• The Trust is working closely with local hospices – Marie Curie, St Giles, St Mary’s and John Taylor – to develop models of care for people at end-of-life to prevent inappropriate hospital admissions and facilitate appropriate rapid discharge to enable people to die in their place of choice.</li> </ul>   |
| <b>National health bodies</b>              |   |
| NHS Improvement (previously Monitor)       | <ul style="list-style-type: none"> <li>• Chair and CEO have met Chair on a number of occasions.</li> <li>• NHSI attend BSOL A&amp;E Delivery Board</li> <li>• Quarterly finance and quality performance meetings to review quarter’s performance against plan, national standards and declarations.</li> <li>• Regular discussions take place with the Trust’s COO, Director of Partnerships and the Director of Delivery.</li> </ul>             |
| Care Quality Commission                    | <ul style="list-style-type: none"> <li>• Routine contact with relationship manager</li> <li>• Regular contact with Regional Director to discuss any particular issues of risk/concern.</li> </ul>   |
| Department of Health                       | <ul style="list-style-type: none"> <li>• Ongoing discussions between key personnel at both organisations.</li> </ul>  |
| Health Education England                   | <ul style="list-style-type: none"> <li>• Member of LETB</li> <li>• Member of LETC</li> <li>• Member of several workforce planning fora</li> </ul>   |
| Shelford Group                             | <ul style="list-style-type: none"> <li>• Leading teaching hospitals</li> </ul>  |

| <b>Non NHS contractual Partners</b> |   |
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| University of Birmingham            | <ul style="list-style-type: none"> <li>• Quarterly liaison meetings.</li> <li>• Birmingham Health Partners developed.</li> <li>• Working with Business School to Develop MBA Programme.</li> <li>• Progress on various agendas is regularly reported to Board of Directors.</li> <li>• Working in partnership to deliver the ERDF funded medical devices testing and evaluation facility.</li> <li>• Partner in the development and provision of the Institute of Translational Medicine (ITM).</li> <li>• Partner in the development and provision of Genomics.</li> <li>• Partner in a variety of Research Programmes.</li> <li>• Supporting the development of market ask for the Birmingham Life Sciences Park (Battery Park site)</li> </ul> |
| University of Warwick               | <ul style="list-style-type: none"> <li>• The delivery of a Joint MSC in NHS Operational Management.</li> <li>• Partner in the development of bid for NHS Digital Academy</li> </ul>   |
| Birmingham City University          | <ul style="list-style-type: none"> <li>• Quarterly meetings and a joint professorial appointment</li> </ul>   |
| Aston University                    | <ul style="list-style-type: none"> <li>• A number of research bids and are part of the ERDF Medical Devices Testing and Evaluation facility</li> </ul>  |
| Harborne Academy                    | <ul style="list-style-type: none"> <li>• Provide the industry Governor and developed closer working relationships to promote careers in health</li> </ul>   |
| Solihull College                    | <ul style="list-style-type: none"> <li>• Supported a City Challenge bid for a commercially orientated laboratory to prepare students for work and have an on-going advisory role</li> </ul>   |
| WMAHSN                              | <ul style="list-style-type: none"> <li>• Hosted by UHB on behalf of the Region</li> </ul>   |
| WM Genomics Medicine Centre         | <ul style="list-style-type: none"> <li>• Hosted by UHB on behalf of all Provider Trusts in the West Midlands</li> </ul>   |
| Business Innovation & Skills (BEIS) | <ul style="list-style-type: none"> <li>• Partner in the delivery of the ITM.</li> </ul>   |
| European Union (EU)                 | <ul style="list-style-type: none"> <li>• Members of EIT Healthy Ageing consortium awarded EU funding.</li> <li>• Secured European Reference Network host status for a number of rare diseases.</li> <li>• Working on various bids in development with partners.</li> </ul>  |
| Ministry of Defence                 | <ul style="list-style-type: none"> <li>• The Trust has established a close working relationship with the Ministry of Defence, including Joint</li> </ul>  |

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|  | <p>Medical Command (JMC) and the Defence Medical Services Department (DMSD).</p> <ul style="list-style-type: none"> <li>• Under this arrangement the Trust also sub-contracts work to: <ul style="list-style-type: none"> <li>- Birmingham City University</li> <li>- The University of Birmingham</li> <li>- The Royal Orthopaedic NHSFT</li> <li>- Heart of England NHSFT</li> <li>- Birmingham City and Sandwell NHST (incorporating Birmingham Eye Centre)</li> </ul> </li> <li>• Partners in the Surgical Reconstruction and Microbiology Centre.</li> </ul> |
| Greater Birmingham and Solihull Local Enterprise Partnership (LEP) | <ul style="list-style-type: none"> <li>• Body set up by the Government to provide a clear vision and strategic leadership to drive economic growth and job creation.</li> <li>• The LEP has assumed most of the economic development responsibilities of the former regional development agency, Advantage West Midlands.</li> <li>• UHB has developed close working relationships with the LEP, especially around life sciences.</li> <li>• UHB has a seat on the Life sciences Commission.</li> </ul>   |
| Birmingham Science City  | <ul style="list-style-type: none"> <li>• Science City still provides a strategic framework for innovation and is the lead adviser on innovation to the LEP</li> <li>• UHB has a seat on the Board of Science City and chaired the Science City Innovative Healthcare Group during 2012/13.</li> <li>• AWM grant (through European Regional Development Fund) for pan-European “Developing Centres of Excellence project focusing on translational research” more than hit targets.</li> </ul>   |
| Job Centre Plus  | <ul style="list-style-type: none"> <li>• Working to provide opportunities for the long term unemployed via the Learning Hub</li> </ul>  |
| Healthcare at Home   | <ul style="list-style-type: none"> <li>• Joint project to develop care at home packages to facilitate earlier discharge</li> <li>• Partners in an admission avoidance service</li> </ul>  |
| Birmingham City Council (BCC) **                                   | <ul style="list-style-type: none"> <li>• Member of A&amp;E Delivery Board</li> <li>• STP development</li> <li>• Operational joint working regarding discharge planning / operational processes for patients requiring social care input both in and out of hospital.</li> <li>• Continuing planning relationship.</li> </ul>  |

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|  | <ul style="list-style-type: none"> <li>• Improvement of public transport access to QE – working with BCC, Centro and West Midlands Travel.</li> <li>• Inward investment strategy – integrating medical technology, especially, life sciences, translational research and clinical trialling.</li> <li>• Regular attendance at Overview and Scrutiny Committee.</li> <li>• Increasing working relationship with BCC on training for unemployed people as a result of BCC being passed additional responsibilities following the abolition of the Learning and Skills Council.</li> <li>• Worked in partnership with the local Community Links service resulting in them providing a service to users of the hospital, and their carers, providing additional care and support for its patients on discharge.</li> <li>• Member of BCC commission on Youth unemployment.</li> <li>• Collaborating with BCC and UoB on the Battery Park development.</li> <li>• Lead Health Organisation for the Youth Promise Plus Initiative led by BCC</li> </ul> |
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\* NHS bodies that the Trust has a duty to cooperate with under Section 72 of the NHS Act 2006.

\*\* Local Authority bodies that the Trust has a duty to cooperate with under Section 82 of the NHS Act 2006.