

12 June 2014

First Annual Report of the Bounty Advisory Board

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1. FOREWORD

Bounty have been caring for mums from all walks of life since 1959, providing them with support, advice and information as they make the transition to parenthood. We take great pride in our work and our staff and strive to make our service as valuable and useful to mothers as possible, whilst preserving their privacy and dignity at one of the most special times of their lives.

The Advisory Board was created in October 2013. It was set up to provide Bounty with independent, objective advice on how we could continue to best serve mothers. We understood that a minority of mums had reported concerns about the way Bounty Ladies interacted with them, and the ways we might collect and share their personal data with our commercial partners. We were especially keen to understand how we could better protect their privacy, safeguard their dignity and offer the guidance and help they need, when they need it.

To do this, we knew that we would need the best possible advice directly from people who understand the pressures and the joys of time spent on a maternity ward better than anyone.

It was very important to us that the Board was independent. We were keen to draw on the expert insight and diverse experiences of a range of people. We also wanted to be sure that these people would not be afraid to tell us hard truths when necessary.

In the eight months that the Advisory Board has been active, Dame Karlene Davies and her Board have provided advice and recommendations to Bounty that has helped our company significantly. The benefits of their counsel can be felt right across our business, from the approval of a new Script and staff Code of Conduct to the suggestion that Bounty Ladies to undertake hospital volunteer training as a means of further enhancing their bedside offering.

Although they began advising strictly on our contact with new mums, the Board have been able to give us invaluable strategic insight, too. I have been hugely impressed by the depth of their knowledge and I am immensely grateful to them for their time, passion and commitment.



Our aim at Bounty is to be creative, innovative and progressive in our thinking; thinking ahead on behalf of mum, the family, our partners in hospitals and the wider community. The recommendations of this report have enabled us to do this better than ever before and will continue to shape continuous improvements to our services.

CLARE GOODRHAM
GENERAL MANAGER, BOUNTY

2. INTRODUCTION

I am delighted to have served as the Chair of Bounty's Advisory Board over the past year. I was impressed by Bounty's desire to establish a group of independent advisers, and it has been a pleasure to lead this group as Bounty looks at how it can improve its encounters with new mothers and safeguard their privacy and dignity.

Bounty and its staff are privileged to meet thousands of new mums every day at a very emotional time in a family's life. Mothers want choice, information and, above all, to find out what's best for their new-born. For some mothers the Bounty pack is one of very few sources of information and guidance they will receive and the free product samples they contain can prove immensely helpful.

The members of the Board came with their own hesitations and concerns about working with Bounty. Over the course of the past year we have been proud to provide constructive, critical challenge and practical recommendations to help Bounty continually improve, including implementing new mechanisms to further protect the privacy and dignity of new parents. We have been impressed by Bounty's willingness to provide us with access to the key personnel and additional information we needed to help us to fulfil our roles.

Three themes have run through our work in this first year:

- We met with and spoke to Bounty Ladies early on to better understand how they perform their role; what training and support they received from the company; and how their remuneration package was designed. We noted that there appeared to be a difference in perception between the Bounty Ladies and the leadership on how their role was being discharged. We are delighted to now see this being addressed.
- We have assured ourselves that the vast majority of mums and partners are extremely happy with the services provided. However, Bounty could considerably enhance their work by implementing a few additional measures. This includes the new staff Code of Conduct, Awareness Posters in hospitals and the Script used by Bounty Ladies.
- We observed that Bounty does not do enough to herald its socially responsible commitments. It should be more vocal about the work it does, and should do more to tell the public about it.

Bounty must always conduct its business with the utmost professionalism and care – and appointing an independent Board to advise them was a brave move.

While the Board sought to adhere to the Terms of Reference, the scope of our work evolved as the environment changed and Bounty adapted its working practises. We are pleased to have been able to provide Bounty with strategic insight as well as practical recommendations on business policy.

The recommendations in this report are based on evidence that we have accumulated through independent research; face-to-face meetings with Bounty staff from right across the business; anecdotal feedback from parents who have come into contact with Bounty, including complaints; and our collective years of experience across a range of relevant specialisms.



The speed and manner with which Bounty have endorsed our recommendations is testament to the trust they have put in us. We would like to thank Clare Goodrham and her team for their support throughout this process.

DAME KARLENE DAVIS
CHAIR, BOUNTY ADVISORY BOARD

3. OVERVIEW OF THE BOARD'S WORK, 2013-14

It is important that new families receiving marketing and promotional offers do not feel compelled or obligated to disclose information at the time surrounding birth. It is critical that parenting clubs conform to the highest standards in their interactions with parents on maternity wards. At the start of our work, the Board therefore agreed the following role and purpose:

- i. To advise Bounty on how a commercial organisation can offer a flexible and ethical service to mothers on maternity wards.
- ii. To advise Bounty on its Code of Conduct and script for their frontline staff and their engagement with mums every day on maternity wards.
- iii. To make recommendations to the Bounty board to further improve its service to mums on maternity wards and ensure that the organisation meets the highest standards with regards to privacy and dignity

Our role was formally agreed with Bounty, in the Board's Terms of Reference (see Appendix). By agreeing to be advised by the Board, Bounty demonstrated its commitment to conforming to the letter and spirit of the various codes that govern its activity and to ensure that the company and its employees abide by accepted practice.

The Advisory Board plan to continue their work with Bounty for a second term, subject to agreement on revised Terms of Reference.

4. RECOMMENDATIONS

1. Bounty should implement a reframed staff **Code of Conduct**.
 - 1.1. The Code of Conduct sets out how Bounty Ladies are expected to behave before and during their meetings with new mothers in maternity wards. We advised on the language and tone of the document, requesting amendments to make it positive, constructive, usable and understandable by staff and mothers alike. (See Appendix A)
2. Bounty should make further revisions to the **bedside story script** used by its staff.
 - 2.1. The Board has commended Bounty on the significant improvements made to the script used by Bounty Ladies when they visit new mothers; however, we have suggested some further amendments to it specifically relating to the delivery of Newborn Packs and photography services. We also felt that greater empathy should be built into the script as standard. (See Appendix B)
3. Bounty should standardise the **check-in questions** asked by staff when they report to maternity reception on their arrival on wards.
 - 3.1. Bounty have always required their staff to “check in” with maternity ward staff when they arrive, so that people on the ward can be made aware of their presence and Bounty Ladies know which mothers can or cannot be visited. The Board advised that one standardised question be introduced into the revised bedside story script to ensure all relevant information is communicated and that visits are made at an appropriate time to ensure privacy and dignity is maintained, whilst avoiding detaining key medical staff unnecessarily.
4. Bounty should seek to introduce **‘At Your Service’ posters** displayed within hospitals.
 - 4.1. These posters have been designed to alert mothers to Bounty’s presence on the maternity ward. The Board approved a format which contains photos of the Bounty Ladies working on each ward so that they are easily identifiable. (See Appendix C)
 - 4.2. The Advisory Board asked Bounty to check with a small number of Heads of Midwifery to confirm their willingness to display the posters in maternity wards before these are rolled out widely in summer 2014.
5. Bounty should continue to invest in improved **front line staff training and recruitment** in order to maximise their knowledge of good practice within individual maternity units.
 - 5.1. The Board recommended greater cross-referencing and consistency across Bounty training and corporate materials, ensuring in particular that its core business values and tone of voice are more significantly incorporated into the training of the field staff.

- 5.2. The Board also recommended that Bounty discuss the possibility of Bounty Ladies being put through a volunteer training programme at the individual hospitals within which they work.
6. Bounty should revise how they monitor **performance and reward** staff, with particular focus on **customer care, privacy and dignity**.
7. Bounty should review their strategic communications based on the results of an **independent perceptions audit**.
- 7.1. The Board recommended Bounty commission an independent poll of mothers, so they could better understand which parts of their service are most and least valued by them. Independent research agency SSI polled 1,000 new mums and produced supporting data which can be broken down by various demographics including age. We stipulated that the poll had a significant sample size to ensure it was representative of the diverse range of new mums across the UK.
- 7.2. The survey's results were overwhelmingly positive. This was in stark contradiction to similar surveys currently in use in the media. The Board recommended Bounty be more proactive and robust in its stakeholder management strategy in light of these facts.
- 7.3. The Board also recommended that this poll be repeated at regular intervals to track changes in public sentiment.
- 7.4. Key highlights from the poll are as follows:
- Over 8 in 10 mums (83%) were happy with the visit from the Bounty lady overall.
 - Three quarters felt that the Bounty lady visited at a convenient time (76%) and almost three quarters (71%) were happy to provide their personal details.
 - An overwhelming majority of mums enjoy the Bounty packs. 84% found the free 100-page information guides helpful. 85% found the free samples and money-off coupons helpful.
 - 85% found it convenient to have the Child Benefit Form included in the pack. Three quarters of mums sign up to Bounty mailing lists and the majority (86%) are happy with the information they receive.
 - 2 out of 3 mums are happy to have their baby's portrait taken by a Bounty photographer.
 - 8 in 10 new mums (80%) think that it is acceptable for NHS hospitals to allow Bounty ladies to visit new mums on maternity wards. 4% of mums think that the financial support that Bounty provides to the NHS in exchange for this access is not acceptable.
8. Bounty should provide clearer information regarding its **benefit to the health sector, families and charities**.

8.1. The Board believed that Bounty's stakeholders and the media were unaware of the extent of the company's socially supportive work for government and charities alike. They advised that Bounty address this primarily by producing a comprehensive list of the additional work and benefits it provides beyond the parenting club and provision of Bounty packs, including listing charity partners and support to individual NHS trusts.

4. APPENDICIES

APPENDIX A: THE ADVISORY BOARD

Terms of Reference of the Bounty Advisory Board

The terms were [published on Bounty's website](#) and appear in full, below.

Role and Purpose

- i. To advise Bounty on how a commercial organisation can offer a flexible and ethical service to mothers on maternity wards.
- ii. To advise Bounty on its Code of Conduct and script for their frontline staff and their engagement with mums every day on maternity wards.
- iii. To make recommendations to the Bounty board to further improve its service to mums on maternity wards and ensure that the organisation meets the highest standards with regards to privacy and dignity.

Scope of the Advisory Board

- i. The scope of the Advisory Board will be on the conduct of Bounty in its contact with new mums every day through the distribution of free Bounty packs and the photography service on maternity wards.

Members and Chair

- i. The Advisory Board will initially consist of five members, but this number may grow over time.
- ii. The Advisory Board will meet at least three times a year for the first year and then twice a year in following years.
- iii. After one year, membership of the Advisory Board will be reviewed. All members wishing to terminate their post must do so in writing to the Chair of the Advisory Board.
- iv. Bounty will remunerate Advisory Board members or their organisations at an appropriate level.
- v. New members will be invited to join the Advisory Board in consultation with existing members.

Role of the Chair

- i. The Advisory Board will be chaired by one member.
- ii. The Chair of the Advisory Board will conduct an independent review of Bounty's conduct on maternity wards, including the Bounty script, Bounty Code of Conduct, the photography service and other relevant issues, including privacy and dignity.
- iii. The Chair's review will not have recourse over the Bounty business model or its commercial partnerships. This will remain a matter for the Bounty board.

- iv. The Chair's tenure will initially last one year, with the possibility for extension.

Transparency

- i. Bounty will publish details of the Advisory Board on its website (Bounty.com) including the Advisory Board's membership and Terms of Reference.
- ii. The Advisory Board will also publish its recommendations for Bounty.

Meetings

- i. Meeting times, dates and location will be scheduled to meet the needs of the Advisory Board.
- ii. Notice of Advisory Board meetings will be given by the Chair.
- iii. All Advisory Board members will be expected to attend each meeting and can virtually attend if necessary.

Terms of Office

- i. The Advisory Board will have access to an agreed budget for the purpose of employing resources to enable the Advisory Board to conduct its role. This may include employing independent polling research, clinical expertise or legal advice as per the requirements of the Advisory Board.
- ii. The secretariat of the Advisory Board will be provided by Bounty and will be responsible for the administration of the Advisory Board, as directed by the Chair.

Minutes and Reporting

- i. All meetings of the Advisory Board will be minuted and minutes will be circulated to members.

Re-framed Code of Conduct

- i. See Recommendation 1 and Appendix A

Script

- i. See Recommendation 2 and Appendix B

Hospital Posters

- i. See Recommendation 4 and Appendix C

Members of the Bounty Advisory Board

Membership was [published on Bounty's website](#) and appears in full, below:

- Dame Karlene Davis DBE, (Chair), Former General Secretary of the Royal College of Midwives
- David Baker, marketing and communications consultant and former Head of Commercial Partnerships at the Royal College of Midwives
- Francine Bates, Chief Executive of The Lullaby Trust
- Carole Garrick, Current Associate Director/Head of Midwifery in England and former member of the Royal College of Midwives Board
- Sally Whittle, Founder and Editor of Tots100 and author of the UK's #1 Mummy blog Who's the Mummy?

Collectively this group were able to offer a wide variety of skills and knowledge, including: midwifery, best practise within NHS Trusts, relationships between commercial bodies and the NHS, communications, marketing, political and regulatory expertise, business strategy and people management.

Minutes of the Bounty Advisory Board

Minutes were [published soon after each meeting on Bounty's website](#), links to which appear below.

- 1st meeting, 10th December, 2013 ([available here](#))
- 2nd meeting, 19th February, 2014 ([available here](#))
- 3rd meeting, 14th May, 2014 ([available here](#))

APPENDIX B: BOUNTY PROMISE TO MUMS AND STAFF CODE OF CONDUCT

CONGRATULATIONS on the birth of your baby! Being a parent requires limitless warmth and compassion, and that's how we approach things too.

For over 50 years Bounty has enjoyed the privilege of engaging with so many new families in the UK. From when we produced our first ever Bounty bag in 1959, new and expectant parents have relied on us to help them learn, share and save throughout young family life.

Across the UK and every day, we visit over 2,000 mums in hospital. We value and respect mums' privacy and dignity, not least because many of us here at Bounty are mums ourselves and have the empathy to know what a special time it is after giving birth, but because all of us are aware of the unique and precious environment in which we offer mums our service in maternity wards. We treasure this special position and take our responsibilities very seriously.

Our **Bounty Promise** to mums and our **Staff Code of Conduct** aims to ensure we deliver an exceptional beside experience for every new mum we meet.

Bounty Promise

When we meet you in hospital, we will:

1. **ALWAYS** check first with the midwifery team if we can visit you
2. Be a **PROFESSIONAL**, friendly face – it is a real privilege to be one of the first to meet you and your new-born
3. **NEVER** interrupt you if you are sleeping or if you are feeding your baby
4. Give you **CHOICE** - you are not obliged to give permission to be contacted in future in order to receive a free Bounty pack or a Child Benefit form (however, we would like to simply request a name and address to record that we have given you a pack)
5. In hospitals where we provide a service, we will offer to take professional **PORTRAIT** photographs of your baby if you would like – any decision to purchase can wait until you get home if you would prefer

If you have any questions or suggestions please email us at:

telluswhatyouthink@bounty.com

Bounty Staff Code of Conduct

We are proud of our employees and we are committed to ensuring that every mum we meet experiences an excellent bedside service.

Bounty services are offered on the on the basis of choice. This 10-point Code ensures that all Bounty staff respect mums' freedom to choose and that privacy and dignity is respected at all times.

1. IDENTIFICATION & COURTESY – Staff always wear a bright pink Bounty branded blouse (or tabard) and clearly visible name badge at all times. They must introduce themselves each day at the maternity ward reception, and ask the ward staff to confirm which mums they can or cannot visit.

2. HYGIENE/ CROSS INFECTION – All staff must use hospital provided hand sanitizer and/or wash hands between visiting each mum. Staff must not wear jewellery and hair longer than shoulder-length must be tied back and clothing kept above the elbow.

3. SLEEPING AND FEEDING – Staff will not interrupt mums who are sleeping or eating. They will also not interrupt mums when they are feeding their baby or in skin-to-skin contact with them.

4. PERSONAL CONDUCT - Staff will display warmth and compassion at all times and never pass comment or opinion that could be misinterpreted by parents.

5. UNICEF BABY FRIENDLY INITIATIVE (BFI) COMPLIANCE – Staff will not volunteer advice relating to breast or formula feeding. We will always refer mum to ward staff to provide advice. Bounty fully supports BFI requirements.

6. PRIVACY & DIGNITY– Staff must respect mums' personal space at the bedside, as well as the personal space of her partner and family. If the curtains are drawn, staff must never draw them back or peep around the curtain uninvited. They should first inform mum of their presence through the curtain and offer to come back later if mum would prefer.

7. JOINING BOUNTY & PERMISSION TO CONTACT - In addition to giving all mums a free Bounty Newborn pack, staff ask mum if she also wishes to join Bounty (if she hasn't already) and check if she would like to give her permission to be contacted in future by Bounty and its carefully selected partners. **IMPORTANT** - Choosing to become a Bounty Club member and giving permission to be contacted is **NOT** a condition for receiving the Bounty bag. Staff should never give the impression that mum must become a Bounty member in order to receive a pack. Staff should make clear that they need mum's name and address only to record that a pack has been given.

8. CHILD BENEFIT FORM – The provision of the HMRC Child Benefit form in Bounty Newborn packs allows parents to apply for Child Benefit as soon as their child is born. Staff should make clear that there is no requirement for mums to join Bounty in order to receive the free Bounty pack or the Child Benefit form. Should a mum decline to receive a Bounty pack, Bounty staff will offer to leave a separate Child Benefit form with her for her convenience, or direct her to its location online.

9. BOUNTY PHOTO - In some hospitals our staff also offer mums the opportunity to have a professional newborn photo session. They must take pride in offering the highest quality portraits. Any mum who chooses to have her baby photographed can receive a free photo gift and the option to purchase photo packages. **IMPORTANT** - Mums are under no obligation to take up the service. Staff must make this fact clear, and also offer mums the option to wait until they get home before they make a purchase.

10. CONTACT WITH THE BABY - In the case of Bounty Photo services, staff must **ALWAYS** follow hospital policy and always seek permission from mum before positioning her baby to be photographed.

IMPORTANT

Employment at Bounty is dependent on adherence to this Code of Conduct at all times. Complaints about staff are taken very seriously and will be fully investigated by HR with managers and any individuals concerned. In the spirit of openness, any member of staff who believes they may have inadvertently breached this code is encouraged to self-report directly to their manager as soon as possible.

APPENDIX C: BEDSIDE STORY

Bedside story (Newborn Pack and PHOTO)		IDENTIFICATION: you must always check in at maternity ward reception: Good morning, I'm here to visit the new mothers and would like to check if there are any mothers I shouldn't visit today
Mum answers YES		IF Mum answers NO
<p>1 Introduction</p> <p>Congratulations, I'm (your name) from the Bounty Club. We give mums free parenting information, products and money saving offers. We have been visiting hospitals for over 50 years and I'm here to offer you a free portrait session with your baby and to give you your free Bounty pack. Is now a good time?</p> <p style="text-align: right;">NO →</p> <p>(If mum doesn't speak English hand mum a free pack and tick the 'No English spoken box')</p>		<p>Is it OK if I pop back later or tomorrow?</p> <p>(make sure you communicate mum's wishes to your job share)</p>
<p>2 Giving Bounty Pack</p> <p> (hand over pack) This is your Newborn pack. Inside there's a voucher for your free Family pack which you can take to Asda, Boots, Kiddicare or Superdrug (keep an example of the Family pack voucher with you at all times. Do not open her pack to show her the voucher)</p> <p>Can I take your name and address to confirm I've given you a pack?</p> <p>(ensure first name and surname are recorded)</p> <p style="text-align: right;">NO →</p>		<p>That's OK. It's not compulsory (hand mum a pack and tick 'Mother refused details' box)</p> <p>If mum doesn't want the pack ask: Would it be helpful if a left a Child Benefit form with you?</p> <p>(hand mum a form: keep 3 forms with you at all times)</p>
<p>3 Bounty Club Membership</p> <p>Did you join Bounty when you were pregnant?</p> <p>Great and can we continue to send you information and offers from Bounty and relevant partners? YOU MUST ALWAYS ASK THIS - IT IS A LEGAL REQUIREMENT</p> <p>(if mum answers 'No' tick 'No to Mailing' box and go to Point 4)</p> <p>I just need to take a few details so we can send offers and information that's useful to you and your baby</p> <p>a. What's your email address please? b. When was your baby born? c. Do you have a girl or boy? d. Does he/she have a name yet? e. Could I please ask your date of birth too?</p> <p style="text-align: right;">YES ←</p>		<p>If mum is not already a member: Bounty is free-to-join and can save you money with offers, get information about parenting and go online at bounty.com.</p> <p>Would you like to join and receive information and offers from Bounty and relevant partners? YOU MUST ALWAYS ASK THIS - IT IS A LEGAL REQUIREMENT</p> <p>If mum says 'YES' and wants to join ask questions a) to e) opposite</p> <p>If mum says NO: That's OK it's not compulsory (tick 'Mother refused details' box)</p>
<p>4 Joining Pampers Village (Co-Reg)</p> <p>Bounty has a special relationship with Pampers Village. Would you like to join Pampers Village to receive advice, benefits and information by post and email?</p> <p>To make sure you receive relevant offers, may I ask which nappies you intend to buy and where you intend to shop for them?</p> <p style="text-align: right;">NO →</p>		<p>If mum declines (tick 'No to Co-reg' box and go to Point 5)</p>
<p>5 Offer Portrait Session</p> <p>Are you happy for me to take a few photos of your baby for you? It's a free service and you don't have purchase unless you'd like to, (take photos: Always ask permission to position the baby before you move him or her)</p> <p>Can I show you your beautiful panel of portraits of you and your baby? You can tell me if there are any portraits that you are not happy with or would like me to re-take.</p> <p>Here are the current offers which give you the best value (hand over leaflet). Everybody can receive a free portrait gift and we also do additional products. Can I go through them now with you so you can benefit from the offer we have today? (explain to mum if she's happy).</p> <p style="text-align: right;">NO →</p> <p>(Place Order) I've written your personal code on your leaflet so that you can go online and view the photos once they've been uploaded. This usually takes 48 hours. You can choose to share them with family and friends and if you or they would like to order more when you get home, this can be done using your personal code.</p>		<p>If mum chooses not to place an order in hospital That's OK. I've written your personal code on your leaflet so that you can go online and view the photos - this usually takes 48 hours. You can choose to share them with family and friends and if you would like to claim your free portrait gift and order when you get</p>
<p>6 How Did We Do? & Tommys Midwife Cards (Hand over cards)</p> <p>Can I give you our feedback card please? If you can pop online to do this at some point I'd really appreciate it. And this card gives you details of a free helpline, manned by midwives at Tommy's our charity partner.</p>		
<p>7 Thank You Thank-you for your time and congratulations on the birth of your baby.</p>		

bounty[®]
 Giving mums more.

APPENDIX D: HOSPITAL POSTER

At your service...

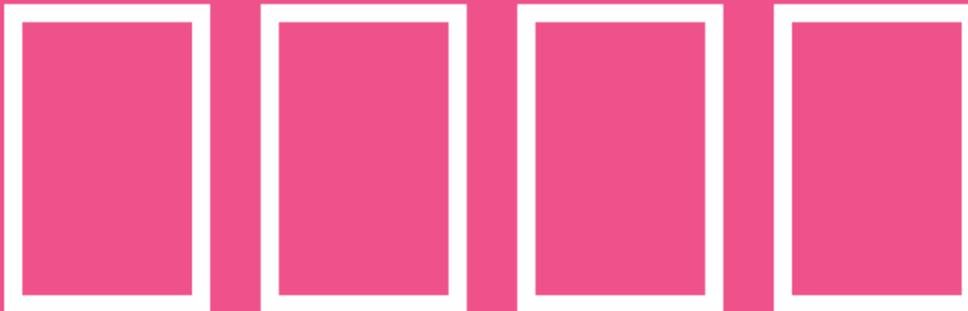
Bounty ladies visit here to offer mums:

A free Newborn Pack containing:

- Product samples and money-off vouchers
- You & Your Newborn guide
- A Child Benefit claim form
(also online at www.hmrc.gov.uk)



Bounty ladies in this hospital



If you would prefer not to be visited please speak to a Health Professional who will inform the Bounty lady not to disturb you.

Bounty Parenting Club is an independent company and the UK's most popular parenting club.

bounty[®]
Giving mums more.

Bounty... at your service

We visit here to offer mums:

A free Newborn Pack containing:

- Product samples and money-off vouchers
- You & Your Newborn guide
- A Child Benefit claim form
(also online at www.hmrc.gov.uk)

**A baby portrait session –
with free gift and sharing service**
(and option to purchase photo packages)



Bounty ladies in this hospital



If you would prefer not to be visited please speak to a Health Professional who will inform the Bounty lady not to disturb you.

Bounty Parenting Club is an independent company and the UK's most popular parenting club.

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Giving mums more.