

BOARD OF DIRECTORS – PUBLIC MEETING

**Minutes of the meeting of the Trust's Board of Directors held in Public on
Tuesday 26 November 2019 at 9.15am in the Board Room, Bassetlaw Hospital**

- Present:** Suzy Brain England OBE - Chair of the Board
 Karen Barnard - Director of People and Organisational Development
 Pat Drake - Non-Executive Director
 Becky Joyce – Chief Operating Officer
 Sheena McDonnell – Non-Executive Director
 Richard Parker OBE – Chief Executive
 David Purdue – Deputy CE and Director of Nursing and Allied Clinical Health Professionals
 Neil Rhodes – Non-Executive Director
 Jon Sargeant – Director of Finance
 Sewa Singh - Medical Director
 Kath Smart – Non-Executive Director
- In attendance:** Peter Abell – Public Governor
 David Cuckson – Public Governor
 Paula Hill – Freedom to Speak Up Guardian (P19/11/B1 and P19/11/C1)
 Georgina Holmes – Staff Side Chair
 Alexis Johnson – Partner Governor
 Steve Marsh – Public Governor
 Marie Purdue – Director of Strategy and Transformation
 Jeannette Reay – Head of Corporate Assurance / Company Secretary
 Emma Shaheen – Head of Communications and Engagement
 Mandy Tyrell – Staff Governor
- Apologies:** None
- Pre Meeting Note:** The Company Secretary highlighted the process for Governor Questions at the Board meetings held in public – as referenced on the agenda.

ACTION**P19/11/A2 Declaration of Interests (Verbal)**

No new declarations were noted.

The Board:

- ***Noted the Declaration of Interests pursuant to Section 30 of the Standing Orders.***

P19/11/A3 Actions from Previous Meetings (Enclosure A3)

The following updates were provided:

Actions 1, 2 and 3 – These actions were not due until December 2019.

Action 5 – An update would be provided to the Board in January 2020 as the perfect week had been moved to a later date.

Actions 4, 6, 7, 8 and 9 – These matters were complete or had been added to relevant future work plans – close.

The Board:

- ***Noted the updates and agreed which actions would be closed.***

P19/11/B1 Freedom to Speak Up (Enclosure B1 - Presentation)

The Freedom to Speak Up Guardian provided an overview on matters relating to 'Freedom to Speak Up' (FTSU).

The Board was updated on:

- The background to FTSU;
- The Strategic direction;
- The key points and actions arising from the Trust's self-assessment in 2018, including the recruitment of a specific FTSU Guardian (FTSUG);
- Revised central guidance (July 2019);
- The creation of a Forum on FTSU;
- The requirement for an open and responsive culture;
- The annual report on FTSU;
- A summary of FTSU concerns to date;
- A small number of concerns reported (nine for DBTH, 32-35 expected for Acute Trusts of this size).

The Board acknowledged that a lot of positive work was already in place at the Trust and that the FTSUG's focus was to bring this together in a coordinated way.

The Board accepted that not all concerns were FTSU matters and that the organisation signposted staff as to which were business as usual and which were a 'speaking up' matter. The focus on timely resolution was highlighted with the FTSU policy providing 28 days for response.

The FTSUG was looking at the use of the Friends and Family test to ascertain staff perceptions on raising concerns and to report this.

Action: The FTSUG agreed to provide some anonymised case studies to a future Board meeting. KB

The Board:

- ***Received and noted the presentation on Freedom to Speak Up;***
- ***Received and noted the Annual Report on Freedom to Speak Up.***

P19/11/C1 Freedom to Speak Up Strategy (Enclosure C1)

The Board noted the Strategy including the training programme.

The Board:

- ***Noted and approved the Freedom the Speak Up Strategy, subject to minor changes to the corporate style.***

P19/11/C2 ICS Update (C2)

Richard Parker highlighted the work undertaken on behalf of and with the ICS.

The system continued to be the top performing system nationally but there were some difficulties with certain targets including RTT and Cancer.

A national pilot to improve mental health provision was being undertaken with RDaSH leading for South Yorkshire. The mental health initiatives for Doncaster included CDU assessment and an increase in crisis response, although there had been some difficulties in recruitment to support this work.

The Board:

- ***Noted the ICS Update.***

P19/11/D1 Quality and Performance Report (Enclosure D1)

The report had been considered in detail at the Finance and Performance Committee meeting held on 22 November 2019. The following points were highlighted to the Board:

Performance

- Continued challenges on four hour access performance at 90.9% for October 2019.
- Improving RTT at 87.1% for October 2019 – in line with recovery trajectory;
- One 52 week breach in September 2019 – inappropriate clock stops had been applied;
- Good cancer performance;
- Good diagnostic performance but with anticipated challenges for November and December 2019;
- Norovirus had caused a surgical ward to close for three days.

A discussion on reducing length of stays took place a national initiative 'Where Best Next' was noted. The improvements noted at Bassetlaw Hospital from the electronic bed management would be rolled out and a focus would be placed on estimated dates of discharge. The Trust was reliant on system partners to ensure that patients could be discharged but work to ensure that this was coordinated was taking place, including work with RDaSH on intermediate pathways.

Work to improve the Trust's resilience during winter was in place. The number of attendances at ED continued to rise and this was likely to continue with the arrival of the respiratory, flu and norovirus season. A request for increased primary care capacity over

the winter period had been made to the CCGs and messages to the public would be made to advertise GP provision.

A mock CQC inspection at Mexborough had highlighted an underutilisation of theatres impacted by staffing issues in ophthalmology and anaesthetics. Day case income was down for the site. The situation was being monitored and an action plan was in place to improve.

Action: Information on the use of theatres at Mexborough and day case income would be brought to the January 2020 Board meeting. JS / SS

Board members were interested in the provision of psychological services at Bassetlaw Hospital.

Action: Information on psychological services would be brought to the January 2020 Board meeting. DP

Quality and Safety

- A rise in elective mortality – no lapses in care;
- A small number of Fractured Neck of Femur patients at Bassetlaw Hospital;
- A new report style with a focus on Serious Incidents;
- Falls ahead of the prior year performance;
- Cdiff on trajectory;
- One report of MRSA (complex patient) – no lapse in care;
- No concerns on any individual area arising from the Hard Truths report.

There were some anomalies in the crude data for mortality which were being checked by the Trust's Information Department. The data suggested that activity was up by 10% in first ten months of the year, whilst emergency activity was flat (this did not make sense).

Members queried whether the recent investment in falls had made an impact. The recent falls had occurred in the Clinical Decisions Unit which had not benefitted from the investment but a focus on training was now being placed in this area.

With respect to the prevention of pressure ulcers, Kath Smart reported that she had observed a recent static mattress tender meeting where the Trust's skin integrity nurses had challenged the supplier on the quality of product. David confirmed that the Board should be assured of a sufficient budget provision to replace mattresses.

The Board noted that this would be the last report on two week cancer targets as the Trust was taking part in a National reporting initiative. Information on National reporting had been provided in a recent blog from the Trust's Communications department.

Workforce

- Set training continued to increase and remained on target to achieve 90%;
- Long term sickness absences had increased. This was being reviewed to ensure that action plans were in place (a deep dive on this would be provided to December 2019's Quality Effectiveness Committee);
- Flu vaccination – now to be rolled out to all staff;
- Staff survey response currently at 55.9% (one week remaining).

A query on the availability of the flu vaccine was raised and it was noted that the Trust had some issues with fridge capacity. Learning on the ordering process from this year would be applied to improve processes in future years.

The Board:

- ***Received and noted the Quality Performance Report.***

P19/11/E1 EU Exit (Enclosure E1)

The Board noted a summary of arrangements in place for the UK's exit from the EU.

The result from the General Election of 12 December 2019 would impact and inform the Trust's approach.

85% of the Trust's Health and Social Care had reported readiness.

The recent floods had resulted in community providers confirming their registers of vulnerable patients. This would be beneficial if needed for EU Exit matters.

The Board:

- ***Noted the update on EU Exit preparations.***

P19/11/F1 Finance Report – 31 October 2019 (Enclosure F1)

The report had been considered in detail at the Finance and Performance Committee meeting held on 22 November 2019.

The Committee had considered the projected outturn for the year ahead. At the last meeting a deficit of around £6m (including £2.4m CIPs) had been noted, and mature conversations had been undertaken with colleagues at PLACE and the ICS. This had resulted in a revised figure of around £7m. Noting the size of organisation, the Finance and Performance Committee had considered that the Trust was able to manage its own trajectory – it had done so last year and a realistic recovery plan was in place to address the current year issues.

At end of month seven the plan had been missed by £1.34m. This had been driven by some under delivery of CIP and an under delivery against income for day cases.

There had been a delivery of £1m CIP in the month and that Trust had a £0.5m surplus. Cash remained very strong at £31m. This was partly driven by an under performance on capital spend and plans to address slippage were in place.

The Board noted that Jon Sargeant was to meet with NHSI and the ICS on 27 November 2019 to explain the position and recovery plan.

Bids had recently been submitted in total for an additional £45m for backlog maintenance, for fire works and theatres and for upgrades to ED at Bassetlaw Hospital.

Board members referenced the capital expenditure issues in the report – in particular the progress of fire works which had been discussed at both the Audit and Risk Committee and at the Finance and Performance Committee meetings. There was an ask that focus be

placed to progress the works in order to satisfy the Fire Service and remove the enforcement notices at the end of the period.

The Board:

- **Received and noted the Finance Report and Cost Improvement position for October 2019;**
- **Received and noted the forecast financial position and risks.**

P19/11/G1 Chairs Assurance Logs for Board Committees (Enclosure G1)

P19/11/G1 Audit and Risk Committee – 19 November 2019 (G1)

(i)

Kath Smart highlighted the key points considered by the Committee:

- The receipt of five final Internal Audit reports;
- A full assurance rating for the CNST Maternity incentive scheme;
- Two partial assurance reports - Stocktake audit and IT contracts;
- An improved approach and response to Internal Audit follow up recommendations – with 50 of 53 being implemented;
- An update received on health and safety and fire matters (enforcement notices) and a high level assurance from the Premises Assurances Model;
- A significant number of open incidents within Estates and Facilities (escalated from the Quality Effectiveness Committee) for which the Health and Safety Committee would be held to account.

Suzy Brain England had attended the Committee meeting and commented that it had been Chaired well by Kath Smart.

The Board:

- **Noted the update from the Audit and Risk Committee meeting held on 19 November 2019.**

P19/11/G1 Finance and Performance Committee – 22 November 2019 (G1)

(ii)

Neil Rhodes confirmed, as reported during the Board meeting, that detailed reviews of the Quality and Performance Report (P19/11/D1) and Finance Report (P19/11/F1) had been undertaken at the meeting.

The following key points from the Committee were noted:

- An update on the Catering contract (patient and retail offers);
- A recovery plan was in place for the HSDU contract with Steris which had some performance issues;
- The first meeting of Doncaster and Bassetlaw Health Care Services had been held and that an offer had been made for a candidate to become the Managing Director of that subsidiary;
- Doncaster and Bassetlaw Health Care Services (Pharmacy) would report into the Board.

The Board:

- ***Noted the update from the Finance and Performance Committee meeting held on 22 October 2019.***

P19/11/H1 -H7 **Information Items (Enclosures H1 – H7)**

The Board:

- ***Noted the Chair and NED's Report;***
- ***Noted the Chief Executive's Report;***
- ***Noted the Minutes of the Audit and Risk Committee, 18 July 2019;***
- ***Note the Minutes of the Management Board, 14 October 2019;***
- ***Noted the Minutes of the Finance and Performance Committee, 22 October 2019;***
- ***Noted the Board Work Plan;***
- ***Noted the Quarterly Report of the Safe Working, July to September 2019.***

P19/11/11 **Minutes of the Meeting held on 29 October 2019 (Enclosure I1)**

The conclusion at D2 required amendment from 'Quality Performance Report' to 'Winter Plan'.

The Board:

- ***Received and Approved the Minutes of the Public Meeting held on 29 October 2019, subject to the amendment above.***

P19/11/12 **Any Other Business (Verbal)**

P19/11/12 **Visit from Prime Minister – 22 November 2019**
(i)

A visit from the Prime Minister and Secretary of State to Bassetlaw Hospital was noted.

The Trust was to host a visit from another party to Bassetlaw Hospital later on the afternoon of 26 November 2019.

Bassetlaw was a contested seat for the election and all visits were undertaken in the spirit of supporting local candidates but under the restrictions of Purdah.

The Board:

- ***Thanked the Communications team and the Estates and Facilities team for their efforts in support a successful visit from the Prime Minister.***

P19/11/13 **Governor Questions Regarding the Business of the Meeting (Verbal)**

P19/11/13 **David Cuckson requested that, once in place, the new Managing Director of Doncaster and Bassetlaw Healthcare Services be introduced to the Trust's Governors.**
(i)

Action: The Company Secretary would arrange for the new Managing Director to attend a future Governor Briefing session. JR

The Board:

- **Noted the Governor query raised, and information provided in response.**

P19/11/14 Date and Time of Next meeting (Verbal)

The Board:

- **Noted the date and time of the next meeting:**

Tuesday 17 December 2019

9:15am

The Fred and Ann Green Board Room, Montagu Hospital

The Chair provided her apologies for the meeting.

The Chair thanked colleagues for their supporting during the year, highlighting in particular the additional work that the Non-Executive Directors had undertaken whilst there were vacancies.

P19/11/15 Withdrawal of Press and Public (Verbal)

The Board:

- **Resolved that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.**

P19/11/J Close of meeting (Verbal)

The meeting closed at 11.30am.



**Neil Rhodes
Deputy Chair of the Board**

**Date
17 December 2019**