

BOARD OF DIRECTORS – PUBLIC MEETING**Minutes of the meeting of the Trust's Board of Directors held in Public on
Tuesday 14 January 2020 at 9.15am in the Board Room, Doncaster Royal Infirmary**

Present:	Suzy Brain England OBE - Chair of the Board (In the Chair) Karen Barnard - Director of People and Organisational Development 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 Jon Sargeant – Director of Finance Sewa Singh - Medical Director Kath Smart – Non-Executive Director
In attendance:	Tim Noble – Deputy Medical Director (to observe) Marie Purdue – Director of Strategy and Transformation Jeannette Reay – Head of Corporate Assurance / Company Secretary Emma Shaheen – Head of Communications and Engagement
Public in attendance:	Hazel Brand – Public Governor Simon Harrison, NHS Steve Jacob, NHSP
Apologies:	Pat Drake - Non-Executive Director Neil Rhodes – Non-Executive Director and Deputy Chair

ACTION**P20/01/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.***

P20/01/A3 Actions from Previous Meetings (Enclosure A3)

The following updates were provided:

Action 1 – A tender process was being progressed to improve the Trust's systems for streaming and conference calls. A further update would be provided to the Board in March 2020.

Action 2 – On the basis that a presentation on climate and biodiversity was included on the agenda (item B1), this action would be closed.

Action 3 – An update on ‘Perfect Week’ would be provided to the Board meeting in February 2020.

Actions 4, 5, 6 and 8 – These actions were not yet due.

Action 7 – On the basis that a presentation on Doncaster and Bassetlaw Healthcare Services would be scheduled for Governors, this action would be closed.

The Board:

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

P20/01/B1 Council Motion on Climate and Biodiversity Emergency (Presentation)

Suzy Brain England declared her Chairmanship of Keep Britain Tidy and highlighted a link to the forthcoming ‘Great Spring Clean’ on which the Trust would focus for a few days during March and April 2020.

Kirsty Edmondson-Jones provided information on:

- The National context and NHS targets;
- UK declaration of environment and climate change emergency;
- DMBC declaration of climate and biodiversity emergency – September 2019;
- Acceleration of plans to become carbon neutral before 2050;
- Some NHS Trusts had declared climate emergencies;
- Examples of achievements so far at NHS organisations;
- Proposed introduction of ‘Green Plan’ in NHS Standard Contract (2020/21);
- Update on Trust’s actions on current energy / low carbon initiatives;
- The Trust had achieved the target of 34% reduction in reported Co2 emissions two years early;
- Challenges from aged estate;
- Future low carbon initiatives;
- Next steps – develop Green Plan and identify benefits of new build for Doncaster;
- Whether the Trust should declare its own climate emergency;
- An opportunity to be at the forefront of initiatives as an anchor institution;
- The importance of the current estate in support of the Trust’s bid for a new build.

Members welcomed the Trust’s progress and supported future plans, acknowledging that many staff were passionate about this topic, and its link to staff wellbeing. There was however caution on the limitations that the Trust faced – particularly in light of the current estate – and it was agreed that expectations must be shaped and managed accordingly.

Action: A Board workshop would be planned to further explore Climate Change and Biodiversity – looking at what could be done immediately and what could be done in the future. KEJ

The Board:

- ***Noted the update on Climate and Biodiversity.***

P20/01/D1 Quality and Performance Report (Enclosure D1)

The November 2019 data (enclosure D1) had been considered by the Board's Committee meetings during December 2019 and had been provided to the Board meeting on 17 December 2019.

A verbal update on December's position was provided. The following points were highlighted to the Board:

Performance

- Four hour access performance was at 85.92%, which reflected challenges in staffing and increasing activity. This was significantly better than the national average;
- RTT at 87.2%, again reflecting increased attendances (particularly at Bassetlaw Hospital) and changes to patient case mix;
- Diagnostics not achieved with 98.63% achievement against a target of 99%. This was as expected;
- Good cancer performance – better than the national average.

Members queried whether the investment in ED had resulted in improvements and Becky Joyce advised that the staff appointments and leadership changes were starting to show benefits. The staff response to the increased challenge in EDs was acknowledged and welcomed.

The Board noted the importance of the achievement of the RTT target – with some of the financial settlement linked to the achievement of 92% at the year end. Data would be analysed in detail, and shared with the CCGs, to determine the impact of increased attendances.

In order to recover the RTT position, detailed work was taking place with divisions, with all tasked with improvement. Specific focus was placed on Trauma and Orthopaedics and Ophthalmology – each with different solutions.

The Board noted that the Finance and Performance Committee had focused on the recovery plans and that it would continue to look at RTT with an examination of medium and long term plans. The targets for future years would be known in the coming weeks.

Quality and Safety

Hospital acquired pressure ulcers:

- 69 grade 2, 3 or 4 had been reported year to date – using a new reporting mechanism;
- 23 cases had been escalated for reporting as Serious Incidents;
- Mattresses, chairs and trolley mattresses had been ordered;
- A focused report on mattresses had been provided to the Quality Effectiveness Committee.

Cdiff:

- There had been 37 cases against a target of 44 for the year – using a new reporting mechanism;
- This was above trajectory;
- The figure would have been 17 using the prior year's reporting system;

- Changes in the regime for chemotherapy appeared to be adversely affecting the position;
- A room in haematology had been closed for fogging.

Falls:

- Serious Incident reports had not yet been completed;
- The detail would be reported to the Quality Effectiveness Committee;
- Lots of ward accreditation work had been undertaken.

Patient experience:

- An interim update on the complaints process was planned for reporting to the Quality Effectiveness Committee meeting in March 2020.

HSMR

- The final data for September 2019 was not yet available;
- A snapshot of data predicted a stabilisation or reduction in figures;
- The Trust had been looking at elective deaths in detail and real time;
- Changes had been made to coding processes to address known challenges;
- There had been no significant lapses of care;
- A full report would be provided to the January 2020 Quality Effectiveness Committee meeting.

Workforce

- No further update from that reported at the December 2019 Board meeting.

The Board:

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

P20/01/E1 Nursing Workforce (Enclosure E1)

The Trust was required to report on its nursing establishment twice per year – using the ‘Safer Nursing Tool’. This looked at nursing care hours recorded.

During 2019 audits were carried out in April and September (in future would be each January and June). The results showed that the Trust had 30 more nurses than predicted as being required to run its wards effectively during the assessment period – this was across all services aside from critical care.

David Purdue was confident to report that the Trust had sufficient nursing staff to safely staff its wards.

The variations on different wards were noted and some areas – including wards 20 and 21 were looking at establishments. These wards provided high intensity care although no care issues or concerns had been highlighted. Members noted that respiratory was carrying significant vacancies. Recent changes in staffing / skill mix were not reflected in the data provided.

The limitations of hard data were acknowledged, ie that it didn’t provide a full picture. The Board was advised that staffing was managed on a constant basis with staff moved around – via an escalation model - to cover minimum staffing levels. More could be done to support this with eRoster’s ‘safe care’ module which the Trust was currently looking at.

In response to member queries, confirmation was provided that a 21% allowance was built into ward establishments for nursing training etc. David Purdue advised that some central funding was anticipated to support nursing CPD.

The Board noted that detailed information on staffing levels was provided to the Finance and Performance Committee each month, including shift fill rates. Weekly grip and control meetings were also undertaken on rostering.

The Board:

- ***Noted the update on Nursing Workforce and Safer Nursing Care.***

P20/01/E2 EU Exit (Enclosure E2)

The paper accounted for the General Election result, leading to the Country being committed to leave the EU by the end of January 2020.

The local impact had been assessed as low by the South Yorkshire and Bassetlaw Resilience Forum.

The Trust had action plans in place on risks identified – medical imaging supplies, medicines, transport issues and procurement.

The next step would be planning for 31 December 2020.

The Board:

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

P20/01/F1 Finance Report – Highlights as of 31 December 2019 (Enclosure F1)

At the end of third quarter:

- The cumulative position was £1k better than plan;
- The Trust would receive the Provider Sustainability Funding (PSF);
- £1.7m had been released from reserves;
- The underlying position in month was slightly better than expected.

Cash and capital:

- Capital largely on plan;
- Significant delay in spending £4m (from £7m) on fire protection and prevention works (contractor issues as reported to December 2019 Board);
- The Trust had a contingency plan to spend the monies elsewhere, but had received verbal agreement from NHSI that the underspend could be carried forward;
- 800k slippage on capital – plan to pull back in place;
- Receipt of £1m funding to support urgent emergency care – a number of schemes in train to spend;
- Cash at bank remained strong.

Year-end position:

- Some risks to year end but no change to forecast position;
- A year-end position had been agreed with the CCG;
- The bulk of the agreement - £2m – was without conditions;
- £1m of the agreement relied upon delivery of 92% of RTT;
- Lots of work to do to deliver year-end.

Future Control Total:

- The Trust had worked well with the CCG to bring its gap to the control total down to £6.3m (from an initial submission of £9.3m);
- The control total would need agreement with the ICS in the next few weeks;
- One partner in the ICS will not hit its control target this year. The ICS should deliver as a whole;
- This was complicated and discussions were taking place.

The Board noted that, as the Trust went into the final quarter, it needed to ensure value for money as the benefits of achieving this year would carry forward into the future.

The message for the organisation was to:

- Maintain the focus on keeping costs low;
- Keep to plan.

The Board:

- ***Received and noted the Finance Report for December 2019;***
- ***Received and noted the forecast financial position and risks;***
- ***Noted the achievement towards the Cost Improvement Plan.***

P20/01/G1 Use of Trust Seal (Enclosure G1)

The Trust seal had been applied twice on 9 January 2020:

- For the licence for alteration at Devonshire House, Cavendish Court;
- For the tenancy at will for Devonshire House, Cavendish Court.

The Board noted that this was for the transfer of Trust services out of premises which were not fit for purpose and that a plan was in place for staff and services moves.

The Board:

- ***Approved the uses of the Trust Seal – 118 and 119.***

P20/01/H1 Information Items (Enclosures H1 – H2)

-H2

The Board:

- ***Noted the Chair and NED's Report;***
- ***Noted the Chief Executive's Report.***

The following points were highlighted:

New Build:

- The Secretary of State for Health – Rt Hon Matt Hancock – had visited Doncaster Royal Infirmary with Nick Fletcher, MP for Don Valley, on 10 January 2020. The visit had highlighted the challenges that the Trust faced with its estate and its ambitions for a new hospital within Doncaster;
- At the end of the visit a commitment had been given that Doncaster's case would be considered as one of the 40 NHS new build projects;
- The new build at Doncaster had been confirmed as the number one priority for the ICS;
- Clinical strategy would be the starting point for the new build design – with a policy of care delivery close to home. Partnership work would be undertaken to develop clear clinical pathways;
- The new hospital would digitally enabled;
- It was important that the design of efficiencies continued to be undertaken on the current site, in order that they be built into the future design.

Montagu Hospital

- The provision had changed from a Minor Injuries Unit to a Urgent Treatment Centre;
- This meant that minor illness were now seen (alongside minor injuries);
- This had dramatically increased attendances (70% increase from December 2018 to December 2019);
- Further increases were anticipated as patients became aware of the responsive service;
- Work to manage this with the Primary Care Network would take place.

Detailed correction:

- The dismissal appeal that Kath Smart had been due to attend had been stood down.

P20/01/I1 Minutes of the Meeting held on 17 December 2019 (Enclosure I1)

Some data had been left out of the Quality and Safety Section of the Quality and Performance Report (page 47) as it had not been available, and this was to be acknowledged in the minutes.

The Board:

- ***Received and Approved the Minutes of the Public Meeting held on 17 December 2019, subject to the amendment above.***

P20/01/I2 Any Other Business (Verbal)

No other items of business were raised.

P20/01/I3 Governor Questions Regarding the Business of the Meeting (Verbal)

P20/01/I3(i) Hazel Brand

Reference P20/01/B1 - The Board noted that Bassetlaw District Council had agreed to support a green agenda in 2019. This included the appointment of a Green Officer to lead on projects. Notts County Council had declared a climate emergency on 13 January 2020.

Action: A presentation on Climate Change and Biodiversity would be provided to the Council of Governors on 30 January 2020. KEJ

The Board:

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

P20/01/I4 Date and Time of Next meeting (Verbal)

The Board:

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

*Tuesday 18 February 2020
9:15am
The Board Room, Bassetlaw Hospital*

Prior apologies were noted from Kath Smart.

P20/01/I5 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.***

P20/01/J Close of meeting (Verbal)

The meeting closed at 11.20am.