



Doncaster and Bassetlaw
Teaching Hospitals
NHS Foundation Trust



Council of Governors January 2020



Strategic objectives

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Lead Governor Report



Hazel Brand

Lead Governor



Key Issues for Governors

- Recruitment of Non-Executive Director.
- Recruitment of Medical Director.
- ‘Clear the Air’ session.
- Maternity Qi celebration events.
- Substantive post for Trust Board Secretary.
- Lead Governor network.
- Integrated Care System governor engagement.





Thank you, any questions?

Non-Executive Director Report



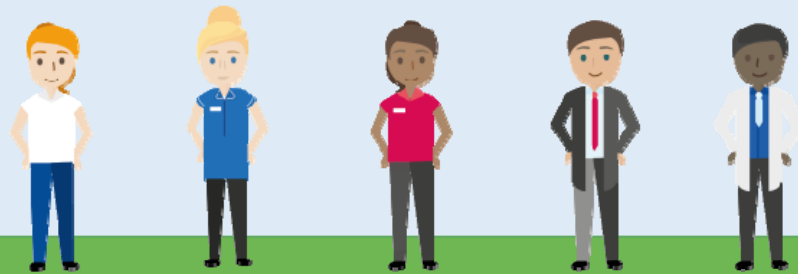
Pat Drake

Senior Independent Director



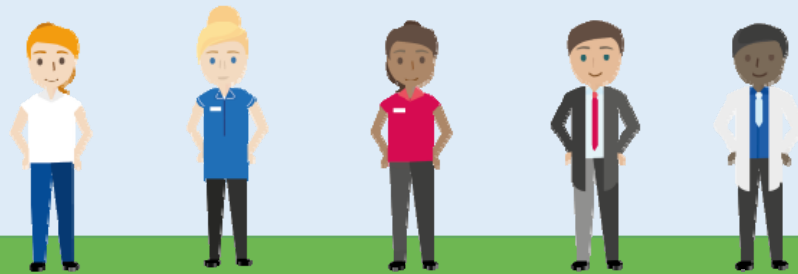
Overview

- Equality and Diversity.
- eObservations and Digital Transformation.
- Sepsis in adults and children.
- Complaints and experience.
- Mortality rates.



Overview

- Organ Donation Committee.
- Medical Director Recruitment Panel.
- Maternity Qi Celebration.
- Workforce Education and Research Committee.
- Equality and Diversity Committee.





Thank you, any questions?

Non-Executive Director Report



Neil Rhodes

Deputy Chair & Non-Executive Director



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Finance headlines for December

- Hard work makes **control total within reach** – currently predicted £2.3m deficit at outturn (was £7.7m) – but need to retain focus. Mitigations currently being agreed for the deficit and **the Trust hasn't changed its forecast** that it will deliver the plan in March for the year.
- **Cash balance £27.4m** – above estimates – but being carefully managed
- Our Cost Improvement Programmes (CIP) are delivering circa £900,000 per month.
- **CIPs mixed performance picture**, but being carefully managed.
- Linkage between Referral To Treatment (RTT) performance and income.

Strong
cash
position

Reduced
Control Total
deficit



82.3%



Four Hour Access Target
National average was 79.8%.

86.8%



Referral To Treatment
National average was 74.3%.

A large surge in Emergency attendances, across sites.



Doncaster



Doncaster Royal Infirmary

+583 – 6.5% increase



Montagu Hospital

+836 – 70% increase

Mexborough



Bassetlaw Hospital

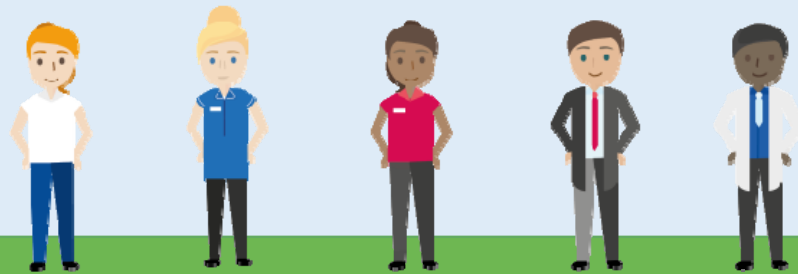
+478 – 12% increase



Worksop

Overview

- December always challenging – BHs.
- In-depth examination of RTT by specialty.
- Asked for Divisional Director of Surgical Division to discuss position of key areas at Finance and Performance next month.





Thank you, any questions?

Non-Executive Director Report



Sheena McDonnell

Non-Executive Director



Overview

- Charitable Funds:
 - Fundraising Strategy - Birth Appeal
 - Streamlining Controls
 - Charitable funds development committee
- Fred and Ann Green:
 - Exciting potential bids
- Visit from the Mayor at Montagu.
- Ethics committee.





Thank you, any questions?

Non-Executive Director Report



Kath Smart

Non-Executive Director



Overview

- Audit & Risk Committee (ARC) met Nov 2019
 - Received five Internal Audit Reports:

1. Maternity incentive scheme CNST spot check	Significant assurance
2. Reporting stocktake audit 18/19 (draft awaiting formal response)	Partial assurance
3. IT contract management	Partial assurance
4. Safeguarding	Significant assurance (minor improvements)
5. Core financial controls	Significant assurance (minor improvements)

- Noted improvement of closure of Audit Recommendations (50/53).



Overview

- **Counter Fraud Plan and Local Security Management Plan** – progress against plan concluded that satisfactory progress was being made, although risks exist, mitigation is in place.
- **Health, Safety and Fire** – Committee reviewed progress, risks and management action, and had in depth update on Fire safety arrangements.
- **Risk Management, Corporate Risk Register and Board Assurance Framework** – Committee continually pushes for up to date controls and assurances.



Overview

- Mock CQC Inspections.
- Procurement NED.
- Fire Safety interest.
- NHS Providers NED Network.
- Support for NED and Medical Director recruitment process.
- Member of Finance and Performance Committee.
- Lunchtime lecture on 'Digital DBTH'.



Richard Parker

Richard Parker OBE

Chief Executive



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Update from the Chief Executive

- This month, we received our draft CQC inspection report for factual accuracy checking.
- We have also received our Staff Survey results which show significant improvements.
- In December we welcomed the Prime Minister and Health and Social Care Minister to the Trust, who announced funding of £14.9m for Bassetlaw Hospital.
- Later, in January, we received Matt Hancock once again, to discuss our plans for a new hospital in Doncaster.





<https://youtu.be/87fG9ORYMJQ>

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Update from the Chief Executive

- Montagu Hospital's Minor Injuries Unit has now transitioned into an Urgent Treatment Centre.
- By mid-2020, we are hoping to implement changes as part of the national Rapid Diagnostic Centre programme.
- Following a recruitment process, we have appointed a Director of Education and Research, Dr Alasdair Strachan.
- With RDaSH we have appointed a joint Chief Allied Health Professional, Mandy Espey.
- Finally, In January we will complete the recruitment process to appoint a new Medical Director.



Suzy Brain England

Suzy Brain England OBE

Chair of the Board



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Update from the Chair

- I attended an event to launch the refreshed Doncaster PLACE Plan.
- At the confidential Council of Governors meeting today, the Nominations Committee has recommended the approval of the appointment of a new Non-Executive Director.
- We have extended an official invite to NHS Providers' new Chair, Sir Ron Kerr, to the Trust as well as Dan Jarvis, Mayor for the Sheffield City Region.
- Alongside Richard, I welcomed Boris Johnson and Matt Hancock to the Trust, taking the opportunity to highlight the organisation's achievements and challenges.





Thank you, any questions?

Stay in touch

Keep up-to-date with the Trust by following our social media accounts and checking our website (link in the bottom right corner).



Facebook
@DBHNHS



Instagram
@DBTH_NHS



Twitter
@DBH_NHSFT



FB Staff group
DBTH Staff



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Climate Change Emergency – DBTH Position

**Dr Kirsty Edmondson-Jones, Director of
Estates and Facilities**





Climate Change Act 2008

UK Climate Change Act (2008)

- Places a duty on the UK to ensure that net greenhouse gas emissions are 100% lower than the 1990 baseline by 2050
- Target recently increased from 80%
- Emissions measured in tonnes of CO₂e – a unit of measurement that describes all greenhouse gases in an equivalent measurement of CO₂

National NHS Carbon Reduction Targets



- Linked to The UK Climate Change Act (2008)
- 34% Reduction in CO₂e emissions targeted by 2020
- 80% Reduction in CO₂e emissions targeted by 2050

(Source: NHS Sustainable Development Unit)

How the NHS carbon footprint is measured



- Emissions associated with energy use
- Travel to and from site
- Goods and services purchased by the NHS

(Source: NHS Sustainable Development Unit)

A Global Climate Change Emergency

- The United Nations (UN) Intergovernmental Panel on Climate Change (IPCC) warning - 12 yrs to make changes to limit rise in average Global temperatures of 1.5C
- 1st May 2019 UK Parliament declared an Environment and Climate Change Emergency
- IPCC state already seeing consequences of 1C global warming
- Current international targets are inadequate to keep temperature rises below 1.5C

DMBC Climate & Biodiversity Emergency



- Declared Sept 2019 - to accelerate plans to become Carbon Neutral before 2050
- Doncaster Climate Commission – multi-agency group chaired by Ed Miliband, DBTH representative Kirsty Edmondson-Jones
- Meet regularly up to April 2020 agree opportunities for addressing climate change ahead of producing recommendations
- The Vision is to create a Green Economy
- Achieve net Zero emissions in Doncaster

NHS Standard Contract 2020/21 - consultation

- Consultation up to 31st January 2020
- SC 18 – proposed introduction of a new ‘Green Plan’ linked to the NHS Long Term Plan and approved by Governing Body
- To contain:
 - Quantify our environmental impacts
 - Adaptation of premises and delivery of services to mitigate climate change risk
 - Phase out oil and coal for primary heating
 - Reduce use of fluorinated gases as anaesthetic agents in surgery
 - Removing single use plastics from restaurants by April 2020 – sign Plastics Pledge
 - Reduce waste and water usage
 - Expenses policies promoting sustainable travel choices

DBTH Carbon Reduction Performance:

Energy – Current Low Carbon Initiatives

- Combined Heat and Power (CHP) units installed at DRI & MMH
- Solar PV installed on Women's & Children's Hospital and Education Centre
- Increased use of LED lighting throughout the Trust
- Replacement of inefficient infrastructure during refurbishment projects
- Building Management System (BMS) used to limit energy use where possible
- New Capital projects constructed to target BREEAM Excellent (Building Research Establishment Environmental Assessment Method)



DBTH Carbon Reduction Performance:

Energy – Current Low Carbon Initiatives

- Water leak repair programme undertaken 2018/19 & 2019/20
- Sodexo signed NHS Plastics Pledge 2019
- Staff expenses policy promoted sustainable travel inc 10% public transport discounts
- Cross-site shuttles buses for staff and patients
- Reusable Sharps bins contract - Sharpsmart
- Trust drivers completed Eco-business Driving courses



DBTH Carbon Reduction Performance:

Energy target achieved 2 years early

21,971 tonne CO₂e

14,454 tonne CO₂e

34% Reduction in reported CO₂e emissions over the last 10 years

2008/9

2018/19

Figures taken from Trust Carbon Reduction Commitment & EU Emission Trading Scheme data - Inenco

DBTH Low Carbon Initiatives to come.....

- 0% Landfill - Increase recycling of waste
- 100% Energy supply from Local Renewable Sources – Windfarms, Biomass etc
- Identification of Energy Conservation Measures (ECM's) & bid development
- Trust vehicle fleet to become hybrid/all electric
- Installation of Electric Vehicle charging points for staff and public



DBTH Low Carbon Initiatives to come.....

- Expand Plastics Pledge outside of catering – theatres, wards etc
- Tree planting - Mayflower Oak & Apple Tree scheme
- Green Space initiative with Clumber Park – National Trust
- Introduce Staff ‘Green Champions’ x 200
- Introduce ‘Green Cyber Gyms’ – countryside clean-ups & planting



DBTH Carbon Reduction Next Steps:

- Develop Green Plan linked to NHS LTP if agreed in NHS Contract
 - Director of EFM to continue as part of Climate Commission Group
 - Identify benefits of New Build for Doncaster = Carbon Neutral
- AND**
- DBTH declaring our own Climate Change Emergency?**

Thank you – Any Questions?



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New Build for Doncaster

Jon Sargeant, Director of Finance
**Dr Kirsty Edmondson-Jones, Director of
Estates and Facilities**



Current DRI Site Estate Headlines:

- Total surveyed Backlog c**£100m+**
- Critical Infrastructure Risk (CIR) for 2018/19 c**£64m, £55m** DRI site
- CIR in excess of **four times** the scale of the national median position of £102 per m2 at **£431per m2**
- DRI is in the top **15% worst** performing Trusts in the UK measured by backlog
- **88%** of building stock is well in excess of 50 years+ old
- **66%** of space occupied by patients is classed as **not being functionally suitable**
- intermittent power loss due to a historical lack of ability to maintain the High Voltage system which is over **50 years old**
- electrical and mechanical infrastructures are more than **twice life expired**, are obsolete, and in some cases unmaintainable
- **Fire Enforcement Notices** have been in place since 2015

The Current Estate and Challenges

Examples of Poor Estate



Current DRI Site Service Delivery:

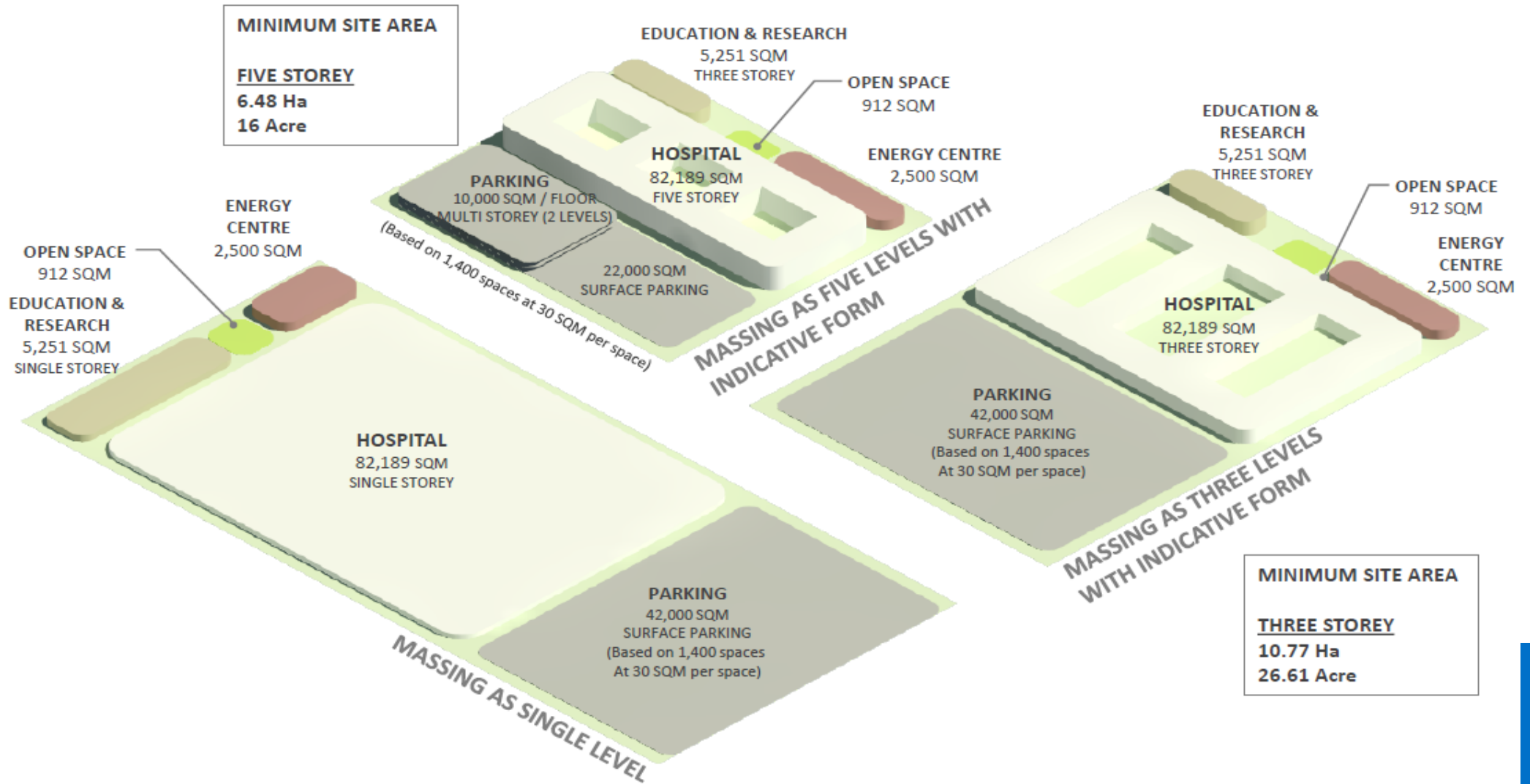
Current site is unable to provide the services required to care for the local population:

- Emergency Department was built to deal with a peak of 200 to 250 patients, but now deals with **75%** more than this each day
- Layout of the buildings means that clinical department relationships are sporadic and do not support patient pathways
- ED, Paediatric, Medical, and Surgical departments are scattered at different locations around the hospital - increased travel distances for patients, staff and logistics across the site
- Inability to radically change patient pathways without significant physical reconfiguration and investment
- Poor patient experience

Support for a New Build for Doncaster

- Growing Political Support recognising the need for a new Hospital, Boris Johnson and Matt Hancock visits – Nov/Jan
- Partnership Work with DMBC re potential location/s
- Support from South Yorkshire & Bassetlaw ICS as Number One Priority Scheme
- Supports Delivery of NHS Long Term Plan
- Supports DMBC Zero Carbon pledge
- NHS Standard Contract Green Plan

Massing Diagram based on new 'Green Field' site (Doncaster Royal Infirmary only)



Artist Impressions

Main Healthcare Building



Artist Impressions



High quality façade



Sunlit stair core

Outdoor Patient amenities

Next Steps.....

- Secure place on Health Infrastructure Plan list (HIP) of 40 New Hospitals
- Secure Seed Funding to develop Strategic Outline Case (SOC)
- Programme Board/Delivery Team
- Develop SOC with Full Options Analysis/Green Book Review
- Review of SOC by NHSi/E and DH for approval to develop Outline Business Case (OBC) the Full Business Case (FBC)

Thank you – Any Questions?



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