



Council of Governors July 2020



Strategic objectives

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Richard Parker

Richard Parker OBE

Chief Executive



Reflecting on 2019/20

- 🏆 We achieved a **'Good' CQC Rating**.
- 🏆 We began the conversation which we hope will result in a **new hospital in Doncaster**.
- 🏆 We achieved our **best ever Staff Survey results**.
- 🏆 We further expanded our **Qi, Sharing How We Care** and related development projects and schemes.
- 🏆 We **broke even for the financial year** – all of this has left us in a **strong position to tackle Covid-19**.





We are rated

Good

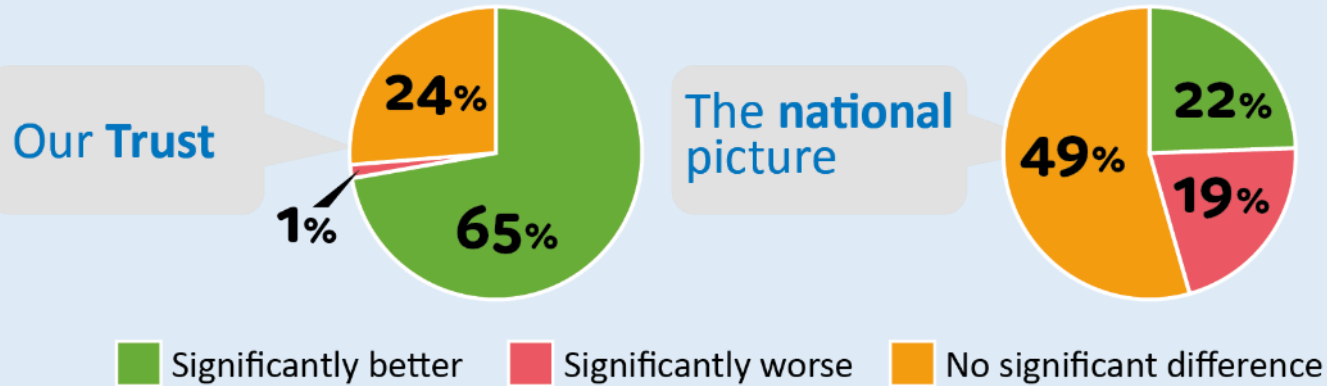
Overall trust quality rating	Good ●
Are services safe?	Requires improvement ●
Are services effective?	Good ●
Are services caring?	Good ●
Are services responsive?	Good ●
Are services well-led?	Good ●
Are resources used productively?	Good ●
Combined quality and resource rating	Good ●



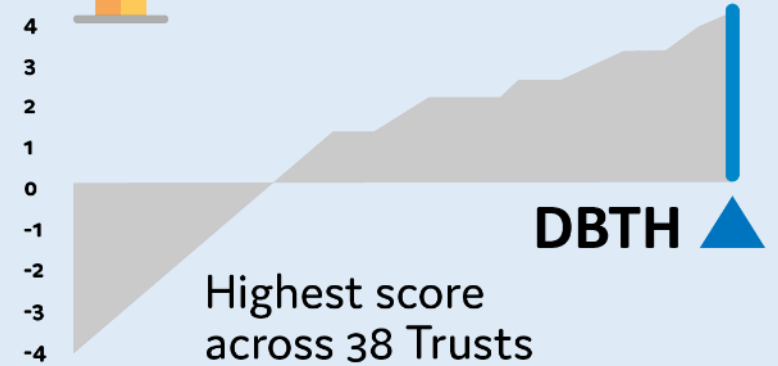


Our best ever Staff Survey results

Compared to last year, responses were:



Most improved scores



Covid-19 data

As of 11am on 20 July 2020:

- We have cared for **63** patients in intensive care.
- We have discharged **475** patients.
- **229** patients have sadly passed away.
- **Around 2,000** colleagues have been swabbed for the virus.
- **Around 30,000** antibody tests have been undertaken (12% positive).



Our demand

- Has been **lower** than initially expected at the outset of Covid-19.
- We haven't seen huge spikes, with the **curve flatter** than anticipated.
- However this **slower pace** has meant that this situation has, and will, last longer than initially expected.
- Currently, **new infection numbers are low.**



We cared for around **17,880** inpatients

▼ 45.2% fewer than 2019



We cared for approximately **67,531** outpatients

▼ 47.6% fewer than 2019



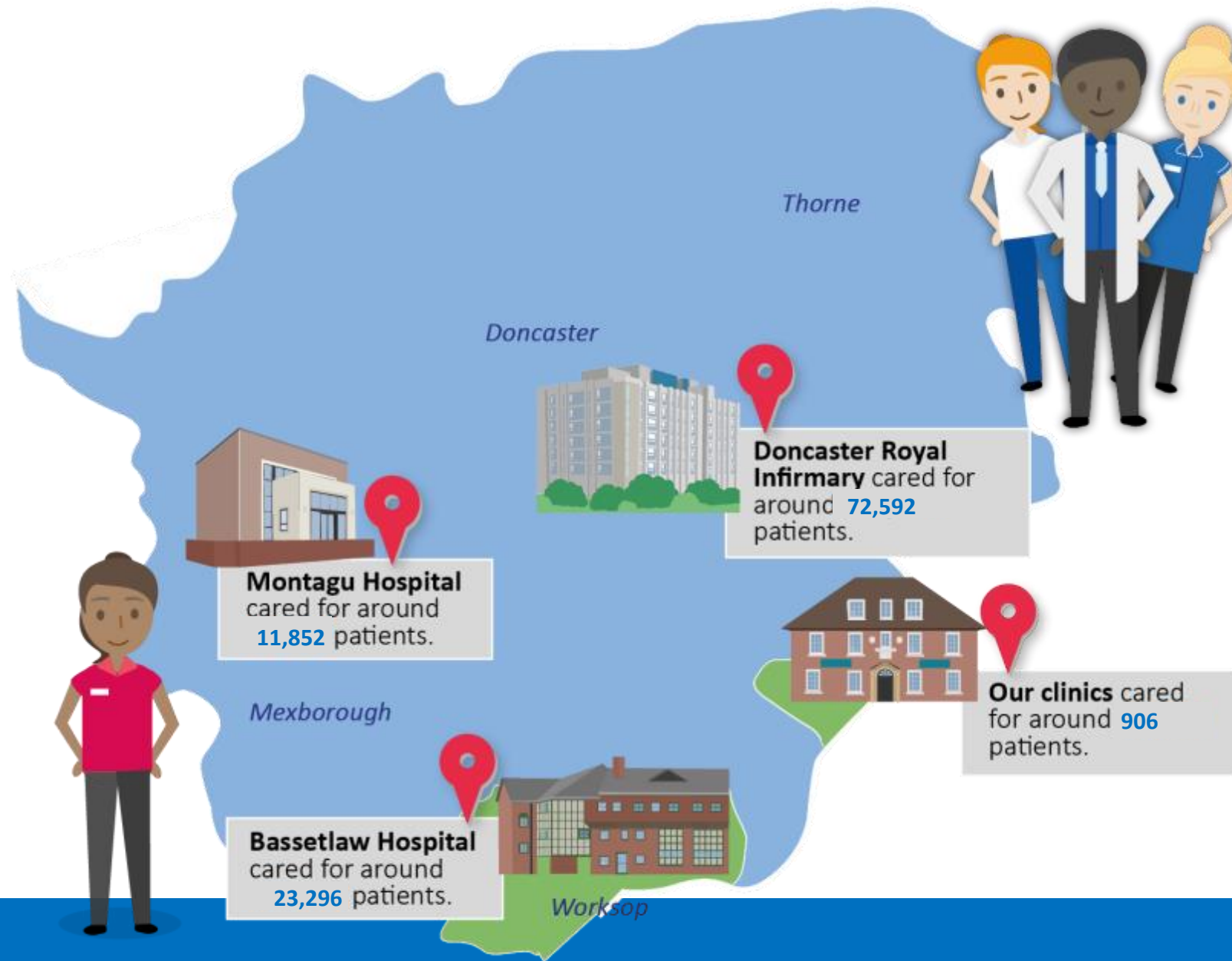
We cared for approximately **31,270** emergencies

▼ 31.7% fewer than 2019



We delivered approximately **1,152** babies

▼ 6.87% fewer than 2019



Our activity March to May

Our achievements

- 🏆 **Thousands of items of PPE distributed** with no incidents of running out of key stock.
- 🏆 **More than 40,000 tests carried out** by pathology in short-order.
- 🏆 **Thousands of free meals delivered** to colleagues across the Trust.
- 🏆 **Over 30,000 appointments conducted 'virtually'** with a huge increase in the adoption of digital platforms.



Our achievements

- 🏆 **Organisation of seven day a week operational response** consisting of senior managers.
- 🏆 **High standards of IPC practise**, with regular reviews and updates of related information for staff.
- 🏆 **Regular and routine communications** with staff to ensure consistency amongst workforce.
- 🏆 **Introduction of new services** in response to current demand (Sickness Absence Hotline and virtual visiting).



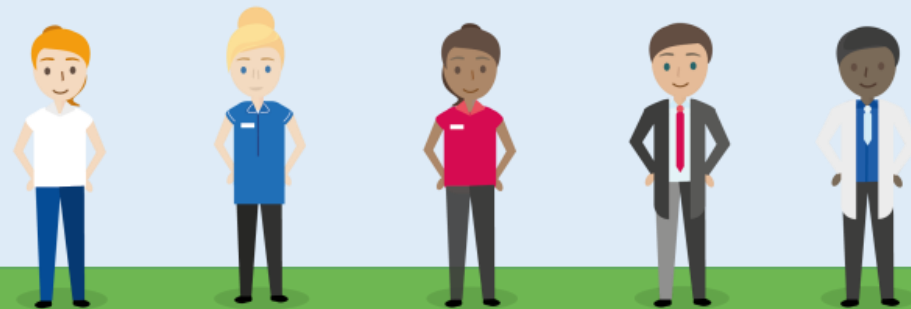
Our achievements

- 🏆 **Redesign of services and flow of hospital sites** by our Estates and Facilities colleagues.
- 🏆 **Creation of 'Yellow' and 'Blue' areas** within our wards to enhance infection control measures.
- 🏆 **Further development of our health and wellbeing** offer for colleagues.
- 🏆 **And finally, the fantastic efforts of every member of staff** who have cared for patients throughout.



Thanking colleagues

- Throughout the challenges of Covid-19, colleagues have worked tirelessly.
- **We are committed to recognising this** with an event and are looking at how this can be achieved safely.
- This may mean that the way we deliver the Star Awards is much different, but more inclusive.
- We will communicate once plans are firmed up.



Fundraising for our Rainbow Garden



An initial target of £25k to create a garden at DRI and Bassetlaw Hospital sites.



Raising £30k, we will be able to commission the materials to create a memorial at DRI for lost colleagues.



Reaching £35k will allow us to purchase additional tables and benches to be located across all sites for patients and staff to enjoy.

Supporters

Bassetlaw District Council / **Anpario plc** / Polypipe / **Taylor Wimpey** / Morgan Sindall / **Pandrol** / PSL Print / **NHS Professionals** / RJ Electricals / **Lindrick Construction** / Travis Perkins / **Wilkos** / Ikea / **Evergreen Compost** / Shedcetera / **and many more.**

Almost
£30,000
raised so far!



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Return of electives

- We are starting to look at what operations and work can be resumed in-line with guidance.
- This is a very complex issue and requires careful consideration and thought.
- We are still balancing PPE with service and patient need
- Weekly meetings undertaken to plan our recovery and way back.



Our 'new normal'

- Blue and Yellow areas to remain for some time.
- Trauma to remain at DRI for a period of time, as Bassetlaw becomes a blue site.
- Parking restrictions will return only in-line with Government policy, but in a managed and staged way to ensure patients can access sites as activity increases.
- Maternity to return to Worksop in November.



Our 'new normal'

- Increases to our routine Outpatient capacity for a number of services.
- Increases to our Radiology capacity.
- Staff to continue to wear face masks and coverings until further guidance states otherwise.
- Plans to increase surgery capacity.
- Weekly reviews of visiting policies and easing of restrictions as we progress.



Key areas of focus

- Wave two: Winter and restoration of services
- Publication of our People Plan – Equality, Diversity and Inclusion.
- Refreshed NHS Plan.
- Financial and Contractual model.





Thank you, any questions?

Chair's Report



Suzy Brain England OBE

Chair of the Board and Council of Governors



Update since the last meeting

- I continue to have **fortnightly meetings** with the **Lead and Deputy Lead Governors** and we have sought to keep **Governors informed of activity**.
- The **Governor elections** have been called and nominations are coming in well. The results should be known mid-September.
- We have now **set-up buddying with Non-executive Directors** for those governors who want it and have established regular training and development sessions for governors.



Communicating with you during Covid-19



We have continued to communicate regularly with Governors and, using the Star Leaf technology, have given governors good **access to Board of Directors and Council of Governors meetings.**

- We have been able to give access to Board meetings to more governors in the virtual world than ever attended in person.
- This increased accessibility is something to promote in the ‘Governor Showcase’ event at this year’s Govern Well Conference (rescheduled to November).



Increasing Diversity

- The most recent issue for us to focus on is **increasing racial diversity, ensuring that all staff and patients from a Black, Asian, Minority Ethnic background (BAME) get equal access to healthcare, jobs and promotions. We expect to develop a number of activities in support of this agenda which we will report on.**



Lead Governor Report



Hazel Brand

Lead Governor



Key Issues for Governors

- Thank you to outgoing Governors.
- NEDs appraisals.
- Governor effectiveness survey.
- Training and development.
- New ways of working for Governors.
- Governor elections.
- New hospital lobbying.



Non-Executive Director Report



Neil Rhodes

Deputy Chair & Non-Executive Director



The Performance Challenge

- **Emergency Department throughput** – dealing with increasing numbers in a twin stream Covid-19 environment.
- **Referral To Treatment** – working through the new BIG PROBLEM, deferred demand unlocking, reduced working capacity
- Gaining and keeping current an accurate picture of the **stock and flow of waiting lists**, profiled against time and urgency of need.
- **Learning lessons** to guide us through the ‘new normal’ – what have we done differently that works well and that we should adopt – what has worked less well or is a Covid-19 generated problem that means we have to rethink activity?
- **Being pro-active**, staying ahead of the game.



The Finance Challenge

- **Interim measures** – block contracts – balancing payments.
- **Structural deficit** in what block provides.
- **Mature conversations** with NHS Improvement and England.
- **Divisional readiness** to ensure they are up to speed and ready to/already embracing continued efficiency, for when budgets are reprofiled and set properly.
- **Planning for a new pattern of future work** and adapting to an environment where the threat of Covid-19 is ever present.
- **What can we do better** within the **ICS**?
- **Being pro-active**, staying ahead of the game.



Sharpening the saw – Looking after our own

- **Planning for future need** creatively.
- **Recognising the impact the last few months** has had on some staff.
- **Planning for a return to a more normal routine** – includes meals and car parking.
- Saying **‘thank you’**.
- A balanced, caring and proportionate approach.
- Being pro-active, staying ahead of the game.



Non-Executive Director Report



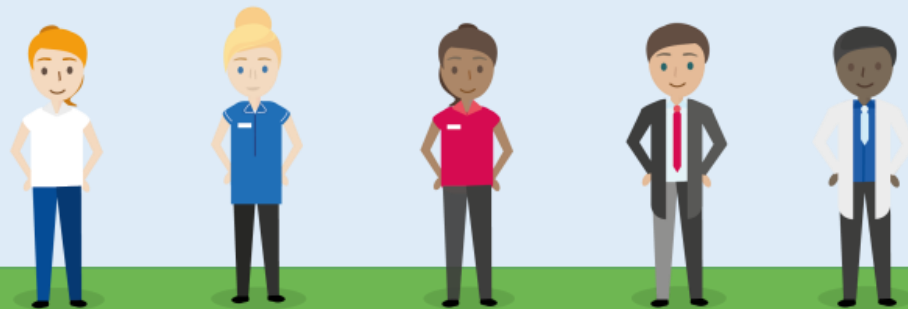
Pat Drake

Senior Independent Director



Patient safety and governance

- Risks, incidents and 'Never Events'.
- Mortality.
- Patient Attendances.
- Discharge Arrangements.
- Personal Protective Equipment (PPE).
- Testing.
- Consenting.
- Complaints.



Patient safety and governance

- Safer staffing.
- Risk assessments.
- Sickness and absence.
- Recruitment.
- Well-being.
- Testing.



Going forward

- Stabilisation and recovery - Safety and governance.
- CQC Action Plan.
- Appraisals.
- SET.
- BAME Colleagues and Covid-19 impact.
- Workplan.



Non-Executive Director Report



Sheena McDonnell

Non-Executive Director



Overview

- NED in a Virtual World.
- Charitable Funds Committee.
- Fred and Ann Green Advisory Group.
- Governor development.
- Ethics Committee.
- Freedom to speak up NED.



Non-Executive Director Report



Kath Smart

Non-Executive Director



Audit and Risk Committee

- ARC has met three times since last CoG presentation - March, June and July 2020. The Key highlights are:
 1. Unqualified opinion on the Accounts 19/20 from EY.
 2. Clean Value for Money opinion.
 3. “Substantial assurance” given by KPMG on the Head of Internal Audit opinion.
 4. Signed-off Trust Annual Accounts and Annual Report.
- Internal Audit reports – six issued from KPMG:
 1. Three substantial assurance.
 2. Two partial assurance.
 3. One consultancy review.



Overview

- Partial Assurance Reports:
 1. WHO Checklist (OP) – Recs include implementation of WHO Checklist in all areas; Audits to be undertaken on compliance within divisions; standardisation and consistency across the Trust on use of WHO Checklists; appropriate documentation retained for audit and inspection.
 2. Referral to Access Report – Recs relate to compliance with reasonable notice period for appointments; reducing delays in appointment offers; communication of results to patients.
- Audit Recommendations – 56 from 18/19 and 15 from 19/20 due; 58 Recs actioned plus six not yet due = run rate of 90%



Overview

- Other Areas of Assurance:
 1. Health, Safety and Fire.
 2. Security Management.
 3. Counter Fraud.
 4. Information Governance.
- Policies and Procedures approved:
 1. Standing Orders, Standing Financial Instructions & Reservation of Powers to the Board.
 2. Standards of Business Conduct and Employee Declarations Policy.





Thank you, any questions?