



ANNUAL MEMBERS' MEETING

Minutes of the Annual Members' Meeting Held on Thursday 23 September 2021 at 18:00 Virtually Recorded Meeting

Present:

Chair and Governors	Suzy Brain England, OBE	Chair of the Board of Directors and Council of Governors
	Peter Abell	Public Governor, Bassetlaw
	Dennis Atkin	Public Governor – Doncaster
	Philip Beavers	Public Governor - Doncaster
	Hazel Brand	Public Governor, Bassetlaw / Lead Governor
	Dr Mark Iain Bright	Public Governor, Doncaster
	Duncan Carratt	Staff Governor – Non-Clinical
	Linda Espey	Public Governor – Doncaster
	Kay Brown	Staff Governor – Other Healthcare
	David Goodhead	Public Governor, Doncaster
	Geoffrey Johnson	Public Governor – Doncaster
	Lynne Logan	Public Governor, Doncaster
	Bev Marshall	Public Governor, Doncaster
	Pauline Riley	Public Governor – Doncaster
	Sue Shaw	Partner Governor – Nottinghamshire County Council
	Mary Spencer	Public Governor – Bassetlaw
	Lynne Schuller	Public Governor – Bassetlaw
	Clive Tattley	Partner Governor, BCVS
	Susan McCreadie	Public Governor, Doncaster
	Vivek Panikkar	Staff Governor – Medical & Dental

In attendance:

In attendance	Mark Bailey – Non-Executive Director
	Pat Drake – Non-Executive Director
	Rebecca Joyce – Chief Operating Officer
	Sheena McDonnell – Non-Executive Director
	Richard Parker, OBE – Chief Executive
	Jon Sargeant – Director of Finance
	Dr. Tim Noble - Medical Director
	Kath Smart – Non-Executive Director
	Emma Shaheen – Head of Communications and Engagement
	Fiona Dunn – Company Secretary
	Katie Shepherd – Corporate Governance Officer (Minutes)
	Adam Tingle – Communications and Engagement Manager

Members	297 people watched live on YouTube, 40 people have viewed the Governor link, approx. 1900 viewed on Facebook live. Final viewing figures - 11,750 partial views via Facebook, 3,036 full video views via Facebook
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Press	None
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Apologies for absence were **RECEIVED** and **NOTED** from:

Mike Addenbrooke, Victoria McGregor-Riley, Sophie Gilhooly, Wendy Baird, Anthony Fitzgerald
Jackie Hammerton, David Northwood, Mandy Tyrrell
Pat Drake, Non-Executive Director and Senior Independent Director
David Purdue – Deputy Chief Executive and Chief Nurse
Marie Purdue – Director of Strategy and Improvement
Neil Rhodes – Deputy Chair/Non-Executive Director
Alasdair Strachan – Director of Education and Research

AMM/21/2

Welcome (Verbal)

The Chair **WELCOMED** everyone to the Trust's second virtual Annual Members Meeting, including members, and those representatives from the Trust's partners and other stakeholders who Were watching this from home via Facebook or YouTube. The meeting would share the Trust's collective achievements with highlights and provide a reflection of challenges due to the Covid 19 pandemic from the 1st April 2020 to the 31st March 2021.

I would like to remind everyone that earlier this year the Annual Members Lectures were hosted with focus on the operational response to COVID 19 with over 10 lectures from a range of Trust colleagues, these can be viewed by following the link www.dbth.nhs.uk/lectures/

AMM/21/3

Minutes of the Annual Members' Meeting held on 24th September 2020 (Verbal)

The Chair asked if the governors and members could note the minutes of the previous Annual Members Meeting held on the 24th September 2020 and these can be found on the website. www.dbth.nhs.uk

There were no outstanding matters for consideration by this meeting.

AMM/21/4

Reflection on 2020/21 – Suzy Brain England OBE, Chair of the Board and Council of Governors (Presentation)

The Chair reflected on the last 12 months and the preparation for a once in a generation pandemic with colleagues rising to occasion in a spectacular way that was indescribable.

Since that time at Doncaster Royal Infirmary, the Trust Had cared for 3,500 local people with COVID 19 and 2,800 individuals have made their journey back home and wish them all the best. Doctors, Nurses and all other health care professions at the Trust have worked extremely hard both day and night in very hard and strange circumstances to achieve this through challenging times.

With COVID 19 still present within our lives, we can't forget about the continued care that colleagues have given to thousands of patients that have needed our help. With the first admission of a positive patient at Doncaster Royal Infirmary on the 21st March 2020 and to date, we have at Doncaster and Bassetlaw Teaching Hospital

- Delivered more than 6,000 babies
- Cared for 233,000 Emergency Admissions
- Found space for 134,000 Inpatients
- Scheduled more than 530,000 outpatient appointments.

However with COVID 19 still very prevalent in our lives good progress Had been made and from experience, colleagues continue to be remarkable in their efforts such as delivering the vaccination programme, as we face the future prepared then ever before.

As we focus on the positives we must not forget that the last eighteen months had brought sadness with connections spanning over several decades with the loss of four beloved colleagues, Dr Medhat Atalla, Kevin Smith, Lorraine Butterfield and Susan Bishop. All of which dedicated a large proportion of their life to the Hospitals in service of our local communities. All would forever be remembered for the impact that they had on their colleagues, Trust services and the larger community. We mourn their passing and send deepest condolences to their friends, families and loved ones.

To pay our respects we created a pair of rainbow gardens at both Doncaster Royal Infirmary and Bassetlaw Hospital. These were funded by kind donations and provides a beautiful space for a place to reflect and refuge for colleagues, visitors and patients when they need time to themselves to enjoy the sunshine and fresh air. The Chair passed on her thanks to everyone who made the rainbow gardens possible.

The last 18 months the Trust has relied upon the kindness and support from Communities with care packages donated from local people to one young lady's mission to brighten up the entrance to Doncaster Royal Infirmary with multi coloured ribbons with gestures that have provided bright spots in difficult times.

The Chair continued to thank the very many key and essential workers for their hard work and dedication throughout the challenges times. These included Ambulance Staff, Police and Fire services, Supermarket and Local shops, our streets and neighbourhood teams and those you educated our children.

The Chair extended her thanks to all staff, governors, members, volunteers, partner organisations, commissioners, regulators and board colleagues who have worked with the Trust over the past year, along with the local communities, whose support had been overwhelming.

The last 18 months will be looked upon a time in history when teamwork and people coming together in the very difficult circumstances to ensure the health and safety of one another will be the greatest achievement and should all be proud.

The Chair closed her reflection giving thanks to all friends, family, colleagues and everyone else who has positively impacted in 2020 and 2021. With the pandemic still within our lives and difficult times ahead, with the experiences and the expertise we will hopefully return to normality in the near future.

The meeting NOTED the presentation from the Chair of the Board and Council of Governors.

AMM/21/5

Council of Governors' Report 2020/21 Hazel Brand Lead Governor (Presentation)

Developing the role of the Governor

The Chair introduced Hazel Brand the Lead Governor on the update from the Council of governors. Hazel gave her update on the activities through 2020/21 and welcomed the new governors that had joined last month and gave her thanks to the governors that left for their dedication to the Trust.

Hazel Brand informed the meeting of the role of a Governor and how it had been further developed through the regulatory through NHS/Improvement. The role of a Governor is a voluntary one with no particular skills, qualifications or experience but must have an interest in team DBTH. The

Primary role of a governor is to hold Non-Executive Directors (NEDS) to account both individually and collectively, for the performance of the Board; and to represent the interests of members, patients and the public to the Board.

During the year Governors had held NEDS to account in several ways, including at Board meetings where Governors ask questions relating to the meeting and where it was seen how Non-Executives challenge the Executives and gain assurance on Trust performance. Non-Executive Directors attend the Council of Governor meetings to report on their areas of responsibility. Governors act as observers at Committee meetings, chaired by Non-Executive Directors with development of shared training events, and the development of the buddying scheme with Non-Executive Directors and Governors to increase partnership working.

New ways of working

Since Board and Council of Governor meetings have gone online there has been an increase in attendances, last year's Annual Members Meeting saw an uptake of thousands more than would attend in person. The buddy system has been showcased with NHS providers and seen around the country.

Training and Development for governors has improved with a regular programme often focussing on Clinical services done virtually keep Governors up to date. COVID 19 has made it difficult for Governors to obtain information first-hand from members, Patients and members of the public. Having online meetings means that governors can report back on initiatives and listen to the views of patients and the public.

The use of digital technology had played an important role in ensuring that Governors were able to undertake their role effectively whilst not on site. Regular electronic-bulletins, online Governor forum, Governor WhatsApp group and the use of social media keep Governors, staff and the public abreast of important updates.

As COVID 19 eases there are plans to have Governors open surgeries at each of the hospitals and asking the important question "How was it for you" with dates to follow.

A year of change

During the year 20/21 there were a few changes as every year, there were a few goodbyes to staff in the Trust Board Office who had been promoted into other roles within this and another Trust.

Peter Abell, Public Governor for Bassetlaw was re-elected by Foundation Trust's nationally, to the Governor Advisory Committee of the trade body NHS Providers, and this gives the opportunity to present Governor views at a national forum that reaches right into the heart of Health and Social Care.

The year ahead

Governors continue to contribute to the Trusts Strategy and a new Board Committee formed three Governors joined as observers

Governors still continue to strive forward to make a difference to the improvement of quality care that patients receive.

The Lead Governor acknowledged the contribution that Governors made to the Trust, both past and present.

The meeting NOTED the introduction from Hazel Brand Lead Governor

Welcome from Richard Parker, Chief Executive

The Chair welcomed the Chief Executive, Richard Parker presented to the meeting, the Annual Report 2020-21 with the key issues that the Trust has faced over the last year throughout the pandemic along with the key achievements, that will come through in teamwork and dedication from our colleagues that maintained the key services in the wider communities.

The Chief Executive gave his thanks and appreciation for everyone that has given time to attend the Annual Member Meeting. Richard wished to thank, on behalf himself, the Board of Directors and the Council of Governors a huge thank you to all members of staff at DBTH and their families and everyone in public services along with the communities for the help and support through this very challenging time.

Context of 2021

The biggest challenge faced were COVID 19 and the implications for health care workers and services and that continues to be a challenge particularly with the new ways of working to provide the correct pathways for entrance and exiting the hospital, so that patients who had or may have got COVID 19 didn't come into contact with the ones that didn't this was a pressure with learning about how it was transmitted and to learn how to reduce all the risks associated with it.

The workforce challenges including recruitment, retention and staff health and wellbeing along with new ways of working have been important and will continue in the future.

The finances were also a large challenge with been able to provide the services with significant increase in capital to make sure that the buildings and facilities were in the right shape to deal with the new challenges. The increase costs implications with caring for patients with the extra PPE at higher quantities then before and making sure that facilities and services are COVID 19 secure which led to reduced bed capacity and ways that patients flow in and out of the hospital.

With other work continuing throughout 21 and into 22 we have started to implement changes that are associated with the white paper for Health and Social Care which is going through Parliament. The main impact will be that Bassetlaw will be co terminus with Nottinghamshire from a social care basis and that we are ready for the changes moving forward into 2022 and are an active member of a new Integrated Care Board.

Key Challenges

Challenges from COVID 19 are expected to continue with managing the capacity for demand been the top key challenge particularly through the Autumn and Winter months, with lots of preparation on going to target the challenges.

Activity and delivery is a key area of focus with 2021 seeing the vast majority of the services been maintained and how little it did change in the key priorities and moving forward we are aware of the demand on the elective and planned pathways and in particular with the increased waiting times and waiting lists that have developed throughout the last two years and a plan of action to bring the waiting times down pre COVID.

Workforce has been a particular challenge with health and wellbeing and staff have been overwhelmed by the community support that has been received, through gifts and thanks and through the clap for carers on a Thursday evening, so a big thank you for those who supported the NHS in this way.

There was a clear challenge with the age and condition of the buildings with continuing significant work to deal with the pandemic and to address some of the backlog maintenance issues that the site required.

Modernisation and transform of the digital information technology services as through the year virtual appointments still remain a challenge with more technology used to access more services then ever before with a view on how we share information internally with other partners with significant progress made in 2021 for patients accessing the services.

Moving forward we have challenges about how the Trust develops over the years, and as the Trust works with other partners making sure that our communities and patients have access to high quality services when they need them to deplete the high waiting times.

Activity throughout 20/21

As described in the slide the activity throughout the year and the pressures with the pandemic the activity didn't decrease and as the recovery began, services returned to normal activity with some exceeding the numbers of pre COVID especially in the Accident and Emergency Department with the level of activity having dropped slightly but due to pressures lots of patients either sought medical treatment elsewhere or they just didn't attend thus leaving their medical needs to worsen over time. Moving forward we need to think how we can provide services in the future to meet the patients needs and to make them as safe and sustainable.

Looking ahead it will be how we can transform and innovate the services that we provide and take forward the things that worked during the pandemic with what patients had great value from and how we can improve in the areas that didn't work as well.

The workforce pressures continue, but the staff survey scores were maintained and with staff facing more pressures work has to continue with more support given to staff with the members of the public and communities help this can be recognised and will be appreciated.

COVID 19 Update

The Trust continues to see moderate levels of COVID 19 patients. During 20/21 DBTH has treated around 3,500 thousands patients, sadly 808 patients have lost their lives through the illness, and our condolences go out to everyone of their families and friends. DBTH discharged 2,377 patients and hope they are regaining their strength and health. The breakdown as the slide shows is that

- Doncaster – 2,555 patients
- Bassetlaw – 559 patients
- Montagu – 112 patients

With all the sites having pressures from COVID 19 admissions. The chronology of events saw the first COVID 19 admission on the 21st March 2020, with the first confirmed related death on the 23rd March 20. The year ahead £12 million pounds of additional revenue and capital in managing COVID 19 related issues this included the extra PPE, major capital builds to increase intensive care, new oxygen supply and moving wards around. The Trusts funds and help and support from the communities

Richard Parker commended the work undertaken to ensure that emergency care, urgent care and cancer care continued throughout the pandemic. This would be continued throughout the winter period as elective services were increased.

for their continued support and hard work during the pandemic, particularly in difficult circumstances that meant some colleagues were required to wear full-body PPE, face masks and visors for 12-hour long shifts.

The meeting NOTED the introduction from the Chief Executive, Richard Parker.

AMM/21/6 Welcome from Jon Sargeant, Director of Finance

Jon Sargeant, Director of Finance presented the Annual Accounts for 20120/21.

The Trust's auditors had provided an unqualified view on the accuracy of the Trust's financial accounts, and it was agreed that the Trust was a going concern, and therefore the annual accounts had been produced on that basis.

Financial Update 2020/21

The Trust had a total revenue of £469m, with a reported year-end surplus of £4m. Expenditure on staffing totalled £306m. £19m was spent on capital infrastructure, and the year-end cash balance was £51m, which was an £20m improvement from the previous year.

There had been major capital schemes undertaken for 2020/21 to improve facilities for patients and staff. Investments had been made in medical equipment, and in a digital bed management system which would support decision making by clinicians.

Financial Impact of Covid19

The Trust spent £1.16m on diagnostics to maintain and assist with backlog within CT and MRI. Over £15m more was spent due to Covid-19, of this £8.4m was spent on extra staff to cover Covid-19 areas as well as testing which cost an additional £2m. During March 2020, £1.14m was spent on the preparations required for the first phase of Covid19. The response to Covid19 continued with a spend of £9.67m from month 1-5 of the 2020/21 financial year. This included capital costs such as building works and additional medical equipment, and revenue costs for testing, staff, and investment in strategic partners. It was expected that this rate of spend would continue for the remainder of the 2020/21 financial year.

Looking forward to 2021/22

The vaccination processes continue into Winter and the recovery of elective surgery remains difficult. The Trust remained focussed on the next financial year and providing the best value for money using all its resources to provide care for Doncaster and Bassetlaw for the remainder of the year.

The meeting NOTED the introduction from the Director of Finance.

AMM/20/8 Question and Answer Session (Presentation)

The Chair advised that questions had been submitted earlier this month to the Trust in advance of the meeting by members of the public.

The first question is there any risk that the Trust could slip back into deficit following the Pandemic?

The Director of Finance answered that the current position was being investigated as the Trust comes out of the first phase of the pandemic. Due to extra precautions and the requirement for extra space this had increased the Trusts cost base. The service was negotiating with the treasury for extra funding along with further work from the ICS.

How confident are you of Doncaster receiving funding for a new hospital?

The Chief Executive explained that prior to 2021 and pre pandemic significant capital bids had been secured to refurbish and redevelop the site. It was decided that the best route forward would be to create a new hospital however, the pandemic had changed the ability of the government to release funding due to the pandemic.

The Trust were not one of the initial hospitals that received funding due to the government being unsure on the country's revenue position post pandemic. Expressions of interest had been submitted by the trust, with a completely new build bid and several options within this.

Continued support is provided from the council, the local mayor, and both the national and regional teams within the health service. The new hospital would provide further jobs for Doncaster with it being the larger employer.

Have the problems with the Women's and Children's Hospital, following the leak, been solved?

The Director of Estates and Facilities explained that the damage within Women and Children's was so severe that it couldn't be repaired and the electrical infrastructure had to be removed and reinstalled. Additional accommodation had been provided for the displaced wards, and there will be new modular theatres and a modular ward due to be installed in November 2021. The estimated timescale for the repair on the electrical infrastructure would be March 2022 dependent on materials as there was currently a national shortage.

When will the hospital catch up on its waiting lists?

The Chief Operating Officer confirmed that this was being investigated and that clinical priorities were being investigated first to ensure everything remains safe for the Trusts staff and patients. Cancer waits were a priority and were being kept to a minimum. Long waiting, routine surgery patients that had been waiting over a year was also down by 50%. Progress was being made to provide timelier services to the patients.

Will the Trust still have funds to make improvements to the hospital sites throughout the next few years?

The Director of Finance confirmed that the Trust had a capital budget allowed the Trust to invest in the infrastructure on the Trusts sites. This is usually £20m a year dependent on the allocation from the ICS, and would be used on a risk-based approach covering the risks at the site.

Due to the age of the site the Trust is actively looking at the working with the treasury for a new hospital. In September 2021 a bid had been submitted for £1.1b for the new hospital which is a proposed waterfront site next to Doncaster college. Further bidding was being made for further upgrade work to be carried out at Bassetlaw and Montagu.

The Chair thanked all that submitted questions to the Trust.

The Chair asked the Governors and the members to receive the Annual Report and Accounts for 2020/21. The Annual audit letter and the trusts constitution can be found on the Trusts website at www.dbth.nhs.uk

The Chair thanked everyone that attended the Annual Members Meeting, it has been a challenging year but has defined teamwork and extraordinary efforts in an extraordinary time.

AMM/20/11 Date and Time of Next Meeting (Verbal)

Members NOTED that the next Annual Members' Meeting would take place in September 2022 date to be confirmed.

AMM/20/12 Meeting Close (Verbal)

The Chair provided closing remarks and THANKED all for attending the meeting to celebrate a great year for the Trust.

A handwritten signature in black ink, appearing to read 'Suzy Brain England', with a stylized flourish at the end.

Suzy Brain England
Chair of the Board

Date: November 2021