

Minutes of the meeting of the Public Session of the Council of Governors
Held on Thursday 25th November at 15:00
Via Microsoft Teams

Present:

Chair	Suzy Brain England OBE, Chair	
Public Governors	Peter Abell Hazel Brand Mark Bright Geoffrey Johnson David Goodhead Lynne Logan Ainsley MacDonnell	Clive Tattley David Northwood Mick Muddiman Mandy Tyrrell Wendy Baird Sheila Walsh
Staff Governors	Kay Brown	Duncan Carratt
Partner Governors	Joanne Posnett	Sue Shaw
In attendance	Mark Bailey – Non-Executive Director Karen Barnard – Director of People and Organizational Development Alec Crickmar – Interim Director of Finance Pat Drake, Non-Executive Director and Senior Independent Director Fiona Dunn – Deputy Director Corporate Governance/Company Secretary Claudia Gammon – Secretarial Support Officer (minutes) Sheena McDonnell – Non-Executive Director Richard Parker OBE – Chief Executive Neil Rhodes – Deputy Chair/Non-Executive Director Kath Smart – Non-Executive Director	

Apologies:

Governor Apologies Mary Spencer

Board Member Apologies Rebecca Joyce – Chief Operating Officer
 Dr Tim Noble – Executive Medical Director
 Jon Sargeant – Director of Finance
 David Purdue – Deputy Chief Executive and Chief Nurse

ACTION

PC21/11 Welcome and Apologies for Absence (Verbal)
/A1

The Chair welcomed the Council of Governors and those in attendance to the meeting. The apologies for absence were noted.

PC21/11 Declaration of Governors' Interests (Enclosure A2)
/A2

The Council:

- ***Noted the declaration of Governors' Interests.***

PC21/11 Actions from previous meetings
/A3

The Council:

- ***Noted that there were no actions from the meeting held on 23 September.***

PC21/11 Chair & NED Appraisal & Objective Outcome Process & NED recruitment update
/B1

Hazel Brand gave an update on the discussions that had taken place within the confidential Council of Governors meeting. Following on from the unanimous decision at Nominations and Remuneration Committee about the recruitment of Non-Executive Directors (NEDs). It was decided that an advert would be posted for two new NEDs including at least one with clinical expertise and that existing NEDs, Kath Smart and Sheena McDonnell's terms of office would be extended by two years.

Hazel Brand thanked Pat Drake for all her hard work and that it had been a pleasure to work alongside her and wished her well on her retirement.

Peter Abell questioned if when the adverts were posted if the governors would be notified, this was confirmed by the Chair.

A separate paper summarizing the Chair and NED appraisal Process Outcome was also presented to the committee by Hazel Brand as Lead Governor to approve.

No questions were asked, and the Council of Governors approved the outcome paper.

The Council:

- ***Noted and received the Chair and NED Appraisal Objective Process Outcome.***

PC21/11 Suzy Brain England – Chair's Report (Presentation)
/C1.1

- The Chair highlighted that Doncaster was launching a bid for 'City Status' and that the trust was supportive.
- The Chair and Pat Drake had been involved in welcoming the International Nurses to the Trust via a 30-minute teams call for each cohort.
- Recent strategic Board workshops have included items on; Net Zero, Anchor Institutions, working with RDaSH, preparing for any potential upcoming CQC Inspection
- Freedom to speak up were pushing the flu and booster vaccines following a support programme.
- The Chair highlighted that she had joined the NHS retirement fellowship scheme and had been invited to help and support staff when retiring.

PC21/11 Kath Smart – Audit and Risk
/C1.2

Kath Smart provided an update on the most recent Audit and Risk Committee meetings that took place in July and October 2021 which included:

The external auditor's annual report 20/21 is now finalised and has been presented to CoG in September.

Internal Audit work for 21/22 was progressing and 3 audit reports had been finalised; Data Protection and Security Toolkit (rated Significant Assurance); Cyber Security (Advisory audit work) and Infection Prevention-Staff vaccinations & testing (rated Significant Assurance). The handover between KPMG and new auditors, 360 Assurance, was progressing well.

Two audit reports with less than significant assurance were:

- Job planning – Dr Noble attended ARC and gave an update on progress with actions and this will be followed up again.
- Capacity and Demand – Becky Joyce had given an update and progress was also being tracked via F&P Committee with many actions falling under the newly created Recovery Directorate.

Following ARC members concern that overdue audit recommendations were not being closed in a timely enough way, a panel has been set up for December to review in more detail and escalate where necessary.

ARC also received updates on Health, Safety and Security including an update on the health and safety in relation to the incident at Women and Children's hospital, which has now also been considered by the Board.

Hazel Brand – Lead Governor Update

- PC21/11 /C1.3** Hazel congratulated Angela O'Mara in her new role as Deputy Company Secretary.
- Hazel confirmed that all committee governor observer places were now filled. A short report written after every governor meeting to capture all information is undertaken, this would continue.
 - A number of governors contributed to the governor's star which had been situated at Bassetlaw.

Neil Rhodes – Finance and Performance

- PC21/11 /C1.4** Neil Rhodes provided an update on the most recent Finance and Performance Committee meeting that took place on the 18 November 2021 which included:
- Major schemes - reporting exceptional progress with delivery of the new build operating theatre and ward
 - The Current financial position was at a break-even financial position year to date, with additional £7.2 million non-recurrent funding from Commissioners to support elective recovery and winter. Cost pressures include operational/workforce pressures which was being seen through increasing nursing agency spend.
 - Capital position was £12.4 million due to the cost pressure from Women's and Children's incident including building of modular theatre and wards had been covered within the system capital funding envelope. £5.2 million additional capital secured for H2 to support elective recovery under the national target investment fund scheme.
 - The cash balance at the end of October was £42.6 million. The year-end cash forecast was still expected to be c. £15-20 million by year end.
 - Demand pressures - particularly on ED - an overview of current position

- High levels of ambulance demand continue – Yorkshire Ambulance Service and East Midlands Ambulance Service have been operating at the highest escalation level since July 2021 – 25% more demand than same period in 2020
- Urgent and Emergency Care Programme established – looking at the full process from front door to discharge – excellent engagement and progress. With an aim to improve flow, improve LOS and bring discharge earlier in the day.
- Elective activity continues to be impacted by emergency and COVID demand & the reduced capacity following the major incident. COVID occupancy running at around 8%, and high across South Yorkshire compared to rest of country
- Over 52 week wait numbers were stabilising at around 1200, teams continue to work hard to minimise long waits as well as managing clinical priorities. Total waiting list also stabilising at around 43000 – big numbers, but significant internal work to validate the list.

Pat Drake – Quality and Effectiveness

Pat Drake provided an update on the most recent Quality and Effectiveness Committee meeting that took place on 5 October 2021 which included:

**PC21/11
/C1.5**

- Clinical Governance review was now approved after 18months, this would then feed into QEC in April 2022
- The new Quality Strategy had been confirmed and would be presented within one document at the next QEC meeting. Quality Framework had been piloted within theatres and maternity with QI input.
- Divisional assessments were on hold due to Covid-19 but would be presented at Clinical Governance and then QEC.
- Winter required careful planning for Covid-19 and Intensive Care beds. This had an increase of 24 beds which had been affected by the Women and Children’s incident.
- A new medicine safety report was due to be circulated in December 2021
- There had been a Board meeting with the National Maternity Safety Team and the feedback had been positive. Pat Drake had also been supported in her role by fellow NEDs who had also visited maternity with her.
- Ockenden and Perinatal Mortality reports had been sited at Board.
- Vacancies within Patient Liaison and Advice team were under review and a patient survey had been sent. Recruitment still remains an issue.

**PC21/11
/C1.6**

Sheena McDonnell – People

Sheena McDonnell provided an update on the most recent People Committee meeting that took place on 2 November 2021 which included:

- Health and Well Being was an item on the People Committee agenda encouraging staff to access Vivup, use the complimentary therapies and the additional food provisions.
- A deep dive had taken place on the recruitment challenges with the quality of the data being reviewed in the new year
- Participation of local schools within the area and pathways into NHS careers
- The People Promise had made an impact with rewards and recognition. Rewards were well received by staff such as the Thank You notes, star awards and the family day out at the Yorkshire Wildlife Park for all staff.
- The People Strategy was to receive a refresh in the new year

PC21/11 Mark Bailey – Charitable Funds
/C1.7

Mark Bailey provided an update on the most recent Charitable Funds meeting that took place on 16 September 2021 which included:

- Fund raising strategy was progressing within the committee with a number of individual and organisations in this such as Go Green, Heart for Doncaster, SANDS United and Christmas Stars.
- Within Health and Wellbeing, the following was discussed; complimentary therapies, know your numbers – BMI and weight etc., Work environments improvement packages, Yorkshire Wildlife Park and the Christmas Advent Calendar.
- Innovation, research enhancements and orthodontic intro-oral scanning and the born and bred in Doncaster.
- The following were in development stages; Maternity bereavement suite, Digital innovation hub and community diagnostic capacity enablers

PC21/11 Malcom Veigas – Insight Programme Feedback
/C1.8

The Chair welcomed Malcom Veigas the associate Non-Executive Director.

Malcom Veigas gave an overview of progress on the time within his six-month role. Neil Rhodes was his buddy throughout, including topics such as learning about agenda management, understanding how to be inquisitive without being overtly challenging, For future associate NEDs, Malcom suggested that sharing of reports and minutes from meetings was useful. However, the use of NHS acronyms was sometimes difficult to interpret.

PC21/11 Richard Parker – Chief Executive Report
/C1.9

Covid-19 update – as of 11am on 23 November

Current Covid-19 patients – 63
 Total Covid-19 patients in Intensive care – 14
 Total Covid-19 discharges – 3,210
 Total number of patients who have died – 922
 Total number of patients who have been cared for – 4,220

Between 7 and 13 patients were admitted each day with 2 thirds not vaccinated and 70% of patients on ICU not vaccinated. Booster vaccines appear to be giving more immunity however Covid-19 was still prominent with flu rates remaining low. More information would be received shortly regarding the rules around mandated vaccinations.

Throughout September and October 2021 activity had been larger within the Trust caring for 18,319 inpatients, 80,441 outpatients, and 33,853 emergencies and delivering 734 babies.

Central funding was to be used for Community Diagnostic Centre at Montagu Hospital where if emergencies came in and a scan was required they could be done. The bid and proposal at Montagu for an elective diagnostic hub had been put forward and was under consultation. Cold sites were also being reviewed where they are not attached to an A&E department.

The Chief Executive confirmed that the theatre and paediatric modular builds on the DRI site, would open on the 8th December which would assist with the capacity lost within Women and Children's hospital following the incident. They would house an extra 25 beds and include one Laminar flow theatre. This could be used for surgeries such as orthopedics in the future. Bassetlaw and Montagus' elective hubs if successful could be created by using modular builds. The governors would be updated with the progression of this.

PC21/11 Governor Questions (Verbal)

C1.10

Question from Mark Bright

Mark Bright asked about the workforce challenges within critical care and was it hard to keep staffing levels safe.

Pat Drake confirmed that the network were working well however agency staffing was expensive and they also work in another location. The Chief Executive added that the nursing staff were under extreme pressures and that within critical care there were two areas for Covid and non-Covid patients. The pressures were due to staff sickness and the increase in Covid-19 patients.

Question from Lynne Logan

Lynne Logan asked about what the recruitment turnaround time and how often the Trust recruited for apprentices.

Sheena McDonnell advised that from start to finish the recruitment process should be 20+ days and that data was be reviewed to confirm this was the case. There were a large number of apprenticeship roles within the trust. The programme starts for nurses when the universities advertise.

Question from Dennis Atkin

Dennis Atkin asked about the level of violence towards staff.

Sheena McDonnell confirmed that any incident would be required to be reported via Datix risk management system and that there were high levels of support for those subjected to violence existing within the Trust. Information on how the Trust supports could be accessed via Vivup.

Question from Susan Shaw

Is there any Charitable Fund raising at Bassetlaw and the local companies

Mark Bailey confirmed that a wider community scheme was to be implemented at Bassetlaw within Health and Well Being offer. The Chair gave information that the communications team would distribute the information within December's Charitable Fund meeting. The Chief

Executive confirmed that 'North Notts Bees' trail had been approved by executive team. Sheffield Teaching Hospitals (STH) currently carry out a similar trail with elephants and they are located in Sheffield with barcodes to scan for gifts.

Question from Peter Abell

Difficulty with IT and cancer pathways within the private sector, the partnership was deeply engaged and was the Trust going to use the Private sector for elective care in the future?

The Chief Executive explained the operational challenges and that a different focus would be for the future. Diagnostics, elective and outpatients were being worked on with partners and all possibilities would be considered.

Question Clive Tattley

What were KPMG internal audit recommendations on the recent cyber security audit and could any follow ups be shared with governors.

A briefing had been set up with KPMG and Fiona Dunn would set up a briefing session for governors.

Minutes of Council of Governors held 23 September 2021

PC21/11
/D1

The Council of Governors

- ***Approved the minutes of the public Council of Governor meeting held on 23rd September 2021***
- ***Approved the minutes of the public AMM meeting held on 23rd September 2021***

PC21/11 **Questions from members or the Public (verbal)**
/E1

There were no questions submitted by the public.

PC21/11 **Any Other Business (Verbal)**
/F1

There were no items of any other business.

PC21/11 **Items for escalation to the Board of Directors (Verbal)**
/F2

There were no items to escalate

PC21/11 **Governor Board/Meeting Questions Database**
/F3

The Council of Governors
- Noted the governor board meeting question database.

PC21/11 **Date and time of next meeting:**
/F3

Date 2 February 2022

Time 15:00

Venue Microsoft Teams - Videoconferencing

Meeting closed 17:00.



Suzy Brain England

Date

Public Council of Governors 25th November 2021

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