

BOARD OF DIRECTORS – PUBLIC MEETING

Minutes of the meeting of the Trust's Board of Directors held in Public on
Tuesday 20 December 2022 at 09:30
via MS Teams

Present: Mark Bailey - Non-executive Director
Suzy Brain England OBE - Chair of the Board (Chair)
Hazel Brand - Non-executive Director
George Briggs - Interim Chief Operating Officer
Alex Crickmar, Acting Director of Finance
Zoe Lintin - Chief People Officer
Dr Tim Noble - Executive Medical Director
Richard Parker OBE - Chief Executive
Neil Rhodes - Non-executive Director
Jon Sargeant - Interim Director of Recovery, Innovation & Transformation
Kath Smart - Non-executive Director

In attendance: Fiona Dunn - Director of Corporate Affairs / Company Secretary
Angela O'Mara - Deputy Company Secretary (Minutes)
Lois Mellor - Director of Midwifery
Amy Lee - Senior Communications & Engagement Officer

Public in attendance: Peter Abell - Public Governor Bassetlaw
Rob Allen - Staff Side
Andria Birch – Partner Governor
George Kirk – Public Governor Doncaster
Andrew Middleton - Public Governor Bassetlaw
Lynne Schuller - Public Governor Bassetlaw
Mandy Tyrrell – Staff Governor
Sheila Walsh - Public Governor Bassetlaw

Apologies: Mark Day - Non-executive Director
Jo Gander - Non-executive Director

P22/12/A1 Welcome, apologies for absence and declaration of interest (Verbal)

The Chair of the Board welcomed everyone to the virtual Board of Directors meeting, including governors and members of public in attendance. The above apologies for absence were noted and no declarations were made.

P22/12/A2 Actions from Previous Meetings (Enclosure A2)

All actions were closed, received for completeness.

The Board:

- ***Noted the action log.***

P22/12/B1 Maternity Update (Enclosure B1)

The Board received the Maternity Update, which provided the findings of perinatal deaths, Health Safety Investigation Branch (HSIB) referrals, training compliance, service user voice feedback and compliance in respect of the Clinical Negligence Scheme for Trusts (CNST) 10.

The Director of Midwifery shared learning from the recently received HSIB reports, which included the use of aspirin in early pregnancy and availability and access to interpreter services.

Hazel Brand highlighted the lack of reference to Bassetlaw Hospital on the Nottingham & Nottinghamshire Maternity Voices website, in view of the complexity of the Trust spanning two integrated care systems the Director of Midwifery agreed to feed into the Local Maternity and Neonatal System (LMNS) to establish clear and appropriate signposting of the service.

In response to a question from Mark Bailey, the Director of Midwifery confirmed that work on the Serenity Suite was expected to commence in January 2023, and had been delayed due to contractor availability.

As part of a recent walkabout with the non-executive maternity champion, the Executive Medical Director reported his observations of an enthusiastic and committed team, who, despite challenges, had made significant quality improvements to patient care.

The Board

- ***Noted and took assurance from the Maternity Update***

P22/12/B2 Mortality Measures (Enclosure B2)

The Executive Medical Director confirmed that the Trusts monitoring of Hospital Standardised Mortality Ratio (HSMR) and Summary Hospital-level Mortality Indicator (SHMI) metrics had highlighted an elevated mortality rates which had triggered the need for a more detailed investigation. Whilst an increase in mortality rates had been seen nationally it was important that the Trusts position was analysed robustly.

The Executive Medical Director confirmed that the planned approach would also include a review of the Medical Examiner processes, including the selection process for Structured Judgement Reviews (SJR), a peer review of mortality rates, clinical coding, and data analysis. The review would be undertaken as soon as possible, and the conclusions were expected to be presented to the March Board at the latest.

In response to a question from Hazel Brand, the Executive Medical Director confirmed that the terms of reference for the working group would be completed and would support completion of the investigation by the end of Q4 2022/23.

The Chief Executive informed the Board that the data analysis would be externally reviewed to provide additional assurance. Kath Smart welcomed the proactive approach and reinforced the importance of independent oversight.

The outcome of the investigation would be reported via Mortality Governance, the Quality & Effectiveness Committee and Board.

The Board:

- ***Noted the Mortality Measures***

P22/12/C1 Winter Plan Update including Ambulance Handovers (Enclosure C1)

The Interim Chief Operating Officer reported a slightly improved ambulance handover position, with continued weekly improvements seen over the last six to eight weeks. This has been positively impacted by a threefold increase in the number of patients seen in the Early Assessment Unit. Whilst this improvement was encouraging there was a need to deliver continued and significant improvements to the overall wait times.

Kath Smart confirmed the scrutiny of operational performance at the Finance & Performance Committee and welcomed the current quality improvement work and planned wider support from NHSE's Emergency Care Improvement Support Team.

Neil Rhodes supported the multi-faceted approach to improve provision, and in response to his question regarding the previously reported increase attendance in minors, the Interim Chief Operating Officer confirmed 90% of patients in the minor streams were now being discharged within the 4-hour standard.

The Chief Executive highlighted the direct correlation between ambulance handover delays and bed occupancy and with reduced flow out of the organisation the Trust continued to operate at up to 98% bed occupancy. Additional winter beds had already been opened and the importance of taking all opportunities to optimise internal efficiencies and to work collaboratively with partners at Place and across the system was reinforced.

The Board:

- ***Noted and took assurance from Winter Plan Update including Ambulance Handovers***

P22/12/C2 Industrial Action Update (Enclosure C2)

The Interim Chief Operating Officer confirmed ambulance service industrial action would take place on 21 December 2022. Planning meetings at a local, regional and national level were taking place and the situation was being managed via Gold Command. A potential second day of strike action had been declared on 28 December and whilst lessons could be learnt from day one, the timing between the Christmas and New Year period was expected to be more challenging. Both Yorkshire and the East Midlands Ambulance Services had declared industrial action and confirmed service provision by category. Internal plans to support reduced service provision and the need to facilitate handovers within 15 minutes had been agreed. Plans with partners had been made and the support of the operational team and the Board made available.

The Chief People Officer confirmed that whilst the Trust had not met the threshold for strike action by members of the Royal College of Nursing, the impact of neighbouring trust's action could not be ruled out in the future. Open relationships had been maintained with Staff side throughout this period.

The Chief Executive brought the Board's attention to the upcoming ballot of medical staff, including junior doctors and noted the potential for a different outcome.

Hazel Brand informed the Board of an article in today's press which indicated the likelihood of extensive strike action in 2023, the Interim Chief Operating Officer acknowledged this but was hopeful that a resolution between the government and unions would be reached. Should that not be the case, the impact on emergency and elective services was recognised.

The Chief Executive shared with Board the increased prevalence of Covid and Influenza A and promoted increased infection prevention and control measures, including hands, face, space, and ventilation, and sought public support in adhering to these preventative steps alongside of community support for the preventative vaccination programmes. Operational challenges were expected over the Christmas period and the Chief Executive formally recorded his thanks for colleagues' hard work and commitment in ensuring the system worked as efficiently and effectively as possible.

As this was the Interim Chief Operating Officer's last meeting, the Chair of the Board expressed her appreciation and that of fellow Board members and wished him well for the future.

The Board:

- ***Noted and took assurance from the Industrial Action Update.***

P22/12/C3 Mexborough Elective Orthopaedic Centre (MEOC) Outline Business Case (Enclosure D1)

The Interim Director of Recovery, Innovation & Transformation shared with Board the Mexborough Elective Orthopaedic Centre Outline Business Case.

The case was an example of collaborative working between the Trust, The Rotherham NHS Foundation Trust and Barnsley Hospital NHS Foundation Trust to deliver an orthopaedic elective service, unaffected by winter and emergency pressures, at the Trust's Montagu site and in line with the Elective Recovery Plan.

The model had been agreed by all three organisations, in accordance with Getting It Right First Time standards and best practice from existing successful surgical hubs.

The key risks to delivery were highlighted, which included the inability to recruit the required workforce and the potential for this to impact on delivery and subsequent income.

The case had been considered at Place, by the Integrated Care Board and the Finance and Performance Committee, with Board approval being sought by all three organisations. In order to secure the fixed price quotation, the order had to be placed by the end of February 2023, with a view to construction commencing in April and completion and a go live date in late October 2023.

The Chief Executive confirmed his support, the case had been discussed by the Acute Federation Chairs and Chief Executives and presented an excellent collaborative opportunity to develop a centre of excellence to support activity on a “cold site”, where emergency and operational pressures would not impact delivery.

The Chair of the Finance & Performance Committee shared his appreciation of the well-developed case which had been constructed over a number of months and scrutinised by the Committee. He acknowledged the unique opportunity to develop the site, a valuable addition to service provision and a good news story for Mexborough. The ambitious programme received his full support.

In response to a question from the Chair of the Board, the Interim Director of Recovery, Innovation & Transformation confirmed more work was required on the workforce strategy which would consider a range of options, including a dedicated workforce, staff rotation or a hybrid model. The Chief People Officer confirmed the development of plans would be progressed across all three organisations and was expected to evolve as the clinical model developed. The Centre provided a positive recruitment opportunity and would support the Trust’s development as an employer of choice.

In respect of the expected level of productivity and in response to a question from the Chair of the Board, the Director of Recovery, Innovation & Transformation confirmed that the model achieved an increased level of productivity, in line with GIRFT standards and had been subject to clinical engagement. Whilst the business case had been prepared on that basis, the potential for further future efficiencies was recognised.

The Board confirmed its unanimous support and approval of the business case; approval would now be sought from The Rotherham NHS Foundation and Barnsley Hospital NHS Foundation Trust’s Board of Directors.

The Board:

- ***Approved the Mexborough Elective Orthopaedic Centre Outline Business Case***

P22/12/D1 Any other business (to be agreed with the Chair prior to the meeting)

No items of other business were raised.

P22/12/D2 Governor Questions regarding the business of the meeting (10 minutes) *

The Lead Governor welcomed the Mexborough Elective Orthopaedic Centre Business Case and shared her appreciation of the extensive preparatory work.

The following questions had been received from governors:

"Accepting that abnormal circumstances continue to impact services, nevertheless training completion rates are an ongoing concern. A particular example is the Practical Obstetrics Multi-Professional Training (PROMPT) data, especially for some clinical leadership groups. What further steps can be taken to improve completion rates?"

A full explanation of actions had been provided previously by the Director of Midwifery at the Quality & Effectiveness Committee and at Board and completion of training continued to be a priority, with all steps taken to facilitate training opportunities.

"The Executive Medical Director reports high mortality rates, and appropriately, the establishment of a working group for deeper understanding. Is there merit in inviting an external expert to join this group?"

The Chief Executive had reported external assurance of the review would take place and terms of reference for the working group would be developed imminently by the Executive Medical Director.

On behalf of the Council of Governors, the Lead Governors shared governors' appreciation for colleagues' hard work and commitment throughout the year.

The Board:

- ***Noted the governor questions.***

P22/12/D3 Minutes of the meeting held on 29 November 2022 (Enclosure D3)

The Board:

- ***Approved the minutes of the meeting held on 29 November 2022.***

P22/12/D4 Date and time of next meeting (Verbal)

Date: Tuesday 31 January 2023

Time: 09:30am

Venue: MS Teams

P22/12/D5 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.***

P22/12/E Close of meeting (Verbal)

The meeting closed at 10.51



Suzy Brain England OBE

Chair of the Board

31 January 2023