

**Unadopted Minutes of the Meeting of the Board of Directors
held in public on Tuesday 25 February 2020 in the Undergraduate Common Room,
Medical Education Centre, Northern General Hospital**

Present:

Members:

Mr T Pedder	Chair
Mr T Buckham	Non-Executive Director
Ms A Gibbs	Director of Strategy and Planning
Mr M Gwilliam	Director of Human Resources and Staff Development
Mr M Harper	Chief Operating Officer
Dr D Hughes	Medical Director
Ms A Laban	Non-Executive Director
Ms K Major	Chief Executive
Professor C Morley	Chief Nurse
Mr J O'Kane	Non-Executive Director
Mr N Priestley	Director of Finance
Ms R Roughton	Non-Executive Director
Mr M Temple	Non-Executive Director
Ms S Wright	Non-Executive Director

Participating Directors:

Ms S Carman	Assistant Chief Executive
Dr J Hill	Medical Director (Operations)
Ms J Phelan	Communications and Marketing Director

In Attendance:

Professor Simon Heller	Director of Research and Development (for item STH/18/20)
Ms C Henderson	Interim Business Manager (Minutes)
Dr Guy Veall	Consultant Anaesthetist (for item STH/19/20)

Apologies:

Apologies from Board members had been received from Professor C Newman, Non-Executive Director

Observers:

Two members of the public
Three Governors
Three members of staff

Minute Item

STH/14/20 Welcome and Introductions

The Chair welcomed members of the Board and those in attendance to the meeting. He particularly welcomed Dr Jennifer Hill, Medical Director (Operations), to her first formal meeting.

STH/15/20 Declarations of Interests

Martin Temple, Non-Executive Director, declared that he had been

appointed as Chair of the Building Safety Regulator.

There were no further declarations of interests made by Board members.

STH/16/20 Minutes of the Previous Meeting held on 28 January 2020

The Minutes of the previous meeting held on Tuesday 28 January 2020 were **AGREED**, **APPROVED** and **SIGNED** by the Chair as a correct record of the meeting.

STH/17/20 Matters Arising

a) Chief Executive's Matters: Give it a Go Week (Log 5 minute STH/04/20(a) refers)

The Assistant Chief Executive advised that this item would be recommended for closure when the summary of the outcomes from the evaluation of the varied range of ideas that had been trialled had been presented to the Board of Directors as part of Chief Executive's Matters in March.

b) Chief Executive Matters: Equality, Diversity and Inclusion (EDI) (Log 16 minute STH/06/20(b)(iv) refers)

The Assistant Chief Executive advised that this item would be recommended for closure when the Trust's new EDI Manager had attended the November Board of Directors meeting to give an update on the Trust priorities.

c) Chief Executive's Matters: Nuffield Trust and King's Fund Visit (Log 17 minute STH/06/20(b)(xii) refers)

The Director of Strategy and Planning reported that although she had received a brief acknowledgment email following the visit, she was not expecting to receive any formal feedback. The Board asked that this action remain open for a further month.

There were no actions recommended for closure.

STH/18/20 Clinical Update: Diabetes

The Medical Director welcomed Professor Simon Heller, Director of Research, to the meeting. Professor Heller gave a presentation that described how the quality of care for adults with Type 1 diabetes had improved since the introduction of Dose Adjustment for Normal Eating (DAFNE) structured education and training 20 years ago, which was taken up by approximately 10% of adults that were diagnosed. His presentation described the evidence for improved outcomes for the patient.

The Chair thanked Professor Heller for his interesting presentation and his hard work in the services he continued to provide.

STH/19/20 Guardian of Safe Working Annual Report

The Medical Director welcomed Dr Guy Veall, Consultant Anaesthetist, and

the Trust's Guardian of Safe Working to the meeting. Dr Veall gave a presentation that described his role in overseeing compliance with junior doctors working hours.

Dr Veall highlighted the exceptions in compliance against a set of rules for not working outside their contracted hours and in particular the top five exceptions by specialty.

His presentation also highlighted the Trust's Junior Doctors' Forum and he thanked those Board members that had been able to attend meetings and support discussions.

In response to a question from the Chair asking if the staff survey results for directorates could be correlated with the exception reporting results, the Director of Human Resources and Organisational Development confirmed this could be done.

Finally, in respect of benchmarking, Dr Veall advised the Board that the Yorkshire Trusts were seeking to ensure consistency in their respective Guardian of Safe Working reports.

The Chair thanked Dr Veal for his interesting presentation and his hard work in the services he and the teams continued to provide.

STH/20/20 Chief Executive's Matters

The Chief Executive presented her report (Enclosure C) which highlighted the following matters:

(a) Integrated Performance Report (IPR)

Each Executive Director gave a brief report on their areas of responsibility:

i) Deep Dive – Family and Friends Test (FFT): Maternity

The Chief Nurse introduced this item which commenced with a comprehensive overview of all patient experience that related to maternity services. He highlighted that the report demonstrated the levels of satisfaction of the care the Trust provided for women that used the service.

As part of the FFT, patients were sampled at four points during pregnancy – antenatal appointment at 36 weeks; labour and birth experience; postnatal ward discharge and; postnatal community care. He outlined the themes from the responses and reported that, the percentage of positive responses were very good ranging from 96 to 98 per cent.

The Chief Nurse gave a summary of responses to the NHS Maternity Survey and highlighted that the policy for patient partners staying overnight was a change that had been well received and had contributed to an increase in score from the previous year.

ii) Deliver the Best Clinical Outcomes

The Medical Director (Operations) highlighted that, in line with performance reported for the previous couple of months, overall Hospital Standard

Mortality Ratio (HSMR) remained within the 'as expected' range. One new Never Event had been reported in December, three new Serious Incidents (SIs) had not been approved within the timescales but were progressing, and average Length of Stay (LoS) for non-elective patients for the reportable period was higher than the Dr Foster threshold but lower for elective patients.

The Chief Nurse highlighted that there had been 27 Trust attributable cases of MSSA bacteraemia in Quarter 3 against a threshold of 15 cases. He explained that the previous quarters had been in line with the Trust threshold and no factors had been identified to explain the increase in cases in this quarter. At the beginning of the year a change in practice using antimicrobial washes for some groups of patients had commenced and understanding whether this change was still being followed was one area that the Infection Prevention and Control Team was exploring.

iii) Provide Patient-Centred Services

The Chief Nurse highlighted the following points:

- The number of complaints responded to within 25 working days was 94 per cent, above the threshold target of 90%
- Family and Friends Tests scores had all achieved their respective internal targets.

The Director of Strategy and Planning highlighted the following points:

- Whilst performance on Breast Symptomatic two week wait referrals had dipped below the threshold of 93 per cent, it was not unusual to see this in December due to the number of patient cancellations before the Christmas period. She reported that she had been assured that further capacity had been put into place within the department, and the team was reporting through the Waiting Times Performance Overview Group (WTPOG).

The Chief Operating Officer highlighted the following points:

- Elective activity for December was 1.4 per cent above target.
- Non-elective activity was 1.1 per cent below target.
- The percentage of patients waiting less than 18 weeks for their treatment at the end of December was 92.05 per cent, better than the national target of 92 per cent, but continued to be validated.
- A&E performance was 82.59 per cent of patients seen within four hours against the local target of 90 per cent and the national target of 95 per cent. This was above the national performance of 79.78 per cent in December.
- There had been a marginal increase in the number of patients who had a delayed transfer of care in December to 49 compared to 37 in November. This increase had continued into January but the position was significantly better than at the same time the previous year.

In addition to his report, the Chief Operating Officer was pleased to note that over the past few weeks there had been three consecutive days when A&E performance had been above 95 per cent. The standardisation of process was felt to have contributed to this improvement, with flow

continuing to work well across the organisation leading to, a reduction in waiting for beds in A&E, and the front door model had been embedded. The Board of Directors noted this encouraging improvement and expressed their thanks to Ben Cooper, Clinical Director Acute and Emergency Medicine, and the team for all their hard work.

Board members questioned if there was going to be a standardised process for rescheduling patients whose outpatient appointment had been cancelled as there seemed to be some anomaly for this across the Trust. The Chief Operating Officer explained that for new referrals and outpatients they had been moving to a full electronic booking system for some time. However, work continued in this respect to ensure greater standardisation across the organisation.

iv) Employing Caring and Cared for Staff

The Director of Human Resources and Staff Development highlighted the following points:

- Sickness absence for December was at 4.71 per cent, an increase from the previous month. Year to date performance was 4.14 per cent, above the target of 4 per cent.
- Whilst short term sickness absence had decreased to 1.88 per cent in December, long term sickness absence had increased to 2.83 per cent, but thought to be as a result of short term sickness absence converting to long term sickness. He explained that the upward trend of long term sickness benchmarked similarly with local trusts.
- Trust appraisal rates had seen a positive increase in December to 88 per cent, but still below the target of 90 per cent.
- Compliance rates for mandatory training were at 91 per cent in December, above the Trust target of 90 per cent.
- Staff retention figures were at 90 per cent, which for over 12 months had been consistently above the target of 85 per cent.

v) Spending Public Money Wisely

The Director of Finance highlighted the following points:

- Month 9 showed a deficit against the Financial Plan of £2,227.1k (0.3%) an improvement of around £0.3 million from the previous month.
- We had met our control total for Quarter 3 and there was no reason to suggest we would not meet it for Quarter 4. However, although the South Yorkshire and Bassetlaw ICS had met its control total for Quarter 3, Sheffield Children's Hospital had not and therefore a lot of work was now being undertaken within the system to find solutions. He would keep the Board appraised of progress.

vi) Delivering Excellent Research, Education and Innovation

The Medical Director noted that the number of patient accruals to portfolio adopted grant and commercial studies for Quarter 3 2019/20 was 4,158, below our Yorkshire and Humber Clinical Research Network year to date target of 6,875.

b) Chief Executive's Matters

The Chief Executive gave the following updates:

- i) The Trust was caring for a small number of patients who had tested positive for COVID19 in the specialist Highly Infectious Diseases Unit at the Hallamshire Hospital. She stressed that the patients had had no presence in Sheffield prior to being admitted to RHH and had not used any other part of our health care system.
- ii) Dr Rob Ghosh had been appointed as Interim Deputy Medical Director and arrangements were underway to make a temporary appointment to his substantive post. Mr Thomas Carrol had been appointed to the substantive role of Clinical Director for Neurosciences.
- iii) To mark the 25th anniversary of her opening the Princess Royal Spinal Injuries Centre at the Northern General Hospital, HRH The Princess Royal had visited the centre on 5 February 2020.
- iv) NHS Operational Planning and Contracting guidance for 2020/21 had been received from NHS England (NHSE). The first cut of the Trust's individual Operational Plan against that guidance would be submitted to ICS by the deadline of 27 February, with the ICS's draft plan to be submitted by 5 March. The final cut of both plans would be presented to the Board of Directors for approval on 31 March.
- v) Author Adam Kay had unveiled The Remembering Baby Quilt artwork at the Jessop Wing earlier in the month.
- vi) The Walkway connecting the Jessop Wing to Weston Park Cancer Centre had now become operational.
- vii) Changes to organ donation legislation was due to be published in May 2020 and would include an 'opt out' system for organ donation in England.
- viii) NHS Sustainability Day would take place on 19 March 2020. The Trust's communications team were developing a set of communications round the different things that people could become involved in on the day.
- ix) Rectification works continued on the Hadfield wing and plans continued to be developed in readiness for the building to re-open once works are completed.
- x) The UK had exited the European Union (EU) since the last Board of Directors meeting. The Chief Executive would keep members apprised of any implications of future arrangements that may be required by the Trust once the EU Exit Implementation Period had finished at the end of December 2020.

The Director of Human Resources and Organisational Development highlighted that significant communications had been sent out to those employees that were classed as EU Nationals to provide support.

- xi) An overview of the programme activities for the Sheffield Accountable Care Partnership was provided by the ACP Programme Director and was included at Appendix B.
- xii) The Board noted the content of the report from the Chief Executive of SY&B ICS appended to the Chief Executive's report at Appendix C.

STH/21/20 Findings of the 2019 NHS Staff Survey

The Director of Human Resources and Organisational Development updated the Board on the findings of the benchmarked 2019 Staff Survey Results.

The survey had been undertaken in the autumn of 2019. The response rate of 45.3 per cent was very similar to the 45.6 per cent for our benchmarking group, acute hospital providers with community services, but slightly below our 46 per cent response rate achieved in 2018.

He explained that an eleventh theme on Team Working had been added to the survey, with each theme scoring out of 10. Appendix 1 gave an overview of the theme results and he highlighted that out of the 11 themes the Trust scored above average in our benchmarking group for four of the themes, average for five and below average for two. The highest performance was in safe environment and the lowest was in Quality of Appraisals. Appendix 2 showed that there was no deterioration in scores for the 11 themes compared to 2018. He was pleased to note the 1.4 per cent increase in the percentage of staff that would recommend the organisation as a place to work in.

He highlighted that the Chief Executive had made a commitment to read each of the 9,000 individual comments that had been received, which were a rich source of data and had also been sent to their appropriate directorates to help them to identify areas where action was required. An overarching corporate action plan would then be developed and presented for consideration to the Human Resources and Organisational Development Committee (HRandOD) and the Trust Executive Group respectively, with the final plan presented to the HRandOD Committee for approval in April.

The Board noted the suggestion that in an attempt to increase response rates something could be done nationally to reduce the length of the survey as it was very long and some of the questions were complex. The Director of Human Resources and Organisation Development responded that NHS England was looking to potentially conducting the survey in the summer months in future, which he noted could possibly have an impact on response rates.

The Board of Directors **NOTED** the contents of the report.

STH/22/20 Chair and Non-Executive Director Matters

Annette Laban reported on the opening of a new piece of artwork for organ donation at the Hallamshire Hospital.

Tony Buckham fed back from a visit to the NHS Leadership Academy he

had attended with the Chief Nurse and Chief Operating Officer to act as a 'Board' for aspirant Black and Minority Ethnic NHS Directors to attend and present papers.

For Approval

STH/23/20 Use of the Corporate Seal

The Assistant Chief Executive presented this report which requested the Board's approval to apply the Trust seal to the documents.

The Board APPROVED the affixing of the Corporate Seal and the signing of the JCT Intermediate Building Contract 2011 between STH and O&P Construction Services Ltd.

STH/24/20 Any Other Business

There were no additional items to discuss.

STH/25/20 Date and Time of Next Meeting

The next Board of Directors meeting will be held on Tuesday 31 March 2020, in the Undergraduate Common Room, Medical Education Centre, Northern General Hospital at a time to be confirmed.

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