



**UNADOPTED Minutes of a meeting of the Council of Governors  
held virtually on Tuesday 14 December 2021 at 10:05 am**

**PRESENT:** Annette Laban (Chair)

**PATIENT AND PUBLIC GOVERNORS**

Steve Barks	Martin Hodgson	Joe Saverimoutou	Chris Sterry
Gorge Chia	Lewis Noble	Harold Sharpe	Sue Taylor
Michelle Cook	Jane Pratt	Shirley Sherwood	Mark Wilcox
Paul Dore	Sheila Reynolds		

**STAFF GOVERNORS**

Paulette Afflick-Anderson Irene Mabbott

**PARTNER GOVERNORS**

David Warwicker

**IN ATTENDANCE**

Tony Buckham	Non-Executive Director
Sandi Carman	Assistant Chief Executive
Mark Gwilliam	Director of Human Resources and Staff Development
Michael Harper	Chief Operating Officer
Jennifer Hill	Medical Director (Operations)
David Hughes	Medical Director (Development)
Kirsten Major	Chief Executive
Chris Morley	Chief Nurse
John O'Kane	Non-Executive Director
Jane Pellegrina	Membership Manager
Maggie Porteous	Non-Executive Director
Julie Phelan	Communications and Marketing Director
Neil Priestley	Chief Finance Officer
Rosamond Roughton	Non-Executive Director
Toni Schwarz	Non-Executive Director
Martin Temple	Non-Executive Director
Shiella Wright	Non-Executive Director

**APOLOGIES - GOVERNORS**

Mick Ashman	Angela Foulkes	Kaye Meegan	Ian Merriman
Jo Bishop	Steve Jones	Liz Puddy	

**APOLOGIES - BOARD MEMBERS**

Paul Buckley

## **MEMBERS OF THE PUBLIC/OBSERVERS**

There were no observers.

### **COG/21/49**

#### **Welcome and Apologies**

Annette Laban welcomed everyone to the meeting and the above apologies were noted.

### **COG/21/50**

#### **Declarations of Interest**

There were no declarations of interest.

### **COG/21/51**

#### **Minutes of Council of Governors' meeting held on 28 September 2021**

The Minutes of the meeting of the Council of Governors held on 28 September 2021 were **AGREED** and **APPROVED** as a correct record of the meeting.

### **COG/21/52**

#### **Matters Arising**

Sandi Carman referred to Enclosure B. She said that the two items on the Action Log were recommended for closure.

It was **AGREED** to close both of the Actions.

There were no further matters arising.

### **COG/21/53**

#### **Chief Executive's Report**

Kirsten Major gave a presentation that provided an update on the situation regarding COVID-19, the Trust's general position and other areas of interest.

Key points highlighted were as follows:

#### **COVID-19 Update:**

- There were 77 inpatients who were Covid-19 positive of whom six were being cared for in critical care; in the previous 24 hours there had been five patients admitted and four patients had been discharged.
- The incident level had been increased from level three to level four and the Command structure remained in place, with daily meetings of Gold Command reintroduced.
- A number of cases of the new variant, Omicron, had been identified in the UK and cases were increasing in the population, with 30% of all cases now identified as Omicron.
- New rules on international travel, testing and isolation had been introduced.
- The SYB vaccination programme continued apace with over 2.53 m vaccinations now carried out for SYB by all partners. All adults were to be offered boosters by the end of December 2021.
- STH front line staff continued to take up the vaccination, 94% having had their first dose; 91% their second dose and 77% had received a booster. Work was underway to ensure compliance with the NHS mandatory vaccination of front line staff by April 2022.

### **New Corporate Strategy:**

- At a meeting in November 2021 the Board of Directors had approved the new Corporate Strategy, this set out the context in which the Trust was operating; the organisation's future ambitions alongside newly developed corporate objectives for the remainder of 2021/22 and a new strategic aim of creating a sustainable organisation had been introduced.

### **UPDATE ON CARE QUALITY COMMISSION ISSUES**

#### **Maternity Services:**

- Actions from the original action plan were almost completed and, following the further CQC inspection of Core Services in October 2021, building on this work, additional actions had been included.
- The Maternity Safety Support Programme was continuing and had contributed to a post-CQC plan for services.

#### **Mental Health:**

- Following the CQC's letter in February 2021 written under Section 64 of the 2008 Health and Social Care Act requiring information about the Trust's mental health provision, a 13 point action plan had been agreed with the CQC in April 2021. All 13 actions in the plan were now completed.
- A new core STH Mental Health Team had been set up consisting three mental health nurses plus an associate medical director.

#### **Operational Performance:**

- A&E 4 hour standard: in October 2021 72.08% of patients attending A&E were seen within four hours compared to the national target of 95%. Performance previously had been 78.02% in September and 75.16% in August 2021. National performance in October had been 73.9%.
- 18 week planned care: Covid-19 continued to affect performance, with 895 - 52 week breaches reported in October 2021. The percentage of patients waiting less than 18 weeks for treatment at the end of October was 76.92% compared to 77.97% at the end of September. National performance for September had been 66.5%.
- Cancer waiting times: due to the impact of Covid-19 performance remained variable across the targets, urgent and obligatory care remained a priority and specific recovery actions had been put in place.
- Diagnostic waits within six weeks: achievement of the 99% target continued to be challenging, the figure for October 2021 had been 83.05% and for September had been 83.73%, this compared with the national performance for September 2021 of 73.9%.

#### **Financial Update:**

- Funding for H2 2021/22 had now been confirmed and was slightly higher than expected. There was an Elective Recovery Fund available to support elective recovery plans.
- The financial position for 2021/22 was expected to be satisfactory.
- 2022/23 planning guidance was expected in December 2021; a challenging planning/contracting round was anticipated.
- Capital Position: the aim was to spend the full 2021/22 capital allocation; work was on-going planning for the next 3-5 years with EPR commitment. Additional funding of £5.9b

(for diagnostics, elective recovery and digital) announced in the Budget would aid our position.

### **People Update:**

- A recruitment campaign was underway to appoint a Director of Strategy & Planning and a Chief Pharmacist.
- A number of new appointments had been announced including:
  - Medical Director (Development) – Dr David Black;
  - Professor of Nursing – Dr Julie McGarry – joint role between STH and University of Sheffield.
- Gavin Boyle had been appointed Chief Executive designate of the South Yorkshire Integrated Care Board.
- Sheffield Children’s Hospital NHS Foundation Trust had appointed Ruth Brown as Chief Executive.

Kirsten Major concluded by sharing details of a range of awards that had been achieved by colleagues across the Trust.

### **COG/21/54**

#### **Update on Care Quality Commission (CQC) Core Services inspection and Well-Led Inspection**

Referring to Enclosure C Jennifer Hill summarised the position following the CQC inspection of core services that took place between 5 and 7 October and the CQC well-led inspection between 9 and 11 November 2021.

The core services review had covered:

- Urgent and Emergency Care;
- Medical and Surgical Services at RHH and NGH;
- Community Inpatient services; and
- Maternity services.

Wards and departments across RHH and NGH had been visited by 46 inspectors, care was observed; patients’ healthcare records were reviewed; staff and patients were spoken to and the inspectors had interviewed senior staff for areas such as falls, pressure ulcers and mental health. Additionally there had been 335 requests for information to be provided.

The CQC had provided verbal and written feedback on 8 October 2021 this identified that staff across the services were committed to providing patient care in challenging circumstances it also raised some concerns across the core services that had been inspected.

On 13 October 2021 the CQC had issued a letter of intent to the Trust and the Trust had responded to this on 15 October 2021, providing assurance that immediate action had been taken to mitigate risks and providing an action plan setting out how the concerns raised had either been addressed or how it was intended to address the concerns. The Trust had provided a further update on 19 October 2021 setting out a comprehensive programme of work with a clear approach for reporting and assurance.

Jennifer Hill then summarised the position in relation to the well-led inspection that had taken place between 9 and 11 November 2021. She said that 11 inspectors had been on-site at NGH and RHH and the process had included:

- An opening presentation from the CEO;

- 22 face-to-face interviews with Board members and senior staff;
- Focus groups with consultants, junior doctors and security staff;
- Interviews and focus groups with Non-Executive Directors; and
- A review of the personal files of Board members to assess compliance with the Fit and Proper Persons standard.

Annette Laban said that a draft report was expected from the CQC in six to eight weeks.

During discussion the following points emerged:

Martin Hodgson thanked Jennifer for the detailed update. He was interested to see the wide range of individuals/groups that the CQC had met/interviewed but was disappointed to note that the report did not record that the CQC had also held a focus group with governors. Martin had joined the focus group and reported that governors at the session had spoken positively about the organisation.

Harold Sharpe felt that these demanding inspections could have a negative impact on the morale of staff who were already working extremely hard in difficult circumstances. Annette Laban noted that everything possible was being done to protect the health and wellbeing of staff.

## **COG/21/55**

### **Presentation on STH's Winter Planning**

Michael Harper outlined the Trust's planning for the next four months.

He said that known factors had been considered, for example:

- A likely spike in demand for non-Covid-19 related urgent healthcare;
- A likely surge in Covid-19 cases;
- A need to continue to reinstate and maintain services;
- Continuing workforce issues;
- Ongoing requirement for Covid-19 infection prevention and control measures.

...and account had also been taken of current unknown factors, for example:

- The impact of the Omicron variant;
- Uncertainty about the number of patients with long Covid;
- Social behaviour patterns and community prevalence;
- Unpredictable flu season;
- The capacity of our staff to continue coping.

Michael then summarised the winter risk model and plans identified to mitigate the risks and he also reported on consultations with senior staff and plans to respond to issues raised.

In summary, senior leaders had been engaged in the planning process, identifying the risks of winter and Covid-19 and mitigations had been identified. STH had a good track record of maintaining care during winter. There was significant funding to support the implementation of the winter schemes.

## **COG/21/56**

### **General Q&A Session**

Annette Laban thanked Kirsten Major, Jennifer Hill and Michael Harper for their updates/presentations and invited governors' comments and questions.

Commenting on the Winter Planning presentation Toni Schwarz (NED) said that the plans were impressive and she wondered whether there was a scheme in place to communicate this to members of the public. Julie Phelan said that, in collaboration with our partners, it was planned to utilise all the city-wide channels to communicate messaging appropriately.

Joe Saverimoutou said that, as the governor representative on the Emergency Planning Operational Group, he had heard about some of the plans and had been pleased to receive more details today; he thought that the staff involved in the planning process had done an excellent job and that the winter plans were very impressive.

Harold Sharpe asked whether the vaccine was effective with the Omicron variant? Jennifer Hill said that there was currently only limited evidence but indications were that the vaccine was effective. She stressed the importance of having the booster.

Harold Sharpe asked how the number of Covid-19 deaths recorded by STH compared with similar organisations. Kirsten Major said that as an organisation but also as a city we had recorded fewer deaths than the English average.

Commenting on the ongoing issue of delayed transfers of care over a prolonged period Lewis Noble asked about the relationship and engagement with partners. Michael Harper said that there was a good relationship.

George Chia referred to the £200 gift for all staff and, mindful of the financial position of staff who may be in receipt of working tax credits, asked whether staff had been offered a choice about how this gift was paid to them. Kirsten Major said that some staff had been offered a choice of vouchers instead of money.

Martin Hodgson asked about virtual triaging in A&E. Michael Harper said that this was being trialled for a few weeks and he would provide the Council of Governors with feedback on the trial in due course.

## **COG/21/57**

### **Governors' Matters**

#### **(a) Unadopted Notes of Governors' Forum Meeting held on 18 November 2021**

Martin Hodgson referred to Paper D; he reported that Toni Schwarz (NED) had accompanied Annette Laban at the first half of the Forum meeting and governors had been pleased to hear about Toni's background working in the health sector and about her current role at Sheffield Hallam University. The Forum had also received feedback from governors who had attended an informative session with Sandi Carman on an introduction to the Trust's Integrated Risk & Assurance Report (IRAR) and said that governors were looking forward to receiving further information about this in the future. He also commented that, at their focus group with the CQC, governors had been questioned about their awareness of the details of the IRAR. Martin said that he did not propose to comment further on the Notes but was happy to answer any questions.

There were no questions.

#### **(b) Report from Council of Governors' Nomination and Remuneration Committee (CoG NRC)**

Martin Hodgson referred to Paper E; he said that at the time of the last CoG NRC meeting he had been Vice-Chair of the Committee but was pleased to report that Steve Barks had now been appointed to the role of Vice-Chair and in future Steve

would be providing the report on the work of the CoG NRC work to Council of Governors' meetings. Martin said that the report was self-explanatory and he did not propose commenting further but was happy to answer any questions.

Steve Barks said that, on behalf of governors, he wanted to thank Martin for his hard work and leadership during his time as Vice-Chair of CoG NRC and Annette Laban concurred.

Annette Laban also welcomed Steve Barks to the role of Vice-Chair of the CoG NRC and said that she looked forward to working with him in that capacity.

There were no questions.

#### **COG/21/58**

##### **Ratification of Terms of Reference of Council of Governors' Nomination and Remuneration Committee**

Sandi Carman referred to Paper F; she said that the Paper was self-explanatory. The amended Terms of Reference of the CoG NRC were presented to the Council of Governors for approval following a scheduled review by the CoG NRC. She did not propose commenting further but was happy to answer any questions.

There were no questions.

The Council of Governors **APPROVED** the amendments to the Terms of Reference agreed by the Council of Governors' Nomination and Remuneration Committee.

#### **COG/21/59**

##### **Annual Review of Council of Governors' Terms of Reference**

Sandi Carman referred to Paper G; she said that an annual review of the Terms of Reference of the Council of Governors had been completed by the Assistant Chief Executive and the Foundation Trust Membership Office Manager and the changes identified were presented to the Council of Governors for approval. She did not propose commenting further but was happy to answer any questions.

There were no questions.

The Council of Governors **APPROVED** the updated Terms of Reference for the Council of Governors.

#### **COG/21/60**

##### **Any Other Business**

Annette Laban thanked governors for their continued involvement with the Trust during the ongoing difficult times. She said that her first 12 months as Chair of the Trust had been challenging but that she had enjoyed working with the governors and was looking forward to working with everyone in 2022.

Martin Hodgson thanked Annette for her collaborative approach to working with governors during her first year as Chair and said that governors were looking forward to working with her in the New Year.

There was no further business to discuss.

#### **COG/21/43**

##### **To note Dates of Meetings in 2022**

29 March; 24 May; 27 September and 29 November

Signed: .....  
Chair

Date:.....