



**UNADOPTED Minutes of an informal meeting of the COUNCIL OF GOVERNORS**  
**held on Tuesday 24 September 2019**  
**Undergraduate Common Room, Northern General Hospital**

**B**

**PRESENT:** Tony Pedder (Chair)

**PATIENT AND PUBLIC GOVERNORS**

Mick Ashman	David Foster	Ian Merriman	Harold Sharpe
Wendy Bradley (for item 19/77)	Martin Hodgson	Brendan Molloy	Chris Sterry
George Chia	Steve Jones	Joe Saverimoutou	Fiona Tatton
Sally Craig	Joyce Justice		

**STAFF GOVERNORS**

Cressida Ridge

**PARTNER GOVERNORS**

Amanda Forrest          Luc de Witte

**IN ATTENDANCE**

Tony Buckham	Non-Executive Director
Sandi Carman	Assistant Chief Executive
Anne Gibbs	Director of Strategy and Planning
Michael Harper	Chief Operating Officer
David Hughes	Medical Director
Annette Laban	Non-Executive Director
Kirsten Major	Chief Executive
Chris Morley	Chief Nurse
Chris Newman	Non-Executive Director
John O’Kane	Non-Executive Director
Jane Pellegrina	Membership Manager
Julie Phelan	Communications and Marketing Director
Neil Priestley	Director of Finance
Martin Temple	Non-Executive Director
Shiella Wright	Non-Executive Director

**APOLOGIES - GOVERNORS**

Steve Barks	Tim Furness	Kath Parker	Pete Tanker
Barbara Bell	Irene Mabbott	Karen Smith	Sue Taylor
Angela Foulkes	Lewis Noble		

**APOLOGIES - BOARD MEMBERS**

Mark Gwilliam

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

There were no observers.

### **COG/19/77**

#### **Welcome and Apologies**

Mr Pedder welcomed everyone to the meeting, particularly newly elected Governors David Foster, Chris Sterry and Fiona Tatton.

The above apologies were noted.

Mr Pedder informed the meeting that a Governor colleague had drawn attention to an issue relating to the Trust's processes for calling meetings of the Council of Governors. He explained that the error had occurred inadvertently and would be corrected going forward. Mr Pedder said that advice had been sought and the recommendation was that this meeting could continue but it should be on an informal basis which meant that no formal decisions would be taken.

There was an exchange of different views on the issue.

Mr Pedder said that the Trust would write to all Council members to establish whether the Council of Governors considered it was necessary, or appropriate, to look at the position retrospectively.

### **COG/19/78**

#### **Declarations of Interest**

There were no declarations of interest.

### **COG/19/79**

#### **Reflection and Feedback Session Following the Board of Directors**

Mr Pedder invited the meeting to take the opportunity to reflect together on the discussions which had taken place earlier that day at the meeting of the Board of Directors. Following the discussion Mr Pedder said that he would take feedback from the individual tables.

The following feedback was noted:

Mr O'Kane said that his table had talked about plans for Weston Park Hospital and funding for the proposed development. They had also discussed 'green' initiatives and the benefits of promoting a range of smaller initiatives that everyone could get involved with. Their conversation had concluded with a discussion about car parking and the different challenges facing patients, visitors and staff.

Mrs Laban reported that her table had talked about environmental issues and questioned whether there was a national NHS strategy that organisations could align with. They had discussed the approach that our partners in the hospitals, cafes and other food outlets etc, could be encouraged to take for example asking customers to bring their own cups. They had also talked about the excellent Bug Buster presentation that the Board of Directors had received at their meeting earlier. She said they hoped that the learning was being shared across the organisation.

Dr Hughes said his table had also talked about the Bug Buster presentation, particularly the positive and passionate presenters. They had also discussed waiting lists and the challenges associated with recruiting and retaining staff.

Mr Morley's table had also spent time talking about the Bug Buster presentation; they had focussed on the uniform policy and the wearing of scrubs outside theatres. 'Green' issues were also discussed.

Mr Hodgson said that his table had also talked about uniforms, particularly scrubs and measures that could be taken to discourage staff wearing scrubs outside theatres. 'Green' issues had also been discussed and they had looked at the wide range of areas where actions might be taken including the capture of waste heat, chemicals used in the laundry and improvements to IT connectivity that could reduce the number of meetings that individuals need to travel to.

### **COG/19/80**

#### **Minutes of Council of Governors Meeting held on 25 June 2019**

The Minutes of the Meeting of the Council of Governors held on 25 June 2019 were **NOTED** as a correct record. The Minutes would be presented to the next meeting for agreement and signing by the Chairman.

### **COG/19/81**

#### **Matters Arising**

(a) Update on Review of Trust Constitution V6 (CoG/18/47)

Mrs Carman reported that the Constitutional Review Panel had met on 19 September 2019. There had been good representation from Governors with some additional Governors not able to attend the meeting still keen to be involved.

The meeting had agreed terms of reference of the task and finish group and the time line to allow an updated version of the Constitution to be presented to the Council of Governors meeting on 17 December 2019 for approval then ratification from the Board of Directors. The Group was working to a phased programme of review work based on suggested areas of focus agreed by the Council of Governors and the Board of Directors.

Dates for further meetings were being canvassed.

### **COG/19/82**

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

Mr Pedder said that this item would be deferred to the next meeting.

### **COG/19/83**

#### **Governors' Matters**

(a) Notes of Governors' Forum Meeting held on 29 July 2019

Mrs Craig said that prior to the formal Forum meeting Governors had enjoyed an interesting and comprehensive discussion with Mr Pedder. A wide range of topics had been covered including an update on the position on targets and challenges facing A&E. The Forum had also received excellent updates from Joe Saverimoutou and Steve Jones on some of the work they are involved with as Governors. Michael Harper had provided a comprehensive and informative presentation on the situation regarding the Hadfield Building and the modular wards.

The Forum had also discussed a recent visit by Governors to the Patients' Booking Hub and upcoming visits to the Diagnostic Cardiology Unit and Physio Works at the Graves Leisure Centre. Visits were also being planned to the Central Production Unit and the Laundry.

Mrs Craig also thanked Staff Governor Ms Mabbott for again inviting Governors to this year's Sharing Best Practice Festival, this had been an excellent event and Mrs Craig encouraged others to attend next year.

In conjunction with colleagues and Governors at Sheffield Health and Social Care Trust STH Governors had invited Trust Members to a health talk about dementia, this had been a successful event with 263 attendees, including Governors, staff, Trust members and members of the public.

(b) Report from Council of Governors' Nominations and Remuneration Committee

i) Outcome of Chair Annual Appraisal 2018-19

Mr Pedder left the meeting for this item and Mrs Laban, as Senior Independent Director, took the Chair. Mrs Laban invited Mr Hodgson, as Vice-Chair of the Council of Governors' Nominations and Remuneration Committee, to update the meeting on the outcome of the Chair's most recent appraisal.

Mr Hodgson reported that the appraisal process was led by the Council of Governors' Nominations and Remuneration Committee, supported by the Senior Independent Director. There were two elements to the process, the first was a formal questionnaire that members of the Council of Governors' Nominations and Remuneration Committee and the Board of Directors were invited to complete. For the appraisal under review 25 questionnaires had been distributed and 18 had been returned. The second element of the process was an informal gathering of views, by Mr Hodgson, from all members of the Council of Governors; these views were sought via a number of short questions and the responses were fed into the formal process.

Mr Hodgson and Mrs Laban discussed the outcomes in detail with Mr Pedder. Mr Pedder had an all-round excellent performance in all aspects of the role. Some recommendations had been discussed and it had been agreed that these would be implemented.

Mrs Laban thanked everyone who had taken part in this year's process. However, she said that the response rate had been lower than anticipated. Mr Hodgson concurred and added that it was important to encourage greater participation next year and they were keen to receive feedback that could contribute to reviewing and refreshing the process to encourage increased participation.

Mr Pedder returned to the meeting.

ii) To note the approval to reappoint Mr Tony Buckham as a Non-Executive Director for a further four year term of office

Mr Hodgson said that Mr Pedder had agreed with the Council of Governors' Nominations and Remuneration Committee that he would seek approval, via email, from the Council of Governors of the recommendation of the Council of Governors' Nominations and Remuneration Committee to reappointment

Mr Tony Buckham as a Non-Executive Director of the Trust for a further four year term of office.

Mr Hodgson said that at the Nominations and Remuneration Committee meeting held on 12 August 2019 Mr Pedder had reported on the responses from Governors to the email seeking approval of Mr Buckham's reappointment as follows:

Governors voting yes	24
Governors not responding	5

The Council of Governors **NOTED** the reappointment of Mr Tony Buckham as a Non-Executive Director for a four year term of office from 1 September 2019.

Mr Pedder congratulated Mr Buckham on his reappointment.

iii) Update on process to appoint a new Non-Executive Director

Mr Hodgson reported that the process to appoint a new Non-Executive Director to replace Ms Candace Imison was underway. Odgers Berndtson had been engaged to assist in the process. The timetable for the appointment was noted as follows:

Longlisting meeting	- 25 September
Shortlisting meeting	- 9 October
Interviews	- 18 October
Approval of appointment by Council of Governors	- to be agreed
Appointment to commence	- 1 November 2019

(c) Feedback from Annual Members' Meeting (AMM) 17 September 2019

Mrs Craig said that overall the AMM had been successful with over 100 attendees, a slight increase on last year's attendance. There had been good feedback from attendees about the information stalls and the presentations in the afternoon from the Chief Executive followed by the Stroke Team had been very well received.

Discussion followed about plans for next year's AMM the following points were highlighted:

- Next year's AMM would be held on Monday 21 September.
- Early discussions to plan the event should be arranged.
- A range of venues should be investigated, including the possibility of holding the event in the City Centre.

Mr Pedder congratulated everyone involved in this year's AMM.

**COG/19/84**

**Chief Executive's Report**

Ms Major presented her report, the following points were highlighted:

From next month Ms Major would take over as lead Chief Executive for the Accountable Care Partnership.

A review and refresh of the Trust's Corporate Strategy is planned, Governors and Members would be invited to participate.

Work was now under way in earnest on the Hadfield Building and work continued apace on the modular wards.

The national issue regarding the NHS pension scheme for senior staff remained challenging, with no clear resolution.

The annual NHS staff survey was currently being distributed to staff via email; staff without access to email would receive a hard copy.

Ms Major reported that:

- Nigel Beasley, Ear, Nose and Throat Consultant Surgeon, had been appointed to succeed Alan Gillespie as Trust Associate Medical Director for Cancer with effect from 1 September 2019.
- Following Kevin O'Reagan's retirement, Andrew Jones had joined the Trust as Interim Facilities Director.
- Two new Clinical Directors had been appointed - Prof Steve Green for Communicable Diseases and Specialised Medicine; and Dr Ben Cooper on an interim basis for Acute Emergency Medicine.
- Kevan Taylor had retired as Chief Executive of Sheffield Health and Social Care.

Ms Major reported on operational performance:

- A&E 4 hour standard: 84.36% of patients attending A&E were seen within 4 hours compared to a local target of 90% and the national target of 95%. Performance in June and July had been very slightly lower. Ms Major said that she was working with everyone concerned to address the issues and establish actions that could be taken to improve performance.
- 18 week planned care: performance remains strong with no 52 week breaches since February 2017. At the end of August the percentage of patients waiting less than 18 weeks for treatment was 92.91% which was better than the national target (92%). Performance for June was 93.06% and in July 93.13%.
- Cancer waiting times: performance remains variable across the targets. For Quarter 1 (April to June) the Trust was compliant for the Two Week Wait, Screening, 31 Day Subsequent Treatment for Radiograph and for Anti-Cancer Drug. For July Breast Symptomatic and 31 Day First Treatment were also compliant, though 31 Day First Treatment is unlikely to remain compliant for Quarter 2. The 85% standard for the GP 62 day pathways was not achieved in Quarter 1 at 74.1%, July was 78.0% and August was 70.9% with the latter figure not yet validated. Improvement work is underway across Directorates with a focus in Urology and Head and Neck cancers.
- Diagnostic Waits within 6 weeks: the target was 99%, June was 97.43%; July 99.98% with August at 99.73%.

On financial performance Ms Major reported that the month 5 position showed a £2.5m (0.5%) deficit against the Financial Plan, not dissimilar to the month 5 position in the last financial year. There were no concerns regarding the working capital position, balance sheet or capital programme, with the earlier national pressure to reduce capital expenditure now removed. There were some concerns regarding 2020/21 as it was likely that Provider Sustainability Funding of £13m would be removed.

Ms Major said that, from responses in last year's Staff Survey, it was evident that IT issues were a significant factor for many staff and she was pleased to be able to report that the following pledges were on target to be delivered by 31 March 2020:

- All clinical users to have a single sign-on.

- Replacement of 2000 desktop devices and ensure every PC in STH meets the minimum Windows 10 requirements.
- Deliver 30 new service requesting processes through ICE.
- Ensure all Lorenzo users can track the response to their calls to the help desk and understand what is happening to resolve their issue.
- Provide every Directorate with a “go-to” IT contact to help resolve their issues and plan IT developments.
- Deliver the first phase of a new intranet.

“Give it a Go Week” was underway and Ms Major was pleased to report that 154 submissions had been received from across the Trust with several Teams putting forward multiple ideas. Some examples included:

- Social dining on Brearley 7.
- Testing an ambulatory pathway for lung biopsy patients.
- Using electronic solutions to reduce traveling time to meetings.
- Clinical Engineering are testing out the use of labels on equipment to highlight the costs associated with damage.

A formal evaluation will be completed to support the sharing of ideas and consider the impact of the ideas tested across the organisation.

## **COG/19/85**

### **Preparations for Winter**

Mr Harper set out the winter planning arrangements for 2019/20. He said that, as in previous years, planning took account of learning from last year with feedback from the organisation forming an important part of the planning process. For the Trust winter 2018/19 had spanned December 2018 to May 2019.

In planning for winter 2019/20 ten key themes had been established:

1. Key risks to the delivery of patient centred services across the winter period
2. Reducing elective demand on beds
3. Reducing emergency demand on beds
4. Managing and maintaining flows
5. Bed capacity and clinical capacity
6. Influenza
7. Escalation and operational management
8. Our staff
9. External and partner organisations
10. Care Group plans, identify key risks and mitigating actions being carried out

Mr Harper then expanded on three of the Themes:

Theme 5 - Bed Capacity and Clinical Capacity: two additional modular wards would support relocation of two 2 x 24 bedded diabetes and endocrine inpatient beds, supporting creation of an empty ward space in the Huntsman building. Two ‘winter’ wards would be created one for the Central site and one for the Northern site.

Theme 6 – Influenza: The influenza season in the Southern Hemisphere has been earlier this year. The flu vaccination programme will be as important as ever this year.

Theme 8 - Our Staff: Mr Harper said to support our staff the Trust would endeavour to:

- Recognise the significant contribution made by all staff to ensure ‘business as usual’.

- Develop a summary winter plan to be shared with all staff and keep them regularly informed as the season progressed.
- Maximise training opportunities, for example providing staff working on the winter surge wards the opportunity to care for different speciality patients in a potentially more senior role.
- Explore the possibility of extended opening hours of the Trust's catering outlets and flexibility around car park access.
- At what can be a stressful time for staff increase the awareness of health and wellbeing interventions, including psychological support.

The full presentation is attached to these Minutes.

**COG/19/86**

**Any Other Business**

Mrs Craig said that congratulations should be extended Mr Mick Ashman, lecturer in the School of Nursing and Midwifery, who had recently received the University of Sheffield Senate Award for his sustained excellence in teaching.

There was no further business to discuss.

**COG/19/87**

**Date and Time of Next Meeting**

Tuesday 17 December 2019 at 3:00 pm in the Undergraduate Common Room, Medical Education Centre, Northern General Hospital.

Signed: .....  
Chairman

Date:.....