



UNADOPTED Minutes of a meeting of the Council of Governors
held virtually on Tuesday 24 May 2022 2:15 pm

PRESENT: Annette Laban (Chair)

PATIENT AND PUBLIC GOVERNORS

Mick Ashman	Michelle Cook	Jane Pratt	Chris Sterry
Steve Barks	Kaye Meegan	Sheila Reynolds	Sue Taylor
Jo Bishop	Ian Merriman	Joe Saverimoutou	Mark Wilcox
George Chia			

STAFF GOVERNORS

Paulette Afflick-Anderson	Irene Mabbott	Emma Warrander
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PARTNER GOVERNORS

Angela Foulkes

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)
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	Chief Finance Officer
Rosamond Roughton	Non-Executive Director
Mark Tuckett	Director of Strategy and Planning
Shiella Wright	Non-Executive Director

APOLOGIES - GOVERNORS

Paul Dore	Steve Jones	Cressida Ridge	Fiona Tatton
Martin Hodgson	Lewis Noble	Shirley Sherwood	

APOLOGIES - BOARD MEMBERS

David Black	Maggie Porteous	Toni Schwarz	Martin Temple
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MEMBERS OF THE PUBLIC/OBSERVERS

Vicki Leckie

COG/22/11

Welcome and Apologies

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

COG/22/12

Declarations of Interest

There were no declarations of interest.

COG/22/13

Minutes of Council of Governors meeting held on 29 March 2022

The Minutes of the meeting of the Council of Governors held on 29 March 2022 were **AGREED** and **APPROVED** as a correct record of the meeting.

COG/22/14

Matters Arising

Sandi Carman referred to the Action Log at Enc B, the two open Actions were recommended for closure.

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

There were no further matters arising.

COG/22/15

Q&A Session following Board of Directors Meeting held on 24 May 2022

Annette Laban thanked governors who had observed at the Board of Directors' meeting held in public earlier that day and invited comments and questions from governors.

There were no comments or questions from governors.

COG/22/16

Presentation on Improving Access to Phlebotomy

Mark Tuckett, Director of Strategy and Planning, introduced the item and the Council of Governors welcomed Michelle Carroll, Organisational Development Project Manager.

Michelle Carroll provided a presentation on the Sheffield Phlebotomy Service. The key points to note were:

- A need for more equitable access to phlebotomy provision in the city had been identified.
- A collaborative improvement project group had been established with representatives from the Trust, primary care, secondary care and the Clinical Commissioning Group with the aim to create a patient centred service focussed on the provision of an equitable, accessible, safe and effective service across the city.
- The Sheffield City Council SHAPE Atlas programme had been utilised to engage with seldom heard voices, wide-ranging issues including the background of the community, employment and skillsets of the community, home language and literacy levels, housing conditions, deprivation levels, health challenges etc were considered.
- A survey, in seven languages, had been developed and distributed widely across community groups, charities, hospital sites and GP surgeries. There had been 655 responses, the majority positive.

- Information from the survey was shared with the working group and 32 ideas for change emerged. Five were selected as likely to have the most impact, work had begun on the first two:
 - Additional drive through locations
 - Dedicated housebound service
 - Combine with other services, eg blood pressure checks, B12 injections
 - Utilise ICE for all phlebotomy requests regardless of service
 - Extend service hours

The following points emerged during discussion:

George Chia asked why the Chinese language had not been included. Michelle Carroll said that the most widely spoken languages across the city had been applied. Mark Tuckett said this could be reconsidered with the Sheffield Chinese Community Centre.

Mark Wilcox asked about the flexibility to relocate the service and run as a 'pop up'. Mark Tuckett said that this was a community rather than a mobile service. A permanent site in the community was yet to be decided upon. Kirsten Major said that providing a flexible service would be more complex and challenging given the infrastructure required to operate the service.

In response to a query from Paulette Afflick-Anderson, Michelle Carroll said that currently patients with poor venous access were not able to use the facility but that service provision for these patients was under review.

COG/22/17

Presentation on LEAD: Developing our Clinical Leaders

Sandi Carman, Assistant Chief Executive, introduced the item and the Council of Governors welcomed Caroline Eason and Gemma Halliday from Organisational Development and Laura Fensome, Lead Nurse for international recruitment.

Caroline Eason and Gemma Halliday provided a presentation on LEAD; the key points to note were:

- There were two workstreams: Teamwork and Leadership for Excellence.
- It was intended to develop leaders and managers who enabled engagement and high performance in a continually improving culture across the organisation and system.
- There were programmes for managers and for continuing professional development.
- The programmes evaluated well with quality of content highlighted.

Laura Fensome spoke about her participation in the programme in 2021. Laura discussed her practice before, during and after attending the course and how the course had led her to examine how she worked in a different light. She said that working with other leaders had been inspiring and she would be recommending that some of our international nurses would be encouraged to join the course.

There were no questions from governors.

Annette Laban thanked colleagues for their excellent presentations.

COG/22/18

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:

Covid-19 Update

- There were 103 Covid-19 positive inpatients with one patient being cared for in critical care. During the pandemic to date there have been a total of 9809 hospital admissions.
- The Trust had moved from high to moderate prevalence and Gold Command would be stood down from the end of May 2022.
- The South Yorkshire and Bassetlaw vaccination programme continued to deliver approximately 10,000 vaccinations per week across all partners.

CQC Child and Adolescent Mental Health Services Review

- NHS organisations in Sheffield had received a focussed Child and Adolescent Mental Health Act Review on 25 and 26 April 2022. In addition to STH this had involved Sheffield Health and Social Care, Sheffield Children's and the CCG.
- As the lead organisation Sheffield Children's was awaiting feedback.

Operational Performance

- A&E 4 hour standard: in April 2022 74.82% of patients attending A&E were seen within four hours compared to a national performance for April of 72.26% against the national target of 95%. Performance previously had been 71.83% in March and 70.99% in February 2022.
- 18 week planned care: there had been 1,835 incomplete 52 week and 63 104 week breaches in April 2022. The percentage of patients waiting fewer than 18 weeks for treatment at the end of April 2022 was 72.9% at the end of March 2022. National performance for March 2022 had been 62.42%.
- Cancer waiting times: January to March 2022 Two Week Wait was 89.4% consequently the Trust was non-compliant. Breast Symptomatic Two Week Wait was also non-compliant. For the GP 62 day pathways the Trust was also non-compliant.
- Diagnostic waits within six weeks: achievement of the 99% target continued to be challenging, the figure for April 2022 had been 69.48% and for March had been 75.89%, this compared with the national performance for March 2022 of 75.2%.

Streaming and Virtual Streaming in A&E

- At STH A&E patients were streamed to more appropriate Sheffield-wide urgent care services, this streaming predominantly took place at the point of nurse triage, often following a lengthy wait in the A&E waiting room. Good practice nationally, supported by the Royal College of Emergency Medicine, was for a clinician to stream patients to the best pathway for their care immediately upon arrival in A&E. A trial of nurse-led streaming from the A&E reception desk had commenced at STH on 1 March 2022.
- Initial trial results demonstrated a small increase in the number of patients streamed to the GP Collaborative, earlier streaming to services within A&E, a reduction in the time spent in A&E for patients who were redirected and a shorter waiting time for patients requiring triage. To date approximately 12 hours of patient time had been saved per day.
- To further support streaming an iPad-based streaming tool for selected patients was also being trialled.

Financial Update:

- Subject to Audit, the financial position for 2021/22 was a £0.6m surplus on a turnover of £1.36b.

- For 2022/23 the Trust planned for a £10m deficit and a £77m deficit was planned for the South Yorkshire 'System'.

Out and About Visits

- A programme of joint visits for Board members and Governors had been arranged and to date had included visits to Critical Care; Laboratory Medicine; Pharmacy; Respiratory Medicine and Vascular Services. Feedback from Directorates visited, Board members and Governors was very positive.

People Update

- Dr Sarah Jenkins had been appointed as Deputy Medical Director (Operations) from 21 March 2022
- Barnsley Hospital NHS Foundation Trust had appointed Sheena McDonnell as Trust Chair from 3 May 2022.

George Chia asked whether virtual consultations would continue when normal services were resumed. Kirsten Major said that currently the Trust was still under considerable operational pressure and normal services could not yet be resumed. The Trust was taking a measured approach to virtual appointments, decisions were made on clinical indications and patients' preferences. Michael Harper said that we would be working to reassure patients that the Trust was moving towards a position of living with Covid. He also reported that visiting arrangements were now back to normal.

Chris Sterry queried arrangements for the families/carers of patients with a learning disability to be able to stay with the patient if they were admitted. Chris did not believe that this provision was available as a matter of course. Chris Morley said that the Trust had reverted to the pre-Covid position and all areas should be enabling support where required, he said he would be interested to hear of incidences when this was not being offered.

COG/22/19

Update on Care Quality Commission (CQC) Inspection and Well-led Review

Jennifer Hill presented an update on the CQC inspection and well-led review, reminding governors that the Trust had been rated as Requires Improvement, also a Section 29a Warning Notice had been received. The CQC's report was published on 5 April 2022, it contained 85 'must do' requirements and 26 'should do' recommendations. An action plan addressing the 'must do' issues was submitted to the CQC on 5 May 2022. By 17 July 2022 significant improvements were expected in respect of the Warning Notice. The CQC would undertake a follow up inspection within three months.

The approach adopted by the Trust was:

- Two priority Trust-wide workstreams had been established:
 - **Safety Huddles** were taking place on every ward, every day focussing on falls, pressure ulcers, mental capacity, deteriorating patients and mental health.
 - **Ward Boards** had been designed and ordered, these contained information for patients and visitors and **Quality Boards** for staff, these were being displayed on all wards, the boards were a means to learn from incidents and to share the learning.
- There were individual action plans for Urgent and Emergency Care and for Community Inpatients (Beech Hill).
- Maternity actions were incorporated in the Maternity Improvement Plan.

A number of specific actions had been identified and work had commenced to implement the required improvements.

Paulette Afflick-Anderson asked whether there was confidence that good progress was being made? Jennifer Hill said that the Board was satisfied with the approach and the Trust was moving in the right direction.

COG/22/20

Governors' Matters

(a) Unadopted Notes of Governors' Forum Meeting held on 12 April 2022

Joe Saverimoutou referred to the Notes of the Forum meeting at Enc C. He reported that governors had been pleased to meet Chris Newman, Non-Executive Director, and had enjoyed the interesting conversation. Annette Laban had given an update on the Board Out and About Visits. The visits were going well and, following risk assessments and Covid safety measures, governors were now able to join Board members on the visits. Joe encouraged everyone to take part. It was noted that the Governors' Forum Time Out had been confirmed for 20 June 2022, it was highly likely that this would be held virtually. Joe also encouraged governors to attend the presentations/updates with executive directors that were being arranged for governors.

There were no questions for Joe.

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

Steve Barks, Vice-Chair of the CoG NRC, reported that work was ongoing on the appointment of a new Non-Executive Director. Alumni Harvey Nash were working with the CoG NRC on the appointment. A total of 17 applications had been received, a longlisting meeting had identified seven candidates for preliminary interview with Alumni Harvey Nash, following which there would be a shortlisting meeting to select three or four candidates for interview on 7 June 2022. A private Council of Governors' Meeting would be held on 15 June 2022 to approve a recommendation from the CoG NRC on the appointment.

Steve Barks also said that the outcome of the Chair's Appraisal would be reviewed at the meeting on 15 June 2022.

There were no questions for Steve.

(c) Updated Governor Code of Conduct

Sandi Carman referred to the Code of Conduct for Governors at Enc D which she said had been brought up-to-date in line with current practice. The Code would be kept under review to incorporate future requirements.

The Council of Governors **APPROVED** the updated Code of Conduct for Governors.

COG/22/21

Annual Members' Meeting

Sandi Carman confirmed that the Annual Members' Meeting would take place on 26 September 2022. She said that proposals for suitable presentations would be shared with governors in due course, and she encouraged governors to contribute to developing plans for the event.

Steve Barks requested that a British Sign Language practitioner be engaged for the event. Sandi Carman said this would be investigated.

COG/22/22

Non-Executive Directors' Matters

Annette Laban reminded governors that this item had been introduced following discussion at the Governors' Forum meeting and she was pleased to introduce Non-Executive Directors (NED) Rosamond Roughton and John O'Kane.

Rosamond Roughton said that she was appointed as a NED in 2019. She was chair of the Quality Committee (previously the Healthcare Governance Committee) which was accountable to the Board, providing assurance on the quality of healthcare services and ensuring that there were effective systems of healthcare-related quality, governance and risk management in place. The Quality Committee received reports of significant incidents, complaints, claims, coroner's inquests etc to ensure that appropriate action was being taken to manage any incidents and to prevent recurrence. It also received reports of assurance or concern related to compliance with Care Quality Commission standards.

John O'Kane said he had chaired the Audit Committee since his appointment as a NED in 2014. The Audit Committee was accountable to the Board and was responsible for overseeing the Trust's governance arrangements, risk management and internal control. The Audit Committee was also responsible for appointing the Trust's external auditor, governors had recently approved the Committee's recommendation to appoint KPMG.

There were no questions and Annette Laban thanked both colleagues for their contribution.

COG/22/23

Any Other Business

In response to a query from Kaye Meegan about the recommencement of face-to-face meetings for patient groups such as the Atrial Fibrillation Group, Jennifer Hill said that the Trust was taking a case-by-case approach, she said that she would take this to the Clinical Expert Group and would report back to governors.

Annette Laban asked governors to hold 1:00 pm on 15 June 2022 for a private CoG meeting to approve a recommendation from the CoG NRC on the appointment of a Non-Executive Director and to receive the outcome of the Chair's annual appraisal.

Annette Laban reported that, after serving as a governor for nine years, Sue Taylor would complete her third and final term of office on 30 June 2022, Sue was attending her last CoG meeting today. Annette said that she would be missed and thanked Sue for everything that she had done as a governor, particularly for her work on the Pharmacy Board and as a member of the Patient Experience Committee.

There was no further business to discuss.

COG/22/24

Date of Next Meeting

27 September 2022.

Additionally, there would be a private CoG meeting on 15 June 2022

Signed:
Chair

Date:.....