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Sheffield Teaching Hospitals **NHS**
NHS Foundation Trust

COUNCIL OF GOVERNORS

Minutes of the Meeting of the Sheffield Teaching Hospitals NHS Foundation Trust COUNCIL OF GOVERNORS held on Tuesday, 6th May 2014, the Undergraduate Common Room, Medical Education Centre, Northern General Hospital

PRESENT:

Mr. T. Pedder (Chair)

PATIENT AND PUBLIC GOVERNORS

Richard Barrass
Georgina Bishop
George Clark
Roz Davies
Anne Eckford
Caroline Irving

Andrew Manasse
Kaye Meegan
Kathleen Parker
Hetta Phipps
Shirley Smith

Sue Taylor
Graham Thompson
Paul Wainwright
John Warner
Michael Warner

STAFF GOVERNORS

Frank Edenborough
Christina Herbert

Chris Monk
Craig Stevenson

Claudia Westby

PARTNER GOVERNORS

Jayne Dunn
Heather MacDonald

Nicola Smith

Leigh Sorsbie

APOLOGIES

Hilary Chapman
Mark Gwilliam

Joyce Justice
John Laxton

David Owens
Jeremy Wight

IN ATTENDANCE

Phil Brennan
Sir Andrew Cash
Linda Crofts
John Donnelly
Shirley Harrison

Annette Laban
Kirsten Major
Chris Morley
Kevin O'Regan
Jane Pellegrina (Minutes)

Neil Priestley
Neil Riley
Martin Temple
David Throssell

COG/14/14

Welcome

The Chairman welcomed Appointed Governor Cllr Jayne Dunn to her first Council of Governors' Meeting.

COG/14/15

Declarations of Interest

No declarations of interest were made.

COG/14/16

Minutes of the Council of Governors Meeting held on 11th February 2014

The Minutes of the Meeting held on 11th February, 2014, were agreed and signed as a correct record by the Chairman subject to the amendment set out below

Minute COG/14/10 Draft Code of Conduct for Governors should state that "During discussion some of those present felt that the wording of Section 12 was rather strong."

COG/14/17

Matters arising:

(a) Responding to Hard Truths

(COG/14/04) The Medical Director reported that actions were proceeding as planned but due to the considerable volume of work involved the time scale for finalising the Trust's response had slipped. The final response would now be presented to the Board of Directors Meeting in June.

The Medical Director **AGREED** to present the Trust's final response to the Council of Governors on 2nd September 2014

Action: David Throssell

(b) Sustainable Development Programme Annual Report

(COG14/06) Phil Brennan reported that the Trust was making good progress on its carbon reduction plans and on current performance trends would achieve the 2015 NHS carbon reduction target. He said that the 2013/14 outturn position saw a drop in gas consumption to 18274 tonnes of CO² with a slight increase in electricity consumption of 200 tonnes to 29270 tonnes of CO². Since 2007/08 consumption of gas and electricity had reduced by 31% and 17% respectively, equating to a 23% reduction overall. He outlined ongoing carbon and energy reduction schemes including at the Northern General Hospital conversion of the steam distribution infrastructure to a low level temperature hot water system which, when completed, will reduce emissions and energy consumption by a further 4000 tonnes. He said plans to rationalise the Trust's estate and other service change initiatives would enable delivery of financial and carbon savings and create a more sustainable organisation.

Kevin O'Regan then outlined some key developments in the Hotel Services Directorate including sustainable travel initiatives aimed at reducing the number of car journeys and he said the Trust had invested in a monitoring system for its fleet vehicles. Mr O'Regan also reported that the recent £8m capital investment in catering infrastructure had included a substantial investment in bio digestion systems at RHH and NGH. He also said that following a recent tendering exercise the Trust had appointed SRCL, the UK's leading clinical and specialist waste management organisation, as its waste contractor from July 2014.

In response to a question from Nicola Smith Phil Brennan said that as part of the planning process for all capital projects energy saving and carbon reduction opportunities are investigated. He cited the installation of photovoltaic cells on two recent schemes, the new Laboratories and the Cystic Fibrosis building, as good examples.

In response to a question from Roz Davies about the Sheffield Move More Project, a city-wide approach to increasing physical activity, the Chief Executive said that Sheffield was one of the founding partners (with the East Midlands and London) of the National Centre for Sport and Exercise Medicine. Locally £10 million of DH funding was

being utilised to build three sites to help deliver a whole-systems approach to create a culture of physical activity to assist in treating long term conditions and chronic disease in Sheffield. The Chief Executive **AGREED** to provide an update on progress to CoG in 12 months time.

In answer to a question from Caroline Irving Sir Andrew said that the aim is to prescribe exercise as appropriate in parallel with medical interventions.

Action: Sir Andrew Cash

It was **NOTED** that Governors had been invited to a detailed briefing on sustainability on 21st May 2014.

(c) Update on 18 Week Performance

(COG14/08) The Director of Strategy and Operations referred to her written paper (enclosure c) and reported that, although the Trust had met the 18 Week referral to treatment target for incomplete pathways in February 2014, the position for non-admitted and admitted patients had deteriorated. Ms Major said this is a pattern across the country. She said the Trust had received more referrals than expected and the level of work was not keeping pace. The long waiting lists that had developed in recent months in some specialties had been targeted as a priority which had affected overall performance. However, Ms Major reported that the agreed action plan was progressing and recovery plans for directorates had been developed to ensure that overall the Trust meets the 18 Week targets in July 2014.

Annette Laban said that as a Non-Executive Director she chairs the task and finish group that had been established to ensure progress of the action plans and she was content with the progress being made. She also said that the group was looking at the impact of long waiting on patient experience.

The Director of Strategy and Operations **AGREED** to provide an update for Governors at the next Council Meeting on 2nd September 2014.

Action: Kirsten Major

(d) Theatres 3 and 4, Royal Hallamshire Hospital

(COG/14/11) The Medical Director provided an update on the temporary closure of Theatres 3 and 4 at the Royal Hallamshire Hospital and reported that since the last Meeting there had been no further confirmed infections resulting from this episode. However, following discussions with the CCG, it had been agreed to report the episode as a Serious Untoward Incident.

Dr Throssell confirmed that modifications to the suite of theatres had been approved and were underway with the work due for completion by October/November 2014.

COG/14/18

2013/14 Outturn Financial Position and 2014/15 Financial Plan

The Director of Finance referred to his written report (enclosure g) reporting a satisfactory position with the unaudited accounts showing an I&E surplus of £7.26m available for reinvestment in the Trust's capital programme. He said that for 2014/15 contracts had been agreed with the CCGs but that agreement had not yet been reached with NHS England or Sheffield City Council and that, therefore, the Board had approved a balanced Financial Plan for 2014/15 subject to resolution of the outstanding agreements.

The Chairman said that although the Trust's outturn for 2013/14 had been good the overall financial position for the current and future financial years would be very challenging.

Trust Operations – Chief Executive’s Report

The Chief Executive referred to his written report (enclosure e) and highlighted the following points:

- In 2013/14 in terms of performance the Trust achieved a good set of results.
 - During the past three years the Trust had met all cancer waiting time targets.
 - For the year to date new outpatient activity was up 2.8%, follow up activity was up 2.2%, elective inpatient activity was 4.5% above target and non-elective activity was 4% above target.
 - Emergency Services performance, measured by the four hour waiting in A&E target, was achieved in all four quarters.
- MRSA – NHS England adopted a zero tolerance approach to MRS bacteraemia for 2013/14 translating into a Trust national target of zero. In March the Trust recorded no Trust attributable cases of MRSA bacteraemia and four cases were recorded for the full year. The MRSA target for 2014/15 is again zero. Any Trust attributable cases will see the Trust fined £10,000 per case.
- C.diff – Six positive samples recorded in March resulting in a full year performance of 80 cases against a contract threshold of 77, a 23% decrease from 104 cases last year. For the current year the Trust has set an internal target of 78.
- Hillsborough Inquests – The reconvened Hillsborough Inquests opened in Warrington on 31st March 2014. The Trust is one of 21 interested parties formally represented at the inquests. Of the 96 deaths 13 occurred at the Northern General Hospital and one at the Royal Hallamshire Hospital. It is anticipated that a number of current and/or retired staff would be called to give evidence over the next 12 months as the inquests progress.
- Communications update:
 - The Trust hosted a visit by Jeremy Hunt, Secretary of State, on 10th April. The visit was part of the "Back to the Floor" initiative. He visited theatres and observed upper gastrointestinal surgery, foot and ankle surgery, angioplasty and met a range of staff. .
 - STH is one of 12 Trusts in England involved in an NHS Patient Safety Campaign launched by Jeremy Hunt
 - Rebecca Joyce had been appointed Service Improvement Director
 - The following Clinical Director appointments had been made:
 - Simon Boyes, General Surgery
 - Andrew Beechey, Spinal Rehabilitation
 - Simon Buckley, Orthopaedics
 - Professor Alison Loescher, Oral and Dental Surgery

Operational Plan for Monitor 2014/15 – 2015/16

Referring to her written report (enclosure f) the Director of Strategy and Operations said that the Operational Plan sets out how the Trust intends to deliver appropriate, high quality and cost effective services over the next two years in light of challenges facing the sector. Following submission of the Plan Monitor would provide feedback during May. Moving on to the five year Strategic Plan Ms Major tabled a paper (attached) summarising the outcome of a strategic planning session where Governors and Directors had discussed the views and priorities of Trust Members and the public for the next five years. The priorities were summarised as follows:

- To increase the skills of nursing staff and support workers
- To improve team work
- The development of Trust IT systems and the capability of staff to use them
- To learn from other Trusts and to share STH best practice
- To ensure that staff were actively cared for to improve staff morale and satisfaction
- Development of relationships with partners in Sheffield

- Provide efficient and effective services to older people
- To be a leader in clinical advancements
- To communicate effectively with staff in order to address the issues
- To reduce inefficiencies of multiple site working
- To communicate with patients, carers and wider family groups
- To maintain and improve relationships with staff instilling PROUD values
- To deliver services with fewer resources
- To respond to the reduction in junior doctor hours
- Introduction of seven day working

It was **AGREED** to receive a summary of the five year Strategic Plan at the next Council of Governors Meeting.

COG/14/21

2013 National Staff Survey Results

Mrs Linda Crofts, Head of Learning and Development, deputising for the Director of HR, apologised that an incorrect version of the paper (enclosure g) had been circulated and tabled the correct version (attached). Referring to the tabled paper Mrs Crofts said that full census NHS staff survey had been carried out during October and November 2013. A total of 14,500 staff were surveyed, with 850 identified for the CQC sample. The overall response rate was 55%, increased from 52% in 2012 and above the 49% national average.

Mrs Crofts reported that significant efforts had been made to improve staff engagement through directorate action plans and microsystems developments resulting in an increase in the overall staff engagement score to 3.71. The most improved score was in staff recommending the Trust as an employer and for patient care up from 3.65 to 3.77 with the majority of respondents saying they were satisfied with the quality of work and patient care delivered.

Mrs Crofts said that responding to earlier staff survey results in addition to updating the Trust's staff engagement action plan a staff engagement score template had been developed for each directorate, allocating a staff engagement score enabling them to identify whether their particular issues were associated with involvement, advocacy or motivation. With over 7,500 responses to the full census survey every directorate had received a directorate report based on good quality data which, when linked to other relevant findings, enabled a revision of directorate staff engagement action plans. Trust level action plans would also be revised in light of 2013 survey results.

George Clark asked if requiring staff to undertake additional work had resulted in the disappointing low score for KF25 (staff motivation at work). Heather MacDonald commented that low appraisal rates or staff feeling undervalued can impact on motivation. The Chief Executive said that in the year the staff appraisal rate had risen to 97% which was a considerable achievement however it was important to ensure that for staff and managers appraisals are meaningful and valued. Mrs Crofts said that the Trust is discussing a research project with the University of Sheffield to enable a better understanding of the factors impacting on staff motivation.

In response to a question from Caroline Irving Mrs Crofts said that the Chief Executive had direct responsibility for staff engagement and Mrs Rhian Bishop is the Trust lead.

It was **NOTED** that Governors had been invited to attend a briefing session with the Director of HR on 17th June 2014 to discuss the Staff Survey results and Staff Engagement in more depth.

The Chairman said that this is high on the Trust's agenda and the Chief executive stated that he would be bringing a paper on staff engagement to the next meeting of the Council of Governors following consideration by TEG and the Board.

Governors' Matters

(a) **Draft Code of Conduct for Governors**

The Assistant Chief Executive referred to his paper (enclosure h) and said that following discussion at the last Council of Governors Meeting a group of six Governors had met with the Assurance Manager to review the draft Code of Conduct; subsequently the Code had been amended in line with Governors' comments. Mr Riley highlighted the following:

- Paragraph 7 - nothing in the Code precludes Governors from making a protected disclosure within the meaning of the Public Disclosure Act, 1998.
- Paragraph 12 - the code applies whenever individuals are acting in their official capacity as a Governor

The Council of Governors **APPROVED** the Code of Conduct

(b) **Council of Governors Nominations and Remuneration Committee – Appointment of two Non-Executive Directors**

The Assistant Chief Executive reported that Mr John Donnelly and Ms Vickie Ferres had served as Non-Executive Directors of the Trust for many years and they both complete their final term of office on 30th June 2014. There were, therefore, vacancies for two Non-Executive Directors from 1st July 2014. The Nominations and Remuneration Committee have begun an appointment process and Odgers Berndtson had been engaged to assist. The two roles had been advertised and longlisting had taken place that day. Following shortlisting on 4th June formal interviews would be held on 26th June 2014.

It was **NOTED** that the Council of Governors would be asked to ratify the two Non-Executive Director appointments at its next Meeting.

(c) **Notes of Governors' Forum Meeting held on 15th April 2014**

Andrew Manasse presented the Notes of the Governors' Forum Meeting and highlighted the following points:

- Governors had requested an evaluation of the Trust's 2013/14 winter plans at the Council of Governors Meeting on 2nd September 2014.
- Feedback from Governors following the joint planning session with the Board of Directors:
 - The session was well attended
 - Presentations had provided a good perspective of local and national issues
 - Information in advance of the session would have been helpful
 - More discussion time was needed
 - Greater attention was required to seeking the views of Members
- An Annual Members' Meeting planning group had been formed. An initial meeting had taken place and views on timing, venue and content of this year's AMM had been provided to the Chairman and Assistant Chief Executive.
- Governors had received presentations from the Patient Partnership Team, the Cavendish Cancer Centre and on Care of Patients with Diabetes.
- The GoodHealth editorial group were disappointed that although copy for the most recent edition had been ready on time the printing deadline had been missed. Unfortunately this meant that some of the information Members received

was out of date. It is hoped that this issue can be resolved prior to the next edition.

- The Foundation Trust Network had been asked to provide a bespoke training session in Sheffield for STH and Sheffield Health and Social Care Governors. It was **NOTED** that all Governors would be invited to the session on 22nd July 2014.

The Council of Governors **RECEIVED** and **NOTED** the notes of the Governors Forum held on 15th April 2014

- (d) 2014 Annual Members' Meeting

It was **NOTED** that the Annual Members' Meeting will be on 22nd September 2014.

COG/14/023

To Receive and Note:

- (a) Elections to Council of Governors 2014

The Council of Governors **RECEIVED** and **NOTED** the Update on the 2014 Elections to the Council of Governors.

The Chairman said that three Governors would be standing down at this year's Elections and he formally thank Richard Barrass, Roz Davies and John Laxton for the contribution they had made to the Council of Governors. He also said that Jo Bishop, George Clark, Graham Thompson and John Warner would be standing for Election again.

The Chairman also reported that Claudia Westby would be retiring from the Trust in July 2014 and would therefore be standing down as a Governor and he formally thanked Claudia for her contribution as a Staff Governor.

COG/14/24

Any Other Business

In response to a question from Kaye Meegan the Director of Strategy and Operations said that Weston Park Hospital is one of only four specialist cancer hospitals in the NHS. It is an important part of the Trust's estate and there is no intention to downgrade the services it provides. The Trust wants to maintain and improve the patient experience to ensure we provide the very best care for patients. Cancer care is currently provided at Weston Park and the Royal Hallamshire, therefore, staff at both hospitals had been included in discussions about developing services and facilities for the next five to ten years to ensure that the Trust can meet future demand for care whilst maintaining high standards of clinical care and patient experience.

The Chairman said that facilities at Weston Park will be maintained and Governors will be kept informed about developments.

COG/14/25

Date of next Meeting

The next Meeting of the Council of Governors would be held at 5:00 pm on Tuesday 2nd September, 2014, in the Undergraduate Common Room, in the Medical Education Centre at the Northern General Hospital.

Signed:
Chairman

Date:.....