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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 Wednesday 9th March, 2016, in the Undergraduate Common Room, Medical Education Centre, Northern General Hospital

PRESENT: Mr. A. Pedder (Chairman)

PATIENT AND PUBLIC GOVERNORS

Georgina Bishop	Jacquie Kirk	Spencer Pitfield
George Clark	Kaye Meegan	Sue Taylor
Sally Craig	Ian Merriman	Graham Thompson
Anne Eckford	Lewis Noble	John Warner
Caroline Irving	Kath Parker	Michael Warner
Joyce Justice	Hetta Phipps	

STAFF GOVERNORS

Irene Mabbott	Chris Monk	John West
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PARTNER GOVERNORS

Paul Corcoran	Amanda Forrest	Nicola Smith
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APOLOGIES

Dylan Caffell	Candace Imison	John O'Kane
Mark Gwilliam	Annette Laban	Neil Riley
Dorothy Hallatt	Mary Lea	Dick Williams
Cath Hemingway	Dawn Moore	

IN ATTENDANCE

Karen Barnard	Sue Coulson (Minutes)	Neil Priestley
Tony Buckham	Kirsten Major	Martin Temple
Sir Andrew Cash	Jane Pellegrina	David Throssell
Hilary Chapman	Julie Phelan	

OBSERVER

2 members of the public

Prior to commencement of the meeting the Chairman informed Governors that sadly Shirley Harrison, former Non Executive Director had passed away the previous week and the Council held a moment of silence in her remembrance.

The Chairman also offered his congratulations to Spencer Pitfield on being awarded an OBE in the New Years Honours list.

COG/16/01

Declarations of Interest

There were no declarations of interest.

COG/16/02

Minutes of the Meeting of the Council of Governors held on 1st December 2015

The Minutes of the Meeting held on 1st December 2015, were agreed and signed by the Chairman as a correct record.

COG/16/03

Matters arising

(a) Feedback following CQC Inspection

(COG/15/43) The Chief Executive updated Governors on the CQC inspection and the key points to note were:

- The Trust has responded to 365 additional information requests from the CQC and there was one outstanding request which had been received today.
- Overall the Trust was expecting to receive the final reports by 18th April, 2016. He reported that there would be 10 reports covering the following areas:
 - Northern General Hospital
 - Royal Hallamshire Hospital
 - Charles Clifford Dental Hospital
 - Weston Park Hospital
 - Jessop Wing
 - Community - End of Life Care
 - Community - Beech Hill
 - Community - Dental
 - Community - Children and Young People
 - Community - Adults
- The Trust Executive Group was currently working out a process for checking and agreeing the accuracy of all the reports and identifying any points the Trust may wish to challenge. The Trust had ten days in which to complete that task. He invited the Lead Governor to be part of that process.

Fortuitously, meetings of the Board of Directors and the Healthcare Governance Committee were already scheduled to be held during those 10 days and therefore the reports would be presented and discussed at those meetings.

- There was no definite indication as to when the final report would be issued but it was expected to be in May 2016.
- The Medical Director reported that the Trust was given some high level verbal feedback from the CQC team immediately following the full inspection and unannounced inspection. Following that feedback an action plan had been drawn up which included all the issues raised at that time and which had been shared with the CQC.

(b) Cancer Waiting Times

(COG/15/48) The Director of Strategy and Operations explained that this matter continued to be a huge challenge for the Trust as it continued to receive late referrals from District General Hospitals. The Trust was working closely with the District General Hospitals regarding implementing a more straight forward electronic referral system.

She reported that at some point in the future there would be a national target for the time patients should be referred for diagnostic tests. She explained that the Sustainability and Transformation Plan offered the Trust an opportunity to think differently about Cancer Networks.

In answer to a question the Director of Strategy and Operations reported that STH had failed to meet the 62 day cancer target in Quarter 1 when all the local District General Hospitals had met the target. She pointed out that STH would have met the target on their referrals but failed due to the late referrals from District General Hospitals.

George Clarke asked if STH Governors should encourage the Governors from other local Trusts to raise this matter with their Boards and Council of Governors. Amanda Forrest reported that she had raised the matter with the Sheffield Clinical Commissioning Group Board who were working closely with the Clinical Commissioning Groups of the local District General Hospitals in an effort to improve their performance.

The Director of Strategy and Operations also reported that a new national Director for Cancer had been appointed and who had been invited to attend the national cancer meeting being hosted by STH which would provide an opportunity to fully brief her on the problems.

COG/16/04

Governors' Matters

(a) Notes of Governors' Forum Meeting held on 15th February 2016

Kath Parker referred to the Notes of Governors' Forum Meeting held on 15th February 2016 and highlighted the following points:

- David Throssell, Medical Director, had given a presentation on Medical Staffing which Governors had found extremely informative and a follow up presentation later in the year would very much be welcomed.
- Moira Walker, Project Manager, Patient Partnership, had given a presentation on the STH Volunteer Project "Helping in Hospitals".
- It had been agreed that a more comprehensive record of Governors' activities would be recorded and written up into a report which would be presented to each Governors' Forum Meeting. Such reports would be helpful in producing the Trust's Annual Report.
- Governors who had attended the LiA "Pass It On" event were impressed with the amount of work taking place.

- The topic of next health talk was “Talking about the advantages of a healthy diet for those with dementia” and was being held on 16th March 2016, in the Medical Education Centre at the Northern General Hospital.
- Governors asked a question about the progress of the Working Together Partnership. The Chairman informed Governors that there was an enormous amount of work going on around “Working Together” and he reported that there had been a meeting of Chairs and Chief Executives of the organisations involved on in March to discuss the next steps as a Vanguard.

(b) Feedback from Governors’ visit to Clinical Engineering 28th January 2016

Kath Parker reported that Governors had found the visit to Clinical Engineering on 18th January, 2016 extremely interesting and had received presentations from the Team. A report on the visit was currently being prepared and would be submitted to the Trust Executive Group in due course. A further visit was planned to the Clinical Engineering Workshop and Equipment Library.

(c) Feedback following meeting with Sheffield Clinical Commissioning Group (SCCG)

Kath Parker reported that the meeting with the SCCG had been well attended and well received. Governors wished to build up a relationship with the SCCG and would welcome another meeting later in the year.

Amanda Forrest reported that the SCCG were pleased to be invited to meet with Governors and felt that regular meetings would be advantageous and considered twice yearly to be appropriate.

(d) Annual Members’ Meeting - 22nd September 2016

John Warner asked members to make a note in their diaries that the Annual Members’ Meeting would be held on Thursday 22nd September 2016.

A small group of Governors were working on the preparations for the meeting including looking at alternative venues, including acoustic and access arrangements.. At whichever venue was agreed it was important for the Trust to be able to show case its services.

The Medical Director reported that a hearing loop was being installed in the Medical Education Centre at the Northern General Hospital and also the Clinical Skills Centre at the Royal Hallamshire Hospital.

Amanda Forrest pointed out that the SCCG’s Annual Meeting was being held on the same day. It was noted that the Trust had already communicated the date widely and therefore it was not possible to change arrangements. It was agreed that Amanda Forrest would ask CCG colleagues to contact Jane Pellegrina, Foundation Trust Membership Manager.

Action: Amanda Forrest

COG/16/05

Governors’ Open Forum Time

(a) Lorenzo

The Chief Executive briefed Governors on the position with the new Patient Administration system.

The system went live in September 2015 and the Chief Executive reported that it had not been without its challenges but work was underway to resolve outstanding issues in partnership with the system suppliers. The Chief Executive reported that since STH's deployment there had been a number of national outages following which the system had to be rebooted. The Board has met with senior executives from the supplier to ensure the impact on the Trust of these issues was understood and to gain assurance that immediate action would be taken to resolve the issues. A specialist team based within the suppliers local Command Centre has been brought together to focus on rectifying the technical and operational issues. Progress is being closely monitored by an Executive Board which includes STH and the supplier.

Tony Buckham, Non Executive Director, reported that he had arranged to visit the Command Centre in order to spend some time with the staff there to undertake a deep dive into the problems.

The Chairman emphasised that the implementation of the new Patient Administration system and associated new ways of working was one of the biggest change programmes the Trust had undertaken for many years. He commended staff and Executives for embracing the change so positively despite the initial challenges which have been faced. The Director of Strategy and Operations stated that staff are being encouraged to continue to report any issues via the Lorenzo Improvement Group so that problems can be fixed where possible rather than look for alternative/manual ways to overcome them themselves.

During discussion the following questions were raised by Governors:

- Does the Trust know the causes of the national outages? The exact causes of the outages were not known as yet and for that reason Tony Buckham, Non Executive Director, was visiting the Command Centre to discuss with the suppliers this issue in more detail.
- What happens in the Emergency Department when Lorenzo goes down? The Director of Strategy and Operations reported that the Department reverts to a paper system.
- Was the Command Centre specifically for the Trust? The Medical Director replied that it had been set up as a national centre.
- Concern was expressed that some staff did not know how or where to go to help with problems relating to Lorenzo and asked if training was ongoing? The Medical Director reported that an enormous amount of effort had been put into providing training prior to implementation of the system and to provide back up support post implementation. Help and support for staff continued to be available and regular communications were issued to ensure staff were aware of that.

Action: David Throssell

(b) Junior Doctors

The Chief Executive reported that the Secretary of State had imposed the new junior doctors contract with effect from 1st August 2016. He pointed out that that decision had not been negotiated with individual organisations but had been done nationally. As a result of that decision junior doctors were taking further industrial action on 1st and 2nd March 2016

In order of clarification, the Chief Executive explained that a junior doctor was any member of staff below Consultant or on a training grade of which there were 700 in the Trust.

During discussion Governors posed the following questions:

- Were adequate arrangements in place to ensure the safety of patients during the periods of industrial action? The Trust was confident that the plans put in place were adequate and there were no patient safety issues.
- George Clarke believed that the Trust was experiencing difficulties recruiting junior doctors and asked whether those difficulties related to where posts were being advertised. The Medical Director responded that the Trust was in the process of also advertising junior doctor vacancies through NHS Jobs on line as well as the more traditional publications.

COG/16/06

Delivering the Trust's Corporate Strategy

(a) 2016/17 Operational Plan to Monitor: Presentation

The Director of Strategy and Operations and Director of Finance gave a joint presentation on the work on going to produce the 2016/17 Operational Plan to Monitor recognising that there were still a number of areas of uncertainty at this stage.

The key points to note were:

- The Draft Operational Plan was submitted on 8th February 2016
- The Final Operational Plan had to be submitted by 11th April 2016 and that had to reflect the emerging Sustainability and Transformation Plan.
- The footprint for the Sustainability and Transformation Plan had been confirmed as South Yorkshire (based on the Working Together footprint)
- The Sustainability and Transformation Plan had to be submitted by 30th June 2016 which was an extremely tight deadline.
- The 2016/17 National Priorities were:
 - Financial Position
 - Targets (A&E, RTT and Cancer 62 Days)
 - Service Redesign
 - Cancer Task Force Recommendations
 - Mental Health
 - Prevention
 - 7 day services
- The Trust's priorities for 2016/17 included:
 - Financial Plan
 - Directorate Financial/Efficiency Plans
 - Activity Modelling
 - Contract Negotiations
 - Service Developments/Priorities/Targets
 - Capital Programme
 - Workforce/IT/Quality Plans
 - Outcome of CQC inspection
 - Activity Planning
 - Sustainable delivery of targets
 - Specialised service reviews and service configuration
 - Planning secondary and tertiary services in South Yorkshire

- The model for Sheffield's health and social care economy – integrated models of care

In terms of the 2016/17 Financial Plan the following points were noted:

- The starting position brought forward from 2015/16 would make 2016/17 difficult.
- The Trust had been offered £19.3 Sustainability and Transformation Funding if it agreed to the “Control Total” (surplus) and the other conditions attached to it.
- Better settlement for providers but a 2% efficiency target was still required.
- MPET income losses of approximately £18 million
- Internal planning was on going
- The Capital Programme over the next five years was extremely challenging. The priorities for 2016/7 included:
 - Theatre capacity/refurbishment
 - Cataract Unit
 - IT
 - Weston Park Hospital Wards
 - Fraility Unit
 - Charles Clifford Dental Hospital laboratory refurbishment
 - GP Collaborative/Helipad
 - Special Care Baby Unit
 - CT Scanners/MRI at NGH
 - Infrastructure

The next steps were:

- The final draft Operational Plan would be presented to the Board of Directors on Wednesday 16th March 2016.
- Further discussions with the Council of Governors sub group would be held at the end of March 2016
- The Final Operational Plan would be approved on behalf of the Board by the Finance, Performance and Workforce Committee at their meeting on 11th April 2016 and then submitted to Monitor the same day.

During discussion Anne Eckford expressed concern that over the nine years she had been a Governor there were some Directorates which were always in the “red star” category and had not improved. She asked what could be done to change that position and to get them out of that category. The Chairman felt it was unfair to say that those Directorates had not improved but it was more about the pace of improvement. The Director of Finance explained that each year over the last 10 years Directorates had been set efficiency targets and therefore it became harder and harder each year to achieve targets. The Chief Executive suggested that sometimes the difficulties in not being able to achieve targets were outside the Directorates' control.

The Trust was looking at different ways to refresh the Efficiency Programme and to help Directorates.

Amanda Forrest commented that from a Clinical Commissioning Group perspective 2016/17 would be a most challenging year as well and accepted that things had to change. She commented that the plans being developed over the next few months would not be the final plans by June 2016.

(d) Sustainability and Transformation Plan (STP)

The Chief Executive gave a presentation regarding the Sustainability and Transformation Plan. The key points to note were:

- The aim of an STP which was to build and strengthen local relationships, enabling a shared understanding of future ambitions and plans and to:
 - close the health and wellbeing gap
 - drive transformation and close the care and quality gap
 - close the finance and efficiency gap
- The Footprint would be South Yorkshire (based on the Working Together footprint)
- In terms of governance there would be a single leader responsibility for convening and chairing system wide meetings, facilitating conversations and to secure sign up to a shared vision and plan.
- The timescale to produce the STP by end of June 2016 was extremely challenging given the number of organisations involved.
- The next steps were:
 - 11th April 2016 - Short return, including priorities, gap analysis and governance arrangements
 - Week commencing 22nd April 2016 - Footprints to attend regional events to discuss emerging plans with peers and national bodies
 - End June 2016 – Submit STP

During discussion the following points were raised:

- Anne Eckford stressed the importance of ensuring there was good communication and engagement with staff, patients and the public.
- George Clarke queried how agreement on the STP would be reached with over 80 stakeholders involved. The Chief Executive commented that it would be extremely challenging and the plans produced by the end of June 2016 would be high level plans.
- Graham Thompson queried whether the need to address financial sustainability of challenged Trusts would impact on STH.

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COG/16/07

Trust Operations including

Due to time constraints, the CEO report, which covered the following topics, was taken as read:

- Winter Pressures
- Delayed Transfers of Care
- Readmission Rates
- Spending on Bank and Agency Staff
- Cancelled Operations

On behalf of John West, who had left the meeting, George Clarke queried if the Trust paid less for locum junior doctors than other Trusts in the local region and thereby making it more difficult to recruit them? The Medical Director reported that there were variations across local Trusts but detailed information about that was not easily available and it was therefore difficult to know how significant an issue it was. The Chairman reported that the HR Working Together Group were looking into this matter and were making progress.

COG/16/08

To Note

(a) **To Note Elections to Council of Governors**

It was noted that, on behalf of the Trust, Electoral Reform Services would carry out elections to the COG for the following seats during March and April 2016:

Constituency	Number of Seats
Patient	Two
Public Sheffield South East	One
Public Sheffield South West	One
Public Sheffield North	One
Public Sheffield West	One

The results of the election process would be announced on 17th May 2016.

(b) **Resignation of Dr Nick Payne, Patient Governor, from 1st January 2016**

The COG noted the resignation of Dr. Nick Payne as Patient Governor as of 1st January 2016.

COG/16/9

Date and time of next meeting

The next meeting would be held at 5.00 pm on Wednesday 1st June 2016, in the Undergraduate Common Room, Medical Education Centre