



**Minutes of the Meeting of the COUNCIL OF GOVERNORS**  
**held on Tuesday 13<sup>th</sup> February 2018**  
**Undergraduate Common Room, Northern General Hospital**

**PRESENT:** Tony Pedder (Chairman)

**PATIENT AND PUBLIC GOVERNORS**

Barbara Bell	Martin Hodgson	Ian Merriman	Harold Sharpe
Jennifer Booth	Steve Jones	Lewis Noble	Nev Wheeler
Peter Hewkin	Joyce Justice	Kath Parker	

**STAFF GOVERNORS**

Dylan Caffell	Cath Hemingway	Irene Mabbott	Karen Smith
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**PARTNER GOVERNORS**

Amanda Forrest	Luc de Witte
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**IN ATTENDANCE**

Tony Buckham	Non-Executive Director	
Sandi Carman	Assistant Chief Executive	
Sir Andrew Cash	Chief Executive	
Hilary Chapman	Chief Nurse	
Sue Coulson	Business Manager, Board of Directors (Minutes)	
Anne Gibbs	Director of Strategy and Planning	
Mark Gwilliam	Director of Human Resources	
Kirsten Major	Deputy Chief Executive	
Jane Pellegrina	Foundation Membership Manager	
Neil Priestley	Director of Finance	
Martin Temple	Non-Executive Director	
DavidThrossell	Medical Director	
Paula Ward	Organisational Development Director	Item COG/18/07

**APOLOGIES - GOVERNORS**

Wendy Bradley	Spencer Pitfield	John West
Sally Craig	Enid Wadsworth	

**APOLOGIES - BOARD MEMBERS**

Annette Laban	Non-Executive Director
Dawn Moore	Non-Executive Director
Chris Newman	Non-Executive Director

**MEMBERS OF THE PUBLIC/OBSERVERS**

There was one observer

Prior to commencement of the meeting the Chairman welcomed Anne Gibbs, Director of Strategy and Planning, Clare Morgan who was on secondment to the Trust and Paula Ward, Organisational Development Director who would be joining the meeting later to give a presentation.

### **COG/18/01**

#### **Declarations of Interest**

There were no declarations of interest.

### **COG/18/02**

#### **Minutes of the Meeting of the Council of Governors held on 6<sup>th</sup> December 2017**

The minutes of the Meeting of the Council of Governors held on 6<sup>th</sup> December 2017 were agreed as a correct record subject to:

- Joyce Justice to be added to the list of those present
- Peter Hewkin felt that the minutes did not accurately reflect the point he made on Non Executive Directors terms of office (Minute COG/17/37(d) - Page 4). The Chairman agreed that Peter Hewkin should provide Sandi Carman with an alternative paragraph for inclusion in the minutes.

**Action: Peter Hewkin**

### **COG/18/03**

#### **Matters arising**

##### **(a) Governors Appointments/Resignation**

(COG/17/36(a)) The Chairman reported the following appointments and resignations:

- Sarah Williamson, Voluntary Action Sheffield (VAS) had resigned and Tim Furness had been nominated by VAS to replace her on the Council.
- Michael Warner, Patient Governor, had resigned for health reasons.

##### **(b) Non-Executive Director Terms of Office**

(COG/17/37(d)) In response to queries raised at the December 2017 meeting of the Council with regard to the terms of office of the Chairman and Non Executive Directors, Sandi Carman presented a paper (Enclosure B) which set out the current position and confirmed the Trust approach of a four year tenure as detailed in the Trust's Constitution. She explained that the Board of Directors and the Council of Governors had taken the decision to maintain the term of office of the Chair and Non-Executive Directors at four years rather than three years, as set out in the NHS Foundation Trust Code of Governance to provide additional stability and continuity without compromising independence.

She explained that the NHS Foundation Trust Code of Governance was issued as best practice advice and was not mandatory guidance. Therefore application of the Code was on a "comply or explain" approach. Trust's must review each provision carefully and give a considered explanation if they departed from it. Historically, a reference paragraph had been included in the Trust's Annual Reports.

##### **(c) Making Urgent Care Work Better in Sheffield**

(COG/17/40) The Deputy Chief Executive tabled a copy of the Trust's response to the Making Urgent Care Work Better in Sheffield consultation and apologised for the lateness in circulating it.

The Chairman hoped that it reflected the views of Governors and discussions at the Board. He was happy that the Trust had considered the issues thoroughly and carefully and provided a good helpful response.

The Deputy Chief Executive reported that following the December COG meeting the CCG had shared some of their underlying modelling information in terms of activity and flow with the Trust.

A formal response from the CCG was awaited.

Discussion centred on the following areas:

- Emergency Eye Centre - Lewis Noble expressed his reservations about the suggestion of outsourcing of emergency care to local opticians. The Deputy Chief Executive reported that the CCG had since acknowledged that there was an error in the data modelling information and new data had now been confirmed.
- Walk-In Centre - Steve Jones stated that, given the investment put into the Walk-In Centre and the high volume of care it provided to vulnerable groups and also the south side of the city, would it not be possible to retain in and develop pathways between it and the Minor Injuries Department and Eye Casualty rather than closing it down. Alternatively if the CCG's proposal was to close it down would it be possible to develop the Minor Injuries Centre at the Royal Hallamshire Hospital.

The Chief Executive stated that the South Yorkshire and Bassetlaw Integrated Care System was also looking at Urgent Care provision and it may be prudent to wait from the outcome of their views as further options may be identified. He stated that it was important to keep a significant presence on the south side of the city.

## **COG/18/04**

### **Governors' Matters**

#### (a) Notes of Governors' Forum Meeting held on 30<sup>th</sup> January 2018

In Sally Craig's absence, Kath Parker presented the notes of the meeting of the Governors' Forum held on 30th January 2018 and highlighted the following matters:

- Governors were very pleased that the Trust had taken the decision not to routinely cancel elective operations during January even though there was a national communication allowing Trusts to do so if required.
- The Assistant Chief Executive had assured Governors that STH was not affected as a result of the collapse of Carillion.
- Karen Smith, Staff Governor, had reported on a national review of specialist radiotherapy services incorporating a networked approach and agreed to keep Governors updated on progress.
- Governors had had an excellent visit to the Sheffield Carers' Centre.
- Kath Parker, Harold Sharpe and Enid Wadsworth had been elected to join the new Quality Board.

(b) Report from Council of Governors' Nominations and Remuneration Committee (COG N&RC)

Martin Hodgson reported the following matters:

- Five Governors had put their names forward to sit on the COG Nominations and Remuneration Committee to fill the vacancy as a result of Jacqui Kirk's resignation. The outcome of the ballot was that Harold Sharpe had been elected to sit on the Committee.
- One of the outcomes of the Chairman's appraisal in 2017 was that the Governors who sat on the COG Nominations and Remuneration Committee would meet with the Senior Independent Director (Annette Laban) to discuss ideas for further strengthening the Chair's appraisal process. A meeting was organised for 16th January 2018 but unfortunately it had to be cancelled due to weather conditions. However another date was being arranged.
- Two Non-Executive Directors were coming to the end of their first term of office in September 2018 and the Committee would need to make a decision on whether or not to reappoint them.
- The Chairman's term of office was due to come to an end on 31st December 2019 and although that was quite a way off it was something that the Committee needed to start thinking about now. Therefore Martin Hodgson had written to Sandi Carman, Assistant Chief Executive to ask for a meeting in March 2018 to discuss some initial thoughts.

**COG/18/05**

**Proposals for Council of Governors Meetings**

The Assistant Chief Executive presented the outcome of the review to change the format of future CoG meetings in order to offer greater transparency and access to Board members (Enclosure D). She reported that she and the Chairman had spent a considerable amount of time at the Governors Forum meeting going through the paper and recommendations and subject to acceptance of the proposal at today's meeting the change would be implemented over the next couple of months.

The Chairman emphasised that the change was intended to make it easier for Governors to attend the public Board meeting and then to follow on with the CoG meeting. The format of CoG meetings would also change.

The CoG **APPROVED** the proposal that in future CoG meetings would be held on the same day as Board meetings four times per annum. Meeting dates for 2018 were Tuesday 22nd May, 25th September and 18th December.

Martin Hodgson thanked the Board for reviewing arrangements.

**COG/18/06**

**Governors' Open Forum Discussion: The effect of winter pressures on Community Services**

The Deputy Chief Executive along with Helen Chapman, Head of Integrated Community Care, Rebekah Matthews, Integrated Pathway Manager, and Tracy Hodgson-Allen, Community Staff Nurse gave a presentation on the challenges faced by Community Services as a result of winter pressures. The Deputy Chief Executive stated that STH delivered more primary care than any other organisation in Sheffield.

Following the presentation there was a general discussion around the pressures on community services and the effort the Team put into keeping patients at home. One initiative which had been developed by staff over the last few years has been the implementation of the "My Okay to Stay Plan". The Plan, developed with the patient, contained details of the patient's medical history, medications, observations, requirements and needs including and how they are supported to enable them to stay at home. That information is then available to other health professionals who come into contact with the patient from time to time. The use of the Plan was going to be rolled out across Rotherham, Doncaster and Barnsley.

Cath Hemingway asked the Team about how easy it was to access Home Care. They explained that it was not easy and both services needed to work together to look at pathways and how to make accessing Home Care easier. Many patients already had Home Care in place and in those cases the Trust worked very closely with Home Care staff.

Harold Sharpe asked who made the final decision about whether a patient could remain at home if the patient was adamant about not being admitted to hospital. The Team explained that the Community Nursing Staff would not make that decision alone but in collaboration with the patient, the patient's GP and the Ambulance Service. If it was agreed that if it was considered that the patient could stay at home, the Team would put in place as many measures as possible to keep the patient safe. They also stated that if the patient had the capacity to make that decision it would be noted. Alternatively the Deprivation of Liberty Service Team would be involved.

In answer to a question from Ian Merriman about staff morale, the Team replied that staff morale was good and there were no difficulties in recruiting and retaining staff in community services. Generally staff who leave do so for promotion or as a result of moving areas.

Lewis Noble raised the term "medically fit for discharge" which was used in the hospital environment and which on occasions had caused problems between patients' families and hospital staff and wondered if there was an alternative such as "hospital care complete". The Medical Director stated that there had been a lot of debate about that terminology which was designed to be used operationally within the hospital and not to put families under pressure. From a purely clinical perspective it meant that the patient could go home. The Medical Director stated that the term was used nationally but acknowledged that Lewis had made an interesting point and agreed to take it away and give it further consideration.

The Chairman thanked the Deputy Chief Executive and the Community Services Team for an interesting presentation.

## **COG/18/07**

### **Building Leadership for Inclusion**

Paula Ward, Director of Organisational Development, was in attendance for this item and gave a presentation on Building Leadership for Inclusion (copy attached to the minutes).

She reported that the Trust had been invited to submit an expression of interest to be one of five pilot sites and the outcome of whether the Trust had got through to the next stage would be announced the following week.

Martin Hodgson stated that, if the Trust was looking for a Governor to be part of this work, he would be willing to be involved.

Harold Sharpe stated that he felt it was a very important and good initiative. Harold asked if the Trust had any measures in place whereby it could track progress in each of the areas and in terms of recruitment in minority groups because, as a Governor and a disabled

person, he would like to be able to see what progress had been made in a presentation in two/three years' time.

Paula Ward stated that she would look for some metrics against which the Trust could track progress.

## **COG/18/08**

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

The Chief Executive presented his report and the following points were highlighted:

- The Integrated Performance Report was taken as read.
- Wendy Tindale had taken up the role of Director of Innovation and had started to work closely with industrial partners. The role of Director of Innovation was additional to her role as Scientific Director of Medical Imaging and Medical Physics.
- UK Life Sciences was launched on 6<sup>th</sup> December 2017 by the Government and the health part of the initiative was very important. The aim of the deal was to help ensure new pioneering treatments and medical technologists were produced in the UK, thereby improving patients' lives and driving economic growth (linked to the Industrial Strategy).
- Anne Gibbs, Director of Strategy and Planning, and Paula Ward, Organisational Development Director, had commenced their posts with the Trust on the 1<sup>st</sup> February 2018 and 15<sup>th</sup> January 2018 respectively.
- An update on parking for patients and visitors by way of a presentation was delivered at the January 2018 Public Board meeting and a copy of the presentation was subsequently circulated to Governors. There were two issues:
  - Access to car parking machines
  - Review concessions policy for patients, carers and relatives who need to return to the hospital on a number of occasions to make sure that the policy was fit for purpose.

Those matters will be kept under review by the Trust.

The Chairman reported that the car park cash machines at the Royal Hallamshire Hospital had recently been vandalised.

Ian Merriman stated that the Trust should make it more public that the funds received from car parking fees were invested back into the Trust.

The Chairman stated that if Governors had any further issues relating to car parking they could raise them with the Chief Nurse.

- Our People Strategy - The formal launch of the Our People Strategy was planned to compliment the NHS 70<sup>th</sup> Anniversary celebrations in the form of a two week campaign in July 2018 to encourage involvement, engagement and ownership of the plans by staff. The Our People Strategy would be one of the most important areas for the Trust over the next five years.
- CQC Local System Review of Health and Social Care in Sheffield - The review was taking place at the moment and the Inspectors were in Sheffield and were looking at a number of metrics including Delayed Transfers of Care. The Inspectors would be visiting the Trust during the week commencing 5<sup>th</sup> March 2018.

- Workforce Race Equality Scheme (WRES) – National Report – NHS England’s latest report on race equality in the health service indicated progress in the number BME nurses achieving higher pay bands. Despite that improvement, it reported that BME nurses and midwives continued to be “seriously under-represented” in more senior roles at band 6 and above. The Trust would use this information to progress work on the WRES standards supported by the STH WRES Working Group.
- Home Office Letter – EU Citizens Living in the UK – a copy of a letter published by the Home Office was circulated with the agenda papers. The letter confirmed that EU citizens living lawfully in the UK before the UK’s exit from the EU would be able to remain in the UK. That confirmation would give the Trust’s EU staff the assurance and peace of mind that they have needed for some time.
- The South Yorkshire and Bassetlaw Accountable Care System had been renamed the South Yorkshire and Bassetlaw Integrated Care System (SY&BICS).

The Health Select Committee was to visit SY&BICS on Tuesday 20<sup>th</sup> February 2018.

- The Hospital Services Review was on-going and the final report on the five services would be published on 28<sup>th</sup> April 2018. The Chief Executive stated that he envisaged that those five services would be delivered and commissioned in a different way from 1<sup>st</sup> April 2019.
- The Sheffield Mental Health Guide has been re-launched.  
<https://www.sheffieldmentalhealth.co.uk/>

## **COG/18/08**

### **Delivering the Trust’s Corporate Strategy**

#### (a) **Half Year Review of Corporate Objectives**

The Deputy Chief Executive presented the six monthly report on the delivery of the Trust’s Corporate Objectives (Enclosure F) circulated with the agenda papers and highlighted the following areas which were rated red:

- To further improve our approach to investigations and learning from incidents, including dissemination of shared learning - improve the turnaround time for responding to incidents
- To further improve our approach to investigations and learning from incidents, including dissemination of shared learning – Eliminate Never Events

The Medical Director reported that a significant amount of work had been undertaken around investigating Serious Untoward Incidents. He explained that historically reports were written in a medical way but according to the new guidance they would be written in a way that was much more understandable for patients, carers and relatives. The first report structured according to the new guidance had been reviewed by the Serious Incident Group and it was found to be well written and easily understood without losing any of the important detail.

The Medical Director emphasised that the Trust takes any Never Events extremely seriously. Thorough investigations were undertaken and a full report produced.

(b) Supporting Strategies

- Quality Strategy 2017-2020 - The Medical Director presented the Quality Strategy 2017-2020 and explained that it was aligned to the Trust's aims and objectives. Both staff and patients were consulted about the strategy and what quality meant to them.
- Estate Strategy 2017-2020 - The Chief Nurse presented the Estate Strategy 2017-2020 and explained that it provided a high level overview of the current estate and how extensive it was along with key objectives for the period.

She stated that if any Governors wished to see more of the Estates, the Estates Director was happy to arrange that.

- Our People Strategy – Making it Personal - The Director of Human Resources presented the Our People Strategy and explained that the vision was to create a brilliant, personal place to work. The formal launch of the Strategy was planned to compliment the NHS 70 celebrations in July 2018. The next step was to produce an implementation plan to bring the Strategy to life.

The Chairman emphasised that Workforce strategy and planning was key to the future success of the Trust.

Amanda Forrest stated that it would be necessary to ensure that the whole healthcare system in the region remained in balance in terms of recruitment.

The Chief Nurse stated that the organisation would need to learn to work in an integrated system as well as with social services. She pointed out that the new graduates found it easier to work in an integrated way.

**COG/18/09**

**Any Other Business**

(a) Tender for Human Factors

Peter Hewkin raised a query about human factors work across the Trust which the Medical Director undertook to look into it.

**Action: David Throssell**

**COG/18/10**

**Date of next Meeting**

The next meeting of the Council of Governors would be held at 3.00 pm on Tuesday 22<sup>nd</sup> May 2018 in the Undergraduate Common Room, Medical Education Centre, Northern General Hospital.

Signed: .....  
Chairman

Date:.....