



UNADOPTED Minutes of the Meeting of the COUNCIL OF GOVERNORS
held on Tuesday 18 December 2018
Undergraduate Common Room, Northern General Hospital

PRESENT: Annette Laban (Chair)

PATIENT AND PUBLIC GOVERNORS

Mick Ashman	Michelle Cook	Joyce Justice	Kath Parker
Barbara Bell	Sally Craig	Ian Merriman	Harold Sharpe
Jennifer Booth	Martin Hodgson	Brendan Molloy	Sue Taylor
George Chia			

STAFF GOVERNORS

Irene Mabbott	Cressida Ridge	Karen Smith	Pete Tanker
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PARTNER GOVERNORS

Tim Furness	Amanda Forrest
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IN ATTENDANCE

Tony Buckham	Non-Executive Director
Sandi Carman	Assistant Chief Executive
Anne Gibbs	Director of Strategy and Planning
Judith Green	Corporate Governance Manager
Mark Gwilliam	Director of Human Resources and Staff Development
Michael Harper	Chief Operating Officer
Candace Imison	Non-Executive Director
Kirsten Major	Interim 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
David Throssell	Medical Director

APOLOGIES - GOVERNORS

Emily Edmunds	Lewis Noble	Steve Jones	Joe Saverimoutou
Luc de Witte			

APOLOGIES - BOARD MEMBERS

Tony Pedder	Chairman
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MEMBERS OF THE PUBLIC/OBSERVERS

There were no observers.

COG/18/28

Welcome and Apologies

Mrs Laban welcomed everyone to the meeting.

The above apologies were noted.

COG/18/29

Declarations of Interest

There were no declarations of interest.

COG/18/41

Reflection and Feedback Session Following the Board of Directors

Mrs Laban 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 Mrs Laban said that she would take feedback from the individual tables.

The following feedback was noted:

All tables had discussed the situation with the Hadfield Building at the Northern General Hospital housing six wards and offices over four floors. It was noted that payment of the Unitary Charge for the ward areas had been halted. All patients had now been moved to alternative, appropriate accommodation and work would begin imminently on the remedial work. The disruption was noted and particularly at this very busy time of year for the Trust. The exemplary work of staff at this difficult time was noted.

It was agreed that the information on mortality metrics presented in the Board of Directors Clinical Update session had been very interesting and quite complex. Mrs Laban suggested that Governors might find a more detailed discussion with Dr James Fotheringham valuable. Dr Throssell agreed that this could be arranged.

ACTION: Dr Throssell/Mrs Pellegrina

Mrs Craig reported a conversation in her group about medical and dental consultants. It was noted that there can pay disparities on a supply and demand basis for agency locums and the national shortage of consultants in some specialities was discussed. Some discussion had also taken place about the difficulty nationally recruiting nursing staff and the role of physician's associates. It was noted that up to 30% of a nurse's time could be spent carrying out clinical administrative tasks and that this offered opportunities for role redesign and different skill mixes on wards.

Mr Tanker reported that his group had discussed the presentation on Clostridium Difficile and noted that there is a national debate whether there is anything more that organisations can do. There had also been a discussion about the implications for Trusts following the merger of NHSI and NHSE.

Mr Morley said that his group had discussed the excellent staff retention rates at STH. There had also been a conversation about the Nurse Associate role.

COG/18/42

Minutes of Council of Governors Meeting held on 25 September 2018

Mrs Smith asked for it to be recorded that she had attended the meeting.

With the inclusion of Mrs Smith on the attendance list the Minutes of the Meeting of the Council of Governors held on 25 September 2018 were **AGREED** as a correct record and signed by the Chair.

COG/18/43

Matters Arising

(a) Review of Trust's Car Parking Strategy (CoG/18/35)

Mrs Gibbs reported that she was leading a review of the Trust's travel and transport strategy. The scope of the review was being developed. The aim would be to provide and promote more travel choice; improve access to alternative transport and travel modes; lessen the environmental impact of transport arrangements; reduce where possible transport journeys; better manage transport and car parking to ease congestion and relieve car parking pressures. The intention was to deliver a package of practical measures designed to influence transport to the Trust and between Trust sites for patients, visitors and staff. A project group would be established to advise the review and Mrs Gibbs confirmed that a Governor would be invited to join the group.

ACTION: Mrs Gibbs/Mrs Pellegrina

Ms Forrest said that, as part of the Clinical Commissioning Group's consultation on the provision of Urgent Care in Sheffield, feedback had been received on the issue of travel and transport. Ms Forrest agreed that the CCG would share the intelligence.

ACTION: Ms Forrest

COG/18/44

Review of New Arrangements for Council of Governors' Meetings

Mrs Carman referred to Paper B (circulated with the Agenda). She said that the analysis of the feedback, following the two meetings held in the new format, demonstrated that on the whole participants' felt that this was working well. She proposed that the new meeting format be adopted, with an opportunity to review in one year's time.

It was **AGREED** to adopt the new meeting format and review this at the end of 2019.

ACTION: Mrs Pellegrina

COG/18/45

Governors' Matters

(a) Notes of Governors' Forum Meeting held on 11 November 2018

Mrs Craig reported that the pre-meeting discussion with the Chairman; Non-Executive Director, Mr Buckham, and Ms Major had been valuable and Governors had been interested to learn of the actions taken and ongoing regarding the current position in relation to the Robert Hadfield Wing. There had been further reflection on the new format of CoG meeting with the general view being very positive. The prospect of a Governors' Time Out in 2019 was welcomed. Miss Parker and Ms

Mabbott had provided the meeting with details about their many and varied activities as Patient Governor and Staff Governor respectively.

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

Mr Hodgson reported that since the last Council of Governors meeting the Nominations and Remuneration Committee had met three times and highlighted the following:

- Mr Tanker (Staff Governor) had joined the Committee, replacing Staff Governor Mrs Hemingway.
- Work had begun to recruit to the vacancy for a Non-Executive Director.
- The Committee had worked with the Trust's Procurement Department on a tender process to engage an external agency to assist the Committee with the recruitment process.
- The Committee had discussed a matrix setting out the skills of the Non-Executive Directors. The information was a self-assessment provided by the Non-Executive Directors and had identified significant strength in the areas of organisational development and staff management. The Committee had therefore agreed that, in recruiting a replacement for Mrs Moore (Human Resources professional), the candidate brief should emphasise diversity/diversity of thinking and a clear preference for a candidate living locally.
- The Committee would meet again on 19 December and a representative of the external executive search agency had been invited to attend.

(c) Report on Governors' Visit to Spinal Injuries Unit at NGH

The Governors' report on their visit to the Spinal Injuries Unit on 23 July 2018 was **NOTED**.

(d) Governor Resignation

Mrs Laban reported the resignation, for personal reasons, of Ms Enid Wadsworth, Public Governor. Mrs Laban said that the resignation had been accepted with immediate effect.

COG/18/46

Interim Chief Executive's Report

Ms Major presented her report:

- CQC Inspection
 - The Trust had received an overall 'Good' rating.
 - STH was one of only a few Trusts to achieve 'Good' or 'Outstanding' in every one of the five inspection domains.
 - It was very disappointing that Weston Park Hospital was rated as 'Requires Improvement' even though it received 'Good' or 'Outstanding' in each of the three services that were assessed.

- Robert Hadfield Building
 - The building was built in 2007 on the NGH site; it contained six wards and office accommodation over four floors.
 - Exploratory works identified issues with fire protection measures in the building's walls.
 - The Trust had been proactive in seeking advice from the Fire Authority
 - Additional works were to be undertaken as a priority.
 - There had been an excellent response from staff to manage the issue in a timely and safe manner.
 - All patients had been decanted to alternative accommodation at either RHH or NGH.
 - The Trust was working with partners, including Sheffield City Council and other Trusts.
 - Internal and external communications were on-going.

- Trust's Plan for Winter
 - Extra resources had been put into the plans.
 - The plan had eight core themes:
 - Reduce elective demand on beds
 - Reduce emergency demand on beds
 - Manage and maintain flow
 - Bed capacity
 - Nurse Capacity
 - Escalation and operational management
 - Our Staff
 - Working with external and partner agencies.

- Workforce Update
 - Dr David Hughes has been appointed as the new Medical Director and would take up the appointment from 1 February 2019.

- Operational Update
 - A&E 4 hour standard
 - Target (Provider Sustainability Fund trajectory) = 91%.
 - Target (National) = 95%.
 - STH performance year to date = 88%
 - Quarter 2 = 88.39%
 - Quarter 3 to date = 87.55 %.
 - Continued improvement following extended winter period earlier in the year. Preparations for this winter underway for some months, including additional staff (24/7 consultant presence in A&E) and capacity.
 - 18 week planned care
 - Strong performance all year. There had been no 52 week breaches since February 2017.
 - At the end of October the percentage of patients waiting less than 18 weeks for their treatment was 92.55%. This was better than the national target (92%) but it was becoming more challenging.

- Cancer Waiting Times, GP 62 day pathways
 - Target = 85%.
 - The Trust had met the majority of standards however overall performance continued to be reduced for example by late referrals from District General Hospitals. Work continued with other hospitals to address this.

- Diagnostic Waits within 6 weeks
 - Target = 99%.
 - The percentage of patients waiting less than 6 weeks for diagnostic tests was 99.96% in October 2018.

- Financial Update
 - 2018/19
 - Position at Month 7 was close to plan at £1.1m (0.2%) deficit v plan.
 - This excluded PSF losses and contingencies.
 - A further £4.2m surplus above plan was required to meet the NHSI Control Total.
 - Actions being taken:
 - Delivery of financial/activity/efficiency plans
 - Management of contractual and other risks
 - Maximisation of contingencies/in-year gains
 - Management of Hadfield consequences.

 - 2019/20
 - Tariffs, Planning Guidance and Business Rules were awaited.
 - 10 Year Plan had been delayed and was now expected in the New Year.

COG/18/47
For Approval

(a) Review of Trust Constitution V6

Mrs Carman referred to Paper E (circulated with the Agenda). She said that the Trust Constitution was a core document for the organisation. The work plan of the Council of Governors included an annual review and approval of any amendments to the Constitution by the Council of Governors.

Mrs Carman said that, based on the findings of a benchmarking exercise undertaken by the Corporate Governance Manager, suggestions for amendments to the current version of the Constitution had been outlined in the Paper. She said that the amendments comprised:

- changes to nomenclature
- the addition of points of clarification
- a replacement of Annex 6 to reflect the updated model election rules for the elections to Councils of Governors
- areas where input from Governors will be of value to inform recommendations for more substantive changes to reflect the on-going development of the Trust's governance arrangements.

Mrs Carman recommended that the annual review of the Constitution should take place in two stages. The first stage was for Governors to consider the amended version of the Trust's Constitution as presented in Paper E. Secondly Mrs Carman recommended that a Task and Finish Group be established to input into a further more detailed review. Governors would be invited to join the Group.

It was **AGREED** to **APPROVE** the recommended changes to the Constitution outlined in Table 1 of Appendix A to Paper E.

It was **AGREED** to **APPROVE** the recommendation to establish a Task and Finish Group to undertake Stage 2 of the Annual review of the Constitution.

ACTION: Mrs Green/Mrs Pellegrina

COG/18/48

Any Other Business

Miss Parker said that, as this was the last meeting of the Council of Governors that the Medical Director would be attending prior to his retirement, on behalf of Governors she thanked Dr Throssell for all his hard work and for everything that he had done over a number of years to include and work with Governors. Dr Throssell thanked Miss Parker. He said that the Trust was fortunate in having an excellent Council of Governors and that he had enjoyed and valued working with Governors.

There was no further business to discuss.

COG/18/51

Dates of Meetings in 2019

In 2019 meetings would be held as follows:

- 26 March
- 25 June
- 24 September
- 17 December.

All Meetings would be held at 3:00 pm in the Undergraduate Common Room, Medical Education Centre, Northern General Hospital.

Signed:
Chairman

Date:.....