

COUNCIL OF GOVERNORS MEETING

Unconfirmed Minutes of the public meeting held on 10th May 2022 at 17:30
Lecture Theatre 2, King's Mill Hospital

Present:	Claire Ward	Chair	CW
	Ann Mackie	Public Governor	AM
	Councillor Craig Whitby	Appointed Governor	CrW
	Jane Stubbings	Public Governor	JS
	John Wood	Public Governor	JoW
	Justin Wyatt	Staff Governor	JuW
	Liz Barrett	Public Governor	LB
	Maxine Huskinson	Public Governor	MH
	Michael Longdon	Public Governor	ML
	Nikki Slack	Appointed Governor	NS
	Ruth Scott	Public Governor	RS
	Sue Holmes	Public Governor	SuH
Vikram Desai	Staff Governor	VD	
In Attendance:	David Selwyn	Medical Director	DS
	Shirley Higginbotham	Director of Corporate Affairs	SH
	Graham Ward	Non-Executive Director	GW
	Barbara Brady	Non-Executive Director	BB
	Kate Wright	Associate Chief AHP	KW
	Carl Miller	Deputy Chief Nurse & Associate Director of AHPs	CM
Sue Bradshaw	Minutes		
Apologies:	Councillor David Walters	Appointed Governor	DW
	David Ainsworth	Appointed Governor	DA
	Ian Holden	Public Governor	IH
	Linda Dales	Appointed Governor	LD
	Nadia Whitworth	Appointed Governor	NW
	Paul Robinson	Chief Executive	PR
	Andrew Rose-Britton	Non-Executive Director	ARB
	Manjeet Gill	Non-Executive Director	MG
	Steve Banks	Non-Executive Director	SB
Aly Rashid	Non-Executive Director	AR	
Absent:	None		

Item No.	Item	Action	Date
22/391	CHAIR'S WELCOME, APOLOGIES FOR ABSENCE AND QUORACY CHECK		
1 min	<p>The meeting being quorate CW declared the meeting open at 17:30.</p> <p>It was CONFIRMED that apologies for absence had been received from:</p> <p>Councillor David Walters, Appointed Governor David Ainsworth, Appointed Governor Ian Holden, Public Governor Linda Dales, Appointed Governor Nadia Whitworth, Appointed Governor Paul Robinson, Chief Executive Andrew Rose-Britton, Non-Executive Director Manjeet Gill, Non-Executive Director Steve Banks, Non-Executive Director Aly Rashid, Non-Executive Director</p>		
22/392	DECLARATIONS OF INTEREST		
1 min	CW declared an interest in item 22/405.		
22/393	MINUTES OF THE PREVIOUS MEETING		
1 min	<p>Following a review of the minutes of the meeting held on 8th February 2022, the Council APPROVED the minutes as a true and accurate record.</p> <p>Following a review of the minutes of the extraordinary meeting held on 14th March 2022, the Council APPROVED the minutes as a true and accurate record.</p> <p>Following a review of the minutes of the extraordinary meeting held on 4th April 2022, the Council APPROVED the minutes as a true and accurate record.</p>		
22/394	MATTERS ARISING FROM THE MINUTES/ACTION LOG		
1 mins	The Council AGREED that action 22/371 was COMPLETE and could be removed from the Action Tracker.		
22/395	PATIENT STORY – A FINAL WISH		
7 mins	<p>A video was played, which highlighted the work of the staff on Ward 32 in making a terminally ill patient's final wish of getting married become reality.</p> <p>CW felt it was an incredibly moving story and expressed thanks to the staff for what they did for the family.</p> <p>DS felt staff went above and beyond in an exceptional way and it is a tribute to the care provided by the Trust.</p>		

22/396	CHAIR'S REPORT		
1 min	<p>CW presented the report, which provided an update regarding some of the most noteworthy events and items over the past quarter from the Chair's perspective.</p> <p>The Council was ASSURED by the report.</p>		
22/397	CHIEF EXECUTIVE'S REPORT		
22 min	<p>DS presented the report, highlighting senior leadership appointments, high demand for the Trust's services, which led to the declaration of a critical incident on 12th April 2022, Electronic Prescribing and Medicines Administration (EPMA) system, extension of free staff parking, Covid vaccinations and Ockenden report.</p> <p>VD referenced the critical incident and acknowledged the actions taken. However, the same circumstances are likely to arise again. VD queried what actions can be taken to mitigate the effect in the future. DS advised a key aspect is to change social care provision, advising there have been up to 120 patients in the Trust's beds whose care could be provided elsewhere. A business case is being worked through at system level for significant investment into social care. It was acknowledged it is difficult to reduce demand on ED, but the Trust does only admit the patients it needs to. To control the 'front door' there is a need to ensure there is GP access, or different forms of non-hospital access to healthcare, at weekends. There is also a need to consider how things can be done differently, for example, the use of virtual wards.</p> <p>JuW noted the introduction of EPMA, advising the roll out of the system had been challenging. However, it is a good system which is easy to use. Robust training has been provided. It was noted there have been challenges in the past in relation to medication, particularly discharge medication, and EPMA will help address this. DS advised the system is different to that which GPs use. EMPA has three 'masters', prescription, administration and pharmacy.</p> <p>SuH welcomed the fact the system will improve the process for medication on discharge.</p> <p>DS advised the Electronic Patient Record (EPR) system is currently going through governance processes. This will be another huge cultural step for the Trust.</p> <p>JS referenced the Ockenden report and queried if the Trust has developed an action plan as a result and if this is in place. DS advised there is a programme of work in place against the actions from Ockenden. All incidents and aspects of maternity are presented to the Board of Directors on a monthly basis. A robust action plan and programme of work of work is in place. The Maternity Assurance Committee provides checks and challenge and there is external representation on that committee.</p>		

	<p>CW advised the Maternity Safety Champions Team undertake a walkaround each month, followed by a meeting to discuss observations, any issues raised, etc.</p> <p>The Council was ASSURED by the report</p>		
22/398	LEAD GOVERNOR REPORT		
1 min	<p>SuH presented the report to the Council, highlighting the recent governor elections, noting regrettably two of the newly elected governors have resigned. SuH advised she was looking forward to the resumption of 15 Steps and Meet Your Governor sessions.</p> <p>The Council was ASSURED by the report</p>		
22/399	QUALITY PRIORITIES		
26 mins	<p>KW and CM joined the meeting</p> <p>KW and CM gave a presentation outlining the purpose of the Quality Account and what information it must contain. Two quality priorities for improvement for 2022/2023, which will be reported on in the Quality Account, have already been selected. The Council of Governors were asked to agree a third. Two options were identified, increased service user/citizen engagement at key SFHFT meetings and reduce avoidable harm by increasing the mobilisation of patients to reduce deconditioning and falls.</p> <p>KW advised both options are part of the Quality Strategy and the Advancing Quality Programme. There will be programmes of work associated with both options. KW assured the Council choosing one priority does not exclude the other.</p> <p>SuH queried what plans are in place to increase citizen engagement. CM advised there are a lot of groups which meet within the organisation and there is not always a patient representative on those groups. The Trust will engage with members of the public who may be interested in being involved. Consideration will also be given to a children's and young people's board.</p> <p>SH advised governors are also patient representatives. There are some improvement projects where governor or patient involvement has been requested. There is a need to ensure participation on these groups is equitable across all governors and governors understand their role to ensure full involvement. The time commitment, expectations, etc. will be set out and there will be a requirement for governors involved to report back to the Membership and Engagement Group. The Trust also holds e-mail addresses for 4,500 members so those people can also be contacted.</p> <p>RS sought clarification on the process for selecting the priorities which will be reported on in the Quality Account for 2022/2023. CM advised the Quality Strategy contains four campaigns. From these the areas which would be of most value going forward were selected. The Quality Strategy is reported into the Advancing Quality Programme, which reports into the Quality Committee.</p>		

	<p>DS advised areas for improvement were identified. There are robust discussions at the Quality Committee in relation to falls.</p> <p>JuW advised falls have a huge effect on the organisation, both from a patient's psychological and physical perspective and the effect on staffing, with enhanced care being required. Nurses used to look at patients holistically and mobilisation was part of that. However, there has been a cultural shift towards "that's something the physiotherapists do". This has to change but it will be a challenge.</p> <p>VD felt resources will be required to help patients mobilise as staff are already busy.</p> <p>CM advised the falls team has expanded over the last two years. There is a physiotherapist working as a falls prevention practitioner and a nurse working in falls prevention with strategic assistance from senior physiotherapists. The team has expanded by including the Enhanced Patient Observation Team and the Dementia Lead to form the Connected Care Group.</p> <p>AM advised when she worked as a nurse, patients were out of bed as soon as possible. CM advised there has been a shift away from that on a regular basis, protecting patients from falling by keeping them in bed. However, this is not necessarily the right thing to do.</p> <p>JuW advised there is a cultural shift from mobilising patients being an integral part of a nurse's role. Nurses will say patients require a physio assessment, but this is not always necessary.</p> <p>VD advised there is a change in patient demographics, with older and frailer patients being admitted to hospital, with each patient requiring more input. There is a move to more single rooms in hospitals, meaning a higher percentage of carers per patient is required. People are living longer.</p> <p>CW felt selecting "Increased service user/citizen engagement" would provide a boost to the role of governors.</p> <p>BB advised falls has scrutiny at the Quality Committee.</p> <p>RS noted, in terms of engagement, the Trust is struggling to elect governors. As governors a strategy is required to ensure resilience to continue to support the groups where engagement is requested.</p> <p>SH advised she currently has 3-4 requests for engagement work and acknowledged this is a big ask of the governors, which are a relatively small group. However, the Trust has a membership of 20,000. While the Trust holds e-mail addresses for only 4,500 of these, this is still a significant number of people who may wish to be involved.</p> <p>The Council AGREED the third quality priority for 2022/2023, which will be reported on in the Quality Account, should be "Increased service user/citizen engagement at key SFHFT meetings"</p> <p>KW and CM left the meeting</p>		
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22/400	STAFF SURVEY		
7 mins	<p>DS presented the report, advising the results are positive and show SFHFT is a highly engaged organisation. However, the impact of Covid is evident. Colleagues are tired and there has been an impact on training and development over the last two years. Three core themes have been identified as priorities namely, valuing you, caring for you and developing you.</p> <p>A number of areas for focus have already been identified through the development of the People, Culture and Improvement Strategy. A number of priorities and measures of success have been identified for the coming 12 months.</p> <p>SuH noted there is an improvement in terms of reporting instances of violence and aggression towards staff, but sought clarification if the number of instances was increasing. DS felt the volume of instances is static. The Trust has equipped all the security teams with body cameras and DS expressed concern this may have to spread to other staff. There is a need to recognise and call out behaviour. The Trust has a racism and bullying strategy. The Trust has a duty to protect colleagues.</p> <p>JuW advised when a member of staff is attacked, either deliberately or if the patient lacks capacity, this has an effect on the individual. The security team support staff and ensure colleagues are kept safe.</p> <p>DS advised there is a need to be mindful that for some people what appears to be violence is a component of their medical condition.</p> <p>The Council was ASSURED by the report</p>		
22/401	STRATEGIC RISKS – BOARD ASSURANCE FRAMEWORK (BAF)		
5 mins	<p>DS presented the report, advising the BAF identifies the seven principal risks which run through the organisation. All the principal risks have been discussed by the relevant sub committees. The BAF is regularly reviewed and challenged to ensure it reflects the organisational risks.</p> <p>SH advised the relevant sub committees own the principal risks. In addition, the Risk Committee reviews the significant operational risks and strategic risks.</p> <p>The Council was ASSURED by the report</p>		
22/402	FIT AND PROPER PERSON ANNUAL REPORT		
1 mins	<p>SH presented the report, advising further to the CQC Regulation 5: Fit and Proper Persons, the Trust requires all members of the Board of Directors to complete an annual Fit and Proper Persons declaration. A review of the personal files of all directors noted the evidence required to meet the requirements.</p>		

	<p>While the regulation does not apply to the Council of Governors, the Trust has a modified version of the Fit and Proper Persons template which all governors are required to complete and submit on an annual basis.</p> <p>The Council was ASSURED by the report</p>		
22/403	GOVERNOR ELECTIONS		
7 mins	<p>SH advised 15 governor roles were available at the recent governor elections. No nominations were received for the Rest of East Midlands constituency, resulting in two vacancies. Only three nominations were received for four vacancies in the Newark and Sherwood constituency. One of the new governors appointed has since resigned, leaving two vacancies in Newark and Sherwood. There were no nominations for a staff governor at Newark Hospital, resulting in one vacancy. In addition, one of the new public governors for Mansfield has tended their resignation. Therefore, there are currently six governor vacancies.</p> <p>In the case of the public governor for Mansfield, SH advised it is possible to consider the person who came fifth in the election to see if they are still interested. In terms of the other vacancies, the options are to go out for further elections or hold the vacancies until the next election. However, there are a significant number of vacancies, which may impact quoracy for meetings.</p> <p>SH advised her recommendation is to review the constitution to widen the constituencies. Aspects to consider are youth governors, staff governors across all three sites and one single constituency for public governors. It was noted the last point would be dependent on the terms of the Trust's foundation trust licence. A working group will need to be established to review the constitution.</p> <p>The Council agreed to contact the person who was fifth in the election for the Mansfield public constituency.</p> <p>Action</p> <ul style="list-style-type: none"> • Terms of the Trust's foundation trust licence to be reviewed to determine if it is possible to establish a single constituency for public governors • Working group to be established to review the Trust's constitution <p>CW felt part of the review should consider young person's representatives.</p> <p>DS felt it would be helpful to target areas of the community where there is inequality and deprivation. SH advised the Communications Team had attempted to reach out to some of the harder to reach communities but there has been little or no engagement.</p> <p>The Council ACKNOWLEDGED the update</p>	<p>SH</p> <p>SH</p>	<p>09/08/22</p> <p>09/08/22</p>

22/404	REPORT FROM BOARD SUB COMMITTEES		
17 mins	<p>Audit and Assurance Committee (AAC)</p> <p>GW presented the report to the Council, highlighting non-clinical policies, Head of Internal Audit Opinion, Annual Accounts and the Committee's annual report.</p> <p>Quality Committee (Annual Report)</p> <p>BB presented the report to the Council, advising this outlines the work of the Committee through 2021, highlighting the deep dives undertaken.</p> <p>Finance Committee</p> <p>GW presented the report to the Council, highlighting the financial deficit position at year end, financial planning for 2022/2023 and the Committee's annual report.</p> <p>CrW noted the Trust has extended free staff parking for 6 months. Noting central government funding to bridge the gap has ceased, what impact will this have on the Trust's financial position. GW advised the Trust felt the notice period for reintroducing the charges was unreasonable. Therefore, given it is a relatively small amount of money, the Trust agreed to extend free parking for staff.</p> <p>People, Culture and Improvement Committee</p> <p>MG was not present at the meeting. CW read out an update MG had provided which highlighted the continued pressure on staff, focus on staff wellbeing, Staff Survey, staff retention, international recruitment, Freedom to Speak Up and the Committee's annual report.</p> <p>Charitable Funds Committee</p> <p>GW presented the report to the Council, highlighting the Newark Breast One Stop Clinic and End of Life appeal.</p> <p>Governor Observers</p> <p>CW advised the role of Governor Observer is an important role and is the opportunity for governors to observe the non-executive directors to ensure they are performing their roles. It was noted there are currently several governor observer vacancies.</p> <p>GW advised having governors in attendance at sub committee meetings is valuable and it is also useful for the observers to provide additional feedback to the Council of Governors.</p> <p>SH informed the governors they would be shortly be contacted and asked to express an interest in observing the Board sub committees.</p> <p>Action</p> <ul style="list-style-type: none"> • Request for expressions of interest for the role of governor observer to be sent out to governors 	SH	30/06/22

	The Council was ASSURED by all Board Sub-Committees reports.		
22/405	COUNCIL OF GOVERNORS MATTERS / STATUTORY DUTIES		
7 mins	<p>Chair's Appraisal Outcome and Objectives</p> <p>CW left the meeting</p> <p>BB presented the report, outlining the process for undertaking the Chair's appraisal and setting the objectives for 2022/2023 and Personal Development plan for CW as Chair.</p> <p>SuH felt CW has made an excellent start in her role as Chair for SFHFT.</p> <p>The Council APPROVED the Chair's appraisal for 2021/2022 and objectives for 2022/2023</p> <p>CW re-joined the meeting</p>		
22/406	QUESTIONS FROM MEMBERS OF PUBLIC		
	No members of the public were present		
22/407	ESCALATIONS TO THE BOARD OF DIRECTORS		
2 min	<p>The Council AGREED the following escalations to the Board of Directors meeting:</p> <ul style="list-style-type: none"> • Governor resignations and vacancies • Governor engagement with Board sub committees • Constitution review • Governor elections • BAF • Staff Survey • Chair's appraisal • Quality priority agreed 		
22/408	ANY OTHER BUSINESS		
2 min	<p>Topic for future Governors' Workshop</p> <p>SuH requested the Integrated Care System / system working as a topic for a future Governors' Workshop.</p> <p>Action</p> <ul style="list-style-type: none"> • Integrated Care System / system working to be a topic for a future Governors' Workshop 	SH	TBC

22/409	DATE AND TIME OF NEXT MEETING		
	<p>Date: Tuesday 9th August 2022 Time: 17:30 Venue: Lecture Theatre 2, King's Mill Hospital</p> <p>There being no further business the Chair declared the meeting closed at 19:25</p>		
	<p>Signed by the Chair as a true record of the meeting, subject to any amendments duly minuted.</p> <p>Claire Ward Chair</p> <p style="text-align: right;">Date</p>		

Attendance at Full COG (scheduled meetings)

NAME	AREA COVERED	CONSTITUENCY	FULL COG MEETING DATES				TERMS OF OFFICE	DATE ELECTED	TERM ENDS
			10/05/2022	09/08/2022	08/11/2022	Feb 2023			
Ann Mackie	Newark & Sherwood	Public	P				3	01/05/22	30/04/25
Councillor Craig Whitby	Mansfield District Council	Appointed	P				4	21/05/19	31/05/23
Councillor David Walters	Ashfield District Council	Appointed	A				1	23/04/20	31/05/22
Councillor Linda Dales	Newark & Sherwood District Council	Appointed	A				1	15/07/21	31/05/22
David Ainsworth	Mansfield & Ashfield CCG	Appointed	A				N/A	20/02/20	N/A
Ian Holden	Newark & Sherwood	Public	A				3	01/05/22	30/04/25
Jane Stubbings	Ashfield	Staff	P				3	01/05/22	30/04/25
John Wood	Mansfield	Public	P				3	01/05/22	30/04/25
Justin Wyatt	King's Mill Hospital	Public	P				3	01/05/22	30/04/25
Liz Barrett	Ashfield	Public	P				3	01/05/22	30/04/25
Maxine Huskinson	Ashfield	Public	P				3	01/11/20	31/10/23
Michael Longdon	Mansfield	Public	P				3	01/05/22	30/04/25
Nadia Whitworth	Volunteers	Appointed	A				3	10/05/21	10/05/24
Nikki Slack	Vision West Notts	Appointed	P				N/A	17/07/19	N/A
Ruth Scott	Mansfield	Public	P				3	01/05/22	30/04/25
Sue Holmes	Ashfield	Public	P				3	01/11/20	31/10/23
Vikram Desai	King's Mill Hospital	Public	P				3	01/05/22	30/04/25

P = Present
A = Apologies
X = Absent

Attendance at Extraordinary COG meetings

NAME	AREA COVERED	CONSTITUENCY	EO COG	TERMS OF OFFICE	DATE ELECTED	TERM ENDS
			04/04/2022			
Ann Mackie	Newark & Sherwood	Public	X	3	01/05/19	30/04/22
Councillor Craig Whitby	Mansfield District Council	Appointed	A	4	21/05/19	31/05/23
Councillor David Walters	Ashfield District Council	Appointed	A	1	23/04/20	31/05/21
Councillor Linda Dales	Newark & Sherwood District Council	Appointed	A	1	15/07/21	31/05/22
David Ainsworth	Mansfield & Ashfield CCG	Appointed	A	N/A	20/02/20	N/A
Gerald Smith	Mansfield	Public	X	3	01/05/19	30/04/22
Ian Holden	Newark & Sherwood	Public	P	3	01/05/19	30/04/22
Jacqueline Lee	Newark Hospital	Staff	A	3	01/05/19	30/04/22
Jayne Revill	King's Mill Hospital	Staff	X	3	01/05/19	30/04/22
John Wood	Mansfield	Public	A	3	01/05/19	30/04/22
Kevin Stewart	Ashfield	Public	P	3	01/05/19	30/04/22
Lawrence Abrams	Rest of East Midlands	Public	A	3	01/05/19	30/04/22
Martin Stott	Newark & Sherwood	Public	P	3	01/05/19	30/04/22
Maxine Huskinson	Ashfield	Public	X	3	01/11/20	31/10/23
Nadia Whitworth	Volunteers	Appointed	P	3	10/05/21	10/05/24
Nikki Slack	Vision West Notts	Appointed	P	N/A	17/07/19	N/A
Philip Marsh	Ashfield	Public	A	3	01/05/19	30/04/22
Richard Boot	Newark Hospital	Public	X	3	01/05/19	30/04/22
Roz Norman	King's Mill Hospital	Staff	P	3	01/05/19	30/04/22
Sue Holmes	Ashfield	Public	A	3	01/11/20	31/10/23

P = Present
A = Apologies
X = Absent