

COUNCIL OF GOVERNORS MEETING

Unconfirmed Minutes of the meeting held in public on 9th May 2023 at 17:30
in Lecture Theatre 2, King's Mill Hospital

Present:	Claire Ward	Chair	CW
	Councillor John Doddy	Appointed Governor	JD
	Ian Holden	Public Governor	IH
	Jane Stubbings	Public Governor	JS
	John Wood	Public Governor	JoW
	Kevin Stewart	Appointed Governor	KS
	Liz Barrett	Public Governor	LB
	Neal Cooper	Public Governor	NC
	Sue Holmes	Public Governor	SuH
In Attendance:	Paul Robinson	Chief Executive	PR
	Shirley Higginbotham	Director of Corporate Affairs	SH
	Graham Ward	Non-Executive Director	GW
	Barbara Brady	Non-Executive Director	BB
	Steve Banks	Non-Executive Director	SB
	Aly Rashid	Non-Executive Director	AR
	Andrew Rose-Britton	Non-Executive Director	ARB
	Manjeet Gill	Non-Executive Director	MG
	Laura Davison	Specialist Nurse – Street Health	LD
	Sally Whittlestone	Corporate Matron	SW
	Kate Wright	Associate Chief AHP	KW
	Ben Widdowson	Associate Director of Estates and Facilities	BW
	Jim Millns	Associate Director of Transformation	JM
	Sue Bradshaw	Minutes	
Apologies:	Ann Mackie	Public Governor	AM
	Councillor David Walters	Appointed Governor	DW
	Linda Dales	Appointed Governor	LD
	Nikki Slack	Appointed Governor	NS
	Vikram Desai	Staff Governor	VD
Absent:	Councillor Craig Whitby	Appointed Governor	CrW
	Justin Wyatt	Staff Governor	JuW
	Michael Longdon	Public Governor	ML
	Ruth Scott	Public Governor	RS
Observer:	Sally Brook Shanahan		

Item No.	Item	Action	Date
23/020	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>Ann Mackie, Public Governor Councillor David Walters, Appointed Governor Linda Dales, Appointed Governor Nikki Slack, Appointed Governor Vikram Desai, Staff Governor</p>		
23/021	DECLARATIONS OF INTEREST		
1 min	CW and GW declared an interest in item 23/034		
23/022	MINUTES OF THE PREVIOUS MEETING		
1 min	Following a review of the minutes of the meeting held on 21 st February 2023, the Council APPROVED the minutes as a true and accurate record.		
23/023	MATTERS ARISING FROM THE MINUTES/ACTION LOG		
1 min	The Council AGREED that actions 23/012 and 23/014 were complete and could be removed from the action tracker.		
23/024	PATIENT STORY – STREET HEALTH OUTREACH CHANGED MY LIFE		
18 mins	<p>LD joined the meeting</p> <p>LD presented the Patient Story, which highlighted the work of the Street Health Team.</p> <p>SuH felt the Team must be very proud of the positive effect their work is having on people's lives. LD acknowledged the work is difficult, but it is very rewarding. The patients often have very little, but are very grateful for any help provided.</p> <p>IH noted the need is huge, compared to the size of the Team, and queried how much additional resource is required to help meet the need. LD advised a lot more resource is required, but unfortunately it is not available. The most frustrating part of the role is the fact the Team cannot reach everybody. Support workers do the majority of the work, with the Team acting in an advisory capacity.</p> <p>LB noted the Team are transforming lives and the impact the Team is having is impressive. LB noted one of the patients featured in the video expressed the view it was good 'not to be judged'. These are not easy words to say.</p>		

	<p>IH felt if the most important thing for this group of patients is not to be judged, there is a lesson to learn from this and queried what steps can be taken to make the rest of the system non-judgemental. LD advised it would be fantastic if, as a whole Trust, a trauma informed approach could be adopted, with trauma informed care being taught as part of the Trust induction and mandatory updates. This would improve engagement.</p> <p>JS queried how people who require the service of the Team are identified. LD advised referrals are accepted from a variety of sources, for example, the Framework Team who carry out early morning walkarounds to identify people who are sleeping rough and engage with them, housing, GPs and ward staff. It was noted the Trust is trying to avoid any 'no fixed abode' discharges.</p> <p>AR felt one way to approach this, given the limited number of people running the service, is to try to quantify how often this group of patients come into hospital and what are the costs associated with that. If the work of the Team can help prevent hospital admission, it will help justify the additional resource required.</p> <p>LD advised the Team has recently become part of the Urgent and Emergency Care Division. The Team is currently funded by a service level agreement from the local authority. A business case for an additional nurse and health care assistant was recently presented to the local authority, but this was turned down. The Team is currently exploring alternatives.</p> <p>JD noted life expectancy of rough sleepers is less than the rest of the population and they tend to present late when there are issues. A possible barrier to people's ability to move off the streets is people who are together on the streets, cannot necessarily be housed together in homelessness projects and housing does not always allow for pets, noting the pet may be the most important thing in the world to the person.</p> <p>LD advised there is currently a piece of work being undertaken to look at these issues. It is recognised a large cohort of rough sleepers have dogs and there is not enough housing available which accepts dogs, especially if a person needs to move off the streets quickly into temporary accommodation or go into rehabilitation. Some vets are signed up to a project called Street Vet and they volunteer their time to provide care to pets for free. Ideally a bank of foster carers is required who would be prepared to foster dogs to enable people to access the right place to get help, but still having access to their dog.</p> <p>LD left the meeting</p>		
<p>23/025</p>	<p>CHAIR'S REPORT</p>		
<p>2 mins</p>	<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, highlighting the forthcoming governor elections. CW advised Maxine Huskinson has resigned as a Public Governor.</p> <p>The Council was ASSURED by the report.</p>		

	<p>Board of Directors Quadrant Report</p> <p>CW presented the report, highlighting the decisions taken and issues debated.</p> <p>The Council was ASSURED by the report.</p>		
23/026	CHIEF EXECUTIVE'S REPORT		
10 mins	<p>PR presented the report, which provided an update regarding some of the most noteworthy events and items over the past quarter from the Chief Executive's perspective, highlighting industrial action, reduced waiting lists for elective care, the second 'Step into the NHS' recruitment event at West Notts College, key partnership meetings and the granting of planning permission for the Community Diagnostics Centre (CDC) at the Mansfield Community Hospital site and additional parking spaces at Newark Hospital.</p> <p>PR advised Shirley Higginbotham, Director of Corporate Affairs, retires on 31st May 2023, noting this is the last Council of Governors meeting Shirley will be attending. PR expressed thanks to Shirley for her work during her time with the Trust. Sally Brook Shanahan will take up the role of Director of Corporate Affairs from 15th May 2023.</p> <p>IH noted the Trust was under pressure prior to the recent industrial action and queried how the staff are coping and if the strikes have caused any division within the organisation. PR acknowledged individuals and teams and attitudes and behaviours have been placed under stress. However, it is pleasing to note the way in which teams have come together to support each other, particularly in planning to ensure essential services ran smoothly during periods of industrial action. There were some hotspots, but overall morale remains good.</p> <p>KS advised as a volunteer he helps put information from paper based Friends and Family survey forms onto the electronic iPad based system. He has noticed the paper based forms do not match what is on the iPad and one department has a form with pictures for people to circle which is not recorded anywhere. KS felt the Friends and Family feedback process should be reviewed. PR acknowledged the importance of understanding the experience of patients and visitors and there is a need to have a good process in place to capture this feedback. PR advised he would follow this up with the Patient Experience Team and provide an update to governors.</p> <p>Action</p> <ul style="list-style-type: none"> • The need for consistency of questions for Friends and Family test (on paper based and iPad forms) to be raised with the Patient Experience Team and an update provided to governors. <p>JD queried if there will be any future industrial action affecting the Trust. PR advised the Trust has been advised the British Medical Association (BMA) is balloting all of its members. An indication if this will result in further industrial action is awaited.</p>	PR	31/07/23

<p>5 mins</p>	<p>PR advised the NHS Staff Council has adopted the NHS pay award, which covers all NHS staff except senior managers, doctors and dentists. As soon as the details are received, the pay award will be made to Trust staff. However, the Royal College of Nursing (RCN) voted not to accept the offer. Members of the RCN will be paid according to the pay award. Information on whether a further ballot the RCN intends to take will lead to further industrial action is awaited.</p> <p>IH sought clarification how the pay award will be funded. PR advised the pay award will be funded nationally and not by individual trusts.</p> <p>The Council was ASSURED by the report</p> <p>Staff Survey</p> <p>PR presented the report, advising the results of the Staff Survey were published on 9th March 2023. The Trust's response rate was 61%, which is a reduction on last year. However, the Trust had the third highest response rate nationally. The Trust performed well in a number of areas, the details of which are outlined in the report.</p> <p>There are areas the Trust needs to focus on, noting physical violence towards staff has been a theme over the past 3-4 years. This year there has been a reduction in violence and aggression between staff members, but an increase in reporting of violence and aggression from patients and visitors. Violence and aggression is something which affects staff across all public sectors and the Trust will be working with partners to seek ways of tackling this issue.</p> <p>Other areas to work on are colleagues working above contracted hours and people feeling under pressure to attend work when they are unwell. The focus areas for the Trust, identified after the 2021 survey, will remain in place, with actions being developed under the same three key themes of Valuing you, Caring for you and Developing you.</p> <p>JD acknowledged the good results, particularly SFHFT being the second best trust in the Midlands for staff morale. This is due to the culture which has developed. PR advised the Trust ensures a range of mechanisms are in place to support staff and is building a culture where colleagues support each other.</p> <p>The Council was ASSURED by the report</p>		
<p>23/027</p>	<p>LEAD GOVERNOR REPORT</p>		
<p>3 mins</p>	<p>SuH presented the report, highlighting the Integrated Care System (ICS) Governor Conference, meetings with Healthwatch, 'Step into the NHS' recruitment event at West Notts College and governor elections. SuH expressed thanks to SH on behalf of all the governors for her support.</p> <p>The Council was ASSURED by the report</p>		

23/028	15 STEPS FEEDBACK		
8 mins	<p>SW and BW joined the meeting</p> <p>SW presented the report, highlighting the number of visits, visit areas, themes and trends identified and issues identified during visits. SW advised feedback gathered during 15 Steps visits is triangulated with Friends and Family Test feedback.</p> <p>IH advised his last 15 Steps visit was cancelled as a peer review process had been established which was gathering the same information. IH sought assurance work is not being duplicated. SW advised a peer review process has recently been put in place in a few areas across the Trust. This does not cover all areas.</p> <p>JS advised from personal experience and feedback from everyone she has spoken to on 15 Steps visits, a common theme is the most popular food items on the menu are not available, with patients often having to select a third or fourth option. JS advised she had been informed the issues were due to a change of supplier. BW advised he was not aware of any changes to supplier and was not aware of any issues with lack of food availability. However, he would follow this up with Medirest.</p> <p>JW advised he has taken part in Place audits and tasted the food provided to patients, which is of a very good standard. In addition, JW advised he was an inpatient for three weeks approximately 12 months ago and did not experience any issues with food availability.</p> <p>Action</p> <ul style="list-style-type: none"> • Reported issues of patients' first and second choices of food not being available to be followed up with Medirest and an update provided to governors <p>The Council was ASSURED by the report</p> <p>SW left the meeting</p>	PR / BW	31/07/23
23/029	QUALITY PRIORITIES		
7 mins	<p>KW joined the meeting</p> <p>KW presented the report, highlighting what must be included in the Quality Account, process for producing the Quality Account, national consultation for the production of a Quality Account and Quality Account priorities.</p> <p>The Council was ASSURED by the report</p> <p>KW left the meeting</p>		

23/030	ESTATES UPDATE		
15 mins	<p>BW presented the report, highlighting an application for improvements to the patient drop off facility at the main entrance of King's Mill Hospital, roll out of Automatic Number Plate Recognition (ANPR) for car parking, Private Finance Initiative (PFI) settlement negotiations, major capital schemes and the Trust Green Plan.</p> <p>JS sought clarification how ANPR will help address the car parking issues. BW advised it will be an app based system, which will remove the necessity for parking barriers and, therefore, any issues of barrier faults, queuing at barriers, etc. The system will also assist with the management of staff parking facilities. The system should be operational by Autumn 2023.</p> <p>KS noted the system will be app driven and queried what is being put in place for people who are unable to access the app for any reason. BW advised it will not solely be an app based payment system and, therefore, the manual payment stations will remain in place.</p> <p>IH asked the non-executive directors (NEDs) if they were happy with the position which has been reached for the PFI settlement. GW acknowledged the challenges in relation to the PFI. While there is still some work to do, good progress has been made. Taking the residual estate back into the PFI, sorting out the backlog maintenance issues and maintaining those to an ongoing standard will have a positive impact on the Trust and patient experience.</p> <p>KS queried if funding is in place for the ongoing running costs of the CDC once this has been built. PR advised the capital for the build is via national funding. There will be two centres in Nottinghamshire, one at Mansfield Community Hospital and the other at City Hospital in Nottingham. The ongoing funding will be via Integrated Care Board (ICB) agreements.</p> <p>JD noted the investment to increase bed capacity and sought further information in relation to this. BW advised the former Ward 3, near Entrance 4, is currently a redundant ward. This is being transformed into a discharge facility. This will make the space which is currently being used as a discharge lounge available and will enable better use of the bed stock.</p> <p>PR advised the Trust already has a discharge lounge, but this has limited capacity. The move into the enhanced and increased facility will provide room for more patients to enable discharge on the day. The overnight bed capacity is not being increased.</p> <p>SuH queried if space will be made available for a pick-up point. BW confirmed this is part of the works and will be near Entrance 4.</p> <p>GW advised he had recently undertaken a 15 Steps visit to the Discharge Lounge and the staff are looking forward to the move. The facility will be leading edge in terms of discharge lounges nationally.</p>		

	<p>JD queried what a 'state of the art' discharge lounge 'looks like'. BW advised medical air and oxygen will be provided at the bedhead. The Trust is currently offering this, but most discharge lounges nationally do not have this enhancement. GW advised as well as chairs, there will be beds available, noting currently only one bed is available. The nurses' station will be in the middle of the room to ensure visibility. There will be enhanced capacity, enabling the facility to take patients from Same Day Emergency Care (SDEC) if necessary, not just from the wards. This will help with flow through the Trust.</p> <p>KS queried if the ongoing issues with TTO (to take out) medication are being addressed. PR advised this forms part of the Optimising the Patient Journey work to improve flow.</p> <p>JoW sought an update in relation to the provision of a bus service to the main entrance at King's Mill Hospital. BW advised funding has been secured for the bus stop on site and work is progressing. Stagecoach have advised they will bring a bus onto site once the work is complete. CW advised the Trust is in discussions to find a sponsor for the required shelter.</p> <p>The Council was ASSURED by the report</p> <p>BW left the meeting</p>		
<p>23/031</p>	<p>IMPROVEMENT FACULTY</p>		
<p>10 mins</p>	<p>JM joined the meeting</p> <p>JM presented the report, advising the Improvement Faculty went live on 4th May 2023. JM highlighted the Guiding Principles, the four Pillars of Support and the initial work programme.</p> <p>SuH felt it would be useful for governors to receive regular feedback on progress.</p> <p>Action</p> <ul style="list-style-type: none"> • Update on progress of the Improvement Faculty to be presented to the Council of Governors on a 6 monthly basis <p>IH noted previous concerns about overburdening people and sought assurance the introduction of the Improvement Faculty will reduce the burden and ensure staff are not working on multiple different projects. JM advised the Trust has tried to rationalise the workload in a safe, controlled and considered way, with the aim being to focus on fewer areas but to do them well.</p> <p>The Council was ASSURED by the report</p> <p>JM left the meeting</p>	<p>PR</p>	<p>14/11/23</p>

23/032	FIT AND PROPER PERSON ANNUAL REPORT		
1 min	<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>		
23/033	REPORT FROM BOARD SUB-COMMITTEES		
14 mins	<p>CW expressed disappointment by the lack of attendance at meetings by the governor observers at meetings of the sub-committees.</p> <p>Audit and Assurance Committee (AAC)</p> <p>GW presented the report to the Council, highlighting internal audit and draft annual accounts.</p> <p>IH advised the Committee is very rigorous and works well. IH noted the current external auditors, KPMG, are nearing the end of their contract and sought an update on progress. GW advised at the last Council of Governors meeting it was agreed to take forward discussions directly with KPMG in relation to them taking on the contract for 3 years. SH advised nothing has yet been concluded. An update will be provided to the August meeting of the Council of Governors.</p> <p>Action</p> <ul style="list-style-type: none"> • Update on progress in relation to the appointment of external auditors to the Trust to be presented to the next Council of Governors meeting <p>Quality Committee</p> <p>BB presented the report to the Council, highlighting ongoing work in relation to Hospital Standardised Mortality Ratio (HSMR), internal audit report in relation to Infection, Prevention and Control, CQC direct monitoring of Sherwood Community Unit, risk assessment associated with extending the surgical offer at Newark Hospital and improvement plan for nutrition and hydration.</p> <p>IH acknowledged, in terms of Newark Hospital, clearly the Trust has given some thought as to what can be offered on that site. This will need careful management from a public perspective as there will be an expectation the hospital is growing. The public will need to understand there will be limits to the services provided. IH advised he was aware of concerns among staff at Newark Hospital in relation to being able to staff the additional facilities.</p>	SB	31/07/23

<p>3 mins</p>	<p>It was noted the provision of the code is best practice advice and does not represent mandatory guidance. Accordingly, non-compliance with the code is not in itself a breach of Condition FT4 of the NHS Provider Licence. The Trust reports annually, as part of the year end-process, its compliance with Condition FT4. As part of the Annual Report, the Trust is required to provide assurance on a 'comply or explain' basis with each provision of the code.</p> <p>The Trust currently has one NED who has held office in excess of 6 years and he was re-appointed at the November 2022 meeting of the Council of Governors for a further 12 month period. This means at the end of November 2023 he will have served for a period of 8 years and, in line with the Trust's constitution, is eligible for appointment for a further 12 month period to reach the maximum of 9 years in post.</p> <p>The Chair of the Trust was originally appointed as a NED in May 2013 and as substantive Chair from 1st October 2021 on a 3-year contract for services. The Chair's tenure is scheduled to end 30th September 2024.</p> <p>The Council APPROVED the recommendation of the Remuneration and Nomination Committee to continue the above appointments as previously approved by the Council of Governors.</p> <p>Chair's Appraisal Outcome and Objectives</p> <p>BB presented the report, outlining the process for undertaking the Chair's appraisal and setting the objectives for 2023/2024 and Personal Development plan for CW as Chair.</p> <p>SuH advised it is an excellent appraisal for CW.</p> <p>The Council APPROVED the Chair's appraisal for 2022/2023 and objectives for 2023/2024</p>		
<p>23/035</p>	<p>QUESTIONS FROM MEMBERS OF PUBLIC</p>		
	<p>No questions were raised</p>		
<p>23/036</p>	<p>ESCALATIONS TO THE BOARD OF DIRECTORS</p>		
<p>1 min</p>	<p>The Council AGREED the following escalations to the Board of Directors meeting:</p> <ul style="list-style-type: none"> • Issues in relation to completion of the Friends and Family Test survey • John Doddy to lead a workshop for governors on issues relating to data and public health <p>Action</p> <ul style="list-style-type: none"> • Workshop for governors on issues relating to data and public health to be added to workshop schedule 	<p>SB</p>	<p>31/07/23</p>

23/037	ANY OTHER BUSINESS		
1 min	<p>SuH felt it would be useful for the NEDs to give a presentation on the work of their committee to encourage governors to become governor observers.</p> <p>Action</p> <ul style="list-style-type: none"> • NEDs to give a presentation to the next Council of Governors meeting on the work of their committee to encourage governors to become governor observers 	CW	31/07/23
23/038	DATE AND TIME OF NEXT MEETING		
	<p>Date: Monday 31st July 2023 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 19:30</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
			09/05/2023	08/08/2023	14/11/2023	Feb 2024			
Ann Mackie	Newark & Sherwood	Public	A				3	01/05/22	30/04/25
Councillor Craig Whitby	Mansfield District Council	Appointed	X				4	21/05/19	31/05/23
Councillor David Walters	Ashfield District Council	Appointed	A				1	23/04/20	31/05/23
Councillor John Doddy	Nottinghamshire County Council	Appointed	P				4	14/07/21	31/05/25
Councillor Linda Dales	Newark & Sherwood District Council	Appointed	A				1	15/07/21	16/05/23
Ian Holden	Newark & Sherwood	Public	P				3	01/05/22	30/04/25
Jane Stubbings	Rest of East Midlands	Public	P				3	01/05/22	30/04/25
John Wood	Rest of East Midlands	Public	P				3	01/05/22	30/04/25
Justin Wyatt	Staff	Staff	X				3	01/05/22	30/04/25
Kevin Stewart	Volunteers	Appointed	P				3	28/02/23	28/02/26
Liz Barrett	Rest of East Midlands	Public	P				3	01/05/22	30/04/25
Michael Longdon	Rest of East Midlands	Public	X				3	01/05/22	30/04/25
Neal Cooper	Rest of East Midlands	Public	P				3	13/05/22	30/04/25
Nikki Slack	Vision West Notts	Appointed	A				N/A	17/07/19	N/A
Ruth Scott	Rest of East Midlands	Public	X				3	01/05/22	30/04/25
Sue Holmes	Rest of East Midlands	Public	P				3	01/11/20	31/10/23
Vikram Desai	Staff	Staff	A				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
Ann Mackie	Newark & Sherwood	Public		3	01/05/22	30/04/25
Councillor Craig Whitby	Mansfield District Council	Appointed		4	21/05/19	31/05/23
Councillor David Walters	Ashfield District Council	Appointed		1	23/04/20	31/05/23
Councillor John Doddy	Nottinghamshire County Council	Appointed		4	14/07/21	31/05/25
Councillor Linda Dales	Newark & Sherwood District Council	Appointed		1	15/07/21	16/05/23
Ian Holden	Newark & Sherwood	Public		3	01/05/22	30/04/25
Jane Stubbings	Rest of East Midlands	Public		3	01/05/22	30/04/25
John Wood	Rest of East Midlands	Public		3	01/05/22	30/04/25
Justin Wyatt	Staff	Staff		3	01/05/22	30/04/25
Kevin Stewart	Volunteers	Appointed		3	28/02/23	28/02/26
Liz Barrett	Rest of East Midlands	Public		3	01/05/22	30/04/25
Michael Longdon	Rest of East Midlands	Public		3	01/05/22	30/04/25
Neal Cooper	Rest of East Midlands	Public		3	13/05/22	30/04/25
Nikki Slack	Vision West Notts	Appointed		N/A	17/07/19	N/A
Ruth Scott	Rest of East Midlands	Public		3	01/05/22	30/04/25
Sue Holmes	Rest of East Midlands	Public		3	01/11/20	31/10/23
Vikram Desai	Staff	Staff		3	01/05/22	30/04/25

P = Present
A = Apologies
X = Absent