

Council of Governors

Minutes of the 66th meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Thursday, 8 October 2020 and in the Board Room at Fulwood house.

Present:

Name	Governor Constituency	Name	Governor Constituency
Adam Butcher	Service User	Adam Hirst	Appointed (SCC)
Adam Rogers	Staff (Clinical Support)	Angela Barney	Public South West
Billie Critchlow	Carer	Ben Duke	Public South West
Chris Digman	Public South East	Dave Swindlehurst	Appointed (Sheff MENCAP)
Fay Colphon	Appointed (SACMHA)	James Barlow	Service User
Jonathan Hall	Service User	Josie Paszek (Cllr)	Appointed (SCC)
Kate Steel	Service User	Liz Friend MBE	Carer
Mark Gamsu	Appointed (CCG)	Mark Goodwin	Staff (Social Work)
Natasha Wilson	Young Service User/Carer	Nick Hall	Service User
Dr Nusrat Mir	Staff (Medical & Clinical)	Rebecca Lawler	Service User
Scott Weich (Prof)	Appointed (UoS)	Steve Ayriss (Cllr)	Appointed (SCC)
Steve Hible	Public North East	Susan Wakefield	Appointed (SHU)
Sue Roe	Carer	Sylvia Hartley	Public North West
Terry Proudfoot	Service User/Lead Governor	Toby Morgan	Service User
Tony Clayton	Public South East		

In attendance:

Name	Designation	Name	Designation
Mike Potts	Chair	Brenda Russell	PA Corporate Governance (Minutes)
Beverley Murphy	Executive Director of Nursing, Professions and Operations	Claire Lea	Charis Consultants Ltd
Caroline Parry	Executive Director of People	David Walsh	Director of Corporate Governance
Fleur Blakeman	Director of Improvement	Heather Smith	Non- Executive Director

Name	Designation	Name	Designation
Jan Ditheridge	Chief Executive	Mike Hunter	Executive Medical Director
Richard Mills	Non-Executive Director	Rita Evans	Director of Organisational Development
Sandie Keene CBE	Non-Executive Director		

Apologies:

Name	Designation	Name	Designation
Ann Stanley	Non-Director	Amber Wild	Staff AHP
Phillip Easthope	Executive Director of Finance		

Minute	Item	Action
CoG 66/01	<p>Welcome and Apologies Mike Potts, the Chair, welcomed everyone particularly new members and apologies were noted as above.</p>	
CoG 66/02	<p>Declarations of Interest Chris Digman, new Governor, informed CoG that his wife works for Sheffield CCG which he had not declared on his “Declaration of Interest” Form. He confirmed he had sent an e-mail to the Governors Inbox explaining/registering this.</p>	Noted
CoG 66/03	<p>Open Minutes of the Meeting held on 23 July 2020 The minutes of the last meeting held on 23 July 2020 were approved as a true record.</p>	Approved
CoG 66/04	<p>Matters Arising from Minutes of 23 July 2020 and Action Log The Chair suggested that the Action Log should be reviewed to ascertain which items remained relevant. Adam Butcher volunteered to support this work. This was agreed.</p> <p><u>Item 57/05a Governor Feedback</u> - Mark Gamsu, Appointed CCG Governor, confirmed that the first item on the Action Log regarding carers identification card could be removed, following an extensive response from the CCG. The Chair requested that the response be shared with him for circulation to CoG members.</p> <p><u>Item 65/06 CQC Update</u> – It was noted that the work on both CoG and Board development was now being supported by Charis Consultants on behalf of the organisation.</p> <p><u>CoG 65/07b Auditor’s Report on Accounts</u> - It was confirmed that this remained open.</p> <p><u>CoG 65/09a - NED Appraisals</u> - CoG had asked for the improvement targets for NEDs to be shared with Governors. The NED appraisals were completed last year and CoG had received feedback and made assessments.</p>	Agreed MG/MP PE

Minute	Item	Action
	<p>It was reported that the NED development programme had two parts:</p> <ul style="list-style-type: none"> i. To identify the Shared Development that the whole Board meet; ii. To identify specific needs or development for any individual NED. <p>The Chair reported ongoing 1:1 sessions with NEDs at which gaps in knowledge or information were being discussed so they could be addressed.</p> <p><u>Capital Programme</u> – Richard Mills, NED, informed CoG that NHSI have an interest because of the Trust’s changed status. An Estates Strategy was due to be discussed at the November Board.</p> <p><u>Care Opinion</u> - Jan Ditheridge, Chief Executive, confirmed that Execs are aware and are linked to this and need to ensure that it is covered in complaints and feed-back reports which are presented to the Quality Assurance Committee. Jan has asked David Walsh to action this.</p>	DW
CoG 66/05	<p>The Chair’s Verbal Report</p> <p>The Chair reported that he had completed his first virtual visit to Forest Lodge and it was a positive experience, though he hoped face to face visits would be possible in the near future.</p> <p>Connections had been made with Sheffield MPs, bar one, and regular sessions would be scheduled.</p> <p>The Chair has also attended other group meetings as part of his induction, including the Health and Wellbeing Board and the Integrated Care System Oversight Group. The Annual Members Meeting was held on 22 September 2020.</p> <p>In response to questions, CoG heard from Heather Smith how the People Committee had been engaged with work around equality, diversity and inclusion and had received reports following the ‘Big Conversation’. Richard Mills confirmed that he and other members of the Board had engaged in the ‘Big Conversation’ events. There was also a Board development session on equalities scheduled for November. The Chair reported on work he was involved with alongside other Chairs of the partner organisations about working together to focus in on the needs of local people to address inequalities.</p>	
CoG 66/06	Chief Executive’s Report	

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	<p>Jan Ditheridge, Chief Executive, gave a presentation detailing changes that had happened during the previous six months.</p> <p>These included the 2020/21 Strategic Priorities which were:</p> <ol style="list-style-type: none"> 1. COVID – Getting through safely 2. CQC – Getting Back to Good 3. Transformation – Changing Things That Will Make a Difference. <p>There was specific focus on the Transformation, including discussion around acute modernisation, lead provision for forensic and secure Services, delivery of our People Plan, the Leaving Fulwood project, implementation of new electronic patient record system, and improvement to our acute inpatient environments.</p> <p>The leadership changes in the Executive Team that had taken place was also detailed, as well as some of the key areas that directors would be focusing on within their portfolios in line with the priorities that had been explained.</p> <p>The presentation concluded with information on areas of performance that the Board was focusing on. These included access and waiting times, which had been impacted by COVID, the need to address Out of Area Placements, the new finance regime for 2020/22, and efforts to improve recruitment to address high levels of vacancies.</p> <p>In response to a question from Tony Clayton around number of patients that were moved out of town, it was confirmed that the figure stood at between 18 and 20, but this was zero before lockdown. This was something that the organisation was concerned about, although it reflected the local and national due to acute services being under significant pressure.</p> <p>Questions were asked by Scott Weich around the strategic priorities and assurance process. Sandie Keene confirmed that the Quality Assurance Committee had carried out a deep dive into some of the problematic areas and resultant recovery plans into those areas were produced for committees to monitor progress. The Chair added that how Board members receive assurance was one of the areas covered under the Board Development Programme, and that in turn the Governor Development Programme would look at how governors are then assured.</p> <p>Adam Butcher asked how the People Committee was challenging and scrutinising the People Plan. Heather Smith reported that the committee’s agenda was now focused on the strategic themes of our People Strategy, and in considering items the committees was seeking evidence of impact of actions and evidence of</p>	

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	<p>change in underpinning data.</p> <p>Chris Digman raised concerns about connectivity between services and GPs. Jan Ditheridge explained that there was a national issue around the sharing of records but it was anticipated that the new electronic patient records system would support the required improvements. This was echoed by Richard Mills, who stated that the priority as to obtain a stable, sophisticated and effective patient record system which can be appropriately shared with other organisations.</p>	
CoG 66/07	<p>Covid-19 Pandemic</p> <p>CoG received a report from Beverley Murphy, Director of Nursing, Professions and Operations. It was reported that levels of COVID-19 were increasing across the country. Locally, swabbing of patients was being undertaken at the right point of their admission while outpatients were being offered safe ways of being treated. A number of our units had seen outbreaks of COVID-19 and sadly several patients had passed away.</p> <p>Staff were being provided with safe working environments. Within in-patient wards, some handovers were happening virtually. PPE was being provided for staff and no shortage was reported at the time.</p> <p>Testing was being provided for staff and colleagues had been risk assessed as to their health and safety at work, including groups who were vulnerable. Nobody vulnerable needed to be in the office and they could work from home. Ongoing support for service users and staff was being provided.</p> <p>Presentations to Mental Health Services was increasing and plans were being put in place to deal with a surge.</p> <p>The Chair informed CoG that sadly a well-respected and popular member of staff from Birch Avenue had passed away through COVID. Staff and his family were being supported and had expressed gratitude for the support that the organisation has offered.</p> <p>Following a question, it was confirmed that trusts nationally were worried about the supply of oxygen. Our organisation increased the supply of Oxygen and were monitoring this daily and working with acute colleagues to make sure that service users received care according to their care plan. In response to another question, it was confirmed that there was engagement with organisations from across the city and region to ensure consistent approached and joined-up working. It was separately reported that a challenge was around visiting rules, with contact needing to be</p>	

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	<p>minimised, but the need to balance this with recognition that some of our service users, including those with Dementia, needed contact.</p> <p>Terry Proudfoot, Lead Governor, asked what learning there had been from the outbreak in nursing homes. Beverley Murphy responded that there was a need to restrict staff movement more quickly, while adherence to the main rules around the use of PPE, social distancing and hand washing remained key.</p> <p>Sandie Keene confirmed that the Carers Strategy Group met regularly and included representation from the Sheffield Carers Centre and young carers.</p>	
CoG 66/08	<p>Care Quality Commission</p> <p>Sandie Keane presented a report on actions arising from the CQC Inspection as part of the 'Back to Good' programme. This involved are seven workstreams covering the key points and priorities for improvement. The work of the 'Back to Good' Board was overseen by the Quality Assurance Committee and the Board.</p> <p>NEDs had sought assurance regarding the project management, the progress that was being made, the impact it was having, and the inclusivity of both internal and external stakeholders. They were focused on sustainability in terms of improvements.</p> <p>Since the last meeting of CoG, all NEDs had met with Beverley Murphy who worked through the 'Back to Good Programme' in detail.</p> <p>At the last Quality Assurance Committee Meeting, two internal audit reports were presented which reviewed the project management of the last CQC programme given that it did not provide a positive result. The Committee took the internal audit reports to make sure that the learning from those were inbuilt into our approach this time</p> <p>Learning included that on the previous occasion, the organisation too readily accepted when people had said that they had done something. There was now greater independent oversight. A second item which was highlighted in the internal audit reports was that timescales on certain tasks were put back and escalations did not produce the right level of action in every instance. The learning was to recognise and understand the importance of monitoring and escalating when needed.</p> <p>Sandie Keene reported that she had looked specifically at service</p>	

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	<p>user and carer engagement. A strategy had been approved at the 'Back to Good' programme board around the different ways in which carers and service users were being engaged. Representatives from Flourish, Sheffield Carers and The Young Carers Centre were all represented on the 'Back to Good' Board. A Communications Strategy had been produced to take into account the key messages that people needed.</p> <p>Governors asked questions around whether the Board had any concerns around slippage within timescales in the Back to Good programme. It was confirmed that the workstream leads reported monthly to the Board on all areas, and those which had slipped beyond deadline were being held to account and managed. There were no specific areas of concern.</p> <p>In response to questions around physical health monitoring, Sandie Keene Confirmed that the Quality Assurance Committee looked at physical health monitoring data and was rarely under 100 per cent. She felt that in the last year this monitoring has improved throughout the organisation. As the Physical Health Strategy is implemented, broader information would be made available. The Chair reported that iPads were used for Physical Health Checks but sometimes connection had been lost, highlighted that IT infrastructure was a risk the Board was sighted on this.</p> <p>CoG is requested to:</p> <ul style="list-style-type: none"> a) Note the progress made in relation to the S29A notice; b) Note the oversight and scrutiny in place and that work continues to identify potential areas of risk to delivery; c) To also note that remedial actions are being identified wherever possible to maximise the Trust's opportunity to demonstrate significant improvement as required; d) Note that support is being made available to all teams and services as required to support them to deliver; e) Note that agreed systems of quality assurance and resilience testing are in place. 	Approved
CoG 66/09	<p>Report from Nomination & Remuneration Committee (NRC) – Appointment of Audit Chair</p> <p>The Chair presented a report seeking confirmation of the NRS's recommendation to appoint Anne Dray to the position of Audit Committee Chair following a recruitment process. The term of office was proposed to commence on 1 November 2020 and end</p>	

Minute	Item	Action
	on 31 October 2024.	Approved
CoG 66/10	<p>CoG Development Programme – Update for Approval</p> <p>The Chair introduced Claire Lea from Charis Consulting Limited, who was in attendance in the Board Room.</p> <p>In October 2019 CoG agreed a programme of development with a company called Renewal. Renewal was to carry out a diagnosis of where Governors felt they were in terms of their work. This work paused in March 2020 due to the COVID-19 pandemic.</p> <p>Following the CQC inspection report publication in April 2020, resulting in the organisation receiving an ‘Inadequate’ rating, a Well Led Development Programme and Back to Good Programme were produced in response to the CQC findings.</p> <p>The Well Led Development Programme required the organisation to assess the role of the unitary Board, what is the role of the Governors and how they work together. The organisation engaged Charis Consulting Ltd to support delivery of the Board Development aspects work.</p> <p>Subsequently, Renewal had voluntarily disengaged from the programme. The original working group was re-established who met last week and recommended that Charis Consulting Ltd continue this work to ensure consistency.</p>	Agreed
CoG 66/11	<p>Any Other Business</p> <p><u>NRC Vacancies</u> – there were three vacancies; 1 Young Service User Carer; 1 Staff and 1 Public. Expressions of interest should be submitted to David Walsh by the end of October 2020. If there was more than 1 expression of interest for each category then each individual would be asked to prepare a personal statement which would be circulated to CoG to vote. The votes should be returned to David Walsh by the end of November 2020 which will enable the results of the vote to be reported back to the December CoG meeting.</p> <p>There being no further business the Chair closed the meeting.</p>	