

Meeting of the Council of Governors
14.30 to 16.30 on Thursday 17 February 2022

This meeting is being undertaken by MS Teams

AGENDA – MEETING IN PUBLIC

1.	14.30	Welcome and Apologies for Absence To note	Verbal	Chair
2.	14.30	Quoracy of Council of Governors Meetings	Verbal	Chair
		<i>A meeting of the Council shall be quorate and shall not commence until it is quorate. Quoracy is defined as meaning that there shall be present at the meeting at least one third of all Governors (7 allowing for vacancies). Of those present, at least 51% shall be publicly elected Governors.</i>		
3.	14.30	Declarations of Interests To note	Verbal	All
4.	14.30	Minutes of Council of Governors Meeting held on 18 November 2021 To approve	Enclosure	Chair
5.	14.35	Matters Arising from the Minutes None	N/A	Chair
		<u>ACCOUNTABILITY</u>		
6.	14.35	Chief Executive Report to Council To receive and agree any necessary actions	Presentation	Karen Geoghegan
7.	14.55	Update on Operational Pressures focussing on those at RSCH Emergency Department To receive and agree any necessary actions	Presentation	Ben Stevens
8.	15.10	Report from the Patient Engagement & Experience Committee Meeting held on 13 December 2021 To note	Enclosure	Lyn Camps as Committee chair
9.	15.15	Report from the Membership Engagement Committee Meeting held on 17 January 2022 To note	Enclosure	Lyn Camps as Committee chair
		<u>LISTENING AND REPRESENTING</u>		
10.	15.20	Lead Governor's Report To receive and agree any necessary actions	Enclosure	Lyn Camps

11.	15.30	Staff Governors' Update To receive and agree any necessary actions	Verbal	Miranda Jose
12.	15.40	Appointed Governors' Update <ul style="list-style-type: none"> • West Sussex County Council • Voluntary Sector - Age UK • Brighton & Hove City Council • Inclusion <ul style="list-style-type: none"> • University of Brighton To receive and agree any necessary actions	Verbal	Alison Cooper Helen Rice Sue Shanks Varadarajan Kalidasan Kate Galvin
		ACCOUNTABILITY		
13.	16.00	Patient Committee Chair Feedback To receive and agree any necessary actions	Presentation	Jackie Cassell
		OTHER ITEMS		
14.	16.15	Company Secretary Report To note	Enclosure	Glen Palethorpe
15.	16.20	Any Other Business To receive and action	Verbal	Chair
16.	16.25	Questions from the public To receive and respond to questions submitted by the public at least 48 hours in advance of the meeting.	Verbal	Chair
17.	16.30	Date and time of next meeting: The next meeting in public of the Council of Governors is scheduled to take place at 14.00– 16.00 on Thursday 19 May 2022	Verbal	Chair

Minutes of the Council of Governors meeting held at 13.00 on Thursday 18 November 2021 via Teams Live Broadcast	
Present:	
Alan McCarthy MBE DL Pete Landstrom William Roche Rob Haigh Maggie Davies – joined at Item 8 David Grantham Andy Heeps Kate Slemeck Joanna Crane Lizzie Peers Patrick Boyle Claire Keatinge Jackie Cassell Lucy Bloem Lillian Philip Glen Palethorpe Lyn Camps John Todd Frank Sims Frances McCabe Lindy Tomsett Paul Wayne Doug Hunt Pauline Constable Jo Norgate Andy Cook Miranda Jose Varadarajan Kalidasan Alison Cooper Kate Galvin Helen Rice	Chair Chief Delivery & Strategy Officer Chief Medical Officer Deputy Chief Medical Officer Chief Nurse Chief People Officer Managing Director – West Managing Director - East Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Company Secretary Public Governor – Arun (Lead Governor) Public Governor – Adur Public Governor - Brighton & Hove Public Governor - Brighton & Hove Public Governor – Chichester Public Governor – Horsham Public Governor – Mid Sussex Public Governor – Worthing Staff Governor – St Richard’s Hospital Staff Governor – Royal Sussex County Hospital Staff Governor – Peripatetic Appointed Governor – Inclusion Appointed Governor – West Sussex County Council Appointed Governor – University of Brighton Appointed Governor – Voluntary Sector
In Attendance	
Nicole Chavaudra	Director of Patient Experience
David McLaughlin	Director of Facilities & Estates
Jan Simmons	Corporate Governance Officer

COG/11/21/1	WELCOME AND APOLOGIES FOR ABSENCE	ACTION
1.1	Alan McCarthy welcomed all those present to the meeting and extended his apologies for the meeting being held virtually due to the ongoing Covid precautions that were in place for the Trust.	
1.2	Alan noted that apologies for absence had been received from the following members of the Council.	

1.3	<p>Executive Directors: Dame Marianne Griffiths, Denise Farmer and Tim Taylor</p> <p>Non-Executive Directors: Jon Furmston and Dame Denise Holt</p> <p>Governors: Maggie Gormley, Hazel Heron and Sue Shanks.</p>	
1.4	Alan informed the Council that, following the merger of the two Trusts and the subsequent election process, he was delighted to welcome several new public and Staff Governors, these being Maggie Gormley and Lindy Tomsett for the Chichester constituency, Hazel Heron, for the constituency of East Sussex and Out of Area, and Joanne Norgate and Amelia Palmer for SRH and Worthing and Southlands Hospitals respectively.	
1.5	The Council extended thanks to the outgoing Governors, Les Willcox, Stuart Fleming, Ryan De Vall and Dr Anna Mathew for all the work they had undertaken as part of the Council.	
1.6	Alan welcomed to the meeting the two newly appointed Managing Directors for the Trust, Andy Heeps for the West and Kate Slemeck for the East, both of whom briefly introduced themselves to the Council.	
1.7	The Council was advised that, following the announcement that Dame Marianne Griffiths would be retiring from her post as CEO next June, the recruitment process for her replacement had commenced and would see Governors included in the stakeholder groups.	
1.8	Alan went on to advise the Council that Pete Landstrom, Chief Delivery and Strategy Officer for the Trust would be leaving in the New Year to take up a post with the Royal Free London NHS Foundation Trust. Pete had been a phenomenal asset and it would be a huge loss to the Trust.	
COG/11/21/2	DECLARATIONS OF INTERESTS	
2.1	There were no other interests to declare.	
COG/11/21/3	MINUTES OF THE COUNCIL OF GOVERNORS MEETING HELD ON 19 AUGUST 2021	
3.1	The minutes of the meeting held on 19 August 2021 were APPROVED as a correct record.	
COG/11/21/4	MATTERS ARISING FROM THE MINUTES OF MEETING	
4.1	There were no matters or actions arising from the minutes of the previous meetings.	
COG/11/21/5	CHIEF EXECUTIVE REPORT TO COUNCIL	
5.1	Pete Landstrom presented the Chief Executive report on behalf of Dame Marianne Griffiths who had been unable to attend the meeting.	
5.2	Pete began by updating the Council in relation to the current Covid-19 numbers and the impact this had on services. Numbers were fairly static at	

	present but not insignificant; the Trust was caring for 81 patients with Covid-19 in the hospitals with some being cared for in ICU.	
5.3	The hospitals remained busy and continued to experience significant increases in demand, with the Emergency Departments seeing an increase of approximately 5% in activity from October 2019 to October 2021. This had put huge pressures on staff as well as being horrible for patients and families who were having to wait much longer for their treatment.	
5.4	At the same time the Trust had continued to deliver high levels of restoration to October 2021 following elective recovery above expectations in H1. This had dipped marginally for elective inpatients and first Outpatient attendances in October, but would be a challenge going into winter.	
5.5	The acute winter plan in Sussex had been commended by NHSEI for its demand and capacity modelling and robust assurance processes. The Trust's comprehensive winter plan for 2021/22 had been designed to ensure effective service, organisational and system resilience in response to winter pressures and took into account the added complexity and challenge posed by Covid. Patient safety, colleague support and the delivery of the agreed trajectories for constitutional standards remained the key measures of success.	
5.6	Pete went on to highlight the challenging effect that the high demand for services and the ongoing impact of the pandemic had on staffing levels. A number of initiatives were being implemented to make improvements for staff, including boosting recruitment, improving bank arrangements, various health and wellbeing programmes, welfare appraisals and working with teams on local improvements and listening to staff and their requirements as part of the Trust's breakthrough project.	
5.7	The Trust was continuing to offer flu vaccinations in Occupational Health clinics and was also offering the Covid-19 booster vaccinations in these clinics in the Royal Sussex County and Princess Royal Hospitals. Staff were also able to obtain vaccinations via the booking service online or 911. Across UHSussex, more than 90% of the workforce had received their Covid-19 jabs.	
5.8	Pete then referred to the recent unannounced focussed inspection by the CQC of the Trust's maternity services at the Royal Sussex County, Princess Royal, St Richard's and Worthing Hospitals and surgical services at the Royal Sussex County Hospital on 28 and 29 September 2021. Formal feedback from the CQC had praised staff for continuing to be responsive, agile and showing good will and commitment to patients, their teams and the organisation. However, there were some areas of challenge identified around staffing levels, some isolated breaches in infection prevention control (IPC) and risk management reporting. Led by Kate Slmeck and Andy Heaps, work had already begun to engage with teams and workgroups to address improvements in these areas. The CQC had recognised and acknowledged the huge pressures that the NHS was currently under.	
5.9	Turning to other news, Pete drew out the following highlights:	

5.9.1	<ul style="list-style-type: none"> - The Trust welcomed the recently appointed new UHSussex Governors and a number of newly appointed Trust Directors. 	
5.9.2	<ul style="list-style-type: none"> - Congratulations were extended to HCA Bronwyn Powell who won the September Star of the Month award, David Grantham on winning Director of the Year 2021 at the HPMA People Awards for his 'outstanding' work at his former organisation and Meghan Creffield who won the Outstanding Contribution by an Apprentice to an Employer prize at the Brighton and Hove Apprenticeships Awards. 	
5.9.3	<ul style="list-style-type: none"> - Dr Sammy Batt-Rawden had been shortlisted for The Sun's #WhoCaresWins Doctor of the Year award. The volunteer team at Worthing & Southlands Hospital were shortlisted in the National Helpforce Champions Awards for Volunteer Leader of the year, Volunteer of the year and Innovation in Volunteering and Company Secretary, Glen Palethorpe, had been shortlisted for Company Secretary of the year with the Chartered Governance Institute. 	
5.9.4	<ul style="list-style-type: none"> - The Trust had been named a Veteran Aware Trust in recognition of its commitment to improving NHS care for veterans, reservists, members of the Armed Forces and their families, and was now one of 97 members of the VCHA and part of a growing number of NHS Trusts gaining this accolade. 	
5.9.5	<ul style="list-style-type: none"> - Funding of more than £1m had been approved for a new CT scanner at St Richard's Hospital which would provide increased image quality and reliability, with a faster turnaround time enabling quicker diagnosis. 	
5.9.6	<ul style="list-style-type: none"> - A £5.6m investment in a Urology Investigation Unit at the Princess Royal Hospital would provide patients with a one-stop clinic, reducing the time from referral to treatment. It would also mean fewer visits for patients as well as releasing theatre capacity by offering procedures to be carried out under a local anaesthetic. 	
5.10	<p>Looking ahead, there was the development of a new Clinical Operating Model for the Trust which, following excellent engagement with clinical leaders and managers at workshops in June 2021, was currently under formal consultation with a number of staff attending individual meetings. In addition, there had been continued focus on protecting staff health and wellbeing, restoration and recovery of services, meeting the increasing demand for urgent care, the Patient First strategic improvement priorities and working with Sussex Health and Care Partnership colleagues.</p>	
5.11	<p>Alan thanked Pete for his presentation adding that he was sure the Governors would want to recognise and thank the staff for all their hard work during these difficult times.</p>	
5.12	<p>Frank Sims asked if the 4% increase in Emergency Department (ED) activity referred to was in line with what was expected had there not been Covid. Pete replied that although year on year numbers did increase, the Trust had seen a disproportionate increase in ED activity since the early summer with</p>	

	no sense of it abating and a sustained and continued level of really exceptional increases across a whole range of services.	
5.13	Miranda Jose was pleased to see the increase in permanent staff vacancies being filled but had concerns around the provision of office space in Worthing and St Richard's hospitals and asked if there were any plans to address this. Recognising that space was constrained, Pete replied that with new technology and coming together as one organisation there could be an opportunity to think about how best to use space.	
5.14	Referring to the Clinical Operating model and transition process, Lyn Camps asked if there was a plan to present this to the Governors. Pete advised that once concluded this would be shared with the Governors and the wider organisation.	
5.15	The Council NOTED the Chief Executive Report.	
COG/11/21/6	REPORT FROM THE PATIENT ENGAGEMENT AND EXPERIENCE COMMITTEE MEETING CHAIR	
6.1	Lyn presented the report from the meeting held on 13 September 2021 which unfortunately was not quorate. However, as the meeting was not seeking any approvals, other than the Committee's minutes from its last meeting on 14 June 2021, the Committee decided to continue with the meeting, with the minutes from the previous meeting being approved at the Committee's next meeting.	
6.2	The Committee had received the Trust's 2021/22 quarter one Patient Experience reports, a presentation from the Estates and Facilities Division on a number of programmes of work they were undertaking to improve patient experience, including work that linked to the Trust's wider discharge work. The Committee also received updates from the CCG and Brighton and Hove Healthwatch.	
6.3	The Governors in attendance had thanked those presenting the reports for their thoroughness and balance of information on where the Trust was doing well, where it was listening to feedback and the developed or developing actions to further improve patient experience.	
6.4	The Council NOTED the report and the assurances the Committee had received at the meeting in respect of patient experience and NOTED that no matters had been referred to the Council for their action.	
COG/11/21/7	REPORT FROM THE MEMBERSHIP ENGAGEMENT COMMITTEE MEETING CHAIR	
7.1	Lyn, as Committee Chair, presented the report on the meeting held on 11 October 2021.	
7.2	The Committee was quorate with seven Governors being present, plus the Director of Communications and the Company Secretary.	

7.3	The Committee received a report on the Trust's membership along with feedback from the established small reference group which supported the actions being developed to deliver the Trust's Membership and Engagement Strategy.	
7.4	The Council NOTED the report.	
COG/11/21/8	LEAD GOVERNOR'S REPORT	
8.1	Lyn began her report by describing the 'fighting spirit' that she had experienced whilst working as a volunteer in the new Covid booster hubs with staff demonstrating their tenacity and willingness to be flexible.	
8.2	In recognising the unprecedented demand on the Trust's services and staff it had been comforting to see the booster and flu vaccination hubs up and running again with two Governors acting as vaccinators alongside nurses, retired doctors and GPs accompanied by an army of pharmacy personnel and support staff.	
8.3	The Governors were delighted to see the significant and creative efforts that were going into recruiting additional staff across all areas of the Trust and the welcome news that over 200 international nurses had been recruited since March, as well as a number of key executives to support the new organisation. The Governors also offered their congratulations to a number of Trust employees who had been recognised, either in their field of expertise or as having achieved some incredible work.	
8.4	Lyn then turned to the sad news that the Trust's CEO, Dame Marianne Griffiths, had announced her retirement. The Governors had enjoyed a really positive relationship with Marianne and finding a new CEO who was tenacious, courageous, considered, created magic and was committed to the Trust, patients and staff would be a real challenge.	
8.5	Following the recent elections, Lyn welcomed two new public and two staff Governors to the Council and was pleased to announce that Lindy Tomsett had been re-elected. Following the elections, a number of valued Governors had retired from their positions, all of whom had made a significant contribution to the Council and were thanked for their time, commitment and wise counsel.	
8.6	The November Trust Board meeting in public had highlighted the continuing, extreme challenges faced by the Trust and the huge demand placed on services across the Trust and its staff. Whilst noting that nationally, all acute Trusts were experiencing similar operational pressures the Governors were pleased there were continuing wellbeing initiatives in place to support the workforce.	
8.7	Governors, were aware of the huge amount of work created by a CQC inspection and for the Trust to receive an unannounced inspection, at a time when it was under such operational pressure, created further pressure on the Trust. As always, the Trust responded with an approach that was always positive to have additional scrutiny.	

8.8	It was understood that the inspectors had nothing but praise for the Trust staff, but did recommend some areas for improvement. The Governors also recognised that the Trust put the care and safety of its patients as its highest priority and had already started to implement improvement programmes for some of the issues raised. The Governors wished to thank all the staff involved in the CQC inspection.	
8.9	Referring to the Governor Information Seminars, Lyn welcomed the continuing receipt of key information in regard to the running of the Trust and new initiatives. The seminars helped to provide the Governors with context and to understand the thinking and processes behind them.	
8.10	Concluding her report, Lyn advised that a number of Governors were involved with the Chichester School of Nursing as they started their journey of teaching new Nurses and Allied Health professionals and had been invited to the official opening on the 10 November.	
8.11	Finally, on behalf of the Governors, Lyn expressed a huge thank you to all staff for the care given to patients and each other and for their continuing 'fighting spirit.'	
8.12	Alan thanked Lyn for her report and kind words and for seeing the positive of the difficult situation that the Trust found itself in at present.	
8.13	The Council RECEIVED the Lead Governor's report.	
COG/11/21/9	Feedback from Governors involved within improvement Groups	
	Patient Engagement / Communications	
9.1	Pauline Constable advised that at the first meeting of the Ophthalmology Engagement Forum on 25 October 2021 they had met with a few patients and staff with a view to improving the experience of patients in the Eye Clinic. Patients spoke about their experience of using the service, including what went well and the areas where improvements could be made.	
9.2	Part of the forum's remit was to review letters sent by the Trust to patients, from their initial appointment to discharge and to ensure they were clear and easy to understand.	
9.3	With this work currently taking place in the west of the Trust, Pauline asked if Governors could encourage more users to engage and become involved with the forum and to contact her or John Todd for information.	
9.4	Alan thanked Pauline for her update, noting that that engagement and communication was really important work for the Trust which he hoped would continue to make good progress.	
9.5	The Council NOTED the update.	
	SRH Laundry Project	
9.5	Lindy Tomsett summarised the background and progress of the laundry project at St Richard's Hospital.	

9.6	With much of the existing equipment over 50 years old, and some that was second-hand when it was purchased, it had been agreed to look at the options for its replacement with three aims in mind - to make it more environmentally friendly, to increase productivity and to make it more recyclable and with the merger of the two Trusts it was agreed to pursue the option to retain the laundry on the St Richard's Hospital site and to replace the equipment which would also reduce the chemical and water usage.	
9.7	Lindy was pleased to report that, following a tender process by the Trust, orders had been placed for the new laundry equipment.	
9.8	Alan thanked Lindy for a very clear and positive update.	
9.9	The Council RECEIVED the report.	
End of Life and Mortality		
9.9	Frances McCabe reported that she had recently attended two meetings, one being the End of Life and Mortality Board, led by the Trust and the other being the Strategy group led by the Commissioners, involving Health and Social Care, Community partners and others involved in end of life care.	
9.10	Frances gave detailed feedback on the focus and learning from the meetings and the extensive work that was taking place to look at future improvement and avoidable deaths and to improve the end of life care for the area's population.	
9.11	Alan thanked Frances for her feedback.	
9.12	The Council NOTED the update	
COG/11/21/10 STAFF GOVERNORS' UPDATE		
10.1	Andy Cook gave an update for the East and West of the organisation and began by recognising the hard work and leadership of the Trust's CEO, Dame Marianne Griffiths, as she announced her forthcoming retirement, adding that it was rare to find a senior executive held in such high regard by the staff they lead and extended thanks on behalf of the staff and staff Governors.	
10.2	There was now a full complement of staff Governors with the newly appointed additions of Jo Norgate and Amelia Palmer for St Richard's and Worthing Hospitals respectively.	
10.3	Andy highlighted the excellent work of the vaccination hubs and that it was important for Staff Governors to continue to promote and support the uptake of vaccinations.	
10.4	Referring to the current unprecedented pressures being experienced across the Trust, the close and honest engagement with the staff had been welcomed as had the various wellbeing initiatives that had been put in place, but staff had been disappointed to learn of the report from the recent unannounced CQC visit.	

10.5	Andy ended by saying how important it was for staff to understand the role of the Staff Governor and thanked Alan for putting in motion some communication activity to increase the awareness.	
10.6	Alan thanked Andy for his excellent report and support.	
10.7	The Council NOTED the update.	
COG/11/21/11	APPOINTED GOVERNORS' UPDATE	
11.1	B&H City Council	
11.1.1	This item was deferred to the next meeting.	
11.2	West Sussex County Council	
11.2.1	Cllr Alison Cooper began her update advising that the Councillors had been given an overview of the budget pressures being experienced by the County Council that mainly centred around adult social care and the new cap on payments for social care.	
11.2.2	The Council was informed that there had been an 8-10% increase over the past 6 years with children needing education and healthcare plans which had also resulted in pressures now and in the future.	
11.2.3	Alison reported that the County Council had launched a new survey on domestic violence with the aim to improve services and also supported the community safety partnership to develop strategies to reduce community harm; partners included Drug and Alcohol services, Fire and Rescue, Probation services, local Volunteering services, Sussex Police and local healthcare.	
11.2.4	Alan thanked Alison for her update and agreed that it would be necessary for the Trust and local authorities to work together to help resolve some of the issues.	
11.2.5	The Council NOTED the Appointed Governor's update.	
11.3	Voluntary Sector – Age UK	
11.3.1	Helen Rice echoed all the previous comments around the hard work and dedication of staff in the most challenging of times.	
11.3.2	Helen gave an update of the preventative work that Age UK was undertaking to keep people out of any form of healthcare facility or care home and to help reduce the pressures on the hospitals.	
11.3.3	Helen highlighted some of the concerns seen in the increased levels of frailty, falls, respiratory conditions and the devastating effects of isolation during the pandemic. Age UK provided a number of different services to support these and now provided a welfare check service to support thousands of people over the winter months by assessing their homes, either directly or by telephone, looking for things that could contribute to a trip or a fall to keep them safe and out of hospital.	

11.3.4	Age UK was also working through GP surgeries to identify the most vulnerable at risk patients, particularly those at home without a support network, to provide foot care, food and support around recovery, as well as keeping healthy and well during such a difficult time.	
11.3.5	Like other organisations, Age UK were finding it difficult to recruit staff and had put in place a number of initiatives in an effort to address this.	
11.3.6	In conclusion, Helen highlighted that Age UK would try hard to put things in place to keep people at home rather than in hospital and asked to be contacted directly if they could help in any way.	
11.3.7	Referring to the requirement for mandatory vaccinations Lyn Camps asked how Age UK would be impacted. Helen confirmed that it was currently understood that this requirement only impacted their CQC regulated area being their Crisis service, which worked in conjunction with Brighton hospital and which had a 100% double vaccination and booster rate but it was unclear if this would be extended further to those working in community settings.	
11.3.8	Reflecting on the updates from Alison and Helen, Andy Heeps noted that it had become clear that a big conversation on supporting people in the community was required and this was one of the key challenges for the Integrated Care System (ICS). Andy was encouraged to hear this being discussed by the Governors as it also echoed similar conversations by the Executive team.	
11.3.9	Rob Haigh took the opportunity to remind the Council of the importance of supported social caring for individuals in their own homes and the need to encourage family members to also provide some of this support.	
11.3.10	Alan thanked Helen for her update adding that he welcomed Age UK and the Trust working more closely together.	
11.3.11	The Council NOTED the Appointed Governor's update.	
11.4	Inclusion	
11.4.1	Varadarajan Kalidasan (known as Kali), explained that he used to be Director of Medical Education and Consultant Paediatric Surgeon in Brighton until August 2021 when he retired and returned as Clinical Advisor for Integrated Education and Inclusion for the new organisation.	
11.4.2	Kali worked mainly with three important networks within the Trust, the LGBTQ+ and Disability Forums and the Ethnic Minorities network. Kali was pleased to report that equality, diversity and inclusion were high on the Trust's agenda and, whilst working under extreme pressure, it was important that staff felt valued and that there was equity and equality.	
11.4.3	Looking forward it had been good to see that the Trust had refocused and that some of the aims had been clearly translated into actions and that a large number of staff with protected characteristics could see the impact of these.	
11.4.4	Kali ended his update by referring to external work that he was involved in with organisations such as the BAPIO (The British Association for Physicians of Indian Origin) who had recently published a good report following	

	investigation into some 18 London hospitals on the issue of equality, which was always a challenge for the NHS as a whole. Kali was pleased that, as a Trust, UHSussex were putting great emphasis on this and hoped to soon see tangible results.	
11.4.5	In thanking Kalie for his report, Alan commented that the Non-Executive Directors also felt passionately about equality, diversity and inclusion and was a Board priority	
11.4.6	The Council NOTED the Appointed Governor's update.	
11.5	University of Brighton	
11.5.1	Kate Galvin echoed the previous comments around the tremendous work being undertaken by the Trust.	
11.5.2	The University of Brighton was now in its new five-year strategy and had merged schools to create six schools with the two most pertinent for this update being Sport and Health Sciences, which Kate was part of, and the Brighton & Sussex Medical School.	
11.5.3	Kate reported that there had been a massive increase in admissions to all the health professional courses across the board and provided the following helpful headlines.	
11.5.4	There had been a 10% increase in 3-year under graduate Adult Nursing admissions, leading to 181 starters as well as 100 Nursing Associates representing a 2% increase on the 2-year apprenticeship route. Mental Health nursing had also seen a huge 43% increase which it was felt had been stimulated by the Covid-19 pandemic. Both Midwifery and Physiotherapy had seen good application rates which were also reflected in the Medical School. All students in health professions were supported by £5,000 bursaries, plus family and travel support from the NHS Business Services.	
11.5.5	The increase in applications was good news for the University but presented pressures in placement areas. However, extensive work was ongoing to increase placements across the region, with the two newly appointed facilitators in the Trust working closely with the University.	
11.5.6	Given a certain amount of attrition within nursing schools and having invested in their training, Lyn asked what these rates were and what could be done to ensure that these students were supported and retained. Kate responded saying that more recently the attrition rate had improved and was currently 0% for Nursing and Paramedics and a small amount in Physiotherapy. With regard to retaining students it was important that they had a good placement experience with the Trust and could see a trajectory going forward and opportunities to develop. The University also worked with the Office of Students nationally to develop strategies and there was very good work by the Trust does around education development and post qualification education.	
11.5.7	David Grantham then described the work being undertaken around Physician Associates and Clinical Fellows with a view to designing teams around the	

	skills and things they can do rather than the role that historically they might have been ascribed to.	
11.5.8	Maggie added that it was important that the Trust was an employer of choice for nurses, midwives and therapists and that processes and equal opportunities were in place to ensure they felt part of the Trust.	
11.5.9	Alan extended his thanks to Kate for the excellent news on admissions.	
11.5.10	The Council NOTED the Appointed Governor's update.	
COG/11/21/12	SUSTAINABILITY COMMITTEE CHAIR FEEDBACK	
12.1	As Chair of the Sustainability Committee, Lizzie Peers gave a presentation on the role and operation of the Committee. This was a new sub Committee of the Board and was one of the five strategic themes in the Trust's Patient First triangle reflecting the decision to fully align the way the Board worked with the Patient First model.	
12.2	Lizzie described how the Committee worked, how it gained detailed assurance over the sustainability domain and gave a snapshot of a typical meeting and some of the agenda items to give a sense of the scale and breadth and depth of the Committee's work and how it provided assurance up to the Trust Board.	
12.3	Alan thanked Lizzie for her well-structured presentation on a Committee that had a huge agenda adding that all Committees were superbly supported by the Trust's Non-Executive Directors.	
12.4	With the new format of the Committee and Strategy Deployment Review meetings (SDRs), Lyn asked if it helped to arrive much faster at the assurances required by the Non-Executive Directors. Lizzie replied that the format was constantly kept under review but the SDR meetings had been really helpful in providing key assurances from more live data and information resulting in the Non-Executive Directors feeling more connected.	
12.5	The Council NOTED the presentation from the Chair of the Sustainability Committee.	
COG/11/21/13	COMPANY SECRETARY REPORT	
13.1	Glen Palethorpe confirmed that there was nothing new to report as Pete had referred to the recent elections in the Chief Executive's report and by Lyn in her Lead Governor report.	
13.2	The Council NOTED the Company Secretary report.	
COG/11/21/14	OTHER BUSINESS	
14.1	Alan took the opportunity to confirm that Adam Doyle had been appointed as Chief Executive of the Integrated Care System (ICS) and advised that he would be inviting Adam to provide an update to the Governors at a future date on the role of Governors in the ICS. Alan also advised that Stephen	

14.2	Lightfoot had been appointed as Chair of the ICS and that the Trust, as an important part of the ICS, was already working closely with both. Alan formally recorded the congratulations from the Trust to both Adam and Stephen.	
COG/11/21/15	QUESTIONS FROM THE PUBLIC	
15.1	An opportunity had been given, but there were no questions from the public lodged for the meeting.	
COG/11/21/16	DATE OF NEXT MEETING	
16.1	The next meeting of the Council of Governors was scheduled to take place at 14.30 – 16.30 on Thursday 17 February 2022.	

Jan Simmons
 Corporate Governance Officer
 November 2021

Signed as an accurate record of the meeting

.....

Chair

.....

Date



University Hospitals Sussex
NHS Foundation Trust

Executive report to Council of Governors

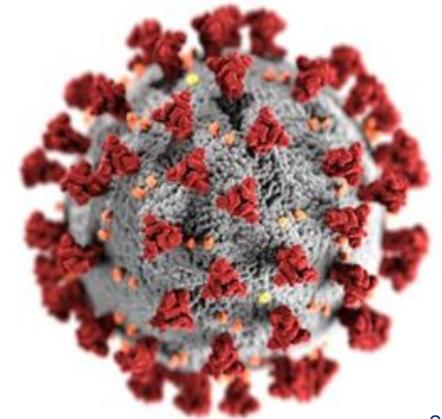
Karen Geoghegan, Chief Finance Officer
February 2022

News

We are currently caring for 102 patients* with Covid-19 in our hospitals, with 5 in critical care

- Royal Sussex County Hospital: **28** (3 in ITU)
- Princess Royal Hospital: **19** (2 in ITU)
- Worthing Hospital: **18** (0 in ITU)
- St Richard's Hospital: **37** (0 in ITU)

*Correct as of 08/02/22



Omicron and the winter surge

- Since January 2022 we have been seeing significant and ongoing pressures on our A&E departments with high demand and challenges managing flow.
- We have also seen unprecedented delays in discharges due to a lack of capacity across our local NHS and social care services, combined with a high number of staff absent due to Covid, which is putting further pressure on the number of available inpatient beds.
- We currently (8/2/22) have 289 patients in our hospitals who are medically ready for discharge. We have 322 staff absent due to sickness.



Our response...

We introduced a range of new measures to ensure safe services for patients. These included:

- Postponing some less urgent clinical work and reallocating staff as required to support essential services.
- Senior leaders worked with teams across the hospitals and with system partners to review capacity, patients and to escalate issues and plan safe discharges
- Postponing some planned procedures to create space for patients needing urgent care.
- Developing detailed surge plans and asking for additional support at a national level to be able to staff additional clinical areas.
- Standing down non-essential meetings to maximise the number of colleagues available to work in clinical roles.



Visitor information

During this time, visiting in our hospitals remains restricted to keep patients and staff safe. Our messaging for patients and their families continues to be:

- Attend any planned outpatients appointments (alone if possible)
- Take a lateral flow test before attending to ensure they do not have Covid
- Wear a surgical mask at all times and maintain a 1m social distance
- Nominate just one person to be their visitor while they are in hospital



Collaborative working

Vaccination clinics

- Working with Sussex Health and Care Partnership we provided walk-in Covid vaccination services across Worthing, St Richard's and Royal Sussex County Hospitals.
- Colleagues, patients and the public received their first, second or booster doses without booking.



A new ED volunteering scheme

- Non-clinical colleagues have been volunteering in emergency departments to help ease some of the pressures.
- Tasks include making cups of tea, reassuring confused patients, answering phones and restocking supplies



STARs awards launch

Our annual STARs Awards have returned for staff and volunteers who embody the ideals of our Patient First programme.

Nominations opened on 17 January for five weeks and staff and patients can nominate a colleague or team via our intranet and website. Nominees will be automatically entered into a prize draw with one draw per week (prizes sourced by our Trust charities).

New categories include:

- Clinical Team of the Year
- Support Service Team of the Year
- Environmental Sustainability Champion

The awards ceremony will take place on Wednesday 25 May 2022 at Worthing Assembly Hall, which we will report on via our communications channels and showcase our winners.



News highlights

BBC South East feature – Critical Care

Our critical care department featured on [BBC South East](#) as part of their special reports about the pressures NHS staff are facing. The video highlights how extraordinarily hard our colleagues are working to care for the high volumes of patients we are seeing.



First UHSussex Star of the Month

Healthcare Assistant Bronwyn Powell from Worthing, was the first UHSussex Star of the Month. Bronwyn was nominated by a member of the public who noticed the wonderful kindness she showed to a patient while she was on her break. Congratulations to everyone who was nominated – more than 100 in the opening month! Bronwyn won £100 and a special gift.



Green surgery team nationally recognised for sustainable healthcare project

A UHSussex general surgery team has been nationally recognised for an innovative sustainable healthcare project. Competing against four other surgical teams in the UK, their work looked at reducing the number of blood tests a patient needs before an operation; saving patient time, money and reducing the Trust's carbon footprint.



News highlights

Creative workshops continue at satellite sites

Our creative wellbeing workshops hosted at our four main sites in the summer, continued their travel to our smaller locations thanks to funding from BSUH Charity and Love Your Hospital. Staff reported how beneficial they found the workshop.



Reopening of chapel space at Princess Royal Hospital (PRH)

The Onward Arts and Chaplaincy teams hosted a special event, to celebrate the reopening of the renovated chapel space at PRH. The improvements began in 2020 thanks to kind donations to BSUH Charity, which funds Onward Arts at four of our hospitals. The space now incorporates images of nature, artificial plants, new furniture and carpet, and soft lighting, providing a calming space for staff, patients and their loved ones to reflect and rest in.



UHSussex in green inhaler project

A study by Trust clinicians found that if patients on one respiratory ward changed the inhaler they were using, their collective carbon footprint could reduce by about 90% in one year. The findings have been presented nationally, and a working group is being set up and a medicine clinical fellow appointed to reduce MDI prescribing at UHSussex.



CQC - update

The CQC issued a Warning Notice which identified four areas that the Trust was required to make significant improvements in by 3 December 2021:

- Safe storage and administration of medicines in maternity
- Safe, secure and contemporaneous medical records in maternity across the trust
- Infection prevention and control in surgery at RSCH
- Assessing and responding to risk

It also identified a further two areas that required significant improvement by 29 April 2022:

- Lack of sufficient numbers of suitably qualified staff to deliver safe services
- Good governance



Investing in patient care

Refurbished Theatres at the Princess Royal Hospital:

- All the theatres in the main building at PRH have been completely refurbished over the last two years. The final touches to the work are being completed now.

Community Diagnostic Hub at Southlands Hospital:

- A mobile CT scanner and MRI will be set up in the coming months to improve imaging services at the hospital as soon as possible. At the same time designs are being drawn up for a permanent Community Diagnostics Centre at Southlands. Work on site for the permanent centre will start later in the year.

New CT Scanner at St Richards Hospital:

- Preparatory work for the new CT scanner starts this month. The new scanner will help ensure the quality and robustness of imaging services for patients coming to St Richard's. It will be delivered towards the end of February and will come into use later in the spring.



Investing in patient care



University Hospitals Sussex
NHS Foundation Trust

New Urgent Treatment Centre at the Royal Sussex County Hospital:

- The new UTC will improve patient flow throughout the Emergency Department at RSCH and will be complete within eight weeks. The interior of the building is being fitted out at the moment.

New Chemotherapy Medical Day Case Unit at Worthing Hospital:

- The new unit will be almost twice the size of the existing department and allow staff to care for more patients in a much better environment. Work on it start on 24th January and will complete towards the end of 2022.

**Thank you to all staff involved in making these improvements possible.
Their hard work, goodwill and willingness to work flexibly allows everyone to
benefit from these projects.**



Introducing our Green Plan

In October 2020, the NHS committed to deliver the world's first Net Zero carbon health service.

Our Patient First Planet Green Plan describes how we'll support this ambition at UHSussex and reduce our impact on the environment

Our primary target is to become Net Zero carbon for our *direct* emissions by 2040 – this is our NHS carbon footprint

And Net Zero for our *indirect* emissions by 2045 - this is known as our carbon footprint plus

Our first target milestone is a reduction in our direct carbon footprint of 57% by 2025 from a 2009/2010 baseline



Our first commitment is to reduce our carbon footprint by 57% by 2025

Over the coming months we'll be developing project plans to deliver the commitments we have made in our Green plan

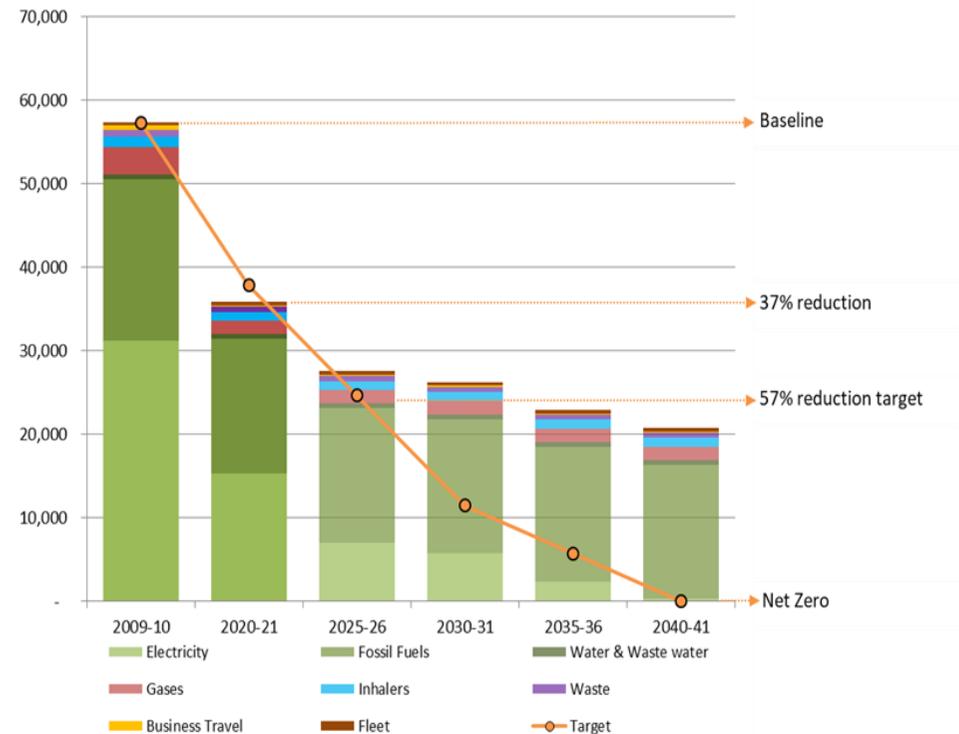
Our focus will concentrate in three areas:

- Minimising resource use
- Reusing wherever possible
- Switching to greener alternatives

Did you know? We've already cut our CO₂ emissions by 37% over the past ten years

Find out more:

www.uhsussex.nhs.uk/GreenPlan



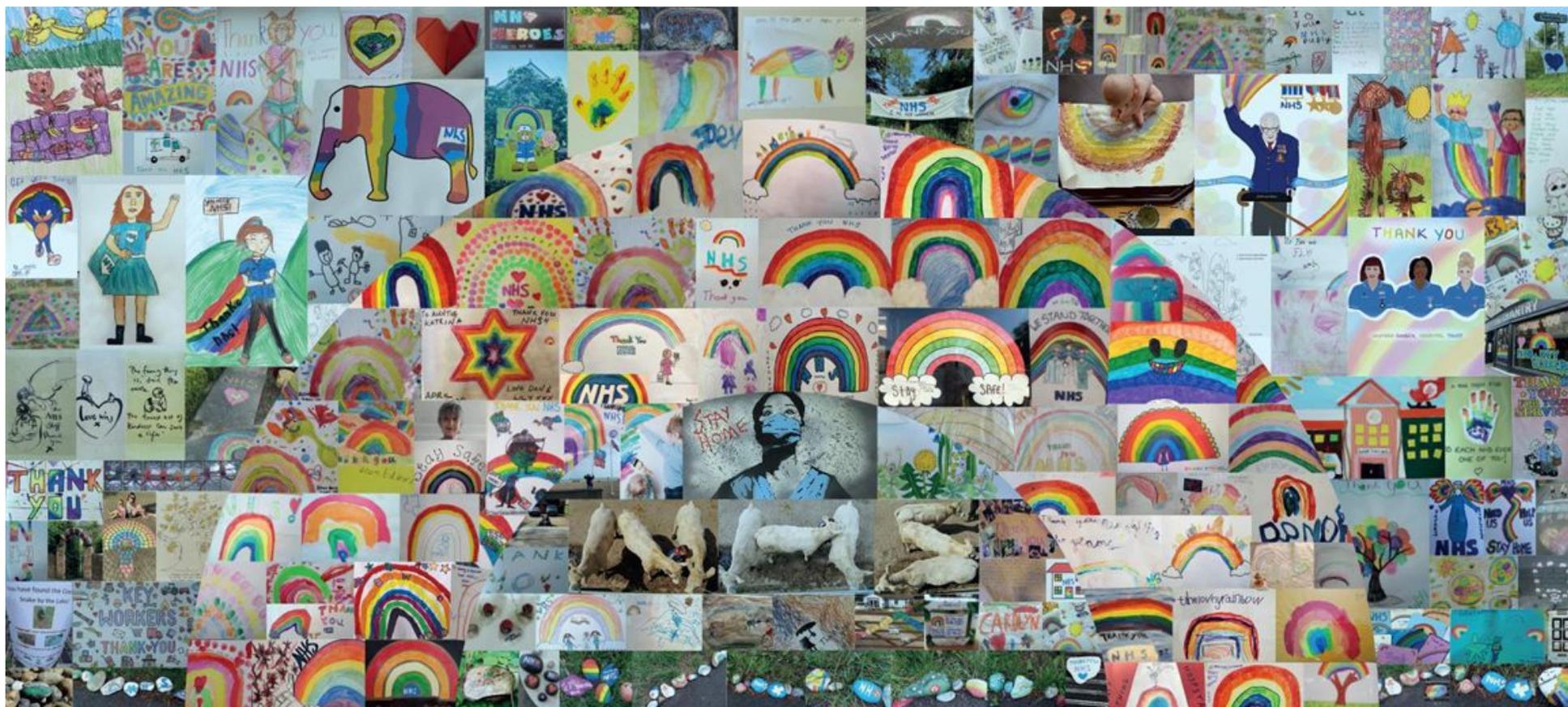
Our trajectory towards Net Zero Carbon for our direct footprint (target line) against a business as usual (BAU) scenario, (i.e. with no direct interventions)



Any questions?



University Hospitals Sussex
NHS Foundation Trust





Agenda Item:	8	Meeting:	Council of Governors	Meeting Date:	17 Feb 2022
Report Title:	Report from Patient Engagement and Experience Committee Meeting Chair				
Committee Chair:	Lyn Camps, Lead Governor and Committee Chair				
Author(s):	Lyn Camps, Lead Governor and Committee Chair				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes					
Patient	<input checked="" type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input checked="" type="checkbox"/>				
Quality	<input checked="" type="checkbox"/>				
Systems and Partnerships	<input checked="" type="checkbox"/>				
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>The Patient Engagement and Experience Committee met on 13 December 2021 and unfortunately was not quorate. The meeting was not seeking any approvals other than the Committee's minutes from its previous meetings so the Committee decided to continue with the meeting. The minutes of the prior meetings will be approved at the Committee's next meeting, noting that they were reviewed and no issues with their accuracy were identified.</p> <p>The Committee received the Trust's 2021/22 quarter two Patient Experience report along with a presentation from the Director of Patient Experience, Engagement and Involvement on the Trust's improvement breakthrough objective relating to patients' experiences whilst waiting. The Committee also received updates from the CCG on their engagement work and from Brighton and Hove Healthwatch in respect of their recent work into patient experiences whilst waiting.</p> <p>The Governors in attendance welcomed the development of the Trust's Patient Experience quarterly report and its continued balance of information on where the Trust was doing well, where it was listening to feedback and the developed or developing actions to further improve patient experience. Alongside of the need to work on standardising approach and as a "system".</p>					
Key Recommendation(s):					
The Council is asked to NOTE the information and updates the Committee received at the meeting in respect of patient experience.					

The Council is asked to **AGREE** the change to the quoracy levels for this committee to reduce this from five to four, noting that this would see the quoracy level for this Committee be set at a third (currently set at just over 40%).

COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Patient Experience and Engagement Committee	13 December 2021	Lyn Camps	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Declarations of Interest Made				
There were no declarations of interest				
Assurance received at the Committee meeting				
<p>The Committee RECEIVED the Trust's 2021/22 quarter two patient experience information, which covered all the Trust's principle sites at Brighton, Chichester, Haywards Heath, Southlands and Worthing. The Committee was reminded that patient contact with PALS and through the receipt of formal complaints was increasing which was a reflection of the demand and national challenges for Acute Trusts. The Trust's performance in dealing with the complaints was discussed and actions were being taken to respond more timely and processes put in place to track numbers of complaints as they arrived and those in progress.</p> <p>The meeting welcomed the continued development of the Trust's patient experience quarterly report and its balance of information on where the Trust was doing well, where it was listening to feedback and the developed or developing actions to further improve patient experience.</p> <p>The Committee RECEIVED the Trust's developed improvement breakthrough objective relating to patients' experiences whilst waiting. The update provided the Committee with information on the main themes identified by patients waiting, including communication, pain management whilst waiting especially with ED, and the level of information provided during their pathways. The Committee was updated on the planned actions, especially those focused on urgent care and A&E waits, given the degree of opportunity to improve this area based on the level of feedback being provided by patients attending our A&E departments.</p> <p>The Committee RECEIVED information on the developing Patient Experience Strategy and welcomed the opportunity they would have to shape the priorities of this strategy along with other stakeholder groups including the ICS and community services as well as, importantly, our patients themselves. The Committee heard how this strategy would link into the work being undertaken by the CCG / ICS on "Waiting Well". The Trust was to work with the ICS and other partners to engage with patients as they join a waiting list to support them to consider and access support for the physical and mental health as they wait. It was recognised that enhanced support as people wait, to keep healthy would improve their outcomes. A pilot was being planned within the Muscular Skeletal Services.</p> <p>The Committee RECEIVED an update from the CCG on their engagement work which had seen the CCG receive feedback in respect of the impact of housing developments on primary care, along with engaging the communities on the Covid vaccination and booster programme and the use of digital solutions for remote consultations. The CCG also provided information on their programme of Community Ambassadors and their work to bring enhanced diversity to this programme.</p> <p>The Committee RECEIVED an update from Brighton and Hove Healthwatch in respect of their recent work into patient experiences whilst waiting. The Committee NOTED the degree of commonality between the Healthwatch commentary and the data supporting the Trust's improvement Breakthrough Objective.</p>				
Actions taken by the Committee within its Terms of Reference				
The Committee considered that it has not been quorate for the last two meetings. The Committee reflected that it had set a high level for its quoracy (some 5 of its 11 members) as it sought to seek a good level of				

engagement in its activities. Recognising that there had been a number of new members due to the recent elections the Committee would ask the Council to agree to reduce this level to 4 (noting that this would have seen the meetings being quorate) and at 4 would still require one third of members to be in attendance.	
Items to come back to Committee (Items Committee keeping an eye on)	
There were no specific matters requested over and above those within the Committee's forward planner.	
Items referred to the Board or another Committee for decision or action	
Item	Referred to
The Council is asked to AGREE the change to the quoracy levels for this committee to reduce this from five to four, noting that this would see the quoracy level for this Committee be set at a 4 members.	Council of Governors



Agenda Item:	9	Meeting:	Council of Governors	Meeting Date:	17 February 2022
Report Title:	Report from Membership and Engagement Committee Meeting Chair				
Committee Chair:	Lyn Camps, Lead Governor and meeting chair				
Author(s):	Lyn Camps, Lead Governor				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes					
Patient	<input checked="" type="checkbox"/>	A vibrant membership will support the Trust with its engagement activities in support of enhancing patient experience of the Trust's services			
Sustainability	<input type="checkbox"/>				
People	<input checked="" type="checkbox"/>	A vibrant membership will support the Trust's Staff with their drive to learn from our patients and their family			
Quality	<input checked="" type="checkbox"/>	A vibrant membership will support the Trust with its engagement activities in support of enhancing the quality of the Trust's services			
Systems and Partnerships	<input checked="" type="checkbox"/>	A vibrant membership will support the Trust as it seeks to engage within the system.			
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>The Membership and Engagement Committee met on 17 January 2022 with the lead governor acting as Committee chair for this meeting. The Committee was quorate with six governors being present plus the Director of Communications and the Company Secretary</p> <p>The Committee received a report on the Trust's membership and an update from the Director of Communications on our recent engagement communication activities along with the planned engagement over the next months. This update also included feedback from the established small reference group which supported the actions being developed to deliver the Trust's Membership and Engagement Strategy.</p>					
Key Recommendation(s):					
<p>The Council is asked to NOTE the actions of the Committee and NOTE that the Committee referred no matters to the Council for their action.</p>					



University Hospitals Sussex

NHS Foundation Trust

COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Membership and Engagement Committee	17 January 2021	Lyn Camps	✓	<input type="checkbox"/>
Declarations of Interest Made				
There were no declarations of interest				
Assurance received at the Committee meeting				
<p>The Committee RECEIVED a report on the Trust's membership, and NOTED that the current levels of membership are above the minimum levels of membership per constituency as set out within our constitution. The Committee ENDORSED the planned activities within each of the key membership strategy themes of, recruiting; welcoming; engaging and enhancing membership communication. The Committee recognised the support the Committee can give to cascading messages into our communities. The Committee NOTED the actions being planned to undertake a series of planned engagement events primarily for members but these would offer the opportunity to encourage prospective members to join.</p> <p>The Committee RECEIVED a report from the Director of Communications on the work of the Trust Communications team and the message themes. The Committee ENDORSED a request from the communications team that should they provide a regular update to the Governors that the Governors led by those on the Membership Engagement Committee would engage in disseminating these messages into our communities. The Committee NOTED the Trust is seeking nominations for its STARS 2022 recognising members of our staff who have gone well above and beyond. The nominations close on the 14 February 2022.</p> <p>The Committee RECEIVED an update from the last meeting of the established reference group. The Committee NOTED the support from the reference group for both the development of a routine governor information flows and the Group's support for the development for the Trust's web site.</p>				
Actions taken by the Committee within its Terms of Reference				
The Committee made no specific decisions at this meeting.				
Items to come back to Committee (Items Committee keeping an eye on)				
<p>The Committee asked to continue to receive information on the development of the regular Governor information which will support all Governors engaging with our communities. Noting these will be complementary to the information placed on the Trust's website.</p> <p>The Committee asked that feedback from the reference group as it assists the Trust with its development of the Trust's website.</p>				
Items referred to the Board or another Committee for decision or action				
Item	Referred to			
The Committee referred no matters to other Council for action but asked the Council to note:-				

<ul style="list-style-type: none">- That the Committee is seeking support from the Governors to use the developing communications material when engaging with our communities- That the Trust has launched its staff recognition scheme STARS and nominations are open for any member of staff who our patients, their families or carers or indeed fellow staff / governors feel has gone well above and beyond.- That the Trust will be relaunching its medicine for all events during 2022 which will offer an opportunity for our communities to hear about some of exciting work of the Trust.	
---	--

Agenda Item:	10	Meeting:	Council of Governors		17 February 2022
Report Title:	Lead Governor's Report				
Sponsoring Executive Director:	Lyn Camps, Lead Governor				
Author(s):	Lyn Camps, Lead Governor				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Link to Trust Strategic Themes:					
Patient Care	<input type="checkbox"/>	Sustainability	<input type="checkbox"/>		
Our People	<input type="checkbox"/>	Quality	<input type="checkbox"/>		
Systems and Partnerships	<input type="checkbox"/>				
Any implications for:					
Quality					
Financial					
Workforce					
Link to CQC Domains:					
Safe	<input type="checkbox"/>	Effective	<input type="checkbox"/>		
Caring	<input type="checkbox"/>	Responsive	<input type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
This report provides the Council with an update of activities up to February 2022					
Key Recommendation(s):					
The Council is asked to NOTE this report.					

Lead Governor Report – February 2022

University Hospitals Sussex has a drumbeat all of its own. It is extraordinary people, doing extraordinary things in an extraordinary time. It does feel like the “unprecedented and extraordinary” has become the “ordinary” as we are now 2 years into a pandemic and as a consequence, our Trust like others around the Country, see a huge volume of patients presenting at A&E into buildings that are not designed to cope with the volume, ambulances banked up outside hospitals, Wards unable to discharge patients when they are well into an appropriate setting and all Health care partners struggling with their own challenges and significant staff shortages which has a knock on effect. Providing safe services for patients and staff, is a continuing challenge for the NHS.

Despite how difficult it is and the goal posts constantly moving, it does feel like time to focus on the successes achieved over the last 2 years and look to the future. It is fantastic to see at times last week there were only 2 Covid patients in the ICU and this underpins the success of the vaccination programme. Innovation and new ways of working have been accelerated in the last 24 months and collaboration has become so incredibly important with work across the region with Systems and local Partners helping support the flow of patients throughout the Trust. Recent meetings with Governors have focussed on restoration and recovery, learnings from the pandemic, innovation and collaboration. It was fantastic to see the Trust respond to a local sister hospital who had a significant flood and needed to divert patients. Compassion, teamwork, respect and professionalism at its best!

One of our roles is to bring back to the Trust, the voice of the members and the Public in our constituencies. We all have many stories of amazing care and humbling accounts of staff going the extra mile. However, we also hear the frustrations in regard to waiting times and cancelled appointments. Omicron being so virulent, has created a significant amount of staff shortages across all care settings and we as Governors, can continue to explain the importance and complexity of maintaining services in a safe setting for both patients and staff, with a reduced workforce. It is clear that the Trust's priority is restoration and recovery and we hope the public and service users will soon be able to see a return of the normal service standards they have come to expect from UHSussex.

This leads me onto the fabulous news that “Stars 2022” has launched and It is so exciting to be able to recognise the Trust's incredible staff. A number of staff have been invited to judge the nominations, which I am told is incredibly difficult to choose. I really hope this event will go ahead face to face and we can celebrate properly.

The Governors continue to work using MS Teams, which is becoming increasingly difficult as building positive relationships remotely is really hard. There are however, plans to start face to face meetings with the option of joining via MS Teams.

CEO Recruitment

A number of Governors have been involved in the Stakeholder events which have been incredibly interesting and one of our Appointed Governors is on the “interview” panel. It is a significant appointment and a huge positive that Governors have been part of the process as one of our roles is to “approve” the new CEO appointment. As Governors we understand the importance of this role and are grateful for the opportunity to meet the candidates and feedback on behalf of staff and the public.

Committees

We continue to hold Patient Experience and Membership Engagement committees, chaired by the LG. These committees continue with a smaller group of Governors and are much more engaging with really positive discussions and ideas.

Information Seminars

We have enjoyed some really interesting updates recently on Restoration & Recovery plans, Green Plan, Clinical outcomes and the Capital plan including the 3Ts development.

After our next COG we have an overview on “how to hold NEDS to account” which we are all looking forward to.

Improvement Programmes

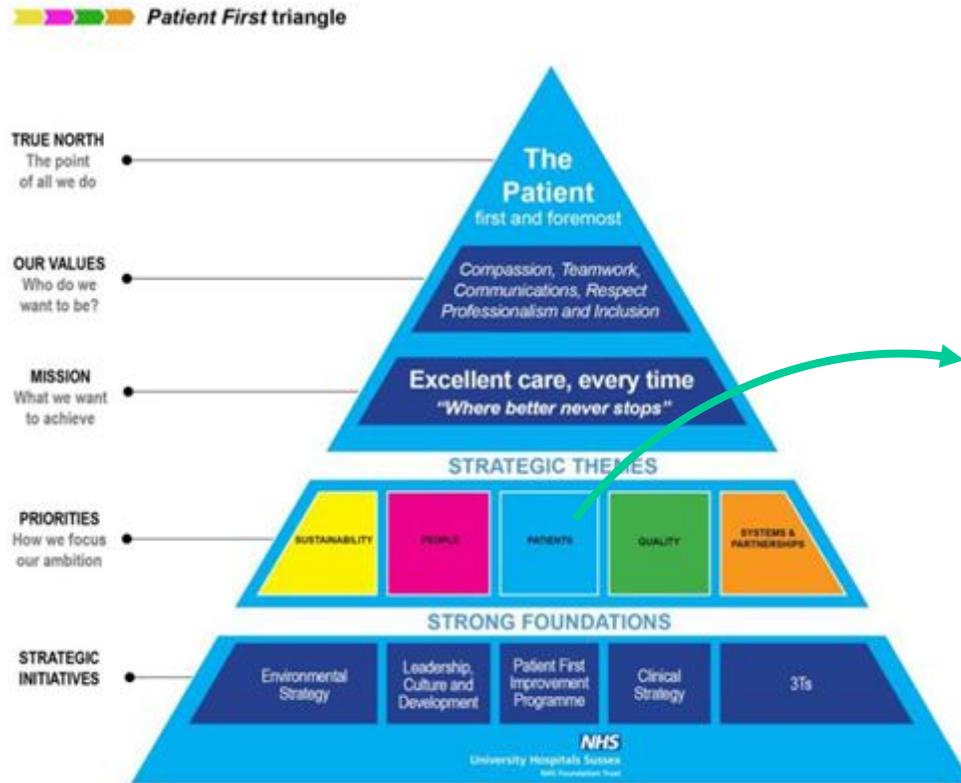
Many of the improvement projects have been suspended due to Business Continuity, but we are really pleased that we have been invited to be part of the reinstated “Nursing Peer Programme” due to start in late February. We are also going to be involved in Green projects and are looking forward to the Laundry project, Green travel and patient letters programmes being restarted.

These programmes offer governors the opportunity to get involved and really understand the projects and outcomes first-hand.

In addition, we are participating on the Engagement and Advisory Group for the BSc Nursing (hons) course recently established at Chichester University and currently interviewing potential candidates for the next cohort of students.

We also have Governors judging the “employee of the month”. The Governors as always would like to extend our heartfelt thanks to all the staff who continue to offer such fantastic care to the Trust’s patients. We feel very privileged to represent you as we hear your drum beat loud and clear!!

Patient Committee: Role and Purpose



- ▶ Oversees the 'Patients' pillar and underpinning governance structure
- ▶ Patient First Improvement Programme
- ▶ Patient true north: Ensuring patient have a great experience of care
- ▶ Patient breakthrough objective
- ▶ Patient experience improvements working with the system (ICS)



Patient Committee: Form and membership

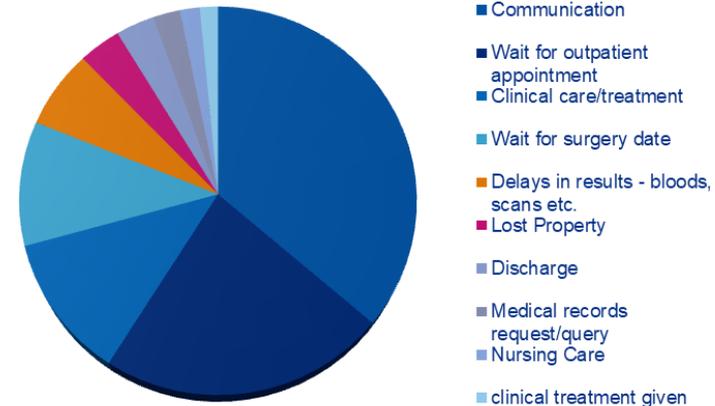
- ▶ Meets quarterly, with patient SDR monthly in months when the full committee does not take place

- ▶ Chaired by Non-Executive Director, with attendance from:
 - ▶ NEDs and chair
 - ▶ Executives
 - ▶ Director of Patient Experience, Engagement and Involvement
 - ▶ Other corporate directors as appropriate

- ▶ Standard agenda includes:
 - ▶ Quarterly performance report
 - ▶ Patient true north and breakthrough objective
 - ▶ PFIS programme
 - ▶ Inequalities and system working
 - ▶ Report from Patient Experience and Engagement Group (PEEG)
– including patient voice
 - ▶ Deep dives into critical issues

Patient Committee: Performance and Accountability

- ▶ **Key metrics:**
 - ▶ Friends and family test
 - ▶ Complaints data
 - ▶ PALS activity
 - ▶ Plaudits
 - ▶ Thematic analysis, including soft data from social media, websites and patient stories



Example: October 2021 Committee requested comparison data for the Trust with national data and now has assurance on this

‘There is literally nothing you could have done better. Throughout my whole experience, each one of you has made me feel comfortable & helped me to feel “normal”’

*‘This was my experience:
Waited in corridor for three hours & then A & E with no information arrived 9:00 am, got a ward bed 6:00 pm’.*

FFT	ED response rates*		ED satisfaction rates*		Inpatient response rates*		Inpatient satisfaction*		Maternity response rates*		Maternity satisfaction*		Outpatient: response rates*		Outpatient: satisfaction*	
	W	E	W	E	W	E	W	E	W	E	W	E	W	E	W	E
	12.1%	19.7%	78.3%	79.3%	13.3%	24.3%	97.6%	91.5%	22.0%	31.6%	96.8%	92.5%	NA	NA	98.3%	93.7%
National Ave Oct 21			75%				94%				89%				93%	



Patient Committee: Examples of intervention

Complaints performance

- ▶ October 2021 – backlog and large number of open complaints cases in East identified
- ▶ Deep dive into complaints request
- ▶ Full report and update including analysis, actions and impact received for next committee (January 2022)

Priority theme – ‘waiting’

- ▶ Committee required the patient experience teams to prioritise action on patient waits following insights reported to the committee on patient feedback
- ▶ Particular focus on inequalities requested
- ▶ Actions taken include establishment of ‘waiting’ patient breakthrough objective and prioritisation of ‘waiting well’ programme, targeted on communities with highest risk of poor health outcomes

Patient Committee: Voice of patients



- ▶ Themes from qualitative and quantitative data
- ▶ Patient stories and testimony
- ▶ Via PEEG, reports, including from partners such as Healthwatch
- ▶ *Coming in 2022* – patient panels and listening lunches





University Hospitals Sussex

NHS Foundation Trust

Agenda Item:	14	Meeting:	Council of Governors	Meeting Date:	February 2022
Report Title:	Company Secretary Report				
Committee Chair:	Glen Palethorpe, Company Secretary				
Author(s):	Glen Palethorpe, Company Secretary				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes and any link to BAF risks					
Patient	<input type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input type="checkbox"/>				
Quality	<input type="checkbox"/>				
Systems and Partnerships	<input type="checkbox"/>				
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input checked="" type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>This report provides the Council with an update, including matters for which the Trust has complied with a NHS I or other regulatory requirements. This report does not seek to duplicate matters that are subject to separate agenda items at today's meeting.</p> <p>Schedule of meetings for 2022/23</p> <p><u>Council of Governors meetings</u></p> <p>For 2022/22 there will continue to be four Council of Governors meetings held in public. These are to be held a couple of weeks after each Board meeting thus ensuring the reports to the Council reference the same data set used for the Board and as the Board papers are sent to each governor given the close proximity of the meetings then the provision of duplicate reporting can be removed.</p> <p>As with the Board meetings the table below shows the dates and times of these meetings which are all open to the Public, but the locations of these meetings has yet to be determined. We expect that we will be able to move back to in person meetings but we will continue to be guided by national and NHS social distancing requirements.</p>					
	May 2022	Aug 2022	Nov 2022	Feb 2023	
Council of Governors	Thurs 19 May 14.00 – 16.00	Thurs 18 Aug 14.00 – 16.00	Thurs 25 Nov 14.00 – 16.00	Thurs 16 Feb 14.00 – 16.00	

Company Secretary Report to Board
Date February 2022

Annual General Members Meeting

The Trust is provisionally targeting Wednesday 27 July 2022 for its AGM noting that this date is subject to the final year end reporting requirements that have yet to be finalised by NHS Improvement in respect of the laying before parliament of the Annual Report which must be done before an AGM can be held. The location for this meeting has yet to be determined.

Board Meetings

As with 2021/22 the Board meetings will be held quarterly on a Thursday, and these will continue to be a week behind the supporting Committee meetings, this is to allow for the efficient flow of assurance from these Committees to the Board.

The table below shows the dates and times of these meetings which are all open to the Public, but the locations of these meetings has yet to be determined. We expect that we will be able to move back to in person meetings but we will continue to be guided by national and NHS social distancing requirements.

	May 2022	Aug 2022	Nov 2022	Feb 2023
Board of Directors	Thurs 5 May 10.00-13.30	Thurs 4 Aug 10.00-13.30	Thurs 10 Nov 10.00-13.30	Thurs 2 Feb 10.00-13.30

Membership Elections

We have a small number of publically elected governors whose terms of office end on the 30 June 2022. These cover the constituencies of Adur, Arun and Worthing. We will be commencing our elections for these positions in April.

Key Recommendation(s):

The Council is recommended to

NOTE the dates of the Board and Council of Governors meetings open to the public and the proposed date for the AGM. The Board and Council meeting dates will be publicised on our web site as will the AGM date once agreed.

NOTE that we will be commencing our scheduled round of governor elections during April 2022 seeking to return successful candidates in early June 2022.