

## Meeting of the Council of Governors

**13.00 to 15.00 on Thursday 18 November 2021**

This meeting is being undertaken by MS Teams

### AGENDA – MEETING IN PUBLIC

- |  |       |   |              |  |
|--|-------|---|--------------|--|
| 1.                                       | 13.00 | <b>Welcome and Apologies for Absence</b><br>(including welcome to new Governors)<br>To note   | Verbal       | Chair  |
|  |       | <b>Quoracy of Council of Governors Meetings</b>   | 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 (6 allowing for vacancies). Of those present, at least 51% shall be publicly elected Governors.</i> |              |  |
| 2.                                       | 13.05 | <b>Declarations of Interests</b><br>To note   | Verbal       | All  |
| 3.                                       | 13.05 | <b>Minutes of Council of Governors Meeting held on 19 August 2021</b><br>To approve   | Enclosure    | Chair  |
| 4.                                       | 13.05 | <b>Matters Arising from the Minutes</b><br>None   | N/A          | Chair  |
| <b><u>ACCOUNTABILITY</u></b>             |       |   |              |  |
| 5.                                       | 13.10 | <b>Chief Executive Report to Council</b><br>To receive and agree any necessary actions  | Presentation | Pete Landstrom                                       |
| 6.                                       | 13.40 | <b>Report from the Patient Engagement &amp; Experience Committee Meeting held on 13 September 2021</b><br>To note   | Enclosure    | Lyn Camps as<br>Committee chair                      |
| 7.                                       | 13.45 | <b>Report from the Membership Engagement Committee Meeting held on 11 October 2021</b><br>To note   | Enclosure    | Lyn Camps as<br>Committee chair                      |
| <b><u>LISTENING AND REPRESENTING</u></b> |       |   |              |  |
| 8.                                       | 13.50 | <b>Lead Governor's Report</b><br>To receive and agree any necessary actions   | Enclosure    | Lyn Camps  |
| 9.                                       | 14.05 | <b>Feedback from Governors involved within improvement Groups</b> <ul style="list-style-type: none"> <li>• Patient Engagement/Communications</li> <li>• SRH Laundry project</li> <li>• End of Life and Mortality</li> </ul> To note   | Verbal       | Pauline Constable<br>Lindy Tomsett<br>Frances McCabe |

10.	14.15	<p><b>Staff Governors' Update</b></p> <ul style="list-style-type: none"> <li>• East</li> <li>• West</li> </ul> <p>To receive and agree any necessary actions</p>	Verbal	Andrew Cook
11.	14.25	<p><b>Appointed Governors' Update</b></p> <ul style="list-style-type: none"> <li>• Brighton &amp; Hove City Council</li> <li>• West Sussex County Council</li> <li>• Voluntary Sector - Age UK</li> <li>• Inclusion</li> </ul> <p>• University of Brighton</p> <p>To receive and agree any necessary actions</p>	Verbal	<p>Sue Shanks Alison Cooper Helen Rice Varadarajan Kalidasan</p> <p>Kate Galvin</p>
<b>ACCOUNTABILITY</b>				
12.	14.40	<p><b>Sustainability Committee Chair Feedback</b></p> <p>To receive and agree any necessary actions</p>	Presentation	Lizzie Peers
<b><u>OTHER ITEMS</u></b>				
13.	14.55	<p><b>Company Secretary Report</b></p> <p>To note</p>	Enclosure	Glen Palethorpe
14.	14.55	<p><b>Any Other Business</b></p> <p>To receive and action</p>	Verbal	Chair
15.	14.55	<p><b>Questions from the public</b></p> <p>To receive and respond to questions submitted by the public at least 48 hours in advance of the meeting.</p>	Verbal	Chair
16.	15.00	<p><b>Date and time of next meeting:</b></p> <p>The next meeting in public of the Council of Governors is scheduled to take place at <b>14.30– 16.30 on Thursday 17 February 2021</b></p>	Verbal	Chair

**Minutes of the Council of Governors meeting held at 13.00 on Thursday 19 August 2021 via Teams Live Broadcast**

**Present:**

Alan McCarthy MBE DL	Chair
Dame Marianne Griffiths	Chief Executive
William Roche	Chief Medical Officer
David Grantham	Chief People Officer
Joanna Crane	Non-Executive Director
Lizzie Peers	Non-Executive Director
Patrick Boyle	Non-Executive Director
Dame Denise Holt	Non-Executive Director
Glen Palethorpe	Company Secretary
John Todd	Public Governor – Adur
Lyn Camps	Public Governor – Arun (Lead Governor)
Frank Sims	Public Governor - Brighton & Hove
Frances McCabe	Public Governor - Brighton & Hove
Lindy Tomsett	Public Governor – Chichester
Les Willcox	Public Governor - Chichester
Paul Wayne	Public Governor – Horsham
Pauline Constable	Public Governor – Worthing
Stuart Fleming	Public Governor – Out of Area
Miranda Jose	Staff Governor – Peripatetic
Ryan De-Vall	Staff Governor – St Richard’s Hospital
Andy Cook	Staff Governor – Royal Sussex County Hospital
Sue Shanks	Appointed Governor – Brighton & Hove City Council
Varadarajan Kalidasan	Appointed Governor – Inclusion
Alison Cooper	Appointed Governor – West Sussex County Council

**In Attendance**

Jan Simmons	Corporate Governance Officer
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**COG/08/21/1 WELCOME AND APOLOGIES FOR ABSENCE ACTION**

- 1.1 Alan McCarthy welcomed all those present to the meeting and noted that apologies for absence had been received from the following members of the Council.  
**Executive Directors:** Pete Landstrom, Karen Geoghegan, Denise Farmer and Maggie Davies.  
**Non-Executive Directors:** Jon Furmston, Kirstin Baker, Claire Keatinge, Lucy Bloem and Jackie Cassell  
**Governors:** Helen Rice, Age UK, Chris Pobjoy, Doug Hunt, Anna Mathew, Kate Galvin
- 1.2 Alan apologised for a reduced number of Executive Directors in attendance; this was due to the current pressures being experienced by the Trust as well as holiday commitments.

- 1.3 Alan also took the opportunity to introduce Councillor Alison Cooper, appointed Governor for West Sussex County Council who had recently replaced Councillor Mike Magill. Alan acknowledged that Alison was experiencing IT issues at this time and therefore would provide a brief introduction later in the meeting.

#### **COG/08/21/2    DECLARATIONS OF INTERESTS**

- 2.1 Alan along with the other NEDs declared an interest in agenda Item 7, Report from the Nomination and Remuneration Committee meeting which provides a report on the Chair and NED appraisals outcomes.
- 2.1 There were no other interests to declare.

#### **COG/08/21/3    MINUTES OF THE COUNCIL OF GOVERNORS MEETING HELD ON 20 MAY 2021**

- 3.1 The minutes of the meeting held on 20 May 2021 were **APPROVED** as a correct record.

#### **COG/08/21/4    MINUTES OF COUNCIL OF GOVERNORS MEETING HELD ON 29 JULY 2021**

- 4.1 The minutes of the meeting held on 29 July 2021 were **APPROVED** as a correct record.

#### **COG/08/21/5    MATTERS ARISING FROM THE MINUTES OF MEETING**

- 5.1 There were no matters or actions arising from the minutes of the previous meetings.

#### **COG/08/21/6    CHIEF EXECUTIVE REPORT TO COUNCIL**

- 6.1 Dame Marianne Griffiths introduced the Chief Executive's Report.
- 6.2 Marianne began by updating the Council in relation to the current Covid numbers, explaining that these had risen considerably since May with the Trust currently caring for 55 patients with Covid-19 in the hospitals and a number in ITU. Royal Sussex County Hospital was bearing the brunt with 32 Covid patients. Marianne added that, unlike other waves, a number of patients were young and/or unvaccinated.
- 6.3 Despite the prevalence decreasing, hospital admissions were rising and this, timed with fragility in staffing due to Covid-related illnesses and holidays, meant the Trust was currently under great pressure and challenge. Covid-related staff absences peaked at more than 400 in July but had started to fall following changes to the track and trace app.
- 6.4 Marianne went on to reinforce the importance of vaccination and urged Governors to promote this in other forums and organisations they were involved with.
- 6.5 With regard to the restoration and recovery of services there had been a

positive step change. It was noted that the NHS had been set a tough trajectory nationally that required a minimum amount of activity. Marianne explained that the former legacy Trusts had mobilised plans in excess of the national requirements and had almost reduced 52-week waiting list by 50% which was a tremendous achievement. The Council noted that the provisional June activity had shown a favourable shift, but August had been particularly difficult due to staffing issues which the Trust was trying to minimise as much as possible. Marianne added that for the last month the Trust had been number one in the country for speed of restoration.

- 6.6 Marianne paid tribute to all members of staff for their tremendous support and hard work through what had been a really tough time.
- 6.7 The Trust had seen exponential increases of demand for emergency care especially in Worthing and west of the patch where there had been a 16.5% increase in A&E attendances in June compared to 2019/20 and above pre-pandemic level. This translated into thousands of extra people per week attending A&E and clearly had quite an impact on staff morale, but the teams were working phenomenally hard to alleviate the risks and to see people safely, even though they had to wait a long time.
- 6.8 Referring to the end of lockdown restrictions, Marianne reported that the Trust had experienced an increase in the non-compliance of the mask and visitor guidance and even verbal abuse from members of the public for not being able to accompany patients to appointments. Marianne stressed that this behaviour was not acceptable and asked Governors to help communicate that compliance was essential.
- 6.9 Marianne advised that, with no let up during the 18 months of pandemic and the constant high demand for services, staff health and wellbeing had been significantly impacted but activities such as Wellbeing workshops and Wellbeing Webinars had been organised with funding provided by BSUH and Love Your Hospital charities based on grants awarded from NHS Charities Together.
- 6.10 In the news section of the update Marianne drew out the following highlights:
- 6.10.1 - The Trust held its first ever UHSussex Environment Week from 12 – 16 July. This was a strategic initiative under sustainability to reduce the Trust's carbon footprint and wider environmental impact.
- 6.10.2 - UHSussex won a prestigious place in the first ever national Green Surgery Challenge. Led by F2 doctor Alyss Robinson, the project aimed to safely reduce the number of blood tests patients need before an operation, with an estimated saving of 2.5 tonnes CO<sub>2</sub> and equivalent gases.
- 6.10.3 - The Trust welcomed the appointment of three new Non-Executive Directors to the Trust Board – Dame Denise Holt, chair of the University of Sussex Council and former British Ambassador, Lucy Bloem, NHS NED, partner at Deloitte's Consulting and an international oil industry executive and Claire Keatinge, a Northern Ireland Prison Service NED and consumer and older person's

advocate.

- 6.10.4 - The Trust welcomed Dame Julie Walters to officially open a brand new £2.1 million Urology Investigation Unit (UIU) in Worthing on 21 July 2021.
- 6.10.5 - The Research teams recruited 148 participants to a world-leading COV-Boost clinical study. The trial would be looking at the effectiveness of seven different Covid vaccines used as booster jabs. More than 5,000 participants had been recruited by the Trust's research teams to Covid trials.
- 6.10.6 - A new memorial garden was opened at Worthing Hospital for patients, visitors and staff. The Serenity Garden, located by the Penguin Foyer in the hospital, had been completely transformed into a tranquil space which was previously inaccessible to the public. The hospital's chaplain, Reverend David Hill and his wife Sandra, commissioned the new garden in loving memory of their sons, Jason and Stuart, who lost their lives in a helicopter accident in 2018.
- 6.10.7 - The Board had agreed to develop a full business case for a potential merger by acquisition of Queen Victoria Hospital in East Grinstead.
- 6.10.8 - Despite delays to the original timescales, the revised 3Ts programme had been on track throughout 2021 and the Trust now had access to some of the first fully fitted out rooms inside the buildings.
- 6.11 Marianne drew the Council's attention to a number of diary highlights and, looking ahead, advised that following excellent engagement with clinical leaders and managers at workshops in June, the new preferred Clinical Operating model was now under review. A formal consultation would take place in due course.
- 6.12 In conclusion, Marianne highlighted that the Trust's continued focus would be on protecting staff health and wellbeing, the restoration and recovery of services, meeting increasing demand for urgent care, Patient First strategic improvement priorities, planning for winter 2021/22 and working with Sussex Health and Care Partnership colleagues on system-wide improvement programmes.
- 6.13 Sue Shanks asked what were the main reasons for people presenting to the A&E department. Marianne explained that there were a variety of reasons, as well as some presenting to the hospital instead of to primary care where they may not have received face to face appointments. Marianne added that the four major reasons appeared to be headaches, abdominal pain, chest pain and respiratory stress, a lot of whom would previously have been seen by GPs. One proposal being explored with the Community Trust and the Integrated Care System (ICS) was to put a primary care service into A&E to treat these cohorts of patients.
- 6.14 The Council noted that arrangements would be made for Pete Landstrom,

Chief Strategy and Delivery Officer, to provide an update at a Governor Information Seminar on the progress of the Trust's Recovery and Restoration plans.

*[Post meeting note – update planned for November 2021]*

6.15 The Council **NOTED** THE Chief Executive Report.

**COG/08/21/7 REPORT FROM THE NOMINATION AND REMUNERATION COMMITTEE MEETING**

- 7.1 Given the declared interests, Glen Palethorpe presented the report from the Committee who had met on 15 June 2021 to receive the outcome of the Chair and NED performance appraisals.
- 7.2 The Committee received confirmation that the appraisal had confirmed the Chair remained a fit and proper person in accordance with the CQC regulations and agreed that the performance rating of 'strong' was a correct reflection of the Chair's performance over the previous year. There was nothing that they needed to refer to the Council in respect of the Chair's performance.
- 7.3 In respect of the Non-Executive Directors, the Committee had received a report from the Chair who had undertaken each of the NED's appraisals. The Committee had agreed that the performance rating of 'strong' was a correct reflection of each of the five voting WSHFT NEDs performance over the previous year. The Committee was informed that the objectives for the Associate NED would be set on their return from maternity leave.
- 7.4 The Committee agreed that the performance rating of 'fully competent' was a fair baseline for each of the BSUH NED's performance over the previous year, recognising that these now became voting NEDs for UHSussex.
- 7.5 A suite of objectives had been set for each NED with a request that there was a governor set objective added to those set by the Chair, this being to 'develop a strong relationship with governors'.
- 7.6 The Council **NOTED** the performance rating for the Chair and NEDs and that the appraisals did not identify any matters to be referred to the Council for consideration in respect of the Chair or the NED's failing to remain fit and proper persons.
- 7.7 The Council **NOTED** the governor set objectives for the Chair and each NED.

**COG/08/21/8 REPORT FROM THE PATIENT ENGAGEMENT AND EXPERIENCE COMMITTEE MEETING CHAIR**

- 8.1 Glen presented the report from the meeting held on 14 June 2021 where Glen had been asked by the Lead Governor to act as Committee chair.
- 8.2 The Committee received patient experience reports for 2020/21 and an update on the Trust's Patient Breakthrough objective in respect of increasing the number of patients reporting a high quality discharge experience.



- 8.3 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.
- 8.4 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/08/21/9 REPORT FROM THE MEMBERSHIP ENGAGEMENT COMMITTEE MEETING CHAIR**

- 9.1 Lyn Camps as Committee Chair presented the report on the meeting held on 12 July 2021.
- 9.2 The Committee received the developed Membership and Engagement Strategy, recognising the work undertaken on updating this by the Governor Reference group that had met during the merger preparations.
- 9.3 The Committee had also received information on previous recruitment and engagement activities and data on the current membership profile.
- 9.4 The Committee agreed to establish from its membership, a small reference group to develop the Membership and Engagement Strategy delivery plan and to work on the development of wider engagement activities. The Council was informed that the first meeting of this group met this week.
- 9.5 The Council **NOTED** the report.

**COG/08/21/10 LEAD GOVERNOR'S REPORT**

- 10.1 Lyn Camps introduced the report by sharing her reflections on just how important and vital an organisation the NHS was and how becoming a governor had helped her to understand and appreciate its uniqueness and challenges.
- 10.2 Following the recent elections held by the Trust, Lyn took the opportunity to welcome two new staff governors representing the Royal Sussex County Hospital and Princess Royal Hospital and four new public governors for the constituencies of Brighton and Hove, Horsham and Mid Sussex to the Council. A new round of elections had just begun for three public governors for the constituencies of Chichester and East Sussex/Out of Area and two staff governors, one for each of Worthing Hospital and St Richard's hospital.
- 10.3 Referring to the Governor Information Seminars, Lyn welcomed the open and transparent approach of the Trust that allowed Governors to be more informed on a range of subjects such as restoration and recovery, reducing abusive behaviours, branding, proposals for Queen Victoria Hospital and a briefing on the role of the Integrated Care System (ICS).
- 10.4 Lyn summarised the training and support for Governors offered by NHS Providers and their virtual conference, which a number of the Governors



had attended this year.

- 10.5 Lyn then advised of a meeting that had been arranged by the Trust Chair at which the Lead Governors from Sussex could share their thinking and understanding of the impact that the ICS would have on the role of Governors. This was a really valuable meeting with the conclusion that no changes were anticipated to the valuable role played by Governors.
- 10.6 Concluding her report, Lyn expressed appreciation on behalf of the Governors for the opportunities to support improvement projects across the Trust. Although the Covid pandemic had precluded some Governors from being involved in these during the past months, a number of new projects had now commenced which governors had been invited to join and were eager to support. These included the Laundry project, Patient Communications, Discharge with Dignity and the Membership Engagement reference group.
- 10.7 Alan thanked Lyn for her interesting and helpful report.
- 10.8 The Council **RECEIVED** the Lead Governor's report.

**COG/08/21/11 PUBLIC GOVERNOR UPDATE**  
**Feedback from NHS Providers Virtual Governor Workshop**

- 11.1 John Todd provided a summary of his attendance at the virtual NHS Providers Governor Workshop which had recently taken place.
- 11.2 The Workshop comprised of three half day sessions which included topics on the governor's role in the ICS, wellbeing and culture, policy work to support governors on system working and engagement with members during the Covid pandemic.
- 11.3 John finished with a reminder that further Govern Well workshops would be taking place in September and October and could be booked on line.
- 11.4 Alan thanked John for his very comprehensive feedback and urged Governors to note the dates of the Workshops.
- 11.5 The Council **RECEIVED** the Public Governor's update.

**OG/08/21/12 STAFF GOVERNORS' UPDATE**

- 12.1 Miranda Jose provided an update on behalf of the Staff Governors and took the opportunity to welcome Andy Cook and Chris Pobjoy as the two new Staff Governors for the Royal Sussex County Hospital and Princess Royal Hospital respectively.
- 12.2 The Council was advised that Staff very much appreciated receiving the regular communications and updates including Marianne's messages and briefings.
- 12.3 The Staff Governors were pleased to note, from a recent meeting with the Chair, that staff shortages were being addressed. Miranda added that Staff remained committed to the Patient First methodology and were very proud

of UHSussex.

- 12.4 Miranda ended by congratulating the Executive Team on the successful merger of the two Trusts and looked forward to being part of the new integrated organisation.
- 12.5 Alan thanked Miranda for her update and for the real commitment shown by the Staff Governors.
- 12.6 The Council **RECEIVED** the Public Governor's update

### **COG/08/21/13 APPOINTED GOVERNORS' UPDATE**

#### **13.1 Brighton & Hove City Council**

- 13.2 As an introduction to the Council, Sue Shanks provided a summary of her role as a Green Party Councillor and as Chair of the Health and Wellbeing Board which included responsibility for Adult Health and Social Care.
- 13.3 Sue added that her background was in Youth work in Local Authorities and that she had lived in the City of Brighton since 2003. Sue was particularly interested in the need to improve primary care provision to reduce the demand on A&E departments in the Trust.
- 13.4 Sue thanked the Council for the opportunity to be involved with the new organisation.
- 13.5 Alan thanked Sue and was glad to have representation of the Trust on the Brighton and Hove Health and Wellbeing Board.
- 13.6 The Council **RECEIVED** the Appointed Governor's update.

#### **13.6 Inclusion**

- 13.7 Glen Palethorpe presented a brief report on behalf of Varadarajan Kalidasan (Kali) who had to leave the meeting early, detailing his recent meetings with the LGBTQ+ and Disability network leads and BAME colleagues.
- 13.8 Discussions had taken place on how to educate and empower Divisional leaders to engage with managers and staff around concerns that many middle managers and colleagues were still unsure of how to engage with colleagues with protected characteristics.
- 13.9 In his update for Council Kali had reported that he was taking an active role in moving the Inclusion agenda forward with the development of tangible actions to convert the Trust's vision into actions.
- 13.10 The Council **RECEIVED** the Appointed Governor's update.

### **COG/08/21/14 SYSTEMS & PARTNERSHIP COMMITTEE CHAIR FEEDBACK**

- 14.1 As Chair of the Systems & Partnership Committee, Patrick Boyle gave a presentation on the role and operation of the Committee.

- 14.2 Being a new Committee of the Board, Patrick described the approach by which it governed, identified and oversaw the delivery of improvements within the Trust's Systems and Partnerships True North strategic theme and brought together three key areas of strategic importance to the organisation; UHSussex Strategic Priorities, the oversight of Constitutional Targets and Operational Plans and System Development and Collaboration.
- 14.3 Patrick went on to explain the purpose and governance of the Committee, how it gained assurance and described its strategies and objectives.
- 14.4 Alan thanked Patrick for his presentation and advised the Council that Chairs of the other Board Committees would also be providing updates on the function of those Committees during the next year.
- 14.5 Andy Cook asked how the different Board Committees fed across each other and how it was ensured there was no duplication of work. Andy was advised that the Committees were very clear on their roles and structures and had a very refined approach to referring items to other Committees. Non-Executive Directors (NEDs) were members of different Committees and there was crossover with NED chairs also being members of the Audit Committee. There was also a process at the end of each meeting to refer up to Board or to another Committee. Papers for all the Committees were also received by all the NEDs.
- 14.6 The Council **RECEIVED** the feedback from the Chair of the Systems & Partnership Committee.

#### **COG/08/21/15 COMPANY SECRETARY REPORT**

- 15.1 Glen presented the Company Secretary report and highlighted the following:
- 15.2 The Annual General meeting took place on the 29 July 2021 with the CEO's review of the year and video extracts used in the meeting available to view on the Trust's website.
- 15.3 Governor elections had commenced for those positions where the Governor's term of office came to an end in September / October 2021. This sees the Trust seeking nominations from our membership for two positions in Chichester, one for East Sussex and Out of Area and nominations for Staff Governor positions for St Richard's and Worthing and Southlands staff constituencies. The nominations close on the 16 August when contested position elections would be commenced.
- 15.4 Glen then concluded his report by introducing Councillor Alison Cooper who was the recently Appointed Governor for West Sussex County Council replacing Councillor Mike Magill.
- 15.5 Alison thanked the Council for their presentations and was looking forward to her involvement with UHSussex. Alison added that she had become a newly elected County Councillor in May 2021 having previously been a District Councillor and a background of local business.

15.6 The Council **NOTED** the Company Secretary report.

**COG/08/21/16 OTHER BUSINESS**

16.1 There was no further business to discuss.

**COG/08/21/17 QUESTIONS FROM THE PUBLIC**

17.1 An opportunity had been given, but there were no questions from the public lodged for the meeting.

**COG/08/21/18 DATE OF NEXT MEETING**

18.1 The next meeting of the Council of Governors was scheduled to take place at 13.00 – 15.00 on Thursday 18 November 2021.

Jan Simmons  
Corporate Governance Office  
27 August 2021

Signed as a correct record of the meeting

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Chair

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Date



University Hospitals Sussex  
NHS Foundation Trust

# CEO Council of Governors Report

Pete Landstrom  
November 2021

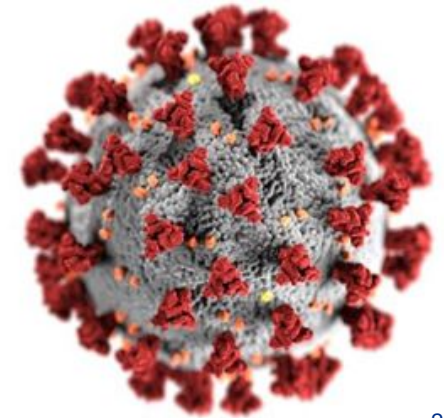
# News

## Covid-19 cases in UHSussex

We are currently caring for 81 patients\* with Covid-19 in our hospitals

- 18 at Royal Sussex (including six in critical care)
- 15 at Princess Royal (including three in critical care)
- 26 at Worthing (including three in critical care)
- 22 at St Richard's (including three in critical care)

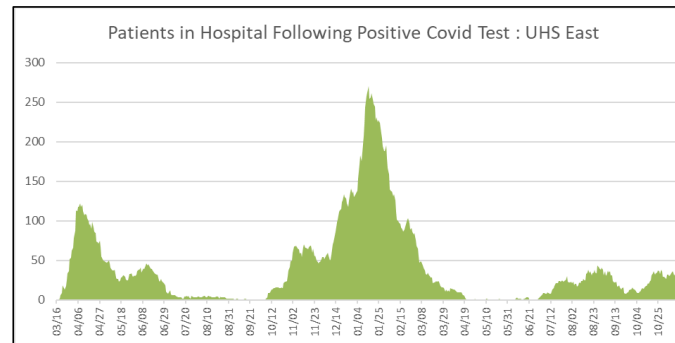
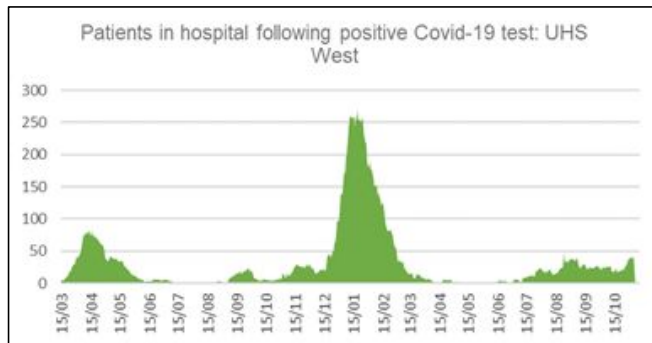
\*correct as of 10 November 2021



# News

## Our hospitals remain busy

The impact of Covid remains significant as we head into winter, affecting staff and patients, our performance and strategy.



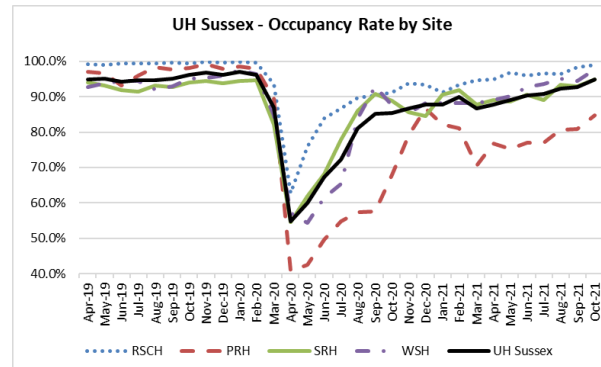
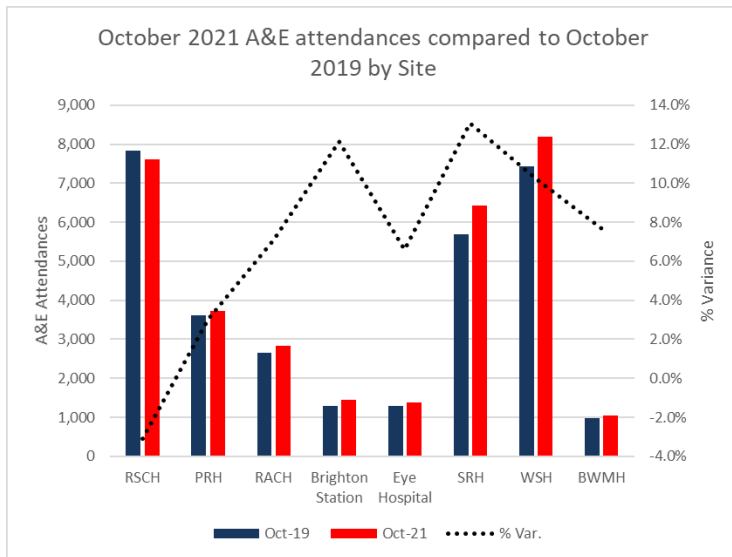


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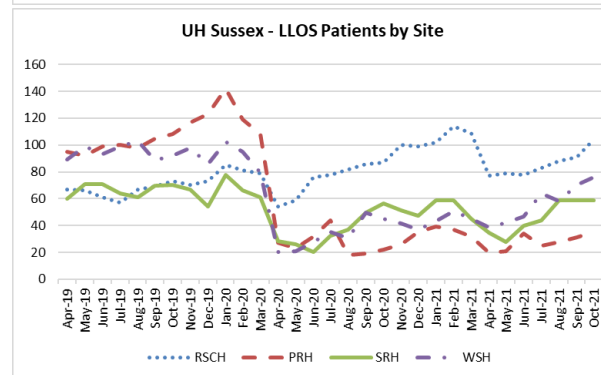


University Hospitals Sussex  
NHS Foundation Trust

We continue to experience significant increases in demand. Our EDs have seen a 4% increase in activity from October 2019 to October 2021 and 5.4% YTD. This has been variable by site and day.



- Occupancy and LLOS (Patients in hospital 21 days or more) increased in October 2021



# Overall Restoration Position



University Hospitals Sussex  
NHS Foundation Trust

## Current Position

- At the same time the Trust has continued to deliver high levels of restoration to October 2021, following elective recovery above expectations in H1.
- This has dipped marginally for elective inpatients and First Outpatient Attendances in October

OP FIRST	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Target	70%	75%	80%	95%	95%	95%	95%
Plan	88%	85%	97%	93%	96%	97%	97%
Actual	96%	108%	104%	95%	101%	96%	89%

EL DC	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Target	70%	75%	80%	95%	95%	95%	95%
Plan	85%	106%	117%	108%	110%	106%	106%
Actual	104%	116%	105%	101%	100%	93%	96%

OP FUP	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Target	70%	75%	80%	95%	95%	95%	95%
Plan	78%	82%	93%	93%	95%	97%	97%
Actual	104%	111%	105%	104%	111%	104%	99%

EL IP	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Target	70%	75%	80%	95%	95%	95%	95%
Plan	85%	106%	117%	103%	120%	110%	110%
Actual	100%	106%	98%	93%	88%	94%	89%

# Plan



University Hospitals Sussex  
NHS Foundation Trust

## **Our acute winter plan in Sussex has been commended by NHSEI for its demand and capacity modelling and robust assurance processes**

- Our winter plan for 2021/2022 is designed to ensure effective service, organisational and system resilience in response to winter pressures
- It takes into account the added complexity and challenge posed by Covid this winter.
- Patient safety, colleague support and the delivery of the agreed trajectories for constitutional standards remain key measures of success



# Staff

## Current staffing levels

Staffing remains challenging given high demand for services and ongoing impact of pandemic

- **Permanent staffing numbers** are increasing, we had 91% of our budgeted posts filled in September 2021\*
- **Turnover of staff** shows a 13% annual turnover, we recorded 140 leavers in September 2021\* compared to our 12 month rolling average of 156. We also welcomed 251 new joiners in September 2021\*.
- **Staff sickness and absence** rates remains at 13% in August 2021\*



# Staff

## Making improvements for staff

**Boosting recruitment** - To increase our staffing levels we are looking at further overseas recruitment, establishment reviews and overall recruitment strategy.

**Improving bank arrangements** - For our existing staff we are now using electronic rostering which provides weekly bank pay as well as better shift planning.

**Health and wellbeing** - We have various health and wellbeing initiatives such as psychological support, schwartz rounds, upgraded rest rooms for staff.

**Welfare appraisals** - We have also updated our welfare and development appraisal which will launch this month and will focus on wellbeing and career.

**Listening to our people** - There is also our breakthrough initiative where we work with teams on local improvements and listening to staff and their requirements.



# Staff

## Covid booster shots and flu jabs for staff

To protect our patients, staff and their families, this winter we have so far provided:

- 9,966 Covid booster shots to staff
- 9,564 flu jabs to staff

\*figures correct as of 09 November 2021



# CQC unannounced visit

## Formal feedback received following unannounced inspection of Maternity at RSCH, PRH, SRH and WH and Surgery at RSCH on 28 September

The CQC praised staff for continuing to be responsive, agile and showing good will and commitment to patients, their teams and the organisation

## Where CQC has asked us to make improvements

- Staffing
- Isolated breaches of minimum safety standards and some IPC issues
- Datix





# News

## Welcome to recently appointed new UHSussex Governors

- ✓ **Lindy Tomsett** – public, Chichester
- ✓ **Maggie Gormley** – public, Chichester
- ✓ **Hazel Heron** – public, East Sussex and Out of Area
- ✓ **Jo Norgate** – staff, St Richard's Hospital
- ✓ **Amelia Palmer** – staff, Worthing and Southlands Hospitals



# News

## Congratulations and welcome to all our newly appointed trust directors

- ✓ Director Of Patient Safety & Learning - Jo Habben
- ✓ Associate Director Infection Prevention & Control - Pat Cattini
- ✓ Director Of Patient Experience, Engagement & Involvement - Nicole Chavaudra
- ✓ Director Of Nursing - Edmund Tabay
- ✓ Director Of Workforce Planning And Deployment - David Vincent
- ✓ Interim Director Of Integrated Education - Martyn Clark
- ✓ Director Of Research & Innovation - Janusz Jankowski
- ✓ Director Of Clinical Effectiveness - Mojgan Sani



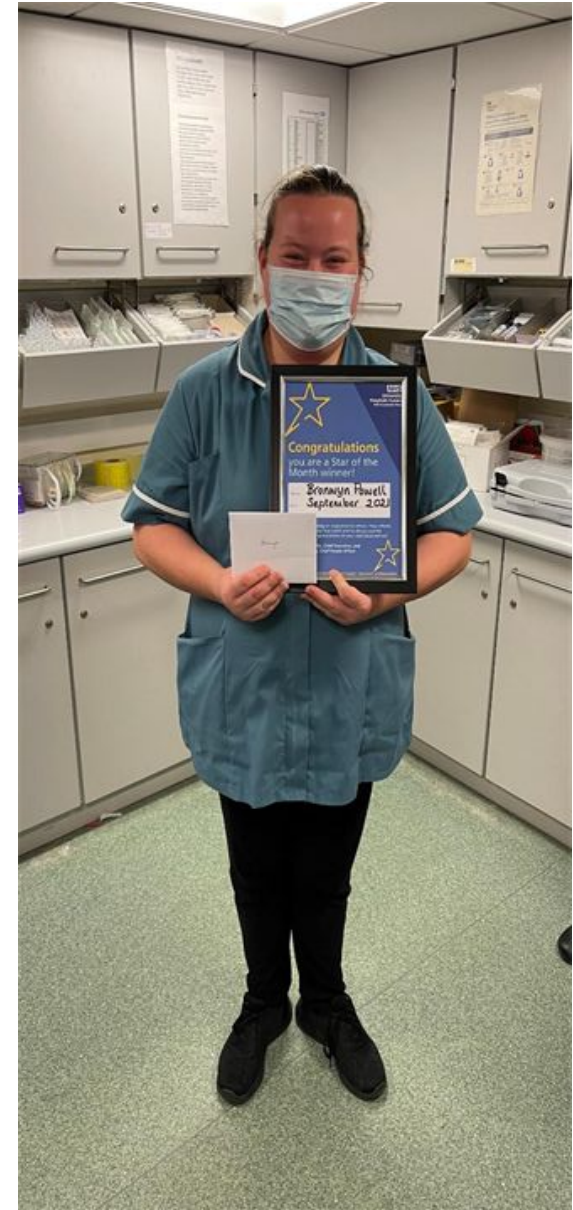
# News

## Congratulations to HCA Bronwyn Powell

Bronwyn won the September Star of the Month award after receiving a public nomination.

They witnessed Bronwyn whilst on their break notice a patient upset. She stayed and talked with the patient, took the patient for a walk outside in a wheelchair, then returned the next day with the patient's favourite chocolate bar.

In the nomination they said: "if there were more Bronwyn's in the world, it would be a happier place, she was remarkable with going above and beyond her duty of care."



# News

## Our Chief People Officer wins Director of the Year

Congratulations to David Grantham who won 'Director of the Year 2021' at the HPMA People Awards for his 'outstanding' work at his former organisation.

David's high degree of influence at national, regional and local level, at his former Trust and as ICS workforce leaders, were all recognised by HPMA judges.

David joined UHSussex from Royal Free group in London earlier this year.



# News

## Apprentice wins award for Covid care

Meghann Creffield won the 'Outstanding Contribution by an Apprentice to an Employer' prize at the Brighton and Hove Apprenticeships Awards.

The biomedical Science Degree Apprenticeship graduate designed an innovative project which had a direct impact on the treatment of patients with Covid.

She developed a blood test that helped clinicians to form their treatment plans. Her story was recently featured by BBC News.



# News

## Our people shortlisted for awards

- Dr Sammy Batt-Rawden was shortlisted for The Sun's #WhoCaresWins Doctor of the Year award.
- The volunteer team at Worthing & Southlands were shortlisted in the National Helpforce Champions Awards for Volunteer Leader of the year, Volunteer of the year and Innovation in Volunteering.
- Company Secretary Glen Palethorpe has been shortlisted for Company Secretary of the year with the Chartered Governance Institute.



# News

## UHSussex joins Veteran Aware

- University Hospitals Sussex has 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.
- UHSussex is now one of 97 members of the VCHA and is part of a growing number of NHS Trusts gaining this accolade.





# News

## New CT scanner – St Richard's

- Funding of more than £1 million has been approved for a new CT scanner.
- The new CT scanner will replace the current 12 year old scanner at St Richard's.
- The new scanner will provide increased image quality and reliability with a faster turnaround time enabling us to give a quicker diagnosis.



# News

## Urology Investigation Unit – Princess Royal

- £5.6 million investment on a Urology Investigation Unit at Princess Royal.
- This would provide patients with a one-stop clinic reducing the time from referral to treatment.
- This would also mean fewer visits for our patients and also releases theatre capacity by offering procedures to be carried out under a local anaesthetic.



# Looking Ahead

## Development of new Clinical Operating Model

- Our new Clinical Operating Model will become the “spine” of UHSussex.
- We had excellent engagement with clinical leaders and managers at workshops in June.
- We are now under formal consultation with a number of staff attending individual meetings.
- Staff are updated regularly during leaders network and staff briefings.



# Looking Ahead

## Continued focus on:

- Protecting staff health and wellbeing
- Restoration and recovery of services
- Meeting increasing demand for urgent care
- Patient First strategic improvement priorities
- Working with Sussex Health and Care Partnership colleagues









University Hospitals Sussex

NHS Foundation Trust

<b>Agenda Item:</b>	6	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	18 Nov 2021
<b>Report Title:</b>	Report from Patient Engagement and Experience Committee Meeting Chair				
<b>Committee Chair:</b>	Lyn Camps, Lead Governor and Committee Chair				
<b>Author(s):</b>	Lyn Camps, Lead Governor and Committee Chair				
<b>Report previously considered by and date:</b>					
<b>Purpose of the report:</b>					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
<b>Reason for submission to Trust Board in Private only (where relevant):</b>					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
<b>Implications for Trust Strategic Themes</b>					
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"/>				
<b>Link to CQC Domains:</b>					
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"/>		
<b>Communication and Consultation:</b>					
<b>Executive Summary:</b>					
<p>The Patient Engagement and Experience Committee met on 13 September 2021 and unfortunately was not quorate. The meeting was not seeking any approvals other than the Committee's minutes from its last meeting so the Committee decided to continue with the meeting. The minutes of the prior meeting from the 14 June would be approved at the Committee's next meeting.</p> <p>The Committee received 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 links to the Trust's wider discharge work. The Committee also received updates from the CCG and Brighton and Hove Healthwatch.</p> <p>The Governors in attendance thanked those presenting the reports for their thoroughness and balance of information on where the Trust is doing well, where it is listening to feedback and the developed or developing actions to further improve patient experience.</p>					
<b>Key Recommendation(s):</b>					
<p>The Council is asked to <b>NOTE</b> the assurances the Committee received at the meeting in respect of patient experience and <b>NOTE</b> 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
Patient Experience and Engagement Committee	13 September 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

The Committee **RECEIVED** a presentation from the Estates and Facilities Division on a number of projects they are undertaking, which will each lead, to enhanced patient experience. These projects include: -

- Discharge with Dignity. Here Estates and Facilities are evaluating work commenced at St Richards and Worthing Hospitals to support a patient's discharge with the provision of a small number of key items of clothing. This project commenced when it was identified that there was a cohort of patients who attend hospital, but when they are being discharged they have little or no direct support at home, and are therefore not able to have clothing brought in to the hospital which would provide more dignity as they travel home. The Committee heard that the evaluation of this work across St Richards and Worthing Hospitals would enable the project to be considered for launch at the Trust's other hospital sites.
- Cleaning Standards. Estates and Facilities are undertaking an assessment of the processes being applied across each of its sites as part of the Trust rolling out revised cleaning standards. The Trust has been accredited by the British Institute of Cleaning Services (BICS) for its staff training programme with positive feedback having been provided from the institute on the Trust's cleaning supervisors / managers.
- Catering. Estates and Facilities reminded the Committee that the Trust has been recognised as a NHS exemplar site for the provision of catering to both St Richards and Worthing Hospitals, noting that this work on the catering commenced prior to the merger. This catering service was also awarded a first place within a national competition for the provision of plant based food.
- Laundry. Estates and Facilities reminded the Committee of the work that has commenced within the Laundry project which will see a "state of the art" laundry facility provided which the Committee noted will also support the Trust's sustainability agenda with improved equipment using less resources.

The Committee **NOTED** these projects and the enhanced patient experiences each will bring and welcomed a further update towards the end of the financial year.

The Committee **RECEIVED** the Trust's 2021/22 quarter one patient experience information, which covered all the Trust's principle sites at Brighton, Chichester, Haywards Heath, Southlands and Worthing. The Committee was informed of the Trust's performance in respect of friends and family feedback, and the receipt and action in respect of patient and carer feedback provided through either formal complaints or the Patient Advice and Liaison Service. In addition, the Committee was also informed of the service innovations initially deployed during Covid that continued to support patient engagement with their families, be these through the use of i-Pads or the receipt and distribution of letters from loved ones etc. The



Committee was **ASSURED** over the processes for learning and the focus there has been on engaging with families to resolve the formal complaints in a timely way. The Committee also received information on the positive feedback provided by patients and how these are shared with the staff involved.

The Committee **RECEIVED** an update on the patient and community engagement activities being undertaken by the CCG.

The Committee **RECEIVED** an update on the work of Brighton and Hove Healthwatch during the prior year, their more recent work in respect of End of Life care, work with care homes and dental services which will be followed up this year along with the areas of upcoming focus on Young Persons services, Mental Health services and Junior Doctor experiences. The Committee **NOTED** that feedback from this work would be reported through this Committee along with any Trust learning and actions as a result.

#### **Actions taken by the Committee within its Terms of Reference**

The Committee took no specific actions at this meeting.

#### **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**

<b>Item</b>	<b>Referred to</b>
The Committee referred no matters to other Council for action.	



University Hospitals Sussex

NHS Foundation Trust

<b>Agenda Item:</b>	7	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	18 November 2021
<b>Report Title:</b>	Report from Membership and Engagement Committee Meeting Chair				
<b>Committee Chair:</b>	Lyn Camps, Lead Governor and meeting chair				
<b>Author(s):</b>	Lyn Camps, Lead Governor				
<b>Report previously considered by and date:</b>					
<b>Purpose of the report:</b>					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
<b>Reason for submission to Trust Board in Private only (where relevant):</b>					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
<b>Implications for Trust Strategic Themes</b>					
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 families			
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.			
<b>Link to CQC Domains:</b>					
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"/>		
<b>Communication and Consultation:</b>					
<b>Executive Summary:</b>					
<p>The Membership and Engagement Committee met on 11 October 2021 with the lead governor acting as Committee chair for this meeting. The Committee was quorate with seven governors being present plus the Director of Communications and the Company Secretary.</p> <p>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.</p>					
<b>Key Recommendation(s):</b>					
<p>The Council is asked to <b>NOTE</b> the actions of the Committee and <b>NOTE</b> that the Committee referred no matters to the Council for their action.</p>					

## COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Membership and Engagement Committee	11 October 2021	Lyn Camps	✓	<input type="checkbox"/>
<b>Declarations of Interest Made</b>				
There were no declarations of interest				
<b>Assurance received at the Committee meeting</b>				
<p>The Committee <b>RECEIVED</b> 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.</p> <p>The Committee <b>ENDORSED</b> the alignment of the Trust's membership data against the key membership strategy themes of, recruiting; welcoming; engaging and enhancing membership communication as this offers the Committee the mechanism to enhance the oversight of the Strategy's delivery.</p> <p>The Committee <b>RECEIVED</b> information on the Trust's current membership demographics noting the positive impact of the online communications that had occurred during the merger. The Committee <b>AGREED</b> that its work plan, supported by the established reference group, should move its focus to engagement as the Committee felt this would be a more sustainable and effective way of recruiting and developing an interested and more active Trust membership.</p> <p>As part of the Committee's consideration of the feedback from the reference group meeting, the Committee <b>ASKED</b> that a schedule of Medicine for All "showcase" events be put together for 2022 and beyond, along with a schedule of planned Trust or health partners' events to be formulated in order that the Governors could engage with these to support its recruitment of new members.</p> <p>The Committee <b>AGREED</b> to continue with its reference group which would support the development of engagement activities. The Committee <b>AGREED</b> to extend this group's membership to include the newly recruited Director of Patient Experience and Engagement to allow the Governors to understand and support such planned engagement events over the forthcoming year.</p>				
<b>Actions taken by the Committee within its Terms of Reference</b>				
The Committee made no specific decisions at this meeting.				
<b>Items to come back to Committee (Items Committee keeping an eye on)</b>				
The Committee asked to continue to receive information from the reference group on the Membership and Engagement Strategy delivery plan and the plan for the development of wider engagement activities.				
<b>Items referred to the Board or another Committee for decision or action</b>				
Item	Referred to			
The Committee referred no matters to other Council for action.				

<b>Agenda Item:</b>	8	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	18 November 2021
<b>Report Title:</b>	Lead Governor's Report				
<b>Sponsoring Executive Director:</b>	Lyn Camps, Lead Governor				
<b>Author(s):</b>	Lyn Camps, Lead Governor				
<b>Report previously considered by and date:</b>					
<b>Purpose of the report:</b>					
Information	<input checked="" type="checkbox"/>	Assurance	<input type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
<b>Reason for submission to Trust Board in Private only (where relevant):</b>					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
<b>Link to Trust Strategic Themes:</b>					
Patient Care	<input type="checkbox"/>	Sustainability	<input type="checkbox"/>		
Our People	<input type="checkbox"/>	Quality	<input type="checkbox"/>		
Systems and Partnerships	<input type="checkbox"/>				
<b>Any implications for:</b>					
Quality					
Financial					
Workforce					
<b>Link to CQC Domains:</b>					
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"/>		
<b>Communication and Consultation:</b>					
<b>Executive Summary:</b>					
This report provides the Council with an update of activities up to October 2021					
<b>Key Recommendation(s):</b>					
The Council is asked to NOTE this report.					

## LEAD GOVERNOR'S REPORT TO THE COUNCIL OF GOVERNORS

November 2021

A “fighting spirit!!” Volunteering in the new Covid booster hubs reminded me just how many people it takes to make UHSx a “family” and a special place to work. These last 18 months has demonstrated a tenacity and willingness to be flexible, that I haven’t seen in any organisation previously. We have seen staff from every single part of the organisation working in areas well outside of their comfort zones to support the battle against Covid. I met a consultant, who at 10am was just finishing his night shift, who said to me, we are all beyond tired but we keep finding a “fighting spirit” don’t we? Doesn’t that just sum up the Trust? A fighting spirit! A determination to not let this awful situation beat us whilst finding it difficult to see a light at the end of the tunnel.

It has been an incredibly tough time and we thought vaccinations would be that “light”! But Covid changed everyone’s world and we have seen unprecedented demand on the Trust’s services which despite being innovative in the approach to restoration and recovery, has hampered some of those plans and we now have to consider that Covid will co-exist with Flu, as we move into the Winter. It is very comforting to see the Booster and flu vaccination hubs for staff, up and running in no time at all. I still get goosebumps when I see the “vaccines” being slowly walked from the pharmacy to the Hub, a fanfare would not be out of place. Lindy Thomsett one of our public Governors in Chichester and Andy Cook a staff Governor for RSCH are vaccinators, alongside nurses, retired Drs and GPs accompanied by an army of pharmacy personnel and support staff. I had no idea just how much paperwork was required per vaccine or how complex the process for preparing through to administering the vaccine was. Yet again, such an immense effort, to deliver this important programme for staff.

Providing excellent care to patients and supporting staff is a top priority for the Trust. Governors have a role to play here, in ensuring that the public truly understand the pressures that continue in the Trust and the NHS at large. Frustration with waiting times and primary care services is becoming very palpable within the communities we serve and whilst our role is to bring the “public voice to the COG”, we also need to support the Trust, in delivering messaging back into our communities. Regularly having to invoke Business Continuity is a constant reminder of the relentless demand for services within the Trust.

The Governors are delighted to see the significant and creative efforts that are going into recruiting additional staff across all areas of the Trust. We note that over 200 international nurses have been recruited since March and a number of key executives to support the new Trust. A huge welcome to the Trust and we look forward to working with many of you.

Building an “outstanding” Trust is not possible without “outstanding” people. We are so pleased to see that not only do the Trust recognise this, but also external organisations. we have seen a number of “Trust” employees recognised, either in their field of expertise or as having achieved some incredible work and we would like to offer our congratulations.

We are so pleased that the Trust have reinstated “Star awards” and a huge Congratulations to HCA, Bronwyn Powell for going “above and beyond” and winning the award for September. Stars Awards culminates in an event which I am told is full of celebration, recognition and laughter.

Which leads me into the very sad news that the Trust CEO, Marianne, announced her retirement. As Governors, we enjoy a really positive relationship with the CEO and are acutely aware of how “emotionally invested” she is in the Trust. This decision cannot have been made lightly and knowing “when” to step down is one of the many difficult decisions a CEO will make. Finding a new CEO who is tenacious, courageous, considered, creates magic and is committed to the Trust patients and staff, might feel a bit daunting, but neither this Trust nor Marianne, shy away from challenges and the recruitment process is incredibly thorough. I am sure that we will find the Trust’s next CEO and Marianne can hand over her baton knowing she leaves the Trust in very safe hands.

## Council of Governors

Elections have concluded and I am delighted to welcome 4 new Governors which means we have a full complement of Governors. It will take a little bit of time to get all the new Governors inducted and comfortable in their role, but I would like to welcome:

### 2 new Staff Governors:

Amelia Palmer	Physiotherapist	Worthing/Sussex ICS
Jo Norgate	Speech & Language Practitioner	St Richards

### 2 Public Governors

Maggie Gormley	Chichester
Hazel Heron	East Sussex and Out of Area

I am also pleased to announce that Lindy Thomsett, a public governor for Chichester, has been re-elected.

Congratulations to you all on your successful elections.

Following the election, we saw a number of valued Governors retiring from their positions, these being:

Anna Matthews  
Ryan Davall  
Stuart Flemming  
Les Wilcox

All of whom have made a significant contribution to the COG and I would like to personally say a very big thank you for their time, commitment and wise counsel.

We now have more new Governors than established and I have still not met any of our new Governors in person. Holding meetings remotely has been fabulous as it has allowed us to continue our governance role and support the Trust, but we all really look forward to meeting everyone in person and starting to build a very positive team, that collaborates and works well together to support the Trust.

## November Board Meeting held in Public

As Governors we are invited to observe Board. The new format is welcomed by all our Governors and we find it much easier to follow. This Board meeting really highlighted the continuing, extreme challenges faced by the Trust and the huge demand placed on services across the board and the Trust staff. We also note that nationally, all acute trusts are experiencing similar operational pressures.

We are so pleased at the continuing "well being" initiatives to support the workforce and the drive to recruit new staff whilst retaining our existing staff.

We all recognised the significant focus on "risk" and the plans to mitigate. We welcomed the recommendation to review and adjust the Board Assurance Framework (BAF) and to discuss in more detail the "appetite for risk", looking forward also to winter demand and the potential impact.

Systems and Partners was also a strong theme and it is reassuring to know that all areas are collaborating and working together, actively looking at how they can support each other. A significant amount of work is being done on a daily basis.

As a Trust there is a continuous drive towards improvement and “better never stops” which is embedded in the DNA, but as mentioned in the Board, it is equally important to recognise successes. Despite the constant demands and pressures, there are still significant successes that allow some balance across the ever increasing and moving targets set nationally.

We all found the summaries by the Chairs of each committee, clearly articulated the continuing demand and challenges in all areas but explained clearly, the plans to address and therefore provided assurance to us as Governors.

### **CQC Unannounced Inspection**

As Governors, we are 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 the Trust is under such operational pressure, creates further pressure on the Trust. As always, the Trust responded with an approach, that it is always positive to have additional scrutiny.

We understand that the inspectors had nothing but praise for the Trust staff, but did recommend some areas for improvement and have issued a warning notice. We also recognise 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 welcome the opportunity to understand the corrective action plan as it developed and implemented to ensure the warning notice is closed as soon as is practically possible. The Governors would like to thank all the staff involved in the CQC inspection.

### **Information Seminars**

We continue to receive key information in regard to the running of the trust and new initiatives. These seminars are not only interesting but help to give us context and bring the numbers on a page, or an initiative to life and helps us to understand the thinking and process behind them, which is invaluable in our role and helps us to see assurance.

### **Chichester school of Nursing and Allied Health**

Has had a number of Governors involved as they start their journey of teaching new Nurses and Allied Health professionals. It feels like such a milestone and I am delighted that a number of us have been invited to attend the official opening on the 10 November.

As always, I would like on behalf of the Governors to say a huge thank you to all staff, for the care given to patients and each other and for your continuing “fighting spirit”.



<b>Agenda Item:</b>	13	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	November 2021
<b>Report Title:</b>	<b>Company Secretary Report</b>				
<b>Committee Chair:</b>	Glen Palethorpe, Company Secretary				
<b>Author(s):</b>	Glen Palethorpe, Company Secretary				
<b>Report previously considered by and date:</b>					
<b>Purpose of the report:</b>					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
<b>Reason for submission to Trust Board in Private only (where relevant):</b>					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
<b>Implications for Trust Strategic Themes and any link to BAF risks</b>					
Patient	<input type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input type="checkbox"/>				
Quality	<input type="checkbox"/>				
Systems and Partnerships	<input type="checkbox"/>				
<b>Link to CQC Domains:</b>					
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 checked="" type="checkbox"/>		
<b>Communication and Consultation:</b>					
<b>Executive Summary:</b>					
<p>This report provides the Council with an update, including matters for which the Trust has complied with 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><b>Governor Elections</b></p> <p>We have concluded our elections for public governors, these being for 2 positions in Chichester and 1 for Out of Area and East Sussex. At the same time, we concluded our elections for our staff governor positions for St Richard's and Worthing and Southlands Hospitals' staff constituencies.</p> <p>The results of these elections saw the following governors elected:</p> <p><u>Public</u></p> <p><b>Lindy Tomsett – Chichester</b> (term of office 1/10/2021 – 30/9/2024). Lindy was re-elected for a second term and continues to also support the Trust putting her nursing training and skills to use in supporting the Trust with its vaccination programme.</p> <p><b>Maggie Gormley – Chichester</b> (term of office 1/10/2021 – 30/9/2024). This is Maggie's first term as a governor for our Trust but Maggie has been a governor for University College London Hospital prior to moving to West Sussex. Maggie also worked for the NHS as a Clinical Nurse Specialist and since moving to the area has supported the local League of Friends within their shop.</p>					



**Hazel Heron – East Sussex and Out of Area** (term of office 1/10/2021 – 30/9/2024). Hazel has previously volunteered on an elderly care ward at the Royal Sussex County Hospital and was also a hand holder at the Eye Hospital.

Staff

**Amelia Palmer – Worthing & Southlands Hospitals** (term of office 1/10/2021 – 30/9/2024). Amelia is a physiotherapist and specialises in Respiratory and Intensive care, alongside additional work in education and training roles. Amelia is currently working with the Sussex ICS.

**Joanne Norgate - St Richard's Hospital** (term of office 1/11/2021 – 31/10/2024). Jo works as a Speech and Language Therapy Assistant Practitioner and has worked at both Worthing and St Richard's Hospitals.

These elections see the following governors leave us and all have been thanked for their work, support and contribution.

Staff – Ryan De-Vall and Anna Mathew  
Chichester – Les Wilcox  
Out of Area – Stuart Fleming

**Key Recommendation(s):**

The Council is recommended to **NOTE** the outcome of the governor election process and **NOTE** that we have commenced with their respective inductions.