

Meeting of the Council of Governors

14:00 – 16:00 on Thursday 17 August 2023

Boardroom, 2nd Floor Washington Suite, Worthing Hospital,
Lyndhurst Road, Worthing, BN11 2DH

AGENDA – MEETING IN PUBLIC

Item 1	Time: 14:00	Welcome and Apologies for Absence To note	Verbal	Presenter: Chair
Item 2	14:00	Quoracy of Council of Governors Meetings	Verbal	Presenter: Chair
<p><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 elected Governors.</i></p>				
Item 3	14:00	Declarations of Interests To note and agree any required actions	Verbal	Presenter: All
Item 4	14:00	Minutes of Council of Governors Meeting in PUBLIC held on 18 May 2023 To approve	Enclosure	Presenter: Chair
Item 5	14:00	Minutes of Council of Governors Meeting held in PRIVATE on 18 May 2023 To approve	Enclosure	Presenter: Chair
Item 6	14.00	Minutes of Council of Governors Meeting held on 25 July 2023 To approve	Enclosure	Presenter: Chair
Item 7	14:05	Matters Arising from the Minutes None	N/A	Presenter: Chair
<u>ACCOUNTABILITY</u>				
Item 8	14:05	Chief Executive Report to Council To receive and agree any necessary actions	Enclosure	Presenter: George Findlay
Item 9	14:25	Report from the Patient Engagement & Experience Committee Meeting held on 15 June 2023 To note	Enclosure	Presenter: Glen Palethorpe on behalf of Committee Chair
Item 10	14:30	Report from the Membership Engagement Committee Meeting held on 20 July 2023 To note	Enclosure	Presenter: John Todd as Committee Chair

Item 11	14:35	Report from the Nomination and Remuneration Committee held on 16 June 2023 To note	Enclosure	Presenter: Glen Palethorpe
<u>LISTENING AND REPRESENTING</u>				
Item 12	14:40	Lead Governor's Report To receive and agree any necessary actions	Enclosure	Presenter: Lindy Tomsett
Item 13	14:45	Public Governors' Update	Verbal	Those public Governors in attendance
		Improvement Groups		
		▪ Retail Catering	Verbal	Presenter: John Todd
		▪ RSCH Emergency Department/UTC	Verbal	Presenter: Glen Palethorpe on behalf of Frances McCabe
Item 14	14:55	Staff Governors' Update To receive and agree any necessary actions	Verbal	Presenter: Miranda Jose
Item 15	15:05	Appointed Governors' Update <ul style="list-style-type: none"> • West Sussex County Council • Voluntary Sector - Age UK • Inclusion To receive and agree any necessary actions	Verbal	Presenter: Those appointed Governors in attendance
<u>OTHER ITEMS</u>				
Item 16	15:25	Sustainability Committee - Chair Feedback To receive and agree any necessary actions	Presentation	Presenter: Lizzie Peers
Item 17	15:50	Company Secretary Report To note	Enclosure	Presenter: Glen Palethorpe
Item 18		Any Other Business To receive and action	Verbal	Presenter: Chair
Item 19	15:55	Questions from the public To receive and respond to questions submitted by the public at least 48 hours in advance of the meeting.	Verbal	Presenter: Chair
Item 20	16:00	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 23 November 2023	Verbal	Presenter: Chair

Minutes



University Hospitals Sussex

NHS Foundation Trust

Minutes of the Council of Governors meeting held in Public at 2pm on Thursday 18 May 2023 in the Boardroom, Second Floor, Washington Suite, Worthing Hospital, Lyndhurst Road, Worthing, BN11 2DH and virtually via Microsoft Teams Live Broadcast.

Alan McCarthy	Chairman
Andy Heeps	Deputy CEO & Chief Operating Officer
Darren Grayson	Chief Governance Officer
John Todd	Public Governor – Adur
Maria Rees	Public Governor - Arun
Fran McCabe	Public Governor – Brighton and Hove
Frank Sims	Public Governor – Brighton and Hove
Doug Hunt	Public Governor – Mid Sussex
Pauline Constable	Public Governor – Worthing
Jo Norgate	Staff Governor – St Richard’s Hospital
Andy Cook	Staff Governor – Royal Sussex County Hospital
Sue Shepherd	Staff Governor – Worthing Hospital
Miranda Jose	Staff Governor – Peripatetic
Helen Rice	Appointed Governor – Voluntary Sector
Cllr Alison Cooper	Appointed Governor – West Sussex County Council
Varadarajan Kalidasan	Appointed Governor – Trust Inclusion Groups
Paul Layzell	Non-Executive Director
Lucy Bloem	Non-Executive Director
Sadie Mason	Non-Executive Director
Lizzie Peers	Non-Executive Director
Bindesh Shah	Non-Executive Director

In Attendance:

Nicole Chavaudra	Direct of Patient Experience, Engagement & Involvement
David Vincent	Director of Workforce, Planning & Deployment
Glen Palethorpe	Company Secretary
Jan Simmons	Governor and Membership Manager

COG/05/23/1 Welcome and Apologies for Absence ACTION

- 1.1 Alan McCarthy welcomed all those present to the meeting and extended a particular welcome to members of the public who were in attendance and those viewing the meeting remotely.
- 1.2 Alan also welcomed Sue Shepherd as the new Staff Governor for Worthing and Southlands Hospitals and noted that Hazel Heron, Public Governor for East Sussex and Out of Area, and Chris Pobjoy, Staff Governor for Princess Royal Hospital, had resigned. An update on these posts would be given later in the Company Secretary’s report.
- 1.3 Alan advised the Council that David Vincent was attending the meeting on behalf of David Grantham, Chief People Officer and Nicole Chavaudra was attending on behalf of Leanne McLean, Chief Nurse. Alan also noted that apologies had been received from the following members:

- 1.4 **Governors:** Lindy Tomsett, Public Governor, Chichester (Lead), Maggie Gormley, Public Governor, Chichester, Kate Galvin, Appointed Governor, Brighton University and Paul Wayne, Public Governor, Horsham.
- 1.5 **Executives:** George Findlay, CEO, Karen Geoghegan, Chief Finance Officer, David Grantham, Chief People Officer, Leanne McLean, Chief Nurse and Katie Urch, Chief Medical Officer.
- 1.6 **Non-Executive Directors:** Patrick Boyle, Jackie Cassell, Claire Keatinge, David Curley and Malcolm Reed.

COG/05/23/2 Quoracy of Council of Governors Meetings

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

COG/05/23/3 Declarations of Interests

- 3.1 There were no interests to declare.

COG/05/23/4 Minutes of the Meeting Held on 16 February 2023

- 4.1 The minutes of the meeting held on 16 February 2023 were **APPROVED** as a correct record.

COG/05/23/5 Matters Arising from the Minutes of Meeting

- 5.1 There were no matters arising from the minutes of the previous meeting.

ACCOUNTABILITY

COG/05/23/6 Chief Executive Report to Council

- 6.1 Andy Heeps presented the report on behalf of George Findlay, Chief Executive, noting that it was written and tabled prior to publication of the CQC report on Friday 12 May 2023. Andy drew out and highlighted the following key points.
- 6.2 The months of February, March and April this year had proved extremely challenging for staff and services with the continued industrial action, winter pressures and ongoing impacts of the pandemic all making this last quarter more challenging than was previously expected. However, in spite of this, the Trust had seen a real change in its operational performance; there had been improvements in the performance of the Emergency Departments (EDs) across the hospital sites, a reduction in the longest waiting patients in ED, ambulance handover times improving, the number of patients waiting a long time for elective treatment had also reduced in line with the national targets and and the cancer diagnostic performance was amongst the best in the country.
- 6.3 Referring to the achievements, awards and recognition, Andy highlighted the following teams who had graduated from the Trust's Patient First Improvement System (PFIS) – Ophthalmology at Southlands; Discharge Lounge teams and discharge coordinators Trust-wide; Booking Department in Worthing; Referral Hub teams; Vascular Ward team, Brighton, Royal Alex Children's Hospital level 9 medical ward team; and the Clinical Site Management teams at all the Hospitals.
- 6.4 The Council was advised that the Sussex Orthopaedic Treatment Centre at Princess Royal had been named as one of eight elective surgical hubs in the

country to receive national accreditation for the highest standards in clinical, operational practice, and care for patients.

- 6.5 Andy advised that the Trust had committed to an investment of £48 million to deliver improvements to the Emergency Department at the Royal Sussex County Hospital (RSCH) in Brighton to enable this to better meet the people needing urgent care. It would provide more space, more resuscitation beds and a new three-storey Urgent Treatment Centre (UTC), completely transforming the current ED which was ageing and cramped and increasingly not fit for purpose.
- 6.6 The Council noted that the two Trust Charities, Love Your Hospital and BSUH Charity had formally merged under the new name of My University Hospitals Sussex. The Charity's aim remained the same, to raise funds to support UHSussex patients, families and staff above and beyond what was possible through core Government funding.
- 6.7 Andy also took the opportunity to share that, since the last meeting, the Trust's financial year had ended with the Trust's delivering its deficit of £10m which was in line with that which had been agreed with the ICS and region. Andy extended his thanks, and that of the Executive team, to all the staff who had worked hard to achieve this through such challenging times.
- 6.8 Andy then went on to reflect on the outcome of the recent publication of the CQC report.
- 6.9 Frances enquired if there was a role for the Governors in the Trust's response to the CQC. Alan replied that in light of the issues raised by the CQC the Trust would be reviewing its strategy and if any changes were required it would be the role of the Governors to hold the Trust to account for delivery of the strategy. Alan requested Governors to always make the organisation aware of any adverse comments heard in the community.
- 6.10 The Council **RECEIVED** the Chief Executive's report.

COG/05/23/7 Report from the Patient Engagement & Experience Committee Meeting held on 21 March 2023

- 7.1 As Chair of the Patient Engagement and Experience Committee, Frances McCabe presented the report from the meeting of 21 March 2023.
- 7.2 The Committee had received the proposal to review and amend, if necessary, the Terms of Reference and the reorganisation of the agenda to make the focus of PEEC more dynamic and amenable to Governors to be able to bring forward views and influence priorities. The Committee reflected that it would be able to measure the success of these changes through an improved level of involvement of Governors within Trust improvement projects and their reporting of this involvement being made directly to the Council.
- 7.3 The Committee had received a presentation on the Voice of Patient Experience with examples of how the patient experience was represented in the programmes supported by Improvement and Delivery.
- 7.4 Frances reported that in addition, an update had been provided on the progress that had been made on the Better Engagement segment of the Patient Experience Strategy and had received a short presentation on the Welcome Standards at the heart of which was the patient voice and tackling the priorities for improving patient experience, as defined by the Trust's patients and their representatives.

- 7.5 The Governors had also received information relating to the Patient Led Assessments of the Care Environment (PLACE) audits, noting that the national results were not yet available.
- 7.6 Being mid-way through the 12-week public consultation, the Governors had received an update from the Director of Strategy and Planning on Improving hospital-based stroke services in West Sussex.
- 7.7 Nicole Chavaudra provided a brief update advising that the PLACE audits would be commencing at the Royal Sussex County and Princess Royal Hospitals in June 2023 and Governors had been invited to be involved in workshops and groups relating to the ED redevelopment at RSCH, the Discharge / Length of Stay (LOS) improvement programme and Welcome Standards.
- 7.8 The Council **NOTED** the report of the Patient Engagement & Experience Committee.

COG/05/23/8 Report from the Membership Engagement Committee Meeting held on 13 April 2023

- 8.1 John Todd advised the Council that the Membership and Engagement committee had met on 13 April 2023 and had received a report on the Trust's membership noting that the current levels of membership were above the minimum levels of membership per constituency as set out within the Trust's constitution.
- 8.2 The Committee had noted the positive recruitment outcomes of membership events held on the Trust's hospital sites during the fourth quarter of 2022.
- 8.3 John advised the Council of the growing programme of events for the coming months. In collaboration with other hospital teams/forums and together with Sexual Health colleagues the Team would be attending the annual Pride events in Chichester, Worthing and Trans Pride in Brighton to raise awareness and recruit new members. The membership team would also be attending other events including the Armed Forces Day in Littlehampton, the Lions Charity market in Worthing and joining with HR colleagues to attend apprenticeship and career fairs to focus on the recruitment of the younger age group.
- 8.4 The Council was advised that the programme of Expert Talks was progressing and that clinicians had been secured to deliver the first three talks on Respiratory, Miniaturisation in Cardiology and Diabetes.
- 8.5 An update on the Stroke Consultation was provided by a representative of the ICB. The Committee had noted that the consultation was on track to hit its KPI of 1k responses and had received a good mix of respondents across West Sussex and especially from the Worthing/Lancing corridor.
- 8.6 The Committee also noted an update from the ICB on the Crawley project reflecting a good example of how to reach seldom heard groups. The Trust's membership team planned to use the learning from the Trust's ICB partners to inform future member recruitment activity.
- 8.7 The Director of Communications had provided an overview of the current communication and engagement activities that were taking place in the organisation and with external colleagues. The Committee had noted that the present focus of the Communications team had been dominated by managing the recent industrial actions of the RCN and junior Doctors as well as on the

opening of the Louisa Martindale Building at the Royal Sussex County Hospital site, the Trust's STAR awards and the Stroke Reconfiguration consultation.

- 8.8 John advised the Council that pursuing collaboration with other Foundation Trusts partners to share event and membership information remained work in progress.
- 8.9 The Council **NOTED** the report of the Membership Engagement Committee.

COG/05/23/9 Lead Governor's Report

- 9.1 Glen Palethorpe presented the Lead Governor's report on behalf of Lindy Tomsett who was unable to attend the meeting. The report reflected that way in which the Trust continued to enable and support its staff during the recent Industrial Action.
- 9.2 The Governors had been reassured to hear of the Trust's continuing corporate development plans and had valued being engaged in the plans to significantly upgrade the Emergency Department at the Royal Sussex County Hospital.
- 9.3 Governors valued being informed of good news announcements and national awards such as the Princess Royal Hospital becoming the lead hospital site for a national Alzheimers study and Cancer Services at St Richard's Hospital had won a national award recognising their hard work and dedication.
- 9.4 The Governors had appreciated the Trust briefing on the Operational Plan and Clinical Strategy which outlined a clear vision of the Trust's continuing progress in the future across the Trust and how that aligned to the priorities of the Trust. In addition, the Governors had also received a briefing on the Reconfiguration of the Stroke Service to ensure the full and wider picture to aid the public's understanding.
- 9.5 The report referenced how Governors had participated in the judging process for the Environment awards and the Trust's STAR awards as well as the staff long service awards all of which were so deserving.
- 9.6 As part of the process for holding the Non-Executive Directors (NEDs) to account by the Governors, feedback for the appraisals for the Chair and the NEDs had been completed and an Objective had been set for both the Chair and the NEDs for 2023/24.
- 9.7 The Lead Governor report outlined the Governor's continued involvement in the PLACE audits and Peer Reviews on all sites, with some Governors also regularly volunteering on the wards and in other areas of the Trust.
- 9.8 Finally, responding to the recent CQC report the Lead Governor had asked that the meeting be informed that Lindy echoed the comments made by others in the meeting that Governors were actively involved in the setting of the Trust's priorities and philosophy of an organisation working together to provide excellent care and where better never stops and had confidence that the strategy deployment would enable the organisation to address the issues raised in the CQC report.
- 9.9 The report reflected on the wide variety of ways in which the Trust's Governors were actively engaged with, informed of and contributed to the running of the organisation.
- 9.10 The Council **NOTED** the Lead Governor's report.

COG/05/23/10 Public Governors' Update

10.1 Improvement Groups

10.2 Retail Catering Steering Group

John Todd provided an update in respect of the proposed retail catering partners for the Louisa Martindale Building (LMB) at the Royal Sussex County Hospital (RSCH) advising that an evaluation of the short-listed companies had taken place on 22nd September 2022. Following tasting samples and presentations by several potential bidders, an evaluation exercise was undertaken to ensure there was a variety of food that accommodated vegetarian, vegan, gluten free, and nut free options.

10.3 John advised that WHSmith and Peabodys had been selected as the retail partners for the LMB and that work to fit out the spaces was well underway in the main reception area. It was anticipated that the retail catering units would open in the same week as the LMB opened to patients.

10.4 John added that the Retail Steering Group continued to meet monthly to discuss progress.

10.5 John went on to advise that a Restaurant Working Group was concentrating on improvement work in relation to the restaurants at Worthing and St Richard's Hospitals with feedback from staff and users of the restaurants being obtained over the next 12 months.

10.6 The Council **NOTED** the public Governor's update.

COG/05/23/11 Staff Governors' Update

11.1 Andy Cook presented the report and reflected on the recent publication of the CQC report noting that the way in which it had been presented was indeed a significant challenge for the Trust.

11.2 Andy commented that for a leadership team working hard to drive improvements, the staff across all 5 sites delivering high standards of care in often challenging circumstances, and for patients looking to an organisation for help in some of life's most frightening times; the report was very disappointing.

11.3 The Staff Governors recognised there were areas of operational delivery that required improvement but did not believe the organisation had inadequate leadership and Andy added that he felt that staff were able to speak up and be heard to shape improvements.

11.4 Staff across all parts of the organisation would be saddened to see the Trust's rating drop from Outstanding but would be encouraged that in the Caring and Effective domains the ratings had remained at Outstanding or Good. This was a testament to the ability of staff to work around the operational pressures they faced, to the Trust's Patient First philosophy and to their individual professional standards.

11.5 Andy went on to share two personal Staff Governor stories both of which highlighted that the care received had been proficient, accommodating, well-organised, professional and compassionate and that despite the ongoing pressures on the hospitals the staff continued to work extremely hard.

11.6 Andy then took the opportunity to welcome Sue Shepherd as Staff Governor for Worthing & Southlands Hospitals.

11.7 The Staff Governors were pleased to note that the recruitment models had been updated recently to ensure recruitment could be made even faster and slicker and looked forward to seeing the benefits of those developments over the coming months.

11.8 Andy added that at the Royal Sussex County Hospital site there was very real excitement about the opening of the Louisa Martindale Building and the opportunities it presented to help address some of the service challenges talked about today. This would be an opportunity to celebrate and the Staff Governors looked forward to seeing the ambitions of such a monumental development come to fruition over the next few weeks.

11.9 The Council **NOTED** the Staff Governors' update.

COG/05/23/12 Appointed Governors' Update

12.1 As an Appointed Governor for the voluntary sector, Helen Rice provided an update on how the cost-of-living challenges had impacted on the services provided by Age UK with uplifts in funding be low putting pressure on their resources to make comparable pay rises to those in the NHS which was making staff retention difficult due to their comparably lower salary levels.

12.2 Helen described how many local charities were sharing ideas for ways they could work to provide and implement a more streamlined process to help prevent people being admitted to hospital and bed blocking.

12.3 Andy Heeps commented that St Richard's and Worthing Hospitals had the highest admissions of over 70-year-olds in the country but by utilising the Take Home and Settle work provided by Guildcare and by the ICB helping with integrated care and funding streams, services should improve.

12.4 The Council **NOTED** the report from the Appointed Governor for the voluntary sector.

OTHER ITEMS

COG/05/23/13 Systems and Partnership Committee - Chair Feedback

13.1 Bindesh Shah gave a presentation and an overview of the Trust's Systems and Partnership Committee explaining that the purpose of the Committee was to support the Trust in achieving its systems and partnership's strategic objective – to deliver timely appropriate access to acute care as part of a wider integrated care system.

13.2 Bindesh highlighted the key areas of Committee focus for 2023/24 being the delivery of constitutional operational and access targets, provider collaboration activity and emergency planning and responsiveness.

13.3 The Council was advised that all UHSussex Committees would be reviewed during the current year with the aim of reducing duplication of conversations and improving the effectiveness of their oversight.

13.4 Bindesh shared with the Governors the Trust's performance summary for March 2023 of its True North and NHS constitutional target and a forward look at mitigation plans designed to address the continued pressures in A&E and long waiting patients for elective and cancer services.

13.5

The Council noted that the key risks remaining were the operational pressures relating to urgent elective and emergency demand, the impact of Cover and the recent industrial action which had impacted capacity and workforce across all areas of delivery.

13.6

The Committee's objectives and initiatives for 2023/24 included the median hour of discharge to be between 10.00 and 10.59am, 3Ts hospital development, reducing length of stay and the Community Diagnostic Centres. All these objectives would aid the improvements required by delivering action plans to achieve them.

13.7

Frances commented that other outside agencies, GP surgeries, local authorities, and the public need to be more involved to resolve the issues and make the improvements needed. Bindesh replied that the ICB and the voluntary sector alongside UHSussex were helping to achieve this.

13.8

Alan thanked Bindesh for his presentation.

13.9

The Council **NOTED** the Systems and Partnership Committee Chair Feedback.

13.10

[Lucy Bloem left the meeting at this point, this had no affect on quoracy]

COG/05/23/14 Company Secretary Report

14.1 Glen Palethorpe presented the report that provided the Council of Governors with an update on matters aligned to the Trust's constitution or other regulatory requirements not covered within other reports.

14.2 Governor Elections

The Trust completed the election process for the Worthing and Southlands staff governor. The process returned Sue Shepherd, a matron, who was elected for a three-year term commencing 1 April 2023.

14.3 Elections had also been commenced for the staff governor position for Princess Royal Hospital and the Public Governor positions for Mid-Sussex and Brighton and Hove. The nomination process ended on the 2 May with each constituency securing at least one nomination. Following the election process the results were planned to be returned on 21 June 2023. A series of drop-in information sessions had been held for those interested in applying for these positions allowing the role to be explained and to answer any questions allowing potential nominees to consider the role before applying.

14.4 Associate Non-Executive Director retirement

The Council was advised that Lillian Philip retired from the Trust as an Associate Non-Executive Director at the end of her term of office on the 29 April 2023, recognising that the report incorrectly recorded this date as the 19th.

14.5 The Council **NOTED** the Company Secretary's Report.

COG/05/23/15 Any Other Business

15.1 There was no other business to discuss.

COG/05/23/16 Questions from the public

16.1 Response to questions from Mr Malcolm Brett.

16.2 Glen Palethorpe advised that a response to Mr Brett's first question that related to portering would be provided next week.

16.3 The second question was in relation to what plans were there to increase the number of clinics at Southlands, as consulting rooms and other areas were vacant for most of the week.

16.4 Andy Heeps advised that the Trust had a large ambition to increase the work through Southlands with the Community Diagnostic Centre that was being built there increasing footfall. One of the opportunities of being UHSussex was that services currently provided at the Brighton site could look to use Southlands and bring teams together. The Trust was also looking to invest in increasing the number of theatres on the first floor and to change the criteria for the number of cases that could be undertaken there.

16.5 Glen advised the meeting that a comment had been provided relating to the need to inform the members as soon as the papers are placed on the website to allow the maximum amount of time for those who may wish to raise a question. Glen commented that an extra step in the process had been added to check that such emails were sent to members as soon as the papers were placed on the website.

16.6 The Council **NOTED** the questions received from the public.

COG/05/23/17 Date of Next Meeting

17.1 The next meeting of the Council of Governors was scheduled to take place at 14.00 – 16.00 on Thursday 17 August 2023

Jan Simmons
Governor & Membership Manager
23 May 2023

Signed as a correct record of the meeting

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Chair

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Date

Minutes



University Hospitals Sussex

NHS Foundation Trust

Minutes of the Council of Governors meeting held in PRIVATE at 4pm on Thursday 18 May 2023 in the Boardroom, Second Floor, Washington Suite, Worthing Hospital, Lyndhurst Road, Worthing, BN11 2DH and virtually via Microsoft Teams Live Broadcast.

Alan McCarthy	Chairman
John Todd	Public Governor – Adur
Fran McCabe	Public Governor – Brighton and Hove
Frank Sims	Public Governor – Brighton and Hove
Doug Hunt	Public Governor – Mid Sussex
Pauline Constable	Public Governor – Worthing
Jo Norgate	Staff Governor – St Richard’s Hospital
Andy Cook	Staff Governor – Royal Sussex County Hospital
Sue Shepherd	Staff Governor – Worthing Hospital
Miranda Jose *	Staff Governor – Peripatetic
Helen Rice	Appointed Governor – Voluntary Sector
Cllr Alison Cooper	Appointed Governor – West Sussex County Council

In Attendance:

Dr Andy Heeps	Deputy CEO & Chief Operating Officer
Darren Grayson	Chief Governance Officer
Paul Layzell	Non-Executive Director
Sadie Mason	Non-Executive Director
Lizzie Peers	Non-Executive Director
Bindesh Shah	Non-Executive Director
Glen Palethorpe	Company Secretary
Jan Simmons	Governor and Membership Manager

*Non-voting Governor

PCOG/05/23/1 Welcome and Apologies for Absence ACTION

- 1.1 Alan McCarthy welcomed all those present to the meeting.
- 1.2 Alan noted that apologies had been received from the following members:
- 1.3 **Governors:** Lindy Tomsett, Public Governor, Chichester (Lead), Maggie Gormley, Public Governor, Chichester, Kate Galvin, Appointed Governor, Brighton University and Paul Wayne, Public Governor, Horsham.

PCOG/05/23/2 Quoracy of Council of Governors Meetings

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

PCOG/05/23/3 Declarations of Interests

- 3.1 There were no interests to declare.

PCOG/05/23/4 Minutes of the Extraordinary Council of Governors meeting Held in Private on 11 April 2023

- 4.1 The minutes of the Extraordinary meeting held in Private on 11 April 2023 were **APPROVED** as a correct record.

PCOG/05/23/5 Matters Arising from the Minutes of Meeting

5.1 There were no matters arising from the minutes of the previous meeting.

PCOG/05/23/6 Any Other Business

6.1 Alan offered those interested an opportunity to have a short discussion around the CQC report that the Trust had recently received.

6.2 There was no other business to discuss.

PCOG/05/23/7 Date of Next Meeting

7.1 The next meeting of the Council of Governors in Public was scheduled to take place at 14.00 – 16.00 on Thursday 17 August 2023

Jan Simmons
Governor & Membership Manager
23 May 2023

Signed as a correct record of the meeting

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Chair

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Date

Minutes



University Hospitals Sussex

NHS Foundation Trust

Minutes of the Council of Governors meeting held at 19.00 on Tuesday 25 July 2023, at Louisa Martindale Building, Royal Sussex County Hospital, Eastern Road, Brighton, BN2 5BE and via Teams Live Broadcast

Present:

Alan McCarthy MBE DL	Chair
George Findlay	Chief Executive Officer
Andy Heeps	Deputy Chief Executive / Chief Operating Officer
Karen Geoghegan	Chief Financial Officer
David Grantham	Chief People Officer
Darren Grayson	Chief Governance Officer
Leanne McLean	Interim Chief Nurse
Claire Keatinge	Non-Executive Director
Paul Layzell	Non-Executive Director / Deputy Chair
Lucy Bloem	Non-Executive Director
Bindesh Shah	Non-Executive Director
Glen Palethorpe	Company Secretary
John Todd	Public Governor, Adur
Maria Rees	Public Governor, Arun
Frances McCabe	Public Governor, Brighton & Hove
Lindy Tomsett	Public Governor, Chichester (Lead Governor)
Maggie Gormley	Public Governor, Chichester
Colin Holden	Public Governor, Mid-Sussex
Doug Hunt	Public Governor, Mid-Sussex
Pauline Constable	Public Governor, Worthing
Alison Cooper	Appointed Governor, West Sussex County Council
Sue Shepherd	Staff Governor, Worthing & Southlands Hospitals

In Attendance:

Darren Wells	Grant Thornton
Paul Jacklin	Grant Thornton
Ben Smith	Deputy Company Secretary
Jan Simmons	Governor & Membership Manager

COG/07/23/1 WELCOME AND APOLOGIES FOR ABSENCE ACTION

- 1.1 The Chair welcomed those attending the meeting in person and those who were attending virtually via the MS Teams Live Broadcast and took the opportunity to also welcome two new recently elected Governors; Colin Holden representing the constituency of Mid-Sussex and Claire Bewick-Holmes, Staff Governor for Princess Royal Hospital, Haywards Heath.
- 1.2 Apologies for absence were noted from:
 - Executives:** Katie Urch, Chief Medical Officer
 - Non-Executive Directors:** Lizzie Peers, Malcolm Reed, Jackie Cassell and Sadie Mason
 - Public Governors:** Paul Wayne
 - Staff Governors:** Jo Norgate, Claire Bewick-Holmes
 - Appointed Governors:** Kate Galvin, Helen Rice

COG/07/23/2 CONFIRMATION OF QUORACY

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

COG/07/23/3 DECLARATIONS OF INTERESTS

- 3.1 There were no interests to declare.

COG/07/23/4 MINUTES OF THE MEETING HELD ON 27 July 2022 (noting these were approved by the Council on 18 August 2022)

- 4.1 The Council **noted** that the minutes of the Annual General Meeting held on 27 July 2022 had been approved by the Council on 18 August 2022.

COG/07/23/5 MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

- 5.1 There were no matters arising from the minutes of the previous meeting held on 27 July 2022.

COG/07/23/6 EXTERNAL ANNUAL AUDITORS REPORT 2022/23 FOR UHSUSSEX NHS FOUNDATION TRUST

- 6.1 The Council **RECEIVED** the Auditor's Annual Report in relation to the audit of University Hospitals Sussex NHS Foundation Trust, presented by Darren Wells from Grant Thornton, External Auditors for the Trust.
- 6.2 Darren gave an overview of their scope of work and highlighted the key areas of the report adding that the financial statement for the Trust gave a true and fair view of the financial position as at 31 March 2023 and of its expenditure and income for the year then ended.
- 6.3 The Council noted that good cooperation from the Trust and the Finance Team had contributed to a very good high quality draft Statement of accounts and their early submission on 28 June 2023.
- 6.4 Darren advised of one immaterial change made to the balance sheet in respect of property, plant and equipment along with a number of changes to disclosure notes but nothing to highlight.
- 6.5 The report concluded that there were no risks of significant weakness in arrangements identified in relation to the Trust's financial sustainability or improving economy, efficiency and effectiveness. It did identify significant weakness in arrangements for quality governance but recognised the embedding of plans to demonstrate improvements.
- 6.6 The Chair thanked Darren and Grant Thornton for the presentation and welcomed the receipt of the positive report for the Trust.

COG/07/23/7 ACCEPTANCE OF THE ANNUAL REPORT AND ACCOUNTS AS PRESENTED AT THE AGM

- 7.1 The Council of Governors **AGREED** the receipt of the Annual Report and Accounts for 2022/23 for University Hospitals Sussex NHS Foundation Trust for which a presentation had been made at the Annual General Meeting.

COG/07/23/8 QUESTIONS FROM GOVERNORS ON THE ACCOUNTS

- 8.1 There being no questions from the Governors, the Chair opened the meeting to questions from the public.
- 8.2 Alexander Leaney asked if and how the CQC's view of the Trust had been taken into account in the Auditor's report. Darren replied that although the report had to reflect the CQC's findings, the Trust had a robust process in place to address the issues raised.

COG/07/23/9 OTHER BUSINESS

- 9.1 There was no other business to discuss.

COG/07/23/10 DATE OF NEXT MEETING

It was noted that the next meeting of the Council of Governors is scheduled to take place at 14.00 on Thursday 17 August 2023.

Jan Simmons
Governor & Membership Manager
25 July 2023

Signed as a correct record of the meeting

..... Chair

..... Date



Agenda Item:	8	Meeting:	Council of Governors	Meeting Date:	17 August 2023
Report Title:	CHIEF EXECUTIVE REPORT				
Sponsoring Executive Director:	George Findlay, Chief Executive				
Author(s):	George Findlay, Chief Executive				
Report previously considered by and date:					
Purpose of the report:					
Information	Yes	Assurance	N/A		
Review and Discussion	N/A	Approval / Agreement	N/A		
Link to ICB / Trust Annual Plan					
Link to ICB Annual Plan	Yes	Link to Trust Annual Plan	Yes		
Implications for Trust Strategic Themes and any link to Board Assurance Framework risks					
Patient	Yes				
Sustainability	Yes				
People	Yes				
Quality	Yes				
Systems and Partnerships	Yes				
Research and Innovation	Yes				
Link to CQC Domains:					
Safe	Yes	Effective	Yes		
Caring	Yes	Responsive	Yes		
Well-led	Yes	Use of Resources	Yes		
Regulatory / Statutory reporting requirement					
Communication and Consultation:					
Executive Summary:					
This report gives the Council of Governors a summary of highlights from the Chief Executive and the work of UHSussex over the last quarter.					
Key Recommendation(s):					
The Council is asked to NOTE this report.					



CHIEF EXECUTIVE REPORT

1. THANK YOU

1.1 The past three months have continued to prove extremely challenging for our staff and services, and once again I wish to take this opportunity to thank colleagues for all their hard work in very difficult circumstances. Continued industrial action, high demand for urgent care and large waiting lists (caused by the pandemic) have all contributed to the persisting difficulties we face.

1.2 Without the stalwart commitment and dedication of our staff, we would not have been able to continue to provide urgent care for those most in need and maintain patient safety in the face of such adversity. Colleagues have pulled together to support one another and have done their utmost to provide high quality care at all times.

1.3 Unfortunately, ongoing industrial action has led to more appointments and elective procedures being rescheduled to ensure we could prioritise patient safety and life-preserving care during these periods of disruption. These decisions are always difficult to take, and we start from a position to continue with as much activity as we can, while managing the significant risks strike action incurs.

1.4 I want to take this opportunity to apologise to all our patients whose care has been affected in recent months and confirm that we are doing our very best to reschedule patients as swiftly as we can, while industrial action for key groups within workforce looks set to continue.

1.5 Despite the ongoing pressure and relentless demands upon our staff, there are also many positive developments and achievements that it is important we take time to celebrate and share. So, while we know we have a long way yet to go to address all our challenges, I am delighted to be able to highlight a broad selection of achievements below that have occurred since our last Public Board meeting at the beginning of May. Well done to all colleagues involved.

2. CELEBRATING OUR PEOPLE – PATIENT FIRST STAR AWARDS 2023

2.1 The dedication and commitment of our staff and volunteers was celebrated on Friday 23 June at our second Patient First STAR Awards. Winners were chosen from more than 1,100 nominations made by colleagues, patients and the public for individuals and teams who had gone above and beyond.

2.2 Our STAR Awards are a fantastic opportunity to recognise the extraordinary achievements of our staff and the difference they make to patient care. The high number of nominations reflects not just how much great work is going on across our hospitals, but also how appreciative people are of the efforts that are made daily.

2.3 Being on the judging panel for these awards is a real privilege as we heard about so many wonderful stories of innovation, passion and dedication of individuals, teams, and volunteers. I want to take this opportunity to reiterate heartfelt congratulations to all our winners and to everyone who was shortlisted or nominated for an award.

2.4 Our 2023 Patient First STAR Award winners are: Helen Dobbin (Mentor of the Year); Holly Ellis (Environmental Sustainability Champion); Mel Drayton (Innovator of the Year); Baily Ward Team (Clinical Team of the Year); Electrical & Biomedical Engineering Team (Non-Clinical Team of the Year); Caroline Bailey (Compassionate Care Award); David 'Rocky' Rochester (Volunteer of the Year); Gareth Stone (Hospital Hero); Ride across Britain Team (Fundraiser of the Year); Laundry Team (Star of the Year); Maternity Team (Chairman's Award); and Mortuary Team (Governor Award).

2.5 Full details of the event, including video highlights from the awards ceremony, can be found at www.uhsussex.nhs.uk/news/uhsussex-shining-stars-revealed. The awards evening was made possible thanks to charitable funding from the Trust's dedicated charity My University Hospitals Sussex and corporate sponsorship from Willmott Dixon Interiors.

3. ACHIEVEMENTS, AWARDS AND RECOGNITION

3.1 Innovative new knee replacement technology is now available from our Trust with the Sussex region to offer Mako robot technology for knee replacements. Compared to traditional surgery, the robotic-assisted procedure allows the surgeon to remove bone more precisely, and position the new knee more accurately, which can mean better results for patients. A recent operation was featured on BBC South East news to highlight the introduction of the new procedure.

3.2 Women with severe endometriosis can be diagnosed and treated earlier thanks to a dedicated service at Princess Royal Hospital that has maintained its accredited status for the third year running. Sussex Endometriosis Centre (SEC) is the county's first and only centre of excellence for the diagnosis and treatment of endometriosis – a condition where tissue similar to the lining of the uterus grows outside the uterus.

3.3 We celebrated the second National Healthcare Estates and Facilities Day on 21 June, to recognise the invaluable contribution of the 2,000 E&F colleagues who work across the Trust. They provide essential support 24 hours a day, seven days a week, from catering, security, and transport, to portering, car parking, and welcoming receptions – our E&F colleagues are often the first people patients and visitors meet and talk to, and without them our hospitals and patient services would come to a grinding stop. Over the past year we have welcomed several hundred new colleagues to our E&F family.

3.4 A study led by Professor Martin Llewelyn, consultant in infection at UHSussex and Professor of Infectious Diseases at Brighton and Sussex Medical School, has been linked to a change in antibiotic prescribing behaviour and a national reduction in antibiotic use. His research team introduced a new toolkit called the *Antibiotic Review Kit* which was introduced at 39 hospitals. The study, which was recently published, showed that more than 30,000 people were trained by the researchers on the toolkit and within 12 months hospitals had reduced overall antibiotic use by almost 5%, compared to the previous year.

3.5 We celebrated Volunteers Week from 1-7 June to recognise the wonderful support they provide for our patients, visitors, and staff. In line with the theme 'celebrate and inspire', a range of celebratory lunches and tea parties were held to thank volunteers and highlight those with the longest service. I want to say a heartfelt thank you to all our volunteers for their unwavering dedication and for going above and beyond in their selfless support for our Trust. Visit www.uhsussex.nhs.uk/patients-and-visitors/volunteer/ to find out more about volunteering with us.

4. INVESTING IN OUR HOSPITALS

4.1 A newly renovated fracture clinic at St Richard's Hospital will allow patients to be seen more quickly as well as reduce the length of time from referral to first appointment. Previously A&E, the Urgent Treatment Centre (UTC) and the trauma and orthopaedic service at St Richard's all shared the same facilities to treat patients. As well as a larger and lighter space, the refurbished clinic includes a plaster room, individual consultation rooms and additional space to allow for physiotherapists and occupational therapists to join clinics on a regular basis.

4.2 The development of a Community Diagnostic Centre at Southlands Hospital has passed significant milestones with the installation of new CT and MRI scanners. The aim of the CDC is to create a true one-stop model of care, where full diagnostic pathways can be delivered away from an acute hospital setting, improving efficiency and patient experience. Following the opening of Phase One to patients in the Autumn, work will start on Phase Two,

refurbishing the current radiology department to provide additional on-site ultrasound, gynaecological investigations, lung function testing and echo services.

4.3A new children's audiology unit has opened at the Royal Alexandra Children's Hospital offering state of the art facilities and equipment that delivers the service in a new and more appropriate, child-centred, and family-friendly accommodation. The new dedicated children's unit is larger and offers great potential for the service to improve pathways, reduce waiting lists and expand services, such as a diagnosis service for children with balance disorders.

5. LOUISA MARTINDALE BUILDING SUCCESSFULLY OPENED

5.1 The first patients were treated in the new Louisa Martindale Building at the Royal Sussex County Hospital in Brighton on 12 June. The historic milestone saw the newest clinical building in the NHS standing next to the oldest, the Barry Building. Walking between the two buildings was a journey of 50 steps and 195 years! Throughout the month of June, dozens of departments and wards took this journey through history as they transferred from the old Victorian architecture to our state-of-the-art, new facilities.

5.2 Following a meticulously planned schedule, those attending Outpatients appointments on the lower floors of the eleven-story Louisa Martindale Building were the first patients to be welcomed by staff. They were soon followed by others, as more and more services moved into the modern, spacious new estate, culminating with Critical Care moving across from the Thomas Kemp Tower.

5.3 By July, all moves were complete, and the triple storey glass atrium called The Welcome Space formally became the hospital's new main entrance, hugely impressing visitors, patient, and staff alike, as well as media teams from regional television news and newspapers who helped celebrate the opening of the new building. An official opening ceremony will take place later this year.

5.4 An opportunity to improve healthcare on the scale of the Louisa Martindale Building comes along once in a generation and it has been a huge privilege to welcome patients into the new building with all the benefits it will bring to them, their visitors, as well as our staff. Millions of pounds worth of new medical equipment has been installed to serve patients in the new building, including MRI and CT scanners, x-ray units and bi-planar scanners.

5.5 Two thirds of inpatient beds are in single ensuite rooms, with the remainder provided in single sex bays with a maximum of four patients each. Every ward has a communal patient area where patients can socialise and take their meals, and they have been designed to help staff spend more time with patients. All the Outpatients departments have a welcoming reception area and waiting areas, and each has been designed with purpose-built facilities to enhance patient privacy, confidentiality, and dignity.

5.6 The successful opening is a testament to the thousands of people who have worked on the building programme over the years. I would like to thank them all, from the team who started the design process 15 years ago, to our cleaning, estates, planning and operational colleagues who all worked extraordinarily hard to both make the building ready and successfully manage the move.

5.7 Every single one of them can be proud of the part they have played, and I think their care and dedication already shows through in the experience our patients are having in our amazing new building. To find out more about this incredible new asset that will benefit patients from across all of Sussex, please visit www.uhsussex.nhs.uk/LMB

5.8 The LMB was visited by the Secretary of State for Health and Social Care, Steve Barclay on August 9. I was proud that I was able to show him the great work people have done to get the building up and open, and the great work colleagues continue to do to improve patient experience and outcomes.

6. SUPPORTING OUR PEOPLE

6.1 Our staff are our most precious resource, and we have a broad programme to provide support for them, as well as thank, acknowledge, and recognise everything they do for our patients, each other, and the Trust. Below are some recent examples of the many actions we take to show our appreciation and care of our colleagues.

6.2 In May, we opened the Southview Lounge, a new staff space in Worthing Hospital where colleagues can enjoy free tea and coffee facilities, a relaxation area and decompression activities. This is the latest staff lounge to open, following successful lounge areas at Princess Royal Hospital and Royal Sussex County Hospital.

6.3 Nearly 70 colleagues attended our Menopause Café in June, which featured guest speaker Dr Rhianydd McGlone, a practicing GP with an Advanced Certificate in Menopause Care.

The menopause group now has more than 100 members receiving information and providing peer support on a regular basis.

6.4 We have launched a new *Developing Culture* workstream and completed an initial 12-week discovery phase in support of our strategic goal of making UHSussex a *great place to work*. Drawing upon the expertise of a range of teams, and working with staff to co-design solutions, the workstream will be making a series of recommendations for consideration by the People Steering group and executive team to improve staff engagement and team morale, by directly addressing key findings from the staff survey.

6.5 We are relaunching our *Trust Ambassador Programme* for staff, which was a diverse network of colleagues from all parts of the Trust and levels of seniority who shared a commitment and enthusiasm for creating positive experiences for everyone they encountered while at work. The Ambassador Programme was previously successful at both our legacy organisations but, unfortunately, it lost momentum during the pandemic. Relaunching the programme will formally establish a new community of highly engaged staff to boost wider engagement, involvement, and communication Trust-wide. More than 80 colleagues have already repledged to the new programme and wider recruitment activities have begun.

6.6 In June, we launched a new Health and Wellbeing Outlook Calendar to provide a handy way for staff to see what is coming up and view live activities in their areas, such as exercise classes and events. For example, in July, two Clinical Hypnotherapy workshops were held at the Princess Royal Hospital Chapel. Karen Neeson, a clinical solution-focused Psychotherapist and Hypnotherapist facilitated the sessions that included tips, tools, and techniques to support staff in dealing with stress and anxiety in the workplace.

6.7 Our *Cost of Living* support service, launched in January, has continued to help colleagues. To date, the panel have allocated more than £41,300 to 198 staff applications to support with cost of living rises, a sudden drop in income or help with an unexpected expense which has caused hardship. In addition, we believe UHSussex is the first Trust to engage a Financial Wellbeing Support Officer. Tracy Cox-Horton joined the Trust in June as our dedicated Financial Wellbeing Support Officer from Wave Community Bank. Funded by *My University Hospitals Sussex Charity*, Tracy will be offering 1:1 appointments to help staff with money management, budgeting, debt advice and saving and loan advice.

6.8 In May, our new 'Freedom to Speak Up Staff Handbook' became available to staff in May and 'The importance of Speaking Up' was featured as 'Theme of the Week' 22–28 July, ensuring we reach our clinical staff through huddles. Staff and manager toolkits, (Raising

and Responding to Concerns; Difficult Conversations; and Civility) are available for staff to access, and we are running live 60-min courses for staff and managers focussed on how to use the toolkits, with opportunities for Q&A and coaching, from July to September.

6.9 In August, we welcome the The Guardian Service (TGS) to UHSussex - an external, specialist provider to help support staff who wish to speak up or raise concerns. We have devoted considerable resource to building a system and a culture where people can feel confident and empowered to speak up, whether within their teams, to other members of staff, or to a Guardian, and we anticipate that TGS can help to strengthen that provision still further. I would also like to place on record my thanks to our colleague Dr Varadarajan Kalidasan, who has been our interim *Freedom To Speak Up Guardian*.

6.10 More than 7,000 colleagues have completed our new Conflict Resolution Training since this was introduced as part of our mandatory training three-year requirements. The measure was in direct response to findings from the NHS staff survey results which show too many colleagues continue to experience violence, aggression, or abuse while at work.

6.11 We held two staff conferences in May and June, providing opportunities for staff to come together as a team, share best practice and drive engagement. On 19 May, colleagues from Nursing, Midwifery and Allied Health Professionals came together at The Amex in Brighton for a dedicated event. And on 9 June, educators and trainers from across the Trust also came together for our Education and Apprenticeships Conference at The Amex. This was the showcase event at the end of our Education Week, which included webinars, workshops, and teaching events for more than 500 colleagues.

7. CQC UPDATE

7.1 The CQC carried out an unannounced inspection of services at the beginning of the month. The team inspected medical services at Worthing and St Richard's and surgery services at Princes Royal, Royals Sussex County, St Richard's and Worthing on August 1, 2 and 3.

7.2 My thanks to everyone who has made time to accommodate the CQC and support their requests for information – especially alongside their busy roles caring for our patients.

7.3 I was particularly impressed by the professionalism of colleagues who have shown pride in their services, and spoken openly about the challenges they face, as well as the improvements they are already making.

7.4 We can expect a formal report of their findings over the coming months.

7.5 These latest visits followed on from a number of inspections, announced and unannounced, of services at a number of University Hospitals Sussex NHS Foundation Trust sites between September 2021 and October 22, after which the Trust was required to develop divisional action plan compliance reports.

7.6 The interim chief nursing officer (CNO) has met with the divisional directors of nursing (DDONs) to review current status with their action plans and shared these with the CQC as requested. The review focused on the following:

- if actions are closed is there evidence to support this and how has oversight moved into Business as Usual (BAU)?
- If not achieved what are the outstanding actions and by when will these be closed?
- In the meantime, who has oversight of the risks and how these are monitored and mitigated?

7.7 The interim CNO recognises that the next step is to review the evidence against the 'completed' actions. It should be noted that there are a number of actions for which previously agreed 'close by dates' will not be achieved as they are by nature 'ongoing'. For example, those relating to staffing as this can change and close attention needs to be paid consistently. Further discussions need to be had to move these actions to a position of Business as usual (BAU) monitoring through divisional governance and to reflect this in future updates of this report.

7.8 Further information on this and on how the Trust is doing with its well-led improvements are available in the public board papers on our website.

8. INTERESTED TO FIND OUT MORE?

8.1 The news section of our website provides more detail and great images related to some of the events and achievements I have referenced above. Please visit www.uhsussex.nhs.uk/news. We are also very active on social media. Please join the conversation, comment, like and share by searching for @UHSussex on your favourite platform or use the hashtag #UHSussex. We also invite people living locally to join UHSussex as a member, volunteer in our hospitals or develop their career with us. With seven hospitals across Sussex and numerous satellite services, we are proud to be at the heart of the communities we serve. We wish to welcome others to our UHSussex family too. Visit www.uhsussex.nhs.uk/join-us - thank you.

Agenda Item:	9	Meeting:	Council of Governors	Meeting Date:	17 August 2023
Report Title:	Report from Patient Engagement and Experience Committee Meeting Chair				
Sponsoring Executive Director:	Frances McCabe, Public Governor Brighton and Hove				
Author(s):	Jan Simmons, Governor & Membership Manager				
Report previously considered by and date:	N/A				
Purpose of the report:					
Information	Yes	Assurance	Yes		
Review and Discussion	N/A	Approval / Agreement	N/A		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	N/A	Staff confidentiality	N/A		
Patient confidentiality	N/A	Other exceptional circumstances	N/A		
Link to ICB / Trust Annual Plan					
Link to ICB Annual Plan	Yes / N/A	Link to Trust Annual Plan	Yes / N/A		
Implications for Trust Strategic Themes and any link to Board Assurance Framework risks					
Patient	Yes				
Sustainability	N/A				
People	N/A				
Quality	Yes				
Systems and Partnerships	N/A				
Research and Innovation	Yes				
Link to CQC Domains:					
Safe	Yes	Effective	Yes		
Caring	Yes	Responsive	Yes		
Well-led	Yes	Use of Resources	N/A		
Regulatory / Statutory reporting requirement					
Communication and Consultation:					
Executive Summary:					
<p>The Patient Engagement and Experience Committee met on 15 June 2023. The meeting was quorate with four publicly elected Governors in attendance. It was also attended by the Director of Patient Experience, Engagement and Involvement as well as a representative from Healthwatch and Matt Hutchinson, Head of Nursing, Fundamental Nursing Standards and Harm-Free Care for item 9. Apologies were received from the NHS Integrated Care Board representative.</p> <p><u>Patient Experience Strategy</u></p> <p>The Committee received an update on the progress made on the promoting positive experiences segment of the Patient Experience Strategy, feedback from the Pulse survey and that the focus was now to provide quality responses to complaints.</p>					

Welcome Standards Update

The Committee received an update on the Welcome Standards programme noting that the pilot scheme had been delivered to the main reception areas and the method in which the Welcome Standards were being incorporated into the everyday processes in the Trust.

Peer Reviews – Outcome and Learning

The Committee received a presentation on the process used for delivering the Peer Reviews including how their findings were discussed, fed back to area Managers and actioned.

PLACE Audits – Outcome and Learning

Due to operational difficulties the outcome and learning from PLACE audits was deferred to the next meeting.

Register of Governors' Activities

The Committee also received a brief overview of the register of Governor activities that showed their involvement in various improvement groups within the Trust.

Improvements Group Attendees' Feedback

An update was also received from the Governor's involvement in the working group for the Royal Sussex County Hospital's plans to transform emergency and urgent care.

Governor Feedback / Contact with Public

There was no feedback provided at this meeting from the Governor's contact with the public.

Stakeholder Feedback – ICB

There being no representative at the meeting from the ICB the Stakeholder Feedback item was deferred to the next meeting but the Committee noted that events were taking place across Sussex to celebrate the 75th NHS anniversary.

Healthwatch Update

The Committee received feedback from Healthwatch on their patient and community engagement projects including the review that had been undertaken by Healthwatch of the Maternity unit at the Royal Sussex County Hospital in view of the recent CQC report.

Patient Experience Quarter 4 Report

The Committee noted the Trust's Quarter 4 Patient Experience Report and information relating to the Trust's principal sites at Brighton, Chichester, Haywards Heath, Worthing and Southlands and those areas where the Trust had performed well for patients, as well as concerns and complaints received, and the satisfaction feedback levels for the Friends and Family test.

Reflections on the CQC Report and its correlation with PEEC

The Committee reflected on the positive feedback following the Trust's recent CQC report.



Key Recommendation(s):

The Council is asked to **NOTE** that there were no matters from this meeting that were referred to the Council for action.

COMMITTEE HIGHLIGHTS REPORT TO BOARD

Meeting:	Patient Engagement & Experience Committee	Meeting Date:	15 June 2023	Chair:	Frances McCabe	Quorate:	Yes
Declarations of Interest Made							
There were no declarations of interest made.							
Assurances received at the Committee meeting							
<p>Patient Experience Strategy</p> <p>The Committee RECEIVED an update on the progress made on the promoting positive experiences and early intervention segment of the Patient Experience Strategy. The Committee were reminded of the strategy objectives and RECEIVED feedback from the Pulse survey that showed more positive comments and a range of staff activities that were planned to be held in the new heritage site in the Louisa Martindale Building.</p> <p>The Committee NOTED that the focus was now aimed at providing quality responses to complaints and utilising the safety teams for assessment. Patient waiting experience in Emergency Departments had improved with waiting times having continued to reduce to lower than the national average.</p> <p>The Committee was INFORMED that a new Patient Access Transformation Policy was soon to commence led by the Managing Director for Planned Care and Cancer Services.</p> <p>The Committee also NOTED that 45% of complaints received by the Trust related to the Emergency Department with the remainder associated with patients waiting for procedures and appointments but the Committee was pleased to note that 95% of patients in Outpatient departments reported being happy with the service they received.</p> <p>Welcome Standards Update</p> <p>The Committee RECEIVED an update on the Welcome Standards programme noting that the pilot scheme had been delivered to the main reception areas. Feedback from PALS and Staff Wellbeing would be evaluated prior to the training being rolled out to the Emergency Departments in the coming months. Governors would be invited to validate the training through the existing Peer reviews.</p> <p>The Committee NOTED that the Welcome Standards would be incorporated into Trust inductions, appraisals as well as Huddles and would eventually be part of the Trust's everyday processes.</p> <p>Peer Reviews – Outcome and Learning</p> <p>The Committee RECEIVED a presentation on the process used for delivering the Peer Reviews noting that the 15-step prompt sheet used related to the five CQC domains of safe, caring, effective, responsive and well-led and how the feedback and findings of areas of good practice and those requiring improvement were fed back to Managers to action.</p> <p>The Committee was INFORMED of the positive themes that had resulted from the Peer Reviews as well as some concerns that had been raised relating to the adherence to infection control procedures, lack of storage, signage and staff notice boards that required updating.</p> <p>PLACE Audits – Outcome and Learning</p> <p>Due to operational difficulties this agenda item was deferred to the next meeting.</p>							

Register of Governors' Activities

The Committee also **RECEIVED** a brief overview of the register kept of the Governors' involvement in the various improvement groups within the Trust.

Improvements Group Attendees' Feedback

An update was also **RECEIVED** from the Governor's involvement in the working group for the Royal Sussex County Hospital's plans for a new Emergency Department, a new acute floor and new urgent care and treatment centre. The meeting was well attended by clinicians and outside agencies as well as those responsible for the planning and build. The group also had the opportunity to visit the existing Emergency Department.

Governor Feedback / Contact with Public

There was no feedback provided at this meeting from the Governor's contact with the public.

Stakeholder Feedback – ICB

The representative from the ICB was unable to attend the meeting to give feedback and therefore this item was deferred to the next meeting. However, the Committee was **INFORMED** that the Communications and Public Involvement Team of NHS Sussex would be attending and engaging at events across Sussex during the first week of July to commemorate the 75th anniversary of the NHS and to raise awareness of the Shared Delivery Plan.

Healthwatch Update

The Committee **RECEIVED** feedback from Healthwatch on their patient and community engagement projects. In view of the Trust's recent CQC report Healthwatch had undertaken a review of the Maternity unit at the Royal Sussex County Hospital. The review found that patients were happy with the service but had noted the lack of emergency red cords and handrails in the facilities and that staff uniforms did not reflect the difference between nursing and other members of staff.

Healthwatch had also shared with the Committee a copy of the Clinically-Led workforce and Activity Redesign (CLEAR) report on Ophthalmology. The Committee **NOTED** that the report had identified approximately £2m of productivity gains that would enable the Trust to clear ophthalmology backlogs, remove the need for private sector support to manage waiting lists, diversify the workforce, promote system-wide learning and prevent avoidable sight loss.

Patient Experience Quarter 4 Report

The Committee **RECEIVED** the Trust's Quarter 4 Patient Experience Report. The Committee **NOTED** that Quarter 4 had been productive with positive responses received for the Emergency Departments and Maternity units.

The PALS service had received 325 complaints during Q4 but there was no increase on Quarter 3 but they had received an increased number of calls relating to the industrial action from patients concerned about their appointments.

The Committee **NOTED** that the key areas for complaints were waiting times for treatment, appointments, clinical treatment, communications, discharge and staff behaviours.

The Committee was **INFORMED** that the new Datix feedback module was due to go live in July 2023 and would provide more complex data for patients' complaints and responses.

Reflections on the CQC Report and its correlation with PEEC

The Committee **REFLECTED** on the positive feedback following the Trust's recent CQC report.

Actions taken by the Committee within its Terms of Reference
The Committee did not take any specific decision at this meeting over the approval of the previous minutes.
Items to come back to Committee / Group (Items Committee / Group keeping an eye on)
Stakeholder Feedback – ICB Update Update on Waiting Well initiative PLACE Audits – Outcome and Learning This item to be placed on the agenda for the next meeting.
Items referred to the Board or another Committee for decision or action
The Council is asked to NOTE that there were no matters from this meeting that were referred to the Council for action

Agenda Item:	10	Meeting:	Council of Governors	Meeting Date:	17 August 2023
Report Title:	Report from Membership and Engagement Committee Meeting Chair				
Sponsoring Executive Director:	John Todd, Public Governor for Adur and meeting chair				
Author(s):	Jan Simmons, Governor & Membership Manager				
Report previously considered by and date:	N/A				
Purpose of the report:					
Information	Yes	Assurance	Yes		
Review and Discussion	N/A	Approval / Agreement	N/A		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	N/A	Staff confidentiality	N/A		
Patient confidentiality	N/A	Other exceptional circumstances	N/A		
Link to ICB / Trust Annual Plan					
Link to ICB Annual Plan	Yes / N/A	Link to Trust Annual Plan	Yes / N/A		
Implications for Trust Strategic Themes and any link to Board Assurance Framework risks					
Patient	Yes	A vibrant membership will support the Trust with its engagement activities in support of enhancing patient experience of the Trust's services			
Sustainability	N/A				
People	Yes	A vibrant membership will support the Trust's Staff with their drive to learn from our patients and their family			
Quality	Yes	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	Yes	A vibrant membership will support the Trust as it seeks to engage within the system.			
Research and Innovation	N/A				
Link to CQC Domains:					
Safe	Yes	Effective	Yes		
Caring	Yes	Responsive	Yes		
Well-led	Yes	Use of Resources	N/A		
Regulatory / Statutory reporting requirement					
Communication and Consultation:					
Executive Summary:					
<p>The Membership and Engagement Committee met on 20 July 2023. The Committee was quorate with six Governors attending, three of which were publicly elected and the Head of External Affairs.</p> <p>The Committee received a report on the Trust's membership and recruitment activities undertaken during the first quarter of 2022/23 and discussed the planning of future agendas, informed by approaches to engagement from the NHS Sussex Health and Care Partnership and UH Sussex Communications colleagues.</p>					
Key Recommendation(s):					
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.					

COMMITTEE HIGHLIGHTS REPORT TO BOARD

Meeting:	Membership and Engagement Committee	Meeting Date:	20 July 2023	Chair:	John Todd	Quorate:	Yes
Declarations of Interest Made							
There were no declarations of interest							
Assurances received at the Committee meeting							
<p>The Committee RECEIVED a report on the Trust's membership and NOTED that the current levels of membership were above the minimum levels of membership per constituency as set out within our constitution.</p> <p>The Committee discussed the Trust's performance within each of the key membership strategy themes of, recruiting; welcoming; engaging and enhancing membership communication. The Committee NOTED that recruitment events in May and June had included joint participation with the Voluntary Services and with Sexual Health partners at the successful Chichester Pride where 27 new members were recruited. The membership team had also been invited to collaborate in events being held as part of the NHS 75 and Shared Delivery Plan Engagement Calendar with the ICB.</p> <p>The Committee NOTED that the membership team had developed a range of publicity materials and a display board which had proved very helpful in encouraging conversations when attending events.</p> <p>With the formation of the new My University Hospitals Sussex charity a new flyer had been designed to reflect the Charity, Membership and links to apprenticeships and NHS jobs for use when attending colleges and universities.</p> <p>The Committee NOTED the programme of events for the coming months. In collaboration with other hospital teams/forums and together with Sexual Health colleagues the Team would be attending the annual Pride in Worthing and Trans Pride in Brighton to raise awareness and recruit new members. Other events included a stall at the Trust's AGM and participating in the ICB programme of events.</p> <p>The Committee NOTED that the first in the programme of Expert Talks was held on 5 June 2023 when members and the public were invited to join the online event to hear Dr Ali Chakera, Lead Consultant for Diabetes talk about both Type 1 and Type 2 diabetes and to find out more about recent developments in diabetes care, treatment, reversal and prevention. The next 'Let's talk about...' event is planned for the Autumn when Dr Wayomi Perera, Consultant in Respiratory Medicine will talk about Chronic Obstructive Pulmonary Disease (COPD).</p> <p>The Head of External Affairs provided an overview of the current communication and engagement activities that had been taking place in the organisation and with external colleagues. These included the opening of the new Louisa Martindale Building at the Royal Sussex County Hospital site, Stage 2 development at Brighton for the site of the new Cancer Centre and the redevelopment of the Emergency Department at Brighton.</p> <p>The Committee NOTED the key events that had been publicised and coordinated by the Communications team including the Worthing and Brighton Pride, Nurses Day, Maternity, Mental Health week and the Trust's annual STAR awards ceremony. In addition, the team had been supporting the CQC report findings and recent industrial actions and would be launching the UHSussex Clinical Strategy in the coming months.</p>							

The Committee **RECEIVED** a presentation from the Public Involvement Lead for NHS Sussex detailing the immediate and long-term priorities of the ICB's Shared Delivery Plan and Local Community Networks across West Sussex.

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 / Group (Items Committee / Group keeping an eye on)

Within the Member Engagement Report (received at each meeting) the Committee would monitor the theoretical risk of membership falling below a constitutional minimum in any one of the Trust governors' constituencies.

Items referred to the Board or another Committee for decision or action

The Committee referred no matters to the Council of Governors, Board or other Committee for action.



Agenda Item:	11	Meeting:	Council of Governors	Meeting Date:	August 2023
Report Title:	Nomination and Remuneration Committee report from the 16 June 2022 meeting				
Sponsoring Executive Director:	Alan McCarthy – Council of Governors and Committee Chair				
Author(s):	Glen Palethorpe - Company Secretary				
Report previously considered by and date:					
Purpose of the report:					
Information	N/A	Assurance	Yes		
Review and Discussion	N/A	Approval / Agreement	N/A		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	N/A	Staff confidentiality	N/A		
Patient confidentiality	N/A	Other exceptional circumstances	N/A		
Link to ICB / Trust Annual Plan					
Link to ICB Annual Plan	Yes / N/A	Link to Trust Annual Plan	Yes / N/A		
Implications for Trust Strategic Themes and any link to Board Assurance Framework risks					
Patient	N/A				
Sustainability	N/A				
People	N/A				
Quality	N/A				
Systems and Partnerships	N/A				
Research and Innovation	N/A				
Link to CQC Domains:					
Safe	N/A	Effective	N/A		
Caring	N/A	Responsive	N/A		
Well-led	Yes	Use of Resources	N/A		
Regulatory / Statutory reporting requirement					
Communication and Consultation:					
Executive Summary:					
The Council of Governor Nomination and Remuneration Committee met on the 15 June 2023 to receive the outcome of the Chair and NED performance appraisals.					
<u>Chair Appraisal</u>					
In respect of the Chair the Committee received a report from the Trust's Senior Independent Director (SID) who undertook the appraisal of the Chair, noting that the Chair was not in attendance for this part of the meeting. The Committee received information on the Chair's 360-degree feedback and the Chair's own self-reflection. The Committee agreed that SID's performance rating for the Chair was a fair and balanced reflection of his performance over the previous year.					
The SID informed the Committee of the objectives set for the Chair including a proposed objective set by the Governors, this being <i>"To lead and support the development of a constructive and collaborative</i>					

Agenda Item
Date: 15 June 2023

relationship between the NEDs and Governors". The Chair also has a specific EDI objective for 2023/24 which was supported by the Governors.

The Committee received confirmation that the appraisal had confirmed the Chair remained a fit and proper person in accordance with the CQC regulations. The Committee agreed there was nothing that they needed to refer to the Council in respect of the Chair's performance.

Non Executive Director Appraisals

In respect to the Non-Executive Directors the Committee received a report from the Chair who had undertaken each of the NEDs appraisals, noting for this item the SID was not in attendance for this item. The Chair presented information from each of the NEDs 360-degree feedback process and their self-reflections in respect of their performance. The Committee agreed that the Chair's performance rating for each of the Non-Executives and the Associate Non Executive was a fair and balanced reflection of their performance over the previous year.

The Committee was informed of the suite of objectives set for each NED with a request that there be a governor set objective added to those set by the Chair, the governors set objective for each NED is *"To ensure the Boards visibility across the Trust, the NEDs active role in GEMBA should reflect and acknowledge their individual participation through feed back to the Governors"*

The Committee received confirmation that the appraisals had confirmed each NED remained a fit and proper person in accordance with the CQC regulations The Committee agreed there was nothing that they needed to refer to the Council in respect of any of the NEDs performance.

Appointment of Non-Executive

Following the appraisal feedback, the Committee agreed to appoint Jackie Cassell for a second three year term.

Deputy Chair

The Committee endorsed the decision of the Chair to appoint Paul Layzell to the position of Deputy Chair from the 1 July 2023 given the retirement of Patrick Boyle. The Committee agreed that the Trust should apply the Governor approved remuneration policy seeing this position attract a £3k responsibility allowance.

Key Recommendation(s):

The Council **NOTE** the performance appraisals for the Chair and NEDs did **not** identify any matters that need referring to the Council for consideration in respect of their continuation with the Trust and that the process confirmed the Chair and the NEDs remain fit and proper persons.

The Council **NOTE** the governor set objectives for the Chair and each NED has been incorporated into their objective for 2022/23.

The Council **NOTE** the appointment of Jackie Cassell for a second term of three years once her current term ends in March 2024

The Council **NOTE** that the appointment of Paul Layzell to Deputy Chair will be remunerated in line with the Trust's Governor approved NED remuneration policy.

Agenda Item

Date: 15 June 2023

4th Report from the Lead Governor August 2023

I would like to start this report by welcoming our two new Governors :- Public Governor Colin Holden Mid-Sussex and Claire Bewick-Holmes Staff Governor for PRH, and we look forward to their contribution to the Council of Governors.

The Trust has recently shared in the celebrations of the NHS 75th Birthday and this amazing milestone helps us all to reflect on the achievements of the past and to take forward the hopes and aspirations for the future whilst acknowledging the enormous challenges that come with it. However, as an Organisation I believe we are never stronger than when we are tested and the Trust has yet again been put to the test with the current Juniors Doctors, Consultants and Radiographers industrial action. Once again the forward planning and preparedness strategies of the Trust, have resulted in **no** immediate safety concerns. The Trust's staff ensured that all sites were covered to enable it to respond to urgent and emergency care demands and maintain a focus on Cancer care.

It must also be added that the exceptional goodwill and '*can do attitude*' across the spectrum of the staff has brought this about and the Council of Governors applaud this response.

There has been another major challenge to the Trusts capability to 'cope' with a server overheating and causing issues with a number of IT system. The Trust's response was swift to this incident with again staff working together to ensure service continuity with the Trust now focused on securing the learning from this for the future. Once again, the staff took a '*get on with the job*' attitude to find ways to continue working, undoubtable with due praise and gratitude from those who were needing care.

It was very reassuring when the Governors received a briefing session about the exciting new IT investment in developing the Trust's Electronic Patient Records systems. This is a huge and costly undertaking which will enhance patient care enormously and in doing so also give the patient complete access to their medical notes and health status. This is a very exciting project and over time will improve significantly the Trust's digital capabilities offering exciting opportunities to engage with the public in the digital world of health care.

The Governors and the Board had a very meaningful workshop in July covering a discussion on the developing Clinical Strategy, the progress with the Stroke reconfiguration and the Trust's Equality, Diversity and Inclusion plans. In particular the aim of EDI is for the Trusts' workforce to reflect societal values in line with the national NHS Improvement plan, and the recent Cultural Survey which had over 700

replies will help shape this policy. Therefore, to continue the conversation which Alan McCarthy felt had not been given justice in the briefing session, a 'reference group' of Governors and NEDS will be arranged to continue the conversation thereby prioritising EDI as a very important operational policy across the Trust. Noting that this was commented upon in the CQC Inspection report, it will demonstrate how committed the Trust is to adhering to the National NHS Improvement Plans on the area of EDI in particular.

Most of the Governors will be attending Govern well virtual workshops supported and organised by NHS Providers . These workshops assist the Governors to gain an overview of the latest news on Health Policies and enhance their knowledge base on many aspects of the NHS nationally. It also assists them to be better prepared when attending Board, Non Exec and NED meetings together with the information and briefing sessions that the Governors attend.

It has been very pleasing to be informed that the Trust continues to strive to adhere to its '**Recovery and Restoration**' programme aligned with the Trust's True North objectives. Such that the Cancer service performance in line with National targets. Preston Park and PRH are now able to offer urgent referrals in less than 62 days the target is for 85% of referrals to be within this target but in fact at these sites they are reaching 88% all good news for the Governors to disseminate to the Public. Particularly for those governors who are members of their local Surgeries 'Patient participation groups' our briefings and the Board reports we receive serve as a great source of information to inform the Public how well the Trust is performing

The development of a Community Diagnostic Centre is progressing well at Southland's. This Centre is going to help take pressure off of the ED departments and aid local GP's by offering a one stop shop diagnostic ability to treating their patients and help to diminish the public concerns about how well equipped the NHS is to meet the needs of the Public.

The move into the Louisa Martindale Building (LMB) has been long awaited but now it is operational. This is now being followed by planning for the demolition of the Barry Building to allow for next phase of development to commence. Indeed the AGM of the Trust was held in the LMB. The LMB helps the Trust to send a message out to the Public that the Trust is looking to the future and investing to be able to give the very best of care to our communities.

The Star Awards Event which took place in June was a wonderful tribute to individual members of staff and whole teams of staff. This was an amazing thank you event and demonstrated how the Trust values it's staff across all departments and at all levels. A truly generous and sincere way for the Trust to demonstrate its thanks.

Lastly the Governors wish to express their full support for the Trust's vision for the Corporate developments plans and investing in the future recognising that these support the Trust's vision to provide safe and effective care for all patients at the point of need this despite the continuing industrial action and the result of the Pandemic which the NHS nationally will live with for some time to come.

Council of Governor's Staff Governor Report – August 2023

The role of Governors is to do two key things; to represent the interests and views of their constituency or stakeholder body, and to act as a supportive critical friend to the Trust, holding the Non-Executives to account, with the balance between critique and friendship moving in synch with the challenges and triumphs that inevitably face any large and complex organisation.

From a staff perspective there are continuing challenges but also good news stories to share. Staffing levels on the wards in Worthing and St Richard's Hospitals has generally improved and they feel more comfortable than they have since pre-covid. We have also seen improvement in recruitment and retention, especially around staff transferring between roles within the Trust. We all are keen to welcome new colleagues, but we do need to acknowledge that this brings challenges with it, particularly around the support of international nurses as this requires our nurses in situ to support with training including overcoming language and skills barriers. This can also lead to shortage of staff in general. We would look forward to hearing about further training and support opportunities that may be offered to these staff in the future.

It has also been reported to us that a proportion of these colleagues, once recruited and trained leave the Trust to move to areas, particularly in the North of England where the cost of living is cheaper. We are keen to work with our Executive and Non-Executive colleagues to look at the challenges the cost-of-living crisis is having on all the staff and whether there is a direct correlation between this and staff retention levels.

We would like to acknowledge the staffs ongoing resilience to living with Covid-19. We want to show understanding to the pressures which are currently being faced with back log waiting time, staffing shortages, strikes and retention issues. We have received feedback from some frontline staff of the ongoing effects of Covid-19 and how this is contributing to some compassion fatigue and burnout amongst some staff groups.

We appreciate the support which is provided from the health and well-being team, and we would like to shine a light on education provide for the role of the Professional Nurse Advocate. We would be keen to see this vital role supported in practice, if possible included within the trust's vision and strategy.

The staff governors would like to acknowledge and congratulate the Trust on the successful opening of the Louisa Martindale Building on the County Hospital site in Brighton. The monumental task of moving clinical and administrative areas from where they had been for almost 200 years into the NHS's newest building was never going to be easy, but the fact that it happened according to plan and as smoothly as it did is something all the staff involved should be proud of. Seeing the facility now in operation, with the amazing facilities it offers both patients and staff, is a major step forward for the hospital and heralds an exciting future. However, we feel that it should be noted staff are disappointed the opening of the LMB has yet to have a tangible benefit for those patients arriving in the emergency department.

We are also happy to see the opening of the Wellness lounge in Worthing Hospital where staff can go for a free cup of tea or coffee and relax away from their busy workspaces for a time. We would like to encourage staff to make use of these facilities and we would like to encourage the Trust to

consider completing a general audit of staff facilities to encourage equitability and to further support the wellness and staff to further support retention.

Other encouraging news to reach the staff Governors is the investment from Macmillan and Sussex Cancer Fund into the new Amberley Unit at Worthing Hospital. This will enable the opening of a Macmillan Information Hub within the unit to support our cancer patients and their families with much needed support, advice and guidance. Sussex Cancer Fund are also in the process of drawing up plans to improve the environment and comfort of the Medical Day Case Unit waiting area by supplying infection control regulated, yet comfortable and welcoming furnishings and decorations with the aim of making the experience feel less clinical and intimidating for new and existing chemotherapy patients.

Finally, it would be remiss of us not to reflect on the recent CQC inspection. There was a shared level of surprise amongst staff that the CQC have come back to the Trust so quickly to undertake a further detailed inspection. There is genuine nervousness amongst staff about what this might suggest and whether CQC have deeper concerns that is driving the level of scrutiny they are being to bear. It was very helpful to see the Trust Board papers updating on progress against the existing action plans, but we would like to encourage more detailed communication about this latest round of visits particularly hearing the Executive's reflections and reassurances about what they may, or may not, say about the organisation more widely.

As usual this report has reflected on some ongoing challenges however, we are, as always pleased to include some real positive moves forward and some exciting future projects within UHSussex. The staff and staff governors look forward to watching these develop.



University Hospitals Sussex
NHS Foundation Trust

Council of Governors

Role and operation of the Sustainability
Committee

Lizzie Peers-August 2023

Introduction

- The Committee in its governance context
- How the Committee works:
 - Operation of the Committee
 - Focus of the Committee
 - Sample agenda-July 2023
 - Key risks
 - Outputs of the Committee
- Questions and close





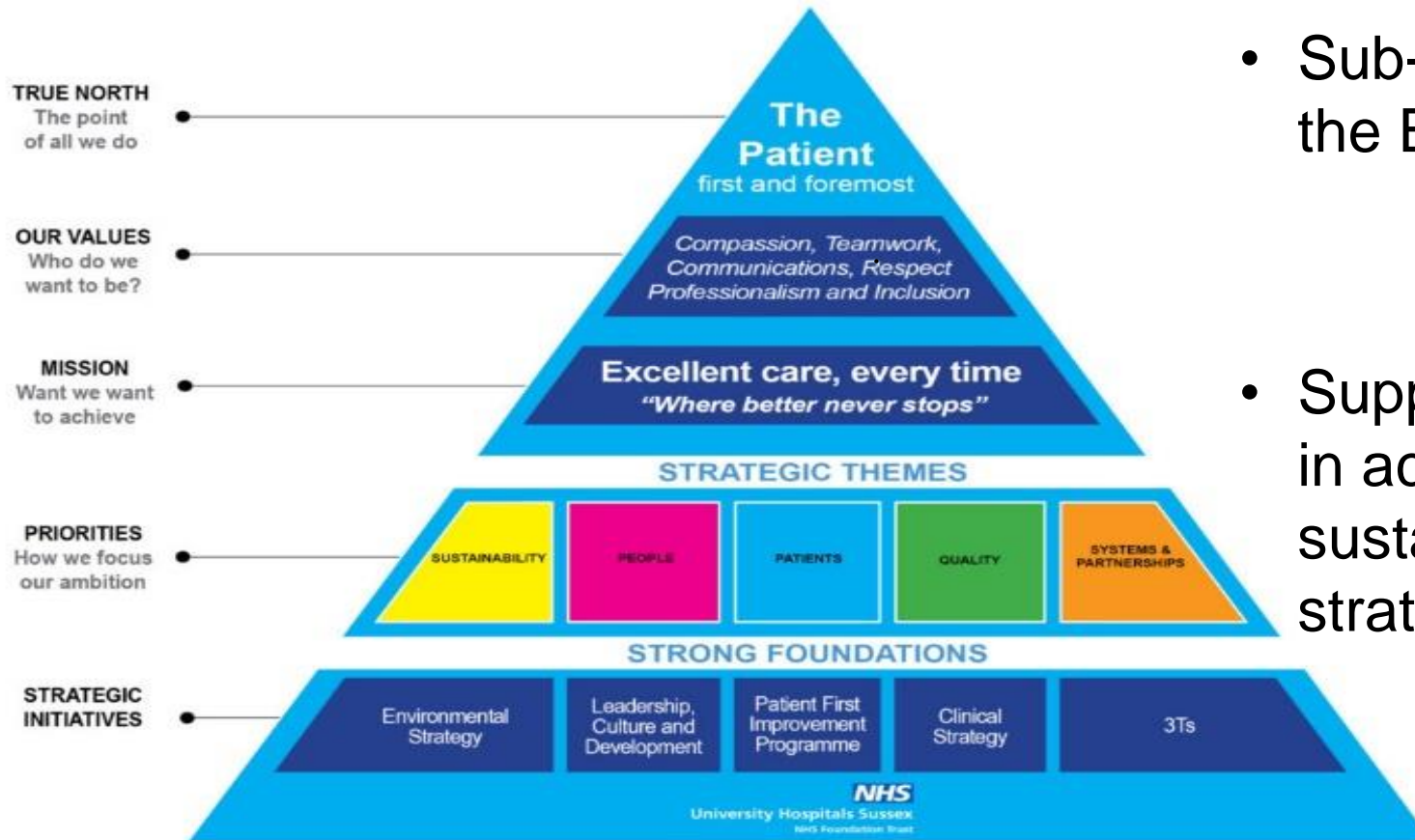
University Hospitals Sussex
NHS Foundation Trust

Governance context

Sustainability Committee

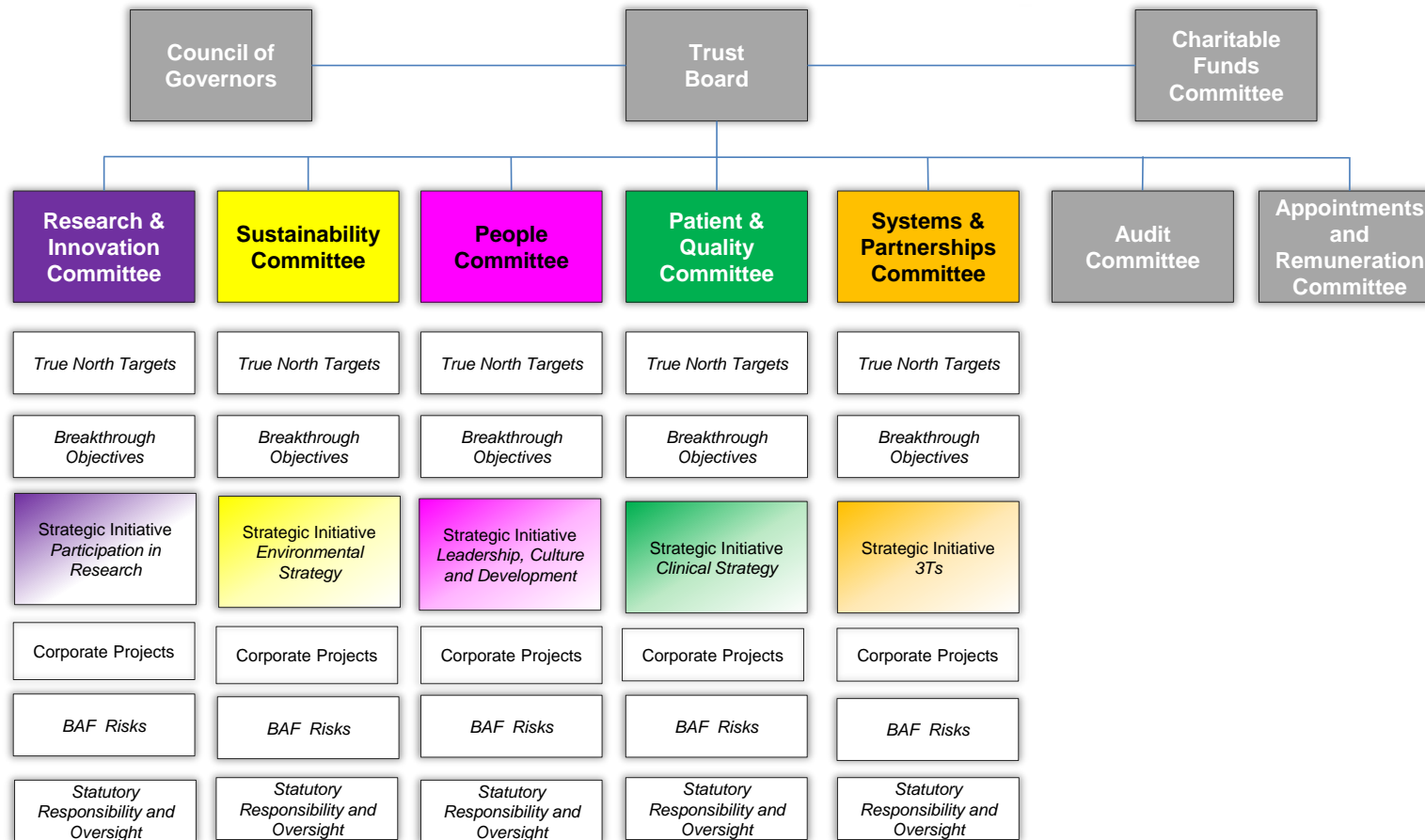
The governance context

 Patient First triangle



- Sub-Committee of the Board
- Supports the Trust in achieving its sustainability strategic vision

Committees



Sustainability



University Hospitals Sussex
NHS Foundation Trust

Patient First at the heart of everything we do

Our vision, goals, breakthrough objectives can be seen here along with the Trust's strategic initiatives and shorter-term corporate projects.

<p>Patient</p> <p>Vision Excellent Care Every Time</p> <p>Goal Positive experiences for all patients and their families</p> 	<p>Sustainability</p> <p>Vision Making the most of our resources</p> <p>Goal High quality accessible services delivered in budget</p> <p>Breakthrough Improving productivity</p> 	<p>Our People</p> <p>Vision A great place to work</p> <p>Goal Supported staff committed to delivering excellent care</p> <p>Breakthrough Staff voice that counts</p> 
<p>Quality</p> <p>Vision Best outcomes</p> <p>Goals Zero preventable harm and lowest mortality among similar Trusts</p> <p>Breakthrough Fewer falls/ Earlier Intervention</p> 	<p>Systems and Partnerships</p> <p>Vision Accessible care</p> <p>Goal Achieving national standards for planned, cancer and emergency care</p> <p>Breakthrough Home for lunch</p> 	<p>Research and Innovation</p> <p>Vision Evidence-based improvement</p> <p>Goal Research and innovation for all patients and staff</p> <p>Breakthrough Taking part</p> 
<p>Strategic Initiatives</p> <p>Environmental Strategy Leadership Culture and Development Patient First Improvement Programme Clinical Strategy 3Ts</p>		<p>Corporate Projects</p> <p>Estates Masterplanning Reduced Length of Stay Patient Access Transformation</p> <p>Community Diagnostic Centres Medical Workforce Systems Quality Governance</p>

Sustainability

Making the most of all our resources:

- Our People
- Our Money- cash and revenue
- Our Capital
- Our IT
- Our Estates and infrastructure
- Our Environmental resources



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Operation of the Committee

Sustainability Committee

Operation of the Committee

The assurance and scrutiny work of the Committee is constructed around three key areas:

Patient First Strategy Deployment (quarterly full meeting)

- Reporting against True North and efficiency programme (also monthly)
- Breakthrough Objective: productivity (also monthly)
- Strategic Initiative Environmental
- Corporate Project-Estates master planning

ICS and wider system (quarterly full meeting)

- Review ICS financial matters
- Wider financial framework

Specific Assurances/other (quarterly full meeting)

- Specific Assurance of annual requirements for example Capital Programme and Annual Plan, Annual Financial Plan, Costing Audit Report, Environmental Sustainability Annual Report, IT Strategy
- Agreed Deep Dives for areas of further assurance – one off and then returned to BAU
- Board Assurance Framework allocated risks
- Investment decisions and benefits realisation

Focus of Committee

Assurance

Delivery of plans
Trajectories

Risk and mitigation

Risks to delivery
Mitigating actions (counter measures)



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Quarterly Agenda- July 2023



University Hospitals Sussex
NHS Foundation Trust



Meeting of the Sustainability Committee

09:30 to 13:00 on Thursday 27 July 2023

Boardroom, Washington Suite, Worthing Hospital, BN11 4DH / MS Teams

Please make every effort to attend this meeting in person

AGENDA

Ref	Timing	Item	Nature of Item	Exec / NED	Director lead / presenter
Welcome					
1.	09:30	Welcome and Apologies for Absence To note	Verbal	Lizzie Peers	
2.	09:30	Confirmation of Quoracy To note <i>The Committee shall be deemed quorate if there are at least two non-executive Directors and two executive Directors present, one of whom should be the Lead or Alternate Lead Executive for the Committee. A quorate meeting shall be competent to exercise all or any of the authorities, powers and duties vested in or exercised by the Committee.</i>	Verbal	Lizzie Peers	
3.	09:30	Declarations of Interests To note	R Verbal	All	
4.	09:30	Minutes of the previous Sustainability Committee meeting 29 June 2023 To approve	L Enclosure	Lizzie Peers	
5.	09:35	Matters Arising from the meeting of 29 June 2023 To note	L Enclosure	Lizzie Peers	
6.	09:40	Referrals received from other Committees None	L Verbal	Lizzie Peers	
TRUST FINANCIAL REPORTING / ICS & SYSTEM COLLABORATION					
8.	09:40	True North • Financial Performance Report Quarter 1 (SDR slides appended) To note	R Enclosure	Karen Geoghegan	Clare Stafford

8.1	09:50	Financial Forecast To note	R Enclosure	Karen Geoghegan	Clare Stafford
8.2	10:00	Medium Term Financial Plan Introduction To note	R Enclosure	Karen Geoghegan	Clare Stafford
9.	10:10	ICS Financial Report – Update from ICS Finance Leadership Group To note	R Enclosure	Karen Geoghegan	Karen Geoghegan

PATIENT FIRST STRATEGY DEPLOYMENT

10.	10:20	Breakthrough Objective • Productivity To note	R Enclosure	Karen Geoghegan	Huw Edwards
11.	10:35	Strategic Initiative • Environmental Sustainability – Including delivery roadmap. To note	R Enclosure	Karen Geoghegan	Trevor Fitzgerald
12.	10:50	Corporate Project • Estates Strategy and Master Planning To note	L Enclosure	Karen Geoghegan	Tim Hague
	11:05	5 Minute Break			

USE OF RESOURCES

13.	11:10	IM&T Programme Progress Report Quarter 1 To note	L Enclosure	Darren Grayson	Jo Smith
14.	11:25	Efficiency and Transformation Programme Quarter 1 To note	R Enclosure	Karen Geoghegan	Jen Procter
15.	11:40	Capital Investment Progress Report Quarter 1 To note	R Enclosure	Karen Geoghegan	Robert Cairney
16.	11:55	Commercial Progress Report Quarter 1 To note	L Enclosure	Karen Geoghegan	Alison Ingoe
16.1	12:10	Project Closure Report – Payroll Hub To note	L Enclosure	Karen Geoghegan	Alison Ingoe
17.	12:20	National Cost Collection Pre Submission Report	R Enclosure	Karen Geoghegan	Clare Stafford

INVESTMENT DECISIONS

18.1	12:25	Same Day Emergency Care Unit - St Richards To recommend to Board for approval	L Enclosure		Andy Heeps
18.2	12:30	Urgent Treatment Centre and SDEC - Worthing Hospital To recommend to Board for approval	L Enclosure		Andy Heeps
18.3	12:35	Hot Water Phase 1 works – RSCH To recommend to Board for approval	L Enclosure		Karen Geoghegan

DEEP DIVE ASSURANCE/ EXCEPTIONAL ITEMS

-		Not applicable for July	L	-	
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RISK

19.	12:40	Trust Risk Register Review • Risks potentially relating to Sustainability To note and agree necessary actions	R Enclosure		Karen Geoghegan
20.	12:50	Board Assurance Framework To review and agree current scores	R Enclosure		Karen Geoghegan

OTHER

21.	12:55	Any Other Business To receive and action	L Verbal		Lizzie Peers
22.	13:00	Items to be reconsidered by Committee To note	L Verbal		Lizzie Peers
23.	13:00	Items for: • Escalation to the Board • Referral to another Committee To agreed matters for escalation or referral	L Verbal		Lizzie Peers
24.	13:00	Date of Next Meeting: 28 September 2023 at 09:00	L		

R – Regulatory / Nationally Expected
L – Locally driven

Key risks



(Key: I = Impact L = Likelihood T = Total)	2023/24 Q1			2023/24 Q2			2023/24 Q3			2023/24 Q4			2023/24 Target		
	I	L	T	I	L	T	I	L	T	I	L	T	I	L	T
1 Patient (Oversight provided by the Patient Committee)															
1.1 We are unable to deliver or demonstrate a continuous and sustained improvement in patient experience resulting in adverse reputational impact, and poorer patient experience	4	4	16	4	4	16							4	3	12
Assessed strength of control	Some weaknesses			Some weaknesses											
2 Sustainability (Oversight provided by the Sustainability Committee)															
2.1 We cannot continue to deliver efficiencies and increase productivity whilst operating in a financially constrained framework and are unable flex resources to deliver strategic and operational plans.	4	4	16	4	4	16							4	3	12
Assessed strength of control	Some weaknesses			Some weaknesses											
2.2 We are unable to meet high standards of financial stewardship meaning we cannot sustain compliance with our statutory financial duties.	4	3	12	4	3	12							4	3	12
Assessed strength of control	Some weaknesses			Some weaknesses											
2.3 We are unable to deliver the changes required to become environmentally sustainable, reduce our carbon footprint and achieve the ambition to be a net zero carbon organisation	4	3	12	4	3	12							4	2	12
Assessed strength of control	Some weaknesses			Some weaknesses											
3 People (Oversight provided by the People Committee)															
3.1 The capability and capacity of leadership across the Trust is insufficient to lead continuous improvement and build a high performing organisation across the breadth of our patient first TN objectives.	4	3	12	4	3	12							4	2	8
Assessed strength of control	Some weaknesses			Some weaknesses											
3.2 We are unable to develop and embed a culture of continuous improvement built on high staff	4	4	16	4	4	16							4	3	12

Outputs of the Committee

- Review of the allocated strategic risks with the Board Assurance Framework and Sustainability related risks from Trust risk register
 - assurance that the risks are correctly stated and scored
- Report to Board, supporting the Integrated Performance Report
 - providing assurance upwards on delivery of Sustainability TN and projects
- Referral of matters to and from other Committees
 - where deeper or wider assurance required
 - ensure a holistic approach



University Hospitals Sussex
NHS Foundation Trust

Any questions...?

Sustainability Committee



University Hospitals Sussex

NHS Foundation Trust

Agenda Item:	17	Meeting:	Council of Governors	Meeting Date:	17 August 2023
Report Title:	Company Secretary Report				
Sponsoring Executive Director:	Company Secretary				
Author(s):	Company Secretary				
Report previously considered by and date:					
Purpose of the report:					
Information	N/A	Assurance	N/A		
Review and Discussion	Yes	Approval / Agreement	N/A		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	N/A	Staff confidentiality	N/A		
Patient confidentiality	N/A	Other exceptional circumstances	N/A		
Link to ICB / Trust Annual Plan					
Link to ICB Annual Plan	N/A	Link to Trust Annual Plan	Yes		
Implications for Trust Strategic Themes and any link to Board Assurance Framework risks					
Patient	N/A				
Sustainability	N/A				
People	N/A				
Quality	N/A				
Systems and Partnerships	N/A				
Research and Innovation	N/A				
Link to CQC Domains:					
Safe	N/A	Effective	N/A		
Caring	N/A	Responsive	N/A		
Well-led	Yes	Use of Resources	N/A		
Regulatory / Statutory reporting requirement					
The Trust is required to provide its Annual Report and Financial Statements to its Annual General Members Meeting. It is expected that after that meeting the document is placed on the Trust's website.					
Foundation Trust's are required to establish and maintain an effective council of governors in line with the Trust's constitution which requires the Trust to undertake elections as governor terms of office end.					
Communication and Consultation:					
Report:					
Governor Elections					
Elections concluded in June 2023 and these returned the following members as Governors, Colin Holden as the Public Governor for Mid Sussex and Clare Bewick-Holmes as the Staff Governor for Princess Royal Hospital site. The Trust has vacancies within two public constituencies, these being Brighton and Hove and Out of Area / East Sussex. We are considering the best time to seek nominations for these two positions to then commence the election process.					
Brighton and Hove City Council Appointed Governor.					
Following the last round of Council elections the appointed governor for Brighton and Hove City Council is Councilor Bruno De Oliveria.					



2022/23 Annual Report and Financial Statements

The Annual General Meeting took place on the 25 July and below for information is the link to where the slides used in the meeting can be found can be found on the Trust's website. The annual report, including the Trust's financial statements and the Trust's quality account for the Trust can also be found using the same link. [Statutory documentation - University Hospitals Sussex NHS Foundation Trust \(uhsussex.nhs.uk\)](https://www.uhsussex.nhs.uk/statutory-documentation)

2022/23 Charitable Funds Annual Report and Financial Statements

The Board are Corporate Trustees for the Trust's charity my UHSussex. In the year 2022/23 the Trust had two legacy charities Brighton and Sussex Hospitals and Love Your Hospital, noting these charities merged on the 1 April 2023. Whilst the requirement to have these accounts audited and submitted to the Charity Commission is not until much later in the year the Trust elected to have these audited concurrently with the Trust's own financial statements. The annual report and financial statements for these two charities can be found at <https://www.myuhsussex.org/annual-reports/>

Recommendations

The Council of Governors is recommended to

NOTE the outcome of the recent Governor elections that has seen Colin Holden elected as the Public Governor for Mid Sussex and Clare Bewick-Holmes elected as the Staff Governor for Princess Royal Hospital site.

NOTE that the Trust has vacancies within two public constituencies, these being Brighton and Hove and Out of Area / East Sussex and the time to seek nominations for these two positions is being determined.

NOTE the change in the appointed governor for Brighton and Hove City Council, this now being Councilor Bruno De Oliveria.

NOTE the publication of the Trust's and Charities 2022/23 annual reports and financial statements on the Trust's web site.