

Meeting of the Council of Governors

13.00 to 15.00 on Thursday 19 August 2021
This meeting is being undertaken by MS Teams

AGENDA – MEETING IN PUBLIC

1.	13.00	Welcome and Apologies for Absence To note	Verbal	Chair
		Quoracy of Council of Governors Meetings	Verbal	Chair
		<i>A meeting of the Council shall be quorate and shall not commence until it is quorate. Quoracy is defined as meaning that there shall be present at the meeting at least one third of all Governors (6 allowing for vacancies). Of those present, at least 51% shall be publicly elected Governors.</i>		
2.	13.00	Declarations of Interests To note	Verbal	All
3.	13.00	Minutes of Council of Governors Meeting held on 20 May 2021 To approve	Enclosure	Chair
4.	13.00	Minutes of Council of Governors Meeting held on 29 July 2021 To approve	Enclosure	Chair
5.	13.00	Matters Arising from the Minutes None	N/A	Chair
		ACCOUNTABILITY		
6.	13.05	Chief Executive Report to Council To receive and agree any necessary actions	Presentation	Dame Marianne Griffiths
7.	13.25	Report from the Nomination and Remuneration Committee meeting To approve	Enclosure	Chair / Glen Palethorpe
8.	13.30	Report from the Patient Engagement and Experience Committee Meeting Chair To note	Enclosure	Glen Palethorpe on behalf of Committee chair
9.	13.35	Report from the Membership Engagement Committee Meeting Chair To note	Enclosure	Lyn Camps as Committee chair
		LISTENING AND REPRESENTING		
10.	13.40	Lead Governor's Report To receive and agree any necessary actions	Enclosure	Lyn Camps

11.	13.50	Public Governor Update <ul style="list-style-type: none"> • Feedback from NHS Providers Virtual Governor Workshop 	Verbal	John Todd
12.	14.00	Staff Governor's Update To receive and agree any necessary actions	Verbal	Miranda Jose
13.	14.10	Appointed Governors Update <ul style="list-style-type: none"> • Brighton & Hove City Council • Inclusion To receive and agree any necessary actions	Verbal	Sue Shanks Varadarajan Kalidasan
		ACCOUNTABILITY		
14.	14.20	Systems & Partnership Committee Chair Feedback To receive and agree any necessary actions	Presentation	Patrick Boyle
		OTHER ITEMS		
15.	14.35	Company Secretary Report <i>(including update on AGM and elections)</i> To note	Enclosure	Glen Palethorpe
16.	14.40	Any Other Business To receive and action	Verbal	Chair
17.	14.50	Questions from the public To receive and respond to questions submitted by the public at least 48 hours in advance of the meeting.	Verbal	Chair
18.	15.00	Date and time of next meeting: The next meeting in public of the Council of Governors is scheduled to take place at 13.00 – 15.00 on Thursday 18 November 2021	Verbal	Chair

Minutes of the Council of Governors meeting held at 12.30 on Thursday 20 May 2021 via Teams Live Broadcast
Present:

Alan McCarthy MBE DL	Chair
Dame Marianne Griffiths	Chief Executive
Joanna Crane	Non-Executive Director
Jon Furnston	Non-Executive Director
Lizzie Peers	Non-Executive Director
Jackie Cassell	Non-Executive Director
Mike Rymer	Non-Executive Director
Patrick Boyle	Non-Executive Director
Denise Farmer	Chief Organisational Development Officer
Gethin Hughes	Chief Operating Officer - West
William Roche	Chief Medical Officer
Karen Geoghegan	Chief Financial Officer
Maggie Davies	Joint Chief Nurse - West
Pete Landstrom	Chief Delivery and Strategy Officer
Ben Stevens	Chief Operating Officer – East
Glen Palethorpe	Company Secretary
Lyn Camps	Public Governor – Arun (Lead Governor)
Pauline Constable	Public Governor – Worthing
John Todd	Public Governor – Adur
Stuart Fleming	Public Governor – Patient / Carer
Varadarajan Kalidasan	Appointed Governor – Inclusion
Miranda Jose	Staff Governor – Peripatetic
Anna Mathew	Staff Governor – Worthing Hospital
Ryan De-Vall	Staff Governor – St Richard's Hospital

In Attendance	
Jan Simmons	Corporate Governance Officer

COG/05/21/1	WELCOME AND APOLOGIES FOR ABSENCE	ACTION
1.1	Alan McCarthy welcomed all those present to the meeting noting that it was the first meeting of the new organisation and that the election process was in progress in order to appoint public Governors for Brighton & Hove, Mid Sussex and Horsham, as well as Staff Governors for the Royal Sussex County Hospital and Princess Royal Hospital.	
1.2	Alan welcomed three Appointed Governors who had recently joined the Council namely, Mr Varadarajan Kalidasan representing the Trust's Inclusion groups, Helen Rice, CEO of Age UK, Brighton and Hove and Cllr Sue Shanks, Chair of the Health and Wellbeing Board for Brighton and Hove City Council. Alan noted that, due to some technical difficulties with the MS Teams broadcast platform, both Helen and Sue were observing the meeting from the public gallery element of the MS Teams platform.	

1.3	A warm welcome was also extended to Professor William Roche as the Trust's new interim Chief Medical Officer and Professor Jackie Cassell, Non-Executive Director.	
1.4	The Council also thanked and bid farewell to Mike Rymer, Non-Executive Director, recognising that this was the last meeting Mike would be attending in the Trust before retiring from the Trust and taking up the role as the Chair of St Barnabas Hospice. Alan took the opportunity to wish Mike the very best for the future describing him as a 'magnificent colleague with an impeccable bedside manner which shone through in everything he did.'	
1.5	Apologies for absence had been received from Carolyn Morrice, Kirstin Baker, Lillian Phillips, Les Willcox and Lindy Tomsett and were noted from Cllr Sue Shanks and Helen Rice (Sue and Helen were absent due to the technical difficulties mentioned in 1.2)	
1.6	Les Wilcox, whilst absent, had provided the Company Secretary with his decision on NED appointments and with Les's vote provided to the Company Secretary the meeting was deemed quorate.	
COG/05/21/2	DECLARATIONS OF INTERESTS	
2.1	There were no interests to declare.	
COG/05/21/3	MINUTES OF THE MEETING HELD ON 18 MARCH 2021	
3.1	The minutes of the meeting held on 18 March 2021 were APPROVED as a correct record.	
COG/05/21/4	MATTERS ARISING FROM THE MINUTES OF MEETING	
4.1	There were no matters or actions arising from the minutes of the previous meeting.	
COG/05/21/5	CHIEF EXECUTIVE REPORT TO COUNCIL	
5.1	Dame Marianne Griffiths introduced the Chief Executive's Report and began by paying tribute to the staff of both legacy Trusts, BSUH and WSHFT, commenting that they had been nothing short of incredible over the past 12 months and that the merger had been a very binding process but a really exciting time for the whole of the organisation.	
5.2	Marianne shared the commitment of the Trust for the seven UHSussex vibrant hospitals to maintain their strong individual identities and to continue investing in all the current services, including maintaining A&E, maternity, trauma, tertiary and specialist services. Being part of a bigger University Hospitals Sussex would bring enormous benefits and opportunities for a new clinical strategy, service improvement and innovation, along with enhanced educational, research and career opportunities for staff.	
5.3	Marianne highlighted the new UHSussex branding that was in line with the Trust's vision and values and Patient First philosophy. The Trust had also	

	<p>launched new interim websites and social media channels known as UHSussex and had attracted thousands of new followers. Marianne encouraged the Council and members of the public to follow the Trust on Twitter, Facebook and Instagram.</p>	
5.4	<p>Marianne drew the Council's attention to the one-page summary shared in the presentation which was a visual reminder of the Trust's Patient First methodology. This methodology was the beating heart of all that the Trust did and which makes UHSussex so special; it clearly demonstrated the vision, strategies and values of the Trust for the next 3-5 years.</p>	
5.5	<p>Marianne explained that Professor William Roche has joined the Trust to provide interim cover as Chief Medical Officer while a full-time replacement was being sought for the Deputy Chief Executive and Chief Medical Officer, Dr George Findlay.</p>	
5.6	<p>The Council was advised that UHSussex had also appointed the first of two Managing Directors, with Kate Slemeck, from the Royal Free group in London joining the Trust on 01 September 2021 and David Grantham as Chief People Office. David would also be joining the Trust from the Royal Free London NHS Foundation Trust where he was currently the Chief People Office, leading Human Resources, Organisational Development and Education for the Trust's 20,000 staff.</p>	
5.7	<p>Marianne highlighted that the Trust was continuing to actively seek new members who represented the communities now served by the organisation across West Sussex, Brighton and Hove, Mid Sussex and East Sussex. Already, since announcing the plans to merge, more than 1,000 new members had been recruited. In addition, the Trust was looking to elect new Public and Staff Governors. All nominations had now been submitted and voting would begin later in the month with results being declared on 15 June 2021.</p>	
5.8	<p>In other news, Marianne was pleased to inform the Council that from 5 May 2021 to 10 May 2021 there were no Covid patients in the hospitals and there had only been one since that date. At the time of the meeting, the hospitals were again empty of Covid patients.</p>	
5.9	<p>Reflecting on the scale of the challenge, Marianne shared details of the number of Covid patients at WSHT and BSUH during the Wave 1 and Wave 2 peaks, adding that across UHSussex the Trust had treated more than 4,000 patients for Covid including over 400 in critical care departments. The Trust had also held in excess of 260,000 virtual appointments and, despite Covid, had performed almost 60,000 elective operations.</p>	
5.10	<p>Marianne paid tribute to the Trust's vaccination hubs, which had administered more than 100,000 doses of the Covid vaccines with over 95% of staff vaccinated and the second dose programme completed.</p>	
5.11	<p>The Trust's focus had now moved to the restoration of services, with UHSussex having an ambitious, but achievable, target to restore services to pre-Covid levels. The Council was advised that the Trust were looking to optimise internal activity levels, supported wherever possible by insourced</p>	

	and outsourced independent sector provision, to complement and increase capacity. The Trust had constructed specialty level plans to restore activity to meet, and exceed, minimum operating framework expectations of 70% restoration by April, 75% in May, 80% in June and 85% from July for the first half of 2021/22.	
5.12	Significant progress had been made in addressing the cancer waiting lists, with continued reductions in the overall numbers of patients waiting longer than 62 and 104 days for treatment. Robust recovery plans were in place to ensure a return to compliance with the standards as part of the restoration of services.	
5.13	Finally, Marianne drew the Council's attention to a number of diary highlights and the next steps for the organisation in developing the new clinical operating model and its supporting corporate operating model. The aim of the Trust was to achieve full integration by April 2022.	
5.14	The Council NOTED the Chief Executive Report.	
COG/05/21/6	REPORT FROM THE NOMINATION AND REMUNERATION COMMITTEE MEETING	
6.1	Glen Palethorpe presented the report from the Committee which dealt with the processes applied for the recruitment of Non-Executive Directors in May 2021.	
6.2	The Committee had agreed that there would be three stakeholder streams, one focusing on the Values of the candidate and their fit with the Trust's own values, the second focusing on the Value the candidate can bring to the Trust and the third focusing on the candidates Links to the Trust and its Communities.	
6.3	The Stakeholder sessions took place on the 11 May following which it was decided to put forward three of the five candidates to the interviews on the 12 May 2021.	
6.4	The outcome of the interviews was presented to a Council of Governor Nomination and Remuneration Committee meeting on the 13 May 2021 where it received the recommendation from the panel to appoint all three candidates that had been interviewed.	
6.5	The Committee agreed with the panel decision and recommended to the Council that the three candidates be offered NED positions, subject to satisfactory references, and their ability to meet the fit and proper person requirements. The Committee felt that appointing three NEDs at this point offered the ability for stronger succession planning for the known NED retirements in 2022.	
6.6	Les Willcox, being unable to attend the meeting, had provided Glen with the authority to provide the Council his view which was to approve the recommendation of the Committee meeting.	
6.7	The Council APPROVED the recommendation to appoint the three Non-Executive Directors.	

COG/05/21/7	REPORT FROM THE PATIENT ENGAGEMENT AND EXPERIENCE COMMITTEE MEETING CHAIR	
7.1	Maggie Davies presented the report from the meeting held on 19 February 2021. Unfortunately, the meeting was not quorate as there were no external body representatives at the meeting. However, there were no matters that required any decision so the meeting continued.	
7.2	The Committee received both the quarter 2 and quarter 3 patient experience reports and the Trust's developed action plan in respect of a National Healthwatch report in respect of patient feedback on discharges and how the work on the Trust's own identified breakthrough objective to improve the discharge processes linked to the national report findings.	
7.3	The Committee also received feedback from Governors on the feedback that had been received from the Trust's local community.	
7.4	The Council NOTED the report	
COG/05/21/8	LEAD GOVERNOR'S REPORT	
8.1	Lyn Camps introduced the report by sharing the Governor's congratulations and delight on completion of the merger of the two Trusts adding thanks to the Executive Team, the Non-Executive Directors and the Merger and Acquisition team for making the merger a reality.	
8.2	Referring to the Trust's new branding, Lyn was pleased that the Governors had been able to play a small part by attending one of the Branding sessions that had been held with staff.	
8.3	The Governors were really pleased to finally see that there were currently zero Covid patients in the Trust and expressed their gratitude to the leadership, care and dedication of all the staff. Lyn explained how a number of Governors had supported the vaccination hubs as either Vaccinators or volunteers and had been impressed by the slickness of the operation.	
8.4	Lyn advised that, in developing the new constitution for the merged organisation, the Governors had reflected on what had been done well and lessons learnt from the 10 years of being a Foundation Trust and now had plans for a clearly defined Induction programme, a buddy system and a Governor handbook.	
8.5	Lyn then provided an overview of the Governor's support of the Adult Nursing degree at Chichester University, their involvement in the recent Non-Executive Director (NED) recruitment and the NED and Chair appraisals.	
8.6	Congratulations were extended to the Trust's Chief Medical Officer, George Findlay, on his new position as CEO for Medway and Lyn on behalf of the Governors, wished farewell and a happy retirement to Mike Rymer, Non-Executive Director.	

8.7	Warm welcomes were extended to David Grantham, the new Chief People Officer, the new Managing Director, Kate Slemek and Professor William Roche who had joined the Trust as interim Chief Medical Officer.	
8.8	Finally, Lyn offered her personal thanks to all the Governors who had left the Trust in March, adding that their commitment, energy and active contribution had made her first year as Lead Governor much easier and very enjoyable. Lyn also bid a huge welcome to the newly appointed Governors namely, Varadarajan Kalidasan representing the Trust's Inclusion groups, Cllr Sue Shanks from Brighton and Hove City Council and Helen Rice representing Age UK.	
8.9	Alan thanked Lyn for her report and kind words and looked forward to working with all the Governors in the coming year.	
8.10	The Council NOTED the report.	
COG/05/21/9	STAFF GOVERNOR'S UPDATE	
9.1	On behalf of the Staff Governors, Miranda Jose congratulated all those who had been involved in completing the merger. Having been a peculiar year for everyone, Miranda felt there was a definite sense of positivity and excitement amongst staff especially with the merger and the opportunities it brought through Patient First, education and research, all of which would help to retain staff.	
9.2	Miranda added that the restoration and recovery plans had been well received and the knowledge that plans were in place provided more certainty of achieving performance targets. Staff had also been appreciative of the wellbeing initiatives that had been put in place such as Project Wingman, mindfulness sessions and safe space to sit.	
9.3	In conclusion, Miranda shared a patient's story and the amazing feedback that had been received following the exceptional care they had received from everyone during their recent appointment. Miranda concluded by reminding the Council this was just one of many occasions where the staff of the Hospitals make such a positive difference for patients by going above and beyond.	
9.4	Alan thanked Miranda for sharing such a phenomenal story and hoped that appropriate thanks would be passed on to the Consultant concerned.	
9.5	The Council NOTED the update.	
COG/05/21/10	APPOINTED GOVERNORS' UPDATE	
10.1	The Council agreed that updates from the Appointed Governors for Brighton & Hove City Council and Age UK would be deferred to the next meeting.	
10.2	Inclusion Representing the Trust's Inclusion Groups, Varadarajan Kalidasan (Kali)	

	gave an introduction to the Council and a brief account of his background, his role as a clinician and his long standing commitment to inclusion.	
10.3	Kali also paid tribute to the Trust's leadership and vaccination programme which had resulted in 85% of BAME staff having received their vaccinations, a level no other Trust had achieved.	
10.4	Alan was delighted to have Kali join the Council of Governors and welcomed the opportunity to work with him.	
COG/05/21/11 PATIENT COMMUNICATIONS		
11.1	Gethin Hughes gave a short presentation on how the Trust was communicating with patients especially with regard to the restoration of elective services following the Covid-19 pandemic.	
11.2	In setting the scene, Gethin detailed the size of the backlog and shared the data for the elective demand in both the East and West of the organisation.	
11.3	Gethin explained that National Planning Guidance was issued on the 23rd March 2021, requiring Trusts to plan to deliver a minimum level of activity for the first 6 months of 2021/22. Both WSHFT and BSUH had developed and mobilised plans that significantly exceeded that National expectation, which was essential given the size and backlogs of patients waiting for elective treatment due to Covid.	
11.4	The plans included increasing the number of patients seen through working smarter, improving efficiency and restoration of pre-Covid services. In addition, the Trust was also coordinating the flow of patients to Independent Sector providers to maximise capacity for the longest waiting patients, and working with other Trusts to coordinate care where appropriate.	
11.5	Gethin went on to advise that, during this time, one of the key elements for the Trust was to keep in touch with patients. This had been undertaken by a variety of methods and whilst the number of face to face appointments were increasing, virtual clinics and consultations had proved to be popular and would be continuing.	
11.6	The second area of focus was around clinical validation and expediting treatment if necessary for long waiting patients. Underpinning this was the ongoing administrative validation and writing to patients to keep the waiting list as up to date as possible. Updated waiting time data was shared on the Trust's website to help patients understand appointment expectations; this was also shared with primary care colleagues.	
11.7	Gethin advised that the rollout of Medefer outpatient consulting would be commencing soon in the West end of the organisation; this would speed up diagnostics and treatment and provide a significant reduction in waiting times.	
11.8	The final element of the programme to keep in touch with patients was the expansion of information for patients to access directly from the patient portal. Finally, Gethin welcomed any other helpful suggestions from the Governors.	

11.9	Recognising its importance, Gethin appreciated the Governor's offer of support to review the quality and presentation of information in patient letters.	
11.10	Responding to a comment from John Todd in relation to not everyone having IT to enable them access to the patient portal, Gethin confirmed that the Trust would determine with patients what would be their preferred method of contact. Ben Stevens added that increased use of the patient portal had been part of the merger programme.	
11.11	Alan thanked Gethin for his presentation and was pleased that this important area was receiving attention.	
11.12	The Council RECEIVED the Patient Communication presentation.	
COG/05/21/12	COMPANY SECRETARY REPORT	
12.1	Glen Palethorpe introduced the report advising that the Trust had secured a further 1156 new members bringing the total membership to 8686 but recognised that the inability to have face to face conversations within the communities had meant a lower level of conversion of interest into actual membership applications. Whilst the Trust undertook a lot of online engagement it was looking forward to using in person events such as Medicine for All to secure more members.	
12.2	With the approval of the Trust's constitution there had been a number of newly created Governor positions. There were three new appointed Governors, two new Staff Governors and four new publically elected governors.	
12.3	Therefore, in line with the approved constitution the Trust had secured nominations for the following three new appointed Governors: -	
12.4	Cllr Sue Shanks from Brighton and Hove City Council; Helen Rice from Age UK, representing the voluntary sector; Varadarajan Kalidasan (Kali) from the Trust's Inclusion Groups	
12.5	Two new staff Governor positions had also been created, one linked to the Royal Sussex County Hospital site and one linked to the Princess Royal Hospital. This decision was made to enable the staff voice across the whole Trust to be heard within the Council meetings. A number of virtual drop in sessions were held to allow staff to better understand the role and opportunities that being a staff Governor offered.	
12.6	Glen added that for the Royal Sussex County Hospital site, six eligible nominations had been received and elections were underway and for the Princess Royal Hospital, only one nomination had been received and therefore that person would be appointed as the position was uncontested.	
12.7	Four new public governors had been created, two for Brighton and Hove and two for Mid Sussex. At the time of running these elections, the Trust took the opportunity to seek a Governor for the seat vacated by the retirement of the Governor for Horsham. As with the staff Governors a	

	number of virtual drop in sessions were held to allow potential Governors to better understand the role and the opportunities being a Governor offered.	
12.8	For Brighton and Hove, eight nominations had been received and elections were underway but for Mid Sussex only one nomination was received so that person would be elected unopposed and the second seat would remain vacant.	
12.9	The Trust would be running further elections in July for seats where a number of the Governor's terms of office were ending as well as any vacant seat.	
12.10	For Horsham three nominations had been received and elections were underway with results due to be declared on 15 June 2021.	
12.11	The Council NOTED the report.	
COG/05/21/11	OTHER BUSINESS	
11.1	Glen Palethorpe relayed a message from Mike Rymer, who was unable to be present but had been observing the meeting, and wished to thank Lyn and the other Governors for their gracious comments.	
11.2	There being no further business to discuss the Council resolved to move into a private session.	
COG/05/21/12	DATE OF NEXT MEETING	
12.1	The next meeting of the Council of Governors was scheduled to take place at 13.00 – 15.00 on Thursday 19 August 2021.	

Jan Simmons
 Corporate Governance Office
 1 June 2021

Signed as an accurate record of the meeting

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 Chair

 Date

Minutes of the Council of Governors meeting held at 12.30 on Thursday 20 May 2021 via Teams Live Broadcast

Present:

Alan McCarthy MBE DL Dame Marianne Griffiths Karen Geoghegan Carolyn Morrice Maggie Davies David Grantham Karen Seabridge Patrick Boyle Lizzie Peers Claire Keatinge Jackie Cassell Joanna Crane Glen Palethorpe Lyn Camps Frank Sims Les Willcox Lindy Tomsett Paul Wayne John Todd Pauline Constable Andy Cook	Chair Chief Executive Officer Chief Financial Officer Joint Chief Nurse - East Joint Chief Nurse - West Chief People Officer Deputy Finance Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Company Secretary Public Governor – Arun (Lead Governor) Public Governor - Brighton & Hove Public Governor – Chichester Public Governor – Chichester Public Governor – Horsham Public Governor – Worthing Public Governor – Worthing Staff Governor – Royal Sussex County Hospital
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In Attendance	
Suresh Patel	Ernst & Young
Jan Simmons	Corporate Governance Officer

COG/07/21/1	WELCOME AND APOLOGIES FOR ABSENCE	ACTION
1.1	The Chair welcomed everyone to the virtual meeting via MS Teams.	
1.2	Apologies for absence were noted from Public Governors: Doug Hunt and Frances McCabe Staff Governors: Anna Mathew, Ryan De-Vall, Miranda Jose and Chris Pobjoy Appointed Governors: Kate Galvin, Sue Shanks, Helen Rice and Varadarajan Kalidasan.	
COG/07/21/2	DECLARATIONS OF INTERESTS	
2.1	There were no interests to declare.	

COG/07/21/3	MINUTES OF THE MEETING HELD ON 30 September 2020 (noting these were approved by the Council on 16 October 2020)	
3.1	The Council noted that the minutes of the Annual General Meeting held on 30 September had been approved by the Council on 16 October 2020.	
COG/07/21/4	External Audit Annual Audit Results Reports for BSUH and WSHFT	
4.1	The Council RECEIVED the Auditor's Annual Report in relation to the audit of Brighton and Sussex University Hospitals NHS Trust and Western Sussex Hospitals NHS Foundation Trust, presented by Suresh Patel from Ernst & Young (EY), External Auditors for the Trusts.	
4.2	Suresh advised that the financial statements of both Trusts gave a true and fair view of the financial position of each Trust as at 31 March 2021 and of its expenditure and income for the year then ended.	
4.3	The Auditor's report included a paragraph to emphasise to the reader the disclosures made about the merger and resultant transfer of services to UHSussex.	
4.4	In closing, Suresh advised the Council that this completed the appointment of EY as Auditors for the Trusts and that a new Auditor had been appointed for 2021/22.	
4.5	The Chair thanked EY for all their work with the Trusts over the years and welcomed the receipt of positive reports for both Trusts.	
4.6	There were no questions received from Members on the Auditor's Annual Reports.	
COG/07/21/5	Acceptance of the Annual Report and Accounts as presented at the AGM for BSUH and WSHFT	
5.1	The Council of Governors AGREED the receipt of the Annual Report and Accounts 2020/21 for Brighton University Hospitals NHS Trust and Western Sussex Hospitals NHS Foundation Trust for which a presentation had been made at the Annual General Meeting.	
COG/07/21/6	Questions from Governors on the Accounts	
6.1	There were no questions received from the Members on the Accounts.	
COG/07/21/7	Close of meeting	
7.1	To conclude the meeting Alan McCarthy thanked everyone present for attending the AGM and this meeting and for their continued support of the Trust.	

Jan Simmons
Corporate Governance Office
6 August 2021

Minutes
29 July 2021

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Signed as an accurate record of the meeting

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Chair

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Date





University Hospitals Sussex
NHS Foundation Trust

CEO Report to Council of Governors

Marianne Griffiths
August 2021

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News

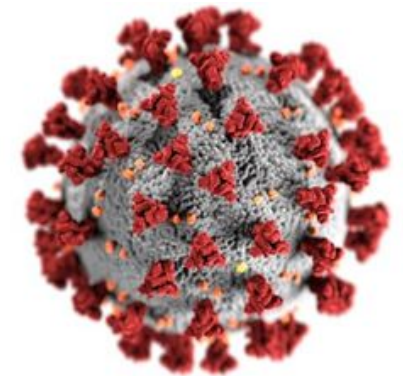
Covid-19 cases rose ten-fold since May, but seem to have stabilised

We are currently caring for 37 patients* with Covid-19 in our hospitals, with 12 critical care

- Royal Sussex County Hospital: **18** (including 7 in ITU)
- Princess Royal Hospital: **3** (including 1 in ITU)
- Worthing Hospital: **9** (including 2 in ITU)
- St Richard's Hospital: **7** (including 2 in ITU)

Covid-related staff absences peaked at more than 400 in July. Again, they have started to fall following changes to the track and trace app.

*correct as of 10 August 2021

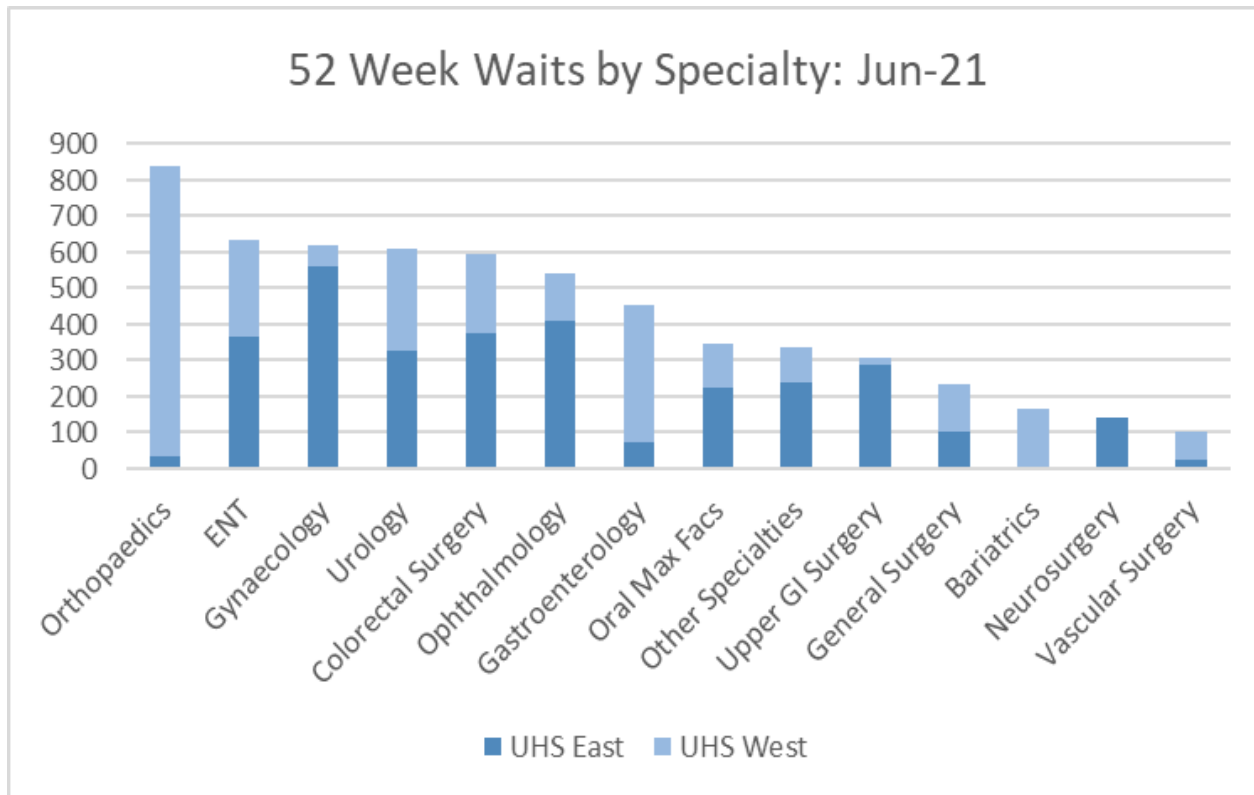


News



University Hospitals Sussex
NHS Foundation Trust

Restoration and recovery of services on track



OP FIRST	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Target	70%	75%	80%	95%	95%	95%
Plan	88%	85%	97%	93%	96%	97%
Actual	98%	107%	112%			

OP FUP	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Target	70%	75%	80%	95%	95%	95%
Plan	78%	82%	93%	93%	95%	97%
Actual	114%	109%	113%			

EL DC	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Target	70%	75%	80%	95%	95%	95%
Plan	85%	106%	117%	108%	110%	106%
Actual	103%	116%	116%			

EL IP	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21
Target	70%	75%	80%	95%	95%	95%
Plan	85%	106%	117%	103%	120%	110%
Actual	96%	104%	108%			

News

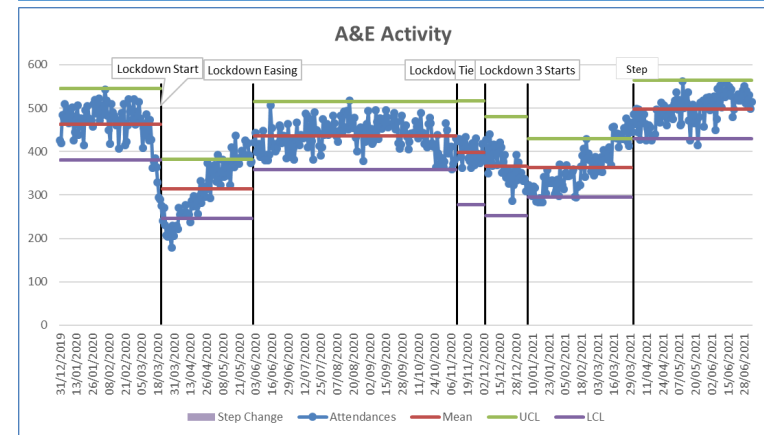
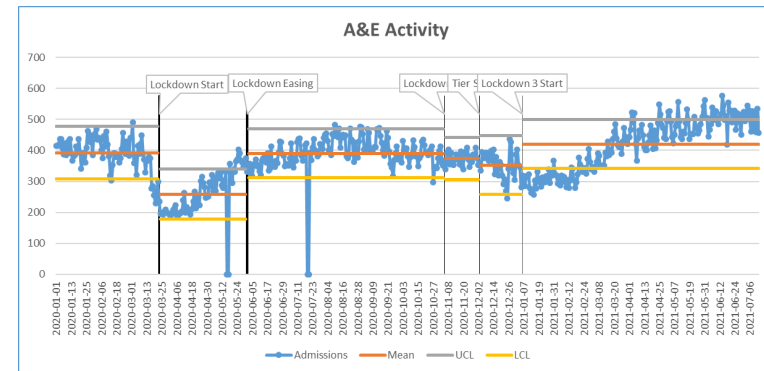


University Hospitals Sussex
NHS Foundation Trust

But demand remain very high for emergency care

Worthing & Chichester A&Es
+16.5% increase in A&E attendances in June compared to 2019/20
 (above pre-pandemic level)

Brighton & Haywards Heath A&Es
+7.8% increase in A&E attendances in June compared to 2019/20
 (above pre-pandemic level)



News

End of lockdown restrictions on 19 July

To protect vulnerable patients and staff, surgical masks continue to be worn in hospital

Our compassionate visitor guidance allowing one visitor at a time also remains in place

Sadly, we experienced an increase in non-compliance and even abuse from the public

We cannot tolerate this behaviour and are doing all we can to support our people at work



Surgical masks must be worn in the hospital*

“Please help protect staff and patients, particularly those who may be more vulnerable to infections.”
Chief Nursing Officer for England, Ruth May

*Age 11 and over
#KeepSussexSafe

NHS
University Hospitals Sussex
NHS Foundation Trust

News

Impact on staff health and wellbeing is significant

- 18 months of pandemic with no let up
- High demand for services remains a constant
- Staff are tired with uncertainty continuing
- We must continue to protect our most valuable resource
- All our health and wellbeing services for staff have been collated on accessible new web pages at www.uhsussex@nhs.net

News

We are expanding our staff health and wellbeing activities

Wellbeing Workshops

- Creative wellbeing workshops went ahead at The Princess Royal, Worthing and St Richard's hospitals, and are happening at the RSCH this week.
- The workshops offer a chance for colleagues to reflect on Covid-19, reset and relax
- Organised by our Health and Wellbeing team in partnership with local arts charity ONCA Trust and Onward Arts

Wellbeing Webinars

- A new series of wellbeing webinars have started and will run through until December.
- Designed in response to staff feedback, the content covers topics from positivity to stress.



News

UHSussex Environment Week (12-16 July)

- Our first ever UHSussex Environment Week took place in July
- Environmental Sustainability is a key strategic initiative for UHSussex
- We are developing a Green Plan to reduce our environmental impact
- Each day, during Environment Week, a different theme was explored
- More than 100 staff suggestions for improvement received
- Scores of new UHSussex Green Ambassadors recruited



Board Report

News

UHSussex wins prestigious place in national Green Surgery Challenge

- A green surgery team have won a prestigious place in the first ever national Green Surgery Challenge
- The team at Princess Royal and Royal Sussex County Hospital have been awarded one of only six places in the competition, organised by the Royal College for Surgeons and Centre for Sustainable Healthcare.
- Led by F2 doctor Alyss Robinson, the project aims to safely reduce the number of blood tests a patient needs before an operation
- Estimated saving of 2.5 tonnes CO₂ and equivalent gases



Board Report

News

New non-executive directors (NED) appointed

Dame Denise Holt - chair of the University of Sussex Council | former British Ambassador

Lucy Bloem - NHS NED | partner at Deloitte's Consulting | international oil industry executive

Claire Keatinge – Northern Ireland Prison Service NED | consumer and older person's advocate



Board Report

News

Dame Julie Walters officially opened new Urology department on 21 July

- The £2.1 million Urology Investigation Unit (UIU) in Worthing brings together a multidisciplinary team of doctors and specialist nurses in a purpose-built facility
- UIUs are recommended by the national GIRFT (Getting it right first time) programme
- The outpatients' is used to investigate, diagnose and treat urology patients, to improve patient experience, quality and safety



News

Our staff get a boost with new clinical trial

- Research teams recruit 148 participants to world-leading COV-Boost clinical study
- The trial is looking at effectiveness of seven different Covid vaccines used as booster jabs
- Resuscitation Services lead Alan Street (right) was the first volunteer locally to participate
- Our research teams have recruited more than 5,000 participants to Covid trials



News

New Serenity Garden opens in Worthing

- A new memorial garden has opened at Worthing Hospital for patients, visitors and staff
- The Serenity Garden, located by the Penguin Foyer in the hospital, has been completely transformed into a tranquil space which was previously inaccessible to the public
- The hospital's chaplain, Reverend David Hill and his wife Sandra, commissioned the new garden in loving memory of their sons, Jason and Stuart, who lost their lives in a helicopter accident in 2018



News

Board decision to develop a full business case for a potential merger with Queen Victoria Hospital in East Grinstead.

- Our board recognised a number of qualities QVH has in common with UHSussex, including an international reputation for research and innovation, the expertise of its staff and track record for excellent patient care.
- The strategic case for change that was approved by the boards does not include any specific plans for service changes.
- Merger offers the best opportunity to secure the future of the QVH hospital in East Grinstead.



News

Despite delays to the original timescales, the revised 3Ts programme has been on track throughout 2021 and we now have access to some of the first fully fitted out rooms inside the buildings.

- This is a really exciting moment for us and anyone who has been to the site recently can see what a fantastic facility it will be.
- We're now working with the joint NHSE/I and DHSC New Hospital Programme team to update plans for the rest of 3Ts to ensure that it delivers as part of the national programme to deliver 48 hospitals by 2030



University Hospitals Sussex
NHS Foundation Trust



Diary Highlights

- Sussex Health & Care Partnership Executive Meeting
- Presented at Management & Leadership in Ophthalmology
- Royal Free and St George's Patient First visit
- Presented at Bristol Trust Board Meeting
- Presented at the Next Generation of Nurses
- Presented at West Sussex Safeguarding Adults Conference Day
- Presented at Trainee Excellence Awards

Looking Ahead

Development of new Clinical Operating Model

- Our new Clinical Operating Model will become the “spine” of UHSussex
- We had excellent engagement with clinical leaders and managers at workshops in June
- New preferred model now under review
- Formal consultation taking place in due course
- New corporate operating model will support



Looking Ahead

Continued focus on:

- Protecting staff health and wellbeing
- Restoration and recovery of services
- Meeting increasing demand for urgent care
- Patient First strategic improvement priorities
- Planning for winter 2021/22 underway
- Working with Sussex Health and Care Partnership colleagues on system-wide improvement programmes

Any questions?



Agenda Item:	7	Meeting:	Council of Governors	Meeting Date:	19 August 2021
Report Title:	Nomination and Remuneration Chair report to the Council				
Committee Chair:	Alan McCarthy – Council of Governors and Committee Chair				
Author(s):	Alan McCarthy - Council of Governors and Committee Chair				
Report previously considered by and date:					
Purpose of the report:					
Information	<input type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes and any link to BAF risks					
Patient	<input type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input type="checkbox"/>				
Quality	<input type="checkbox"/>				
Systems and Partnerships	<input type="checkbox"/>				
Link to CQC Domains:					
Safe	<input type="checkbox"/>	Effective	<input type="checkbox"/>		
Caring	<input type="checkbox"/>	Responsive	<input type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Report:					
<p>The Council of Governor Nomination and Remuneration Committee met on the 15 June 2021 to receive the outcome of the Chair and NED performance appraisals.</p> <p><u>Chair Appraisal</u></p> <p>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. The Committee received information on the Chair's 360 degree feedback and the Chair's own self-reflection. The Committee agreed that the performance rating of "strong" was a correct reflection of the Chair's performance over the previous year.</p> <p>The SID informed the Committee of the objectives set for the Chair including a proposed objective set by the Governors, this being "<i>Continue to build and strengthen relationships with governors</i>".</p> <p>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</p> <p><u>Non Executive Director Appraisals</u></p> <p>In respect to the Non Executives Directors the Committee received a report from the Chair who had undertaken each of the NEDs appraisals. 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 performance rating of "strong" was a correct reflection of each the 5 voting WSHFT NEDs</p>					

performance over the previous year. The Committee was informed that the objectives for the Associate NED would be set on her return from maternity leave.

The Committee agreed that the performance rating of “fully competent” was a fair baseline for each the BSUH NEDs performance over the previous year recognising that these now become voting NEDs for UHSussex.

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 “*develop a strong relationship with 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

Key Recommendation(s):

The Council **NOTE** the performance rating for the Chair and NEDs and that the appraisals did not identify any matters that need referring to the Council for consideration in respect of the Chair or the NEDs failing to remain fit and proper persons.

The Council **NOTE** the governor set objectives for the Chair and each NED.

Agenda Item:	8	Meeting:	Council of Governors	Meeting Date:	19 August 2021
Report Title:	Report from Patient Engagement and Experience Committee Meeting Chair				
Committee Chair:	Glen Palethorpe, Group Company Secretary – acting meeting chair				
Author(s):	Glen Palethorpe, Group Company Secretary				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes					
Patient	<input checked="" type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input checked="" type="checkbox"/>				
Quality	<input checked="" type="checkbox"/>				
Systems and Partnerships	<input checked="" type="checkbox"/>				
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>The Patient Engagement and Experience Committee met on 14 June 2021. Whilst the Lead Governor could not attend, the Company Secretary procedural chaired the meeting. The Committee was quorate with the Lead Governor's agreement to the actions provided through the Company Secretary.</p> <p>The Committee received patient experience reports for 2020/21 and an update on the Trust's Patient Breakthrough objective in respect of increasing the number of patients reporting a high quality discharge experience.</p> <p>The Governors in attendance thanked those presenting the reports for their thoroughness and balance of information on where the Trust is doing well, where it is listening to feedback and the developed or developing actions to further improve.</p>					
Key Recommendation(s):					
<p>The Council is asked to NOTE the assurances the Committee received at the meeting in respect of patient experience and NOTE that the Committee referred no matters to the Council for their action.</p>					

COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Patient Experience and Engagement Committee	14 June 2021	Glen Palethorpe on behalf of Lyn Camps	✓	<input type="checkbox"/>
Declarations of Interest Made				
There were no declarations of interest				
Assurance received at the Committee meeting				
<p>The Committee RECEIVED the information that had been provided to the Governors within a previous governor information seminar on the Trust's processes for capturing, listening to and taking action in respect of our patient and their carers experiences of our Services. The Committee was ASSURED over these processes and thus the reporting they provide to the Trust and to this Committee.</p> <p>The Committee RECEIVED reports on the patient experience information for the year 2020/21, which covered all the Trust's principle sites of Brighton, Chichester, Haywards Heath, Southlands and Worthing. The Committee was informed over the former Trust's performance in respect of friends and family feedback, and the dealing with patient and carer feedback provided through either formal complaints or the Patient Advise and Liaison Service. In addition, the Committee was informed of the service innovations undertaken during Covid to support patient engagement with their families, be these through the use of I-Pads or the receipt of letters from loved ones etc. The Committee was ASSURED over the processes for learning and the focus there has been on resolving formal complaints in a timely way. The Committee also received information on the positive feedback provided by patients and how these are shared with the staff involved.</p> <p>The Committee RECEIVED an update on the Trust's Patient Breakthrough objective for 2021/22 increasing the numbers of patients reporting a high quality discharge experience. The Committee was reminded that this work stream has incorporated the National Healthwatch report findings on discharge as reported at the Committee's last meeting on February. The Committee was ASSURED over the work undertaken to scope this project and the data analysis that is being undertaken at this time to ensure that any actions developed will address the correct issues to make the biggest difference to our patients.</p> <p>Neither representatives from Healthwatch or the CCG were able to attend the meeting but the Committee NOTED that neither had raised any pressing matters to be taken in their absence.</p>				
Actions taken by the Committee within its Terms of Reference				
The Committee AGREED its terms of reference that were formulated as part of the Council's review of the Constitution that took place as part of the merger work.				
Items to come back to Committee (Items Committee keeping an eye on)				
There were no specific matters requested as the Committee recognised the depth of information it receives linked to the Trust patient first strategy development.				
Items referred to the Board or another Committee for decision or action				
Item	Referred to			
The Committee referred no matters to other Council for action.				

Agenda Item:	9	Meeting:	Council of Governors	Meeting Date:	19 August 2021
Report Title:	Report from Membership and Engagement Committee Meeting Chair				
Committee Chair:	Lyn Camps, Lead Governor and meeting chair				
Author(s):	Lyn Camps, Lead Governor				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes					
Patient	<input checked="" type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input checked="" type="checkbox"/>				
Quality	<input checked="" type="checkbox"/>				
Systems and Partnerships	<input checked="" type="checkbox"/>				
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>The Membership and Engagement Committee met on 12 July 2021 with the lead governor acting as Committee chair for this meeting. The Committee was quorate with eight governors being present plus the Director of Communications and the Company Secretary.</p> <p>The Committee received the developed Membership and Engagement Strategy recognising the work undertaken on updating this by the governor reference group that met during the merger preparations.</p> <p>The Committee also received information on previous recruitment and engagement activities and data on the current membership profile.</p> <p>The Committee agreed to establish from its membership a small reference group to develop the Membership and Engagement Strategy delivery plan and to work on the development of wider engagement activities.</p>					
Key Recommendation(s):					
<p>The Council is asked to NOTE the actions of the Committee at its first meeting for 2021/22 and NOTE that the Committee referred no matters to the Council for their action.</p>					

COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Membership and Engagement Committee	12 July 2021	Lyn Camps	✓	<input type="checkbox"/>
Declarations of Interest Made				
There were no declarations of interest				
Assurance received at the Committee meeting				
<p>The Committee RECEIVED information on the Trust's current membership and recognising the work undertaken during the merger preparations to increase the numbers in the new constituencies. The Committee endorsed the work being undertaken to analyse this data and develop appropriate strategies to both develop the membership and secure enhanced representation aligned to both the constituency and patient demographics.</p> <p>The Committee RECEIVED the developed Membership and Engagement Strategy recognising the work undertaken on updating this by the governor reference group that met during the merger preparations.</p> <p>The Committee RECEIVED information on membership recruitment activities and areas for further engagement activities. The Committee AGREED to establish from its membership a small reference group to support with the development of the strategy delivery plan and engagement activities.</p>				
Actions taken by the Committee within its Terms of Reference				
<p>The Committee AGREED its terms of reference that were formulated as part of the Council's review of the Constitution that took place as part of the merger work.</p> <p>The Committee APPROVED the Membership and Engagement Strategy.</p>				
Items to come back to Committee (Items Committee keeping an eye on)				
The Committee will receive information from the reference group on the Membership and Engagement Strategy delivery plan and the development of wider engagement activities.				
Items referred to the Board or another Committee for decision or action				
Item	Referred to			
The Committee referred no matters to other Council for action.				

Agenda Item:	10	Meeting:	Council of Governors	Meeting Date:	19 August 2021
Report Title:	Lead Governor's Report				
Sponsoring Executive Director:	Lyn Camps, Lead Governor				
Author(s):	Lyn Camps, Lead Governor				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Link to Trust Strategic Themes:					
Patient Care	<input type="checkbox"/>	Sustainability	<input type="checkbox"/>		
Our People	<input type="checkbox"/>	Quality	<input type="checkbox"/>		
Systems and Partnerships	<input type="checkbox"/>				
Any implications for:					
Quality					
Financial					
Workforce					
Link to CQC Domains:					
Safe	<input type="checkbox"/>	Effective	<input type="checkbox"/>		
Caring	<input type="checkbox"/>	Responsive	<input type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
This report provides the Council with an update of activities for August 2021					
Key Recommendation(s):					
The Council is asked to NOTE this report.					

LEAD GOVERNOR'S REPORT TO THE COUNCIL OF GOVERNORS

August 2021

It feels like we all needed a reminder of just how important and vital an organisation the NHS is and that maybe we had all taken it for granted and forgotten what a privilege it is, to have free health care. Certainly, Covid has highlighted the important role the NHS has and that we all need to consider how we use it and of course appreciate the Services provided by this extraordinary organisation.

Becoming a Governor has more than helped me understand and appreciate the size of the organisation, its uniqueness, and challenges. This Trust is brilliantly run and the very rigorous CQC Inspection confirmed this. The NHS is an organisation made up of hundreds of disparate organisations who regardless of willingness or effort, were often unable to work closely with each other due to some of the rigidity and funding constraints that were a legacy within the NHS. Our Trust CEO, positioned at the recent AGM and Board meeting the importance of "Partner Harmony" and how we had seen all our Partners working collaboratively and really gaining fantastic results and traction. Discharge has been just one area where we have seen this collaboration really working.

Marianne also mentioned that how we collaborate with our Systems and Partners would be vital and that University Hospitals had a key part to play. We know collaboration works, as we saw significant benefits during Covid of both Western and BSUH supporting and working together which has culminated in a merger and a new Trust.

Collaboration within the NHS may have been forced by Covid but it was an opportunity to remove some of the obstacles and encourage organisations to work closely together, it just has a really good, positive feel to it. An unintended consequence that feels like it is here to stay!

The Governors who have been able to observe Board, have all commented how they really like the new format for the Board mtgs. We particularly like the summaries the NEDS do, for the committees they chair and the information and detail from the Strategic Deployment Reviews are really structured and easy to follow.

Council of Governors

Since my last Governor report, we have completed an election and are delighted to welcome 6 new governors to the Council. They bring with them a wealth of experience and a desire to support the Trust and ensure its continued success.

2 new Staff Governors:

Andy Cook	A&E Junior Charge Nurse	RSCH
Chris Pobjoy	Duty Mgr, Portering	PRH

4 Public Governors

Frances McCabe	Brighton & Hove
Frank Sims	Brighton & Hove
Paul Wayne	Horsham
Doug Hunt	Mid Sussex

We have been unable to meet face to face and really look forward to when we can but in the meantime, we are starting the induction programme and have assigned a buddy ie an existing Governor to ensure that every new Governor has someone to ask questions of and support them.

We also have, thanks to Jan Simmons, Ryan Barcelo and a Governor reference group a brand-new Governor handbook, its really comprehensive and has everything in one place that a Governor should need and be able to refer to.

New elections are about to start for 3 new public Governors in Chichester and out of area and 1 new staff Governor for St Richards Hospitals. Glen Palethorpe and myself are conducting “online drop in clinics” for prospective Governors wanting to understand more about the roles.

Information Seminars

There are always topics that the Governors or the Trust feel we should know more about and as such Executives present regularly on a range of subjects. This open and transparent approach allows us to be more informed and if challenging, to do so in an “informed” way.

ICS

The trust CEO, Dame Marianne Griffiths offered to invite the lead of the ICS, Adam Doyle, to brief all the Governors and NEDS on the role of the ICS and his thoughts on how this would work in our area. Adam gave an interesting and open presentation with the focus very much on increased collaboration across the system. We all came away with a far better understanding of the ICS and the proposed benefits to the community with a System, Place and Neighbourhood approach.

Restoration and Recovery

We had a presentation from Pete Landstrom on the recent position with Restoration and Recovery but equally outlined the challenges of the competing demand of the 3rd Covid wave and increase in A&E patients.

With the not insignificant challenges, it was surprising to see just how much has already been achieved with restoration and recovery. Innovative thinking, new ways of working and just the general drive to “tackle the task” has meant the trust are performing well nationally and overachieving on the stretch plans set by the Trust.

Really fantastic results and we do understand the time and challenges in achieving this herculean task.

Reducing Abusive Behaviour

This is an area that every Governor is not only concerned about but really struggle to comprehend. We welcome the Trusts “Zero tolerance approach” and also recognise that it is a national problem.

David Mclaughlin and his team presented a really super presentation in regard to the size of the problem and initiatives in place to support the Trust Staff.

QVH

The Governors had an update on the proposed thinking in regard to closer collaboration with QVH through a possible merger. This is all in the very early stages and we look forward to seeing the details outlined in the full business case given the both Trust Boards’ decision to move to this stage of the process. Having recently been involved in the merger with BSUH, we understand the process and feel very confident that the Governors will be kept updated.

Branding

Jonathan Keeble presented to the Governors a really bottom up (staff led) approach to how the branding was born, right from initial concepts thru to tone and messaging. We all really enjoyed and of course were delighted that it was all created with input from the staff in regard to how they wanted

the Trust to be “presented”. We had some interesting dialogue and shared our ideas for future development in the spirit of better never stops.

Govern Well

NHS Providers offer training and support for Governors and also an annual conference which has been held virtually for the last two years. The conference runs for 2 hours per day for 3 days and I think it’s a great opportunity, not only to hear key note speeches on the “challenges for the NHS, Staff health and wellbeing and Enabling collaboration, but also the breakout out sessions where you meet other Governors. Our John Todd, public Governor for Adur is going to tell us more about this conference during our Council meeting.

Lead Governors – Sussex

I meet regularly with the Lead Governors of Sussex Partnership, Sussex Community and QVH and the theme and infact concern over the last 12 months has been with the development and implementation of the ICS and understanding the impact this may have on the role of Governors.

Our Trust Chair, Alan McCarthy set up a meeting with all the Lead Governors and their respective Chairs to share their thinking.

A really valuable meeting and the conclusion is very much that Governors still have a valuable role to play and they do not currently see any change to this.

Improvement Projects

One of the upsides of being a Governor at University Hospitals Sussex outside of the “things” you have to do, is the opportunity to support improvement projects across the Trust. All of the Public Governors are involved in at least one project. Covid did mean that for a short time some of these had to be suspended.

However, we have new projects that we have been invited to join such as:

Laundry Project
Patient Communications
Discharge with Dignity
Membership engagement ref group

As always, I started the LG report with a blank sheet of A4 and wondered how I would ever fill it. I am always surprised and delighted when I reflect back on the work that the Governors are involved in. It continues to be an incredibly demanding time for the Trust and as Governors we are eager to support your success where we can.

Thank you.



University Hospitals Sussex
NHS Foundation Trust

Council of Governors

Role and operation of the Systems and
Partnerships Committee

19 August 2021

Introduction

The Systems and Partnerships Committee is a new Committee of the Board and this set of slides seeks to outline the approach by which it governs, identifies and oversees the delivery of improvements within the Trust’s Systems and Partnerships True North strategic theme.

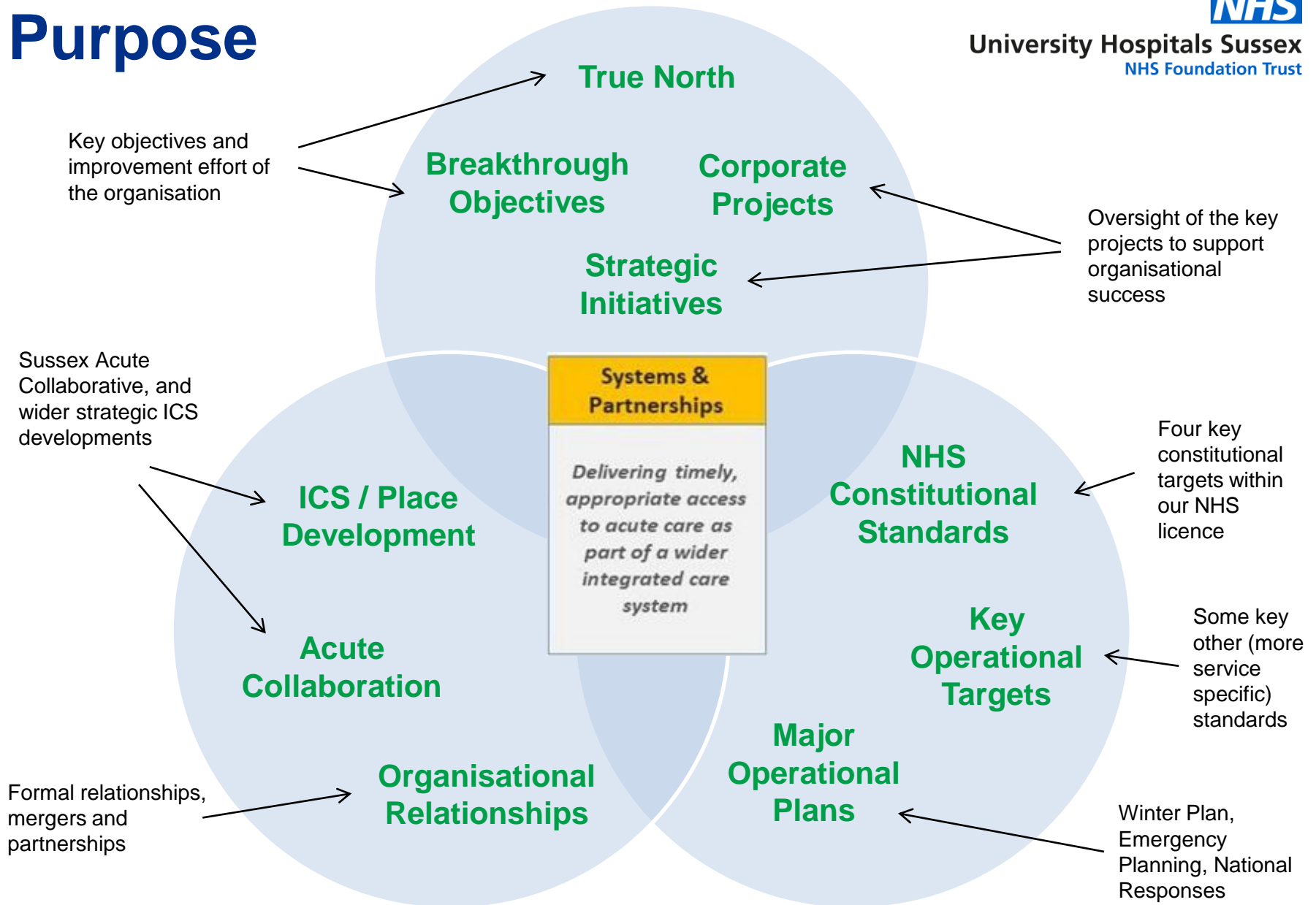
	TRUE NORTH	BREAKTHROUGH OBJECTIVE	STRATEGIC INITIATIVE	CORPORATE PROJECT
Systems & Partnerships	To have no patients waiting in excess of 40 weeks on an RTT pathway to be seen or treated	An elimination of patients waiting over 52weeks for treatment for RTT.	3Ts Hospital Development	Merger & Acquisition
	To achieve 95% of patients being treated within 4 hours in ED services	To sustainably achieve 92% inpatient bed occupancy.		Restoration & Recovery

It brings together three key areas of Strategic Importance to the organisation;

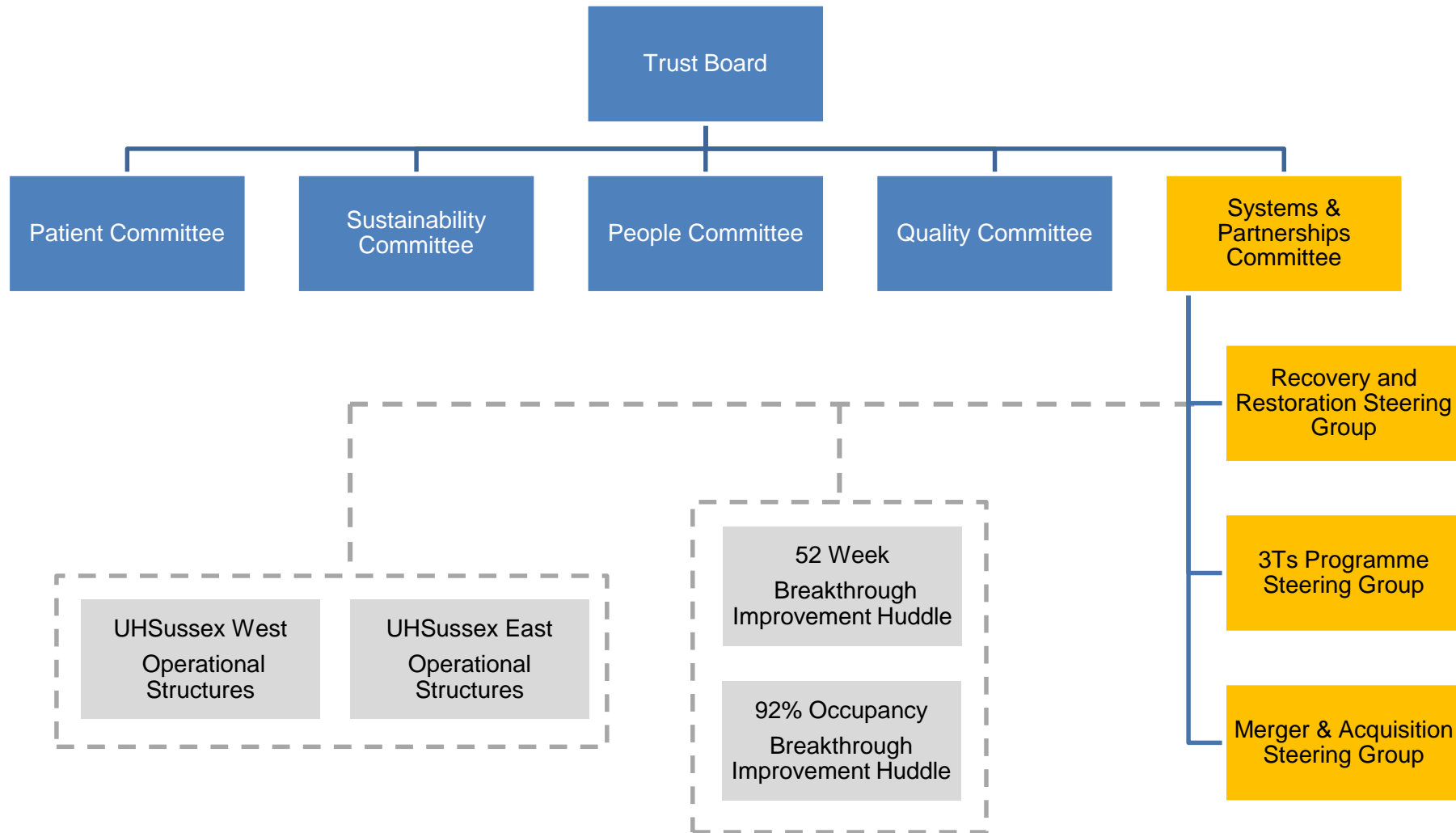
- UHSussex Strategic Priorities – our True North Strategy Deployment
- Oversight of Constitutional Targets and Operational Plans
- System Development and Collaboration



Purpose



Governance



Operation of the Committee

The work of the committee is constructed around the three key areas;

Patient First Strategy Deployment (quarterly full meeting & also the SDR monthly focus)

- Reporting against True North (A&E and RTT) and Constitutional Standards (Cancer & Diag)
- Updates on approach and delivery against Breakthrough Objectives
- Reporting against 3Ts Strategic Initiative
- Reporting against Merger and Acquisition & Recovery and Restoration Corporate Projects

ICS and System Collaborations (quarterly full meeting)

- Update on the work of the SACN as the primary ICS interface for S&P
- Update on organisational collaboration for example QVH

Specific Assurance (quarterly full meeting)

- Specific Assurance of annual requirements for example EPRR, Winter Plan, Annual Op Plan
- Agreed Deep Dives for areas of further assurance – one off and then returned to BAU
- Board Assurance Framework allocated risks

The outcome from the Committee

- Review of the allocated strategic risks with the Board Assurance Framework
- Report to Board complementing the Integrated Performance Report
- Referral of matters to other Committees



Agenda Item:	15	Meeting:	Council of Governors	Meeting Date:	19 August 2021
Report Title:	Company Secretary Report				
Committee Chair:	Glen Palethorpe, Company Secretary				
Author(s):	Glen Palethorpe, Company Secretary				
Report previously considered by and date:					
Purpose of the report:					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Implications for Trust Strategic Themes and any link to BAF risks					
Patient	<input checked="" type="checkbox"/>	The AGM reflected on the experiences and feedback provided by our patients (risk 1.1)			
Sustainability	<input checked="" type="checkbox"/>	The AGM reflected on the Trust's systems of internal control and the delivery of the Trust's financial plan (risk 2.1 to 2.3)			
People	<input checked="" type="checkbox"/>	The AGM recognised the valuable contribution made of our staff and the support being provided for their wellbeing (risks 3.1 to 3.4)			
Quality	<input checked="" type="checkbox"/>	The learning from Deaths Reporting provides assurance over the Trust processes over utilising the learning for continued improvement (risk 4.1)			
Systems and Partnerships	<input type="checkbox"/>				
Link to CQC Domains:					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input checked="" type="checkbox"/>		
Communication and Consultation:					
Executive Summary:					
<p>This report provides the Council with an update, including matters for which the Trust has complied with a NHS I or other regularly requirements. This report does not seek to duplicate matters that are subject to separate agenda items at today's meeting.</p> <p>Annual General Meeting</p> <p>The Annual General Meeting took place on the 29 July and below for information is the link to where the slides and video extracts used in the meeting can be found.</p> <p>https://www.uhsussex.nhs.uk/about/trust-board/ - University Hospital Sussex NHS FT</p> <p>The annual reports for both Trusts have been placed on both the former Trust Board pages and on the page for University Hospital Sussex (within the same link where the AGM slides are placed)</p> <p>Links to each former Trust's specific website are</p> <p>https://www.westernsussexhospitals.nhs.uk/your-trust/about/annual-report/ - Western Sussex Hospitals NHS FT</p>					

<https://www.bsuh.nhs.uk/wp-content/uploads/sites/5/2016/09/Combined-BSUH-AR-Quality-Report-Website-Version.pdf> - Brighton and Sussex University Hospitals NHS Trust

Governor Elections

We have commenced our governor elections for those positions where the governor's term of office comes to an end in September / October 2021.

This sees us seeking nominations from our membership for 2 positions in Chichester, 1 for Out of Area and East Sussex. At the same time, we are seeking nominations for our staff governor positions for St Richards and Worthing and Southlands staff constituencies.

The nominations close on the 16 August where for contested positions elections will then be undertaken.

West Sussex County Council Appointed Governor

West Sussex County Council appointed Councillor Alison Cooper to undertake their appointed governor appointment. This decision was made at the cabinet meeting on the 27 July 2021.

Key Recommendation(s):

The Council is recommended to

NOTE the publication of the AGM video and slides.

NOTE that the governor election process has commenced for five positions where the terms of office end in September / October 2021.

NOTE the change in appointed governor from West Sussex County Council