

COUNCIL OF GOVERNORS

Date: 10th February 2022

Time: 17:30

Venue: Zoom

AGENDA

TIME	SUBJECT	LEAD	PROCESS	EXPECTED OUTCOME
17:30	1. Welcome and Introductions	Chair	Verbal	To note
	2. Apologies of Absence	DCG	Verbal	Apologies noted
	3. Declarations of Interest	Chair	Verbal	To note declarations of interest in relation to items on the agenda
17:40	4. Minutes of meetings held 9 th December 2022	Chair	Minutes	To approve the previous minutes
	5. Matters arising	Chair	Verbal	To address matters arising not covered on the agenda
17:45	6. Chair's update	Chair	Presentation	To receive a report on current issues
17:50	7. Mortality Update	Sophie Kimber-Craig	Presentation	To receive an update on mortality
18:20	8. Operational Update	COO	Presentation	To receive an update on current operational issues
18:50	9. Feedback from Governor sub-committees: <ul style="list-style-type: none">• Governor Strategy Committee <i>(No Governor Quality held since the last meeting)</i>	Sub-Committee Chair's	Verbal	To note
18:55	10. Governor Workplan	DCG	Paper	To discuss and approve
	11. Proposed resolution : that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted			
19:00	12. Update to Governor Concerns	Chair	Verbal	To discuss
19.20	13. Any Other Business	Chair	Verbal	
19.30	14. Close			

Date of next meeting: 7th April 2022

Meeting: **Council of Governors meeting**
 Date: **Thursday 9th December 2021**
 Time: **17:30-19:30**
 Venue: **Via Zoom**

PRESENT:

Donna Hall	Chair	DH
Ann Schenk	Appointed Governor	AS
Champak Mistry	Public Elected Governor	CM
David Barnes	Public Elected Governor	DB
David Edwards	Public Elected Governor	DE
Dawn Hennefer	Appointed Governor	DH
Grace Hopps	Public Elected Governor	GH
Jack Ramsay	Public Elected Governor	JR
Janet Whitehouse	Public Elected Governor	JW
Janice Drake	Public Elected Governor	JD
Kantilal Khimani	Public Elected Governor	KK
Leigh Vallance	Appointed Governor	LV
Margaret Parrish	Public Elected Governor	MP
Pauline Lee	Public Elected Governor	PL
Sue Moss	Staff Governor	SM
Tracey Holliday	Staff Governor	TH
Iqbal Essa	Public Elected Governor	IE

IN ATTENDANCE:

Andy Ennis	Chief Operating Officer	AE
Bilkis Ismail	Non-Executive Director	BI
Esther Steel	Director of Corporate Governance	ES
James Mawrey	Director of People	JM
Karen Meadowcroft	Chief Nurse	KM
Malcolm Brown	Non-Executive Director	MB
Martin North	Non-Executive Director	MN
Rebecca Ganz	Non-Executive Director	RG
Tracy Garde	Freedom to Speak Up Guardian	TG
Victoria Crompton	Corporate Governance Manager	VC

1. Welcome

Attendees were welcomed to the meeting and a special welcome was given to new Governors who were attending their first meeting.

2. Apologies for Absence

Apologies for absence were received from Fiona Noden, Francis Andrews, Rae Wheatcroft, Annette Walker, Sharon Martin, Dipak Fatania, Derek Burrows, Karen Morris and Martin Anderson

3. Declarations of Interest

Rebecca Ganz

Chair, iFM Bolton

Esther Steel

Company Secretary, iFM Bolton

4. Minutes of last meeting

The minutes of the meeting held on 12th August, 7th September and 23rd November 2021 were all approved as correct records.

5. Matters Arising

There were no matters arising.

6. Chair update and report from November Board of Directors

Governors received an update from the November Board of Directors meeting, noting the following key points:

- Challenges remain around staffing and a number of initiatives to deal with this are being launched including increasing the number of students who are offered a placement at the Trust with the hope they will choose to pursue a career in the organisation once qualified.
- The Board received the sustainability plan noting that should the new hospital bid be successful this will assist greatly with the sustainability agenda.
- Assurance was provided to the Board on the 2021/22 Emergency Preparedness, Resilience and Response (EPRR).
- The Board received the Safeguarding Adult, Children and Looked After Children Annual Report noting the increase in the number of referrals received throughout the pandemic and also the increase in the complexity of cases.

It was advised that a review of the safeguarding provision in the trust is being undertaken.

In response to a query it was confirmed there are 65 vacancies for qualified staff, this is largely due to the increased staffing required for the winter ward which opened last year and has not closed since. The Trust has experienced difficulties recruiting to both the winter ward and also dealing with the usual turnover of staff.

The Nurse Associate Training has been relaunched and the number of placements offered to students is being increased.

Governors queried how the Covid vaccination mandate will affect staffing numbers and it was confirmed a toolkit has been circulated and the Director of People is preparing a report outlining communications to staff and actions to be taken. Internal communications have been sent encouraging staff to receive their vaccinations and the list of staff not currently vaccinated is being reviewed to see if we can encourage a greater vaccination profile.

It was confirmed that over 10% of staff are still unvaccinated, but it was felt with good communications the majority of these staff will receive their vaccinations prior to the mandate coming into effect. Weekly updates are provided to Executives.

Governors asked for a figure of staff who were unvaccinated rather than a percentage which could be used as a baseline over the next six months on a

weekly update. Governors were informed the Trust is working to a target of 31st March 2022.

Operational update

The Chief Operating Officer presented the Operational slides. The main points to note:

- The pressure in urgent care is significant which is mainly due to the loss of bed capacity of around 10% due to Covid. Patient flow is difficult to manage with less capacity available.
- New measures are being introduced for urgent care and there will be six new measures. One of the main challenges is around ambulance waits, due to the configuration of the A&E department, it is not possible for patients to wait in corridors and therefore there are sometimes long waits for ambulance handovers. The Trust is working with NNAS to assess the whole process and a piece of work is also being completed to assess the risk of harm in A&E. Initial data suggests long waits are not causing a theme of harm as patients are prioritised in order of urgency.
- Omicron will become the dominant virus and is doubling every 2-3 days, it is expected that by Christmas numbers will be similar to that in the second peak with the peak easing by February.
- The vaccine is 85% effective against the omicron variant, and with the booster this rises to 88%. The vaccine also lessens the impact of the virus on patients.

In response to a query it was confirmed the Trust does have access to the antiviral drug for Covid but this is for a few select high risk patients, it is also not a simple drug to administer.

- The Trust is performing well on RTT but is seeing significant risks and admissions due to delays in treatment. Elective cases will be reduced in January and February which will again cause waiting lists to rise. There is potential to work with local “green” hospitals who do not have an emergency department in order to reduce RTT waits is being considered.
- The Trust is one of the best in the country with regard to cancer referral to treatment and is on track to pass the next quarter.
- There has been a rise in demand of patients who have no criteria to reside which is equivalent to four wards worth of patients. The acuity of these patients is also higher.
- The Business Continuity Plan for loss of heat was activated over the weekend. The Trust has three boilers and also has assistance from a fourth boiler belonging to SRCL. A month ago one boiler failed and a replacement was ordered. On Friday 3rd December the SRCL boiler failed followed by a second Trust boiler also failing on Saturday 4th December. An emergency order had already been completed for a new boiler which has now arrived and will be fitted tomorrow. Support was received from other organisations over the weekend providing blankets and heaters and a divert was put in place for a short amount of time.

The story of an elderly patient with dementia was heard from a governor. The patient, who resided in a care home suffered a fall at 3.30pm one afternoon, it took three phone calls until an ambulance finally arrived at midnight. Despite initial disappointment with the delay in receiving an ambulance the patient's

family were happy to advise the care received in A&E was fantastic and they were amazed at the dedication and care from staff who were working in such a busy and demanding situation.

7. Freedom to Speak Up Annual Report

Tracy Garde gave a comprehensive presentation around the Freedom to Speak Up process and the role of the Freedom to Speak Up Guardian. The presentation is appended to the minutes.

In response to a query it was confirmed that the survey was only introduced in April this year and is only sent once a case is closed. Approximately 50 surveys have been sent and there have been 26 responses.

It was noted that questions relating to the Freedom to Speak Up process are also included in the NHS Staff Survey which has a response rate of around 40%, and the Trust benchmarks well with other organisations.

Governors congratulated Tracy on the fantastic work she has done on Freedom to Speak Up.

Discussion took place as to how governors could assist and it was advised that engagement is key ensuring staff know about the Freedom to Speak Up process and also raising any concerns themselves, if they hear of anything they feel needs to be raised.

It was agreed to bring an annual update to governors.

8. Public Engagement Working Group

Following the public engagement training event held in October governors were advised that a task and finish group would be set up in the New Year.

Anyone who is interested in participating to let Victoria Crompton know.

9. Governors Quality Sub-Committee Feedback

Governor Quality Committee

Governors were provided with an update from the Governor Quality Committee at which a presentation was provided advising on the results of the 2020 Inpatient Survey. 1250 patients completed the survey and five themes for improvement were identified including communications, food, cleanliness, discharge and noise at night. It was also noted that there needs to be a more cross reference of respondents with just 1% of BAME patients responding.

Concern was raised that the recent maternity survey which was discussed at the Family Care Divisional Meeting also highlighted issues with cleanliness. It was noted that iFM now have a new Managing Director in post and a base survey has been completed to identify where we are up to and what work will be required to meet the new cleaning standard which is being rolled out in April 2022.

Governor Strategy Committee

Governors were provided with an update from the recent Governor Strategy Committee where an update was given on the Local Care Trust Development.

It was agreed that a further session on this will be arranged for Governors, anyone interested in attending this session to inform Claire Lovick.

10. Proposed resolution: that representatives of the press and other members of the public be excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted.

11. Update to Governor Concerns

An update was provided to the concerns which had been raised. A couple of actions have been delayed due to the new website not yet being completed.

It is also not possible for Governor walkarounds to recommence due to the on-going pandemic.

12. NED Succession Planning and Appointments

D Hall and B Ismail left the meeting for this item and A Stuttard took over as Chair.

Governors were asked to consider the following:

- To consider the appointment of the Chair, Donna Hall for a further three-year term.
- To consider the appointment of Jackie Njoroge to the position of Deputy Chair from January 2022.
- To approve the recommendation of the Board to appoint Bilkis Ismail to the position of Senior Independent Director from January 2022.

Taking each of the three items in turn

The appointment of Donna Hall as Chair

The Director of Corporate Governance advised that Professor Hall's first three-year term of office would end on March 31 2022. Professor Hall had indicated that she would if invited be honoured to stand for a second three-year term and it was therefore for the Governors to consider their next steps with the options of a simple reappointment, an invitation to reapply or a new appointment exercise for a new candidate.

Governors discussed the contribution Donna Hall had made to the Trust, in particular the external engagement and collaboration she had developed since her appointment. A number of governors spoke with passion about the role Donna had played in leading the Trust and all were in agreement that given her willingness to stand for a second three-year term this should be approved.

Mr I Essa proposed and MRs P Lee seconded a proposal that Donna Hall should be appointed for a second three-year term. Governors voting by a show of hands were unanimous in supporting the motion.

Resolved: That Donna Hall be appointed as Chair of Bolton NHS FT for a second three-year term.

The appointment of Jackie Njoroge as Deputy Chair

The Director of Corporate Governance advised that Professor Hall was seeking Governor endorsement of her proposal to appoint Mrs J Njoroge as her Deputy Chair.

Resolved: The Governors voted by a show of hands to endorse the appointment of Mrs J Njoroge as Deputy Chair

The appointment of Ms Bilkis Ismail as Senior Independent Director

The Director of Corporate Governance advised that Professor Hall was seeking Governor endorsement of the Board's proposal to appoint Ms B Ismail as the Senior Independent Director.

Resolved: The Governors voted by a show of hands to endorse the appointment of Ms B Ismail as the Senior Independent Director

The appointment of Jackie Njoroge, Non-Executive Director for a further one-year period until August 2023

The Director of Corporate Governance advised that Professor Hall was seeking Governor endorsement to extend Jackie Njoroge's term for a further one-year period until August 2023.

Resolved: The Governors voted by a show of hands to endorse the extension of Jackie Njoroge's appointment until August 2023.

13. Any other business

There was no other business discussed at this meeting.

14. Next meeting

The next Council of Governors meeting will take place on the 10th February 2022.

Title:	Governor Meeting Workplan
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Meeting:	Council of Governors	Purpose	Assurance	
Date:	10 th February 2022		Discussion	✓
Exec Sponsor	Director of Corporate Governance		Decision	

Summary:	Proposed workplan for Council of Governors and Governor Quality and Strategy Sub Committees. Developed in conjunction with the chairs and vice chairs of the governor sub committees.
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Previously considered by:	
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Proposed Resolution	To discuss and approve.
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This issue impacts on the following Trust ambitions				
To provide safe, high quality and compassionate care to every person every time	✓	Our Estate will be sustainable and developed in a way that supports staff and community Health and Wellbeing		✓
To be a great place to work, where all staff feel valued and can reach their full potential	✓	To integrate care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton		✓
To continue to use our resources wisely so that we can invest in and improve our services	✓	To develop partnerships that will improve services and support education, research and innovation		✓

Prepared by:	Victoria Crompton, Corporate Governance Manager	Presented by:	Esther Steel, Director of Corporate Governance
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	January	February	March	April	May	June	July	August	September	October	November	December
Council of Governors		Mortality Urgent Care Update Elective Recovery Restart		Cleaning Update Finance Update		Annual Report and Quality Report Update on elective recovery Re-election of sub-committee chairs Elections		Equality and Diversity Special Cultural Liaison				Freedom to speak up Annual update on Maternity Transformation Election results
Governor Quality Committee			District Nurse Update AHP update				Dementia Nurse Learning Disability Nurse Project (hospital & community)				Inpatient Survey Diabetes Team presentation	
Governor Strategy Committee	Operational Plan Local Care Trust				Strategy Review Local Care Trust Update				Local Care Trust Update Estates Update			
Annual Members Meeting										Annual Members Meeting		