

Minutes of the Council of Governors Meeting held at 3.30pm on Wednesday, 15 July 2020
held as a virtual meeting

Present:

Andy Willis	Chair and Non-Executive Director
Jan Owens	Lead Governor, Public Governor (Dorset RoEW)
Alison Fisher	Deputy Lead Governor and Public Governor (Dorset RoEW)
David Dickson	Public Governor (Dorset RoEW)
Scottie Gregory	Public Governor (Dorset RoEW)
Margaret Jackson	Public Governor (Dorset RoEW)
Colin Mitchell	Public Governor (Poole)
Scott Porter	Public Governor (Poole)
Xena Dion	Public Governor (Poole)
Stephen Churchill	Staff Governor
Peter Kelsall	Staff Governor
Anne Hiscock	Staff Governor
Emma Hooper	Staff Governor
Dave Corbin	Staff Governor
Becky Aldridge	Partner Governor, Dorset Mental Health Forum
Steve Cole	Partner Governor, League of Friends
Nick Ireland	Partner Governor, Dorset Council
Chris Matthews	Partner Governor, Bournemouth and Poole Council

In Attendance:

David Brook	Non-Executive Director
Sarah Murray	Non-Executive Director
Steve Peacock	Non-Executive Director
Heather Baily	Non-Executive Director
Belinda Phipps	Non-Executive Director
Eugine Yafele	Chief Executive
Kris Dominy	Chief Operating Officer
Matthew Metcalfe	Director of Finance and Strategic Development
Keith Eales	Trust Secretary
Jacqueline Stratford	Membership Manager

Apologies:

Andy Mayers	Public Governor (Dorset RoEW)
Anna de Beer	Public Governor (Dorset RoEW)
Kenneth Lavery	Public Governor (Dorset RoEW)
Andrew Grundell	Public Governor (Dorset RoEW)
Helen Lawes	Staff Governor
John Bruce	Public Governor (Bournemouth)
Karen Parker	Partner Governor, Bournemouth University

22/20 Constituency Time

Governors met in Constituency Time to discuss items of common interest and to agree questions to be raised at the Council meeting including:

- Services currently open and information on the Trust website.
- Trust programme of vaccinations and immunisations for children.
- Trust communications to Governors.

The Chairman introduced David Brook, Non-Executive Director and Chair of the Quality Governance Committee who updated the meeting on the activities and priorities of the Quality Governance Committee during the Covid crisis.

David Brook explained that governance procedures had been temporarily paused to allow the Executive team to focus on Covid. He advised that he was conscious of the risk involved in the increasing waiting lists and informed the meeting that the Quality Governance Committee had implemented a standing item for recovery and improvement.

23/20 Welcome and Apologies

The Chairman welcomed Governors and Board Directors to the meeting and reported the apologies received from Governors.

24/20 Minutes

The minutes of the Council of Governors meeting on 27 May 2020 were agreed as a correct record.

25/20 Matters Arising

The Trust Secretary submitted the matters arising report.

The Council noted the report.

26/20 Briefing Reports

Chairman

The Chairman gave a brief report on his recent priorities and areas of work:

- The Chairman attended the Audit Committee and Quality Governance Committee and a Non-Executive meeting on 15 July;
- Other meetings included weekly updates with the Non-Executive and Executive Directors on Covid and the Trust's activities; meetings with the Lead Governor; meeting with Governors on 18 June and a Nominations and Remuneration Committee meeting on 10 June;
- The Chairman also attended a System Chairs meeting and System Partnership Board meeting on 18 June together with a meeting with Acute Trust Chairs;

- There had been two virtual Board meetings on 20 May and 29 June to which Governors had been invited followed by a briefing for those Governors who were unable to join the Board meetings;
- The Chairman had filmed a briefing after both Board meetings which had been uploaded to the Trust website;
- The Chairman had visited the Yeatman Hospital in Sherborne and the Westminster Hospital in Shaftesbury and met with Alison Low the newly appointed Matron;
- The Chairman had taken part in the interviews for the Medical Director and thanked the Lead Governor who had joined the stakeholder group for this recruitment process.

Lead Governor

The Lead Governor briefed the Council on her recent priorities and outlined matters of interest and concern to Governors.

Particular attention was drawn to:

- The successful recruitment process for the Medical Director and commented that the decision for the preferred candidate was unanimous from the stakeholder group;
- Timing of the revised Trust Strategy, together with supporting strategies, scheduled for the September Board meeting and the next Council of Governors on 9 December.
- The Annual Member's Meeting which would be held on 21 October 2020.
- Discussion around the Mental Health transformation following the Trust's successful bid for the Dementia pathway services for Dorset which should follow the acute care pathway for Mental Health.

The Chairman agreed to follow the September Board meeting with a Board briefing on the Trust Strategy for Governors.

Following discussion it was agreed that the Annual Members' Meeting in October would be held as a virtual public meeting.

Chief Executive

The Chief Executive drew attention to the national public messaging and that whilst the NHS continued to respond to the Covid crisis there were continued restrictions around stepping up services. The Trust had completed the initial review to its response to Covid for patients and a paper had been scheduled for the July Board meeting which highlighted lessons learnt and challenges going forward around waiting times.

The Chief Executive advised that the immunisation and vaccinations programme would not be carried out until there was a clear understanding of those at risk and a system in place to monitor their risk status.

The Chief Executive explained that safe working and managing infection meant that waiting lists would be longer in the short term.

The Chief Executive described how the Dorset Integrated system had been focussed on recovery and understanding the complexity of the System owning the recovery for Dorset. The Chief Executive explained the benefit in amalgamating resources in a framework which had a consolidated waiting list to manage patients. The Trust was leading on Community Services and Mental Health and had been considering the most effective way to action priorities including the creation of a community led discharge system and the management of Mental Health incidences whilst building resilience for a second Covid peak.

The Chief Executive agreed to bring to the Council the process to manage a Covid winter and the action planned to scale up 111 and critical care services.

The Chief Executive also advised:

- Wellbeing week had launched to celebrate 72 years of the NHS. He commented that he had joined 3 sessions of the *tea and talk* initiative to hear first-hand the anxieties and issues experienced by staff and reiterated that staff wellbeing was central to the Trust mission.
- The recruitment process for a Medical Director had been successful and Dr Faisal Sethi had been offered the post and would join the Trust from 5 October. In the intervening period Dr Sudipto Das had been acting as Interim Medical Director and Responsible Officer. The Chief Executive expressed his thanks to Dr Das and colleagues who had supported the recruitment process.
- A webinar took place regarding consultation from the Clinical Commissioning Group (CCG) on how to regulate the strategy for 20/21. He advised of the change in the CCG approach in how they aim to regulate systems as services are integrated. The CCG had a targeted approach to inspections to include in-depth intelligence together with new regulation of services with a cohesive approach across the system.
- Integrated Care System Chair, Jenni Douglas-Todd had led a session of the System Partnership Board and an integrated care system (ICS) session. The Chief Executive explained that the ICS was a collection of public sector organisations in Dorset with the challenge of producing a set of agreed initiatives. In addition the ICS Chair had met with the Trust Chairman and Chief Executive to understand how governance and responsibility for the system priorities could be aligned.

The Chief Executive responded to questions raised:

- Clarification was sought around any plans for the closure of Portland Hospital. The Chief Executive advised that there were no plans to close Portland Hospital.

- Clarification was sought on what measures were being considered to recruit, train and retain staff for the remainder of the year. The Chief Executive advised Governors that staff had capacity at present was sufficient to provide the core Trust services..
- Clarification was sought around the public health issue of the childrens' vaccination programme. The Chief Executive advised that this was an area of focus for the Trust, working with Public Health nursing teams, whilst schools had been closed new ways to reach out had been required. He advised the Trust would commence the flu campaign earlier this year and would need to work as a system as fewer vaccinators were available.
- Clarification was sought around patient experience of the Covid crisis. The Chief Executive advised that a stocktake was being carried out as the Trust worked with Healthwatch to gather feedback. However, he agreed that the Trust recognised that the notion of a digitally delivered service was not a universal option, particularly for those experiencing digital poverty, and the challenge was to create an infrastructure to enable all patients to digitally access information.

The Chief Executive commented that the picture for cancer services was less clear although information from the Acute hospitals indicated that levels were almost back to pre-Covid numbers he felt it would take some time for the full picture to emerge. The Chief Executive agreed to provide Governors with further information.

The Council agreed:

- (a) The Chief Executive would advise the process to manage a Covid winter and the action planned to scale up 111 and critical care services;**
- (b) That the September Board meeting be followed by a briefing on the Trust Strategy for Governors;**
- (c) That the Annual Members' Meeting in October be held as a virtual meeting;**
- (d) The Chief executive would provide Governors with an update on the provision of cancer services.**

27/20 Role and Appointment of Lead Governor and Deputy Lead Governor

The Trust Secretary introduced a paper on the role and appointment of Lead and Deputy Lead Governor and a future model of working.

On reflection it was felt that the demands of the Lead Governor role were too much for one person and this paper had evolved out of discussions that Governors had since the presentation of the initial paper in the Council of Governors meeting on 27 May 2020.

It was necessary to consider the role of the Lead Governor from the perspective of the regulator. The Regulator's expectation was limited to a communication channel in extreme situations. As with other Foundation Trusts, Dorset HealthCare had expanded the role and the responsibilities. The paper set out one possible model for a distributed leadership around three roles and was intended as a starting point for discussion.

A discussion was held around the opportunities of approaching the role of Lead Governor and Deputy Governor and whilst agreeing that the paper was helpful acknowledged the complexities around the options. Governors agreed to meet and put together the detail of a shared responsibilities offer to bring to the Council.

The Council agreed that Governors would meet in August to agree a detailed plan to present to the Council on 9 September 2020.

28/20 Annual Report and Accounts 2019/20

The Director of Finance and Strategy introduced the Annual Report and Accounts 2019/20. He advised that this had been laid before Parliament, having been approved by the Board following review by KMPG.

A summary review of the year was included in the Annual Report and Accounts, highlighting investment in the:

- Sexual Health Service
- IAPT and Steps to Wellbeing
- Mental Health Service
- Tender for Lead Provider IUCS contract
- Tender for Lead Provider and Estate in Weymouth and Bridport

The Director of Finance and Strategy drew attention to the Section on environmental performance where the Trust had reduced its CO2 emissions by 15% and although the ambitions were beyond this reduction, it was considered to be a good result taking into account the increase in Trust Services.

The Council received the Annual Report and Accounts 2019/20.

29/20 Regulatory Dashboard

The Chairman submitted the regulatory dashboard for June 2020.

The Chief Operating Officer advised the Council that she planned to revise the report to ensure further clarity and accessibility.

Clarification was sought around the delays in treatment for patients with first episode psychosis. The Chief Operating Officer explained that a minor change in the figures in a small service disproportionality affected the figures. It was agreed that the Chief Operating Officer would consider the detail of the dashboard, whilst maintaining its focus on 'regulatory information' and include a glossary for clarity.

The Council noted the regulatory dashboard for June 2020 and agreed that the Chief Operating Officer would revise the report, whilst maintaining its focus on 'regulatory information' and include a glossary to ensure further clarity and accessibility.

30/20 Questions on the Information Pack

Governors requested a discussion with the Trust Secretary to consider the East London NHS Foundation Trust (ELFT) article circulated in the NHS Providers Today's Health News and included in the Information Pack provided. The document set out a Covid-19 engagement plan for the ELFT and its Council of Governors. Governors

considered it was important to have a documented check list which could be helpful as a reference point in the event of a major situation.

The Council received the Information Pack and agreed that the Deputy Lead Governor and Trust Secretary would produce a report setting out the engagement plan for the Council of Governors and the Trust in the event of a major situation.

31/20 Future Meetings

The Council noted that future meetings would be held on:

- 9 September 2020 – Virtual meeting
- 9 December 2020 – Merley House

32/20 Exclusion of the Press and Public

To agree that the press and public would be excluded for the following items of business on the basis of the confidential nature of the business to be transacted.

33/20 Consultation on the Appointment of a Senior Independent Director

The Trust Secretary introduced a report on the appointment of a Senior Independent Director and opened the discussion to Governors.

The Lead Governor welcomed Steven Peacock to the meeting and expressed her thanks to Steven for meeting with her. Steven discussed his approach to the role of Senior Independent Director and emphasised this role was about relationships and mutual responsibility and for both sides to communicate well. He reassured Governors that he would make himself available when required.

The Council agreed to advise the Board that it supported the appointment of Steve Peacock as Senior Independent Director.

34/20 Report from the Nominations and Remuneration Committee 10 June 2020

The Council was asked to consider the report and recommendations from the Nominations and Remuneration Committee held on 10 June 2020.

The Nominations and Remuneration Committee had received the appraisal on the Chairman and the summary of the Non-Executive Director appraisals. The Chairman confirmed that the objectives of the Non-Executive Directors would be shared with the Committee once they had been agreed.

The Chairman advised that the Director of People and Culture would be considering a revised appraisal process which would bring the appraisals for the Chairman, Non-Executive Directors and Executive Directors in line. The proposed date for the completion of this process would be October 2020. The Nominations and Remuneration Committee would consider the process and discuss the Non-Executive Director appraisals.

Further discussion took place around how Governors would share the appraisal function and information on the activities of Non-Executive Directors and how Governors would equip themselves to engage with the appraisal process.

The Chairman introduced the recommendations regarding the reappointment of Non-Executive Directors. He advised that discussions had taken place over the last six months around the desired skills set to support the Board to meet the challenges facing the Trust in the next few years to ensure the Board was in the best possible place to deliver the strategy for the people of Dorset. He confirmed that three areas of skills had been identified; Digitisation, Clinical and Organisation and Development. With this in mind he had recommended to the Nominations and Remuneration Committee the re-appointment of one out of the three Non-Executive Directors who had reached the end of their terms of office.

The Chairman agreed with Governors that there was some learning to ensure that there was clarity and separation between the term of office for Non-Executive Directors and the appraisal system which was a process to reflect progress and set objectives. It was noted that any reappointment of a Non-Executive Director was subject to satisfactory appraisals.

The Chairman confirmed the dates for the Non-Executive Director recruitment process:

2 August	Longlisting of applications;
19 August	Shortlisting of applications;
3 & 4 September	Interview days

The Council:

- a) Agreed the report and recommendations of the Nominations and Recruitment Committee 15 July 2020;**
- b) Agreed to appoint Heather Baily for a second three year term of office commencing on 1 October 2020 and ending on 30 September 2023.**



Signed Date 10 September 2020

Andy Willis, Chairman