

Minutes of the Council of Governors Meeting held at 4.00pm on Wednesday, 9 December 2020 held as a virtual meeting

Present:

Andy Willis	Chair and Non-Executive Director
David Dickson	Public Governor (Dorset RoEW)
Scottie Gregory	Public Governor (Dorset RoEW)
Margaret Jackson	Public Governor (Dorset RoEW)
Anna de Beer	Public Governor (Dorset RoEW)
Bruce Grant-Braham	Public Governor (Dorset RoEW)
Sarah Sherran	Public Governor (Dorset RoEW)
Maureen Hamer	Public Governor (Dorset RoEW)
Colin Mitchell	Public Governor (Poole)
Nigel Rodgers	Public Governor (Poole)
Xena Dion	Public Governor (Poole)
Karen Currie	Public Governor (Bournemouth)
Stephen Churchill	Staff Governor
Helen Lawes	Staff Governor
Emma Hooper	Staff Governor
Dave Corbin	Staff Governor
Anne Hiscock	Staff Governor
Hattie Taylor	Staff Governor
Becky Aldridge	Partner Governor, Dorset Mental Health Forum
Steve Cole	Partner Governor, League of Friends
Nick Ireland	Partner Governor, Dorset Council
Karen Parker	Partner Governor, Bournemouth University

In Attendance:

Andreas Haimboeck	
-Tichy	Non-Executive Director
Des Pullen	Non-Executive Director
Steve Peacock	Non-Executive Director
Heather Baily	Non-Executive Director
David Haslam	Non-Executive Director
David Brook	Non-Executive Director
Eugine Yafele	Chief Executive
Kris Dominy	Chief Operating Officer
Nicola Plumb	Director of People and Culture
Dawn Dawson	Director of Nursing, Quality and Therapies
Keith Eales	Trust Secretary
Jacqueline Stratford	Membership Manager

Apologies:

Lewis Cosky	Public Governor (Bournemouth)
John Bruce	Public Governor (Bournemouth)
Andrew Grundell	Public Governor (Dorset RoEW)
Chris Matthews	Partner Governor, Bournemouth and Poole Council

46/20 Welcome and Apologies

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

47/20 Minutes

The minutes of the Council of Governors meeting on 9 September 2020 were agreed as a correct record.

The minutes of the Annual Members Meeting on 21 October 2020 were agreed as a correct record.

48/20 Matters Arising

The Trust Secretary submitted the matters arising report.

The Council noted the report.

49/20 Chief Executive's Report

The Chief Executive updated Governors on the Integrated Care System working with partners across the Dorset integrated system to coordinate the mass vaccination programme. Dorset HealthCare had been appointed the lead provider and coordinator with Dorset County Hospital and University Dorset Hospital working as main hubs. Work was currently being undertaken to formulate a model for the community working with primary care partners. It was expected that the mass vaccination programme will run over the next 12 months.

The Medical Director and Director of Nursing, Quality and Therapies had attended meetings at the BIC in Bournemouth which had been allocated as the public site for mass vaccinations. It was expected that the criteria to confirm the order in which the vaccinations would be administered would be confirmed shortly and would ensure fair and equitable access for patients including the elderly and disabled.

The Director of Nursing, Quality and Therapies updated the meeting on the progress of the mass vaccination programme within Dorset. She confirmed that the vaccination used had been the Pfizer Biontech vaccination which, though fragile to transport, was currently available. There was a proposal for District Nursing teams to form a mobile model in the community and the vaccination would also be available through GP practices. The Director of Nursing, Quality and Therapies confirmed that the Trust did not have any covid positive patients across its estate at this time.

The Chief Executive informed the meeting that there had been a publicity campaign to direct the public to use the 111 service rather than the Emergency Departments. At the same time the Trust had moved towards right sizing the 111 service to manage the interface for the public and had recruited additional staff to ensure there was an increased workforce to deal with the service before Christmas.

The Chief Executive introduced the Home First service, the process for timely discharge from hospitals, which Dorset HealthCare was running on behalf of the Dorset system. He believed that the Home First service had contributed to the easing of pressure within the local hospital system over recent weeks. NHS Providers had recently circulated a briefing highlighting expectations around the ICS over the next few years particularly the role of the Clinical Commissioning Groups and NHSE/I have been considering the next phase in the development of the ICS. Discussions at Board level and at the System Partnership Board have been scheduled and will form part of the national dialogue and consultation to develop the ICS. The Chief Executive would update the next meeting of the Council about the future shape of the ICS.

The Chief Executive informed the meeting that the Trust had attended an inquest into the death of a Pebble lodge patient. He assured Governors that the Trust had supported the family and staff at the inquest and lessons would be learned from this sad death.

The Chief Executive informed the meeting that Colin Hicks, Service Director, Mental Health Services, would leave the Trust at Christmas and he thanked Colin for his support and hard work for the Trust. Dr Peter Jeffries, Consultant Psychiatrist had been appointed interim Service Director.

Governors asked how the model for primary health care teams was to be rolled out. The Chief Executive commented that he had discussed this with Clinical Directors and Primary Care colleagues and agreed there was no uniform fit, learning would be taken from successful teams to develop the models to deliver health and wellbeing to meet the needs of the population throughout Dorset.

Governors commented that the changes to the elective surgical services at Wimborne Hospital was an example of an opportunity for all Community hospitals delivering surgical services to expand the range and availability to help resolve the backlog of elective surgery. The Chief Executive agreed and felt it was necessary for all contributors to share resources and work together ensuring benefit was maximised to gain a greater range of services with shorter waiting times throughout Dorset.

Governors commented that whilst the ICS and SPB were working together within the Dorset system, all contributors were required, including the Primary Care Networks and voluntary Community groups, to add capacity for health and social care needs in Dorset. The Chief Executive agreed that the vision was good but implementation was less so and he recognised a lack of clarity and gaps in what was being achieved. Proposed legislative changes would strengthen the system and that links and connections were essential to bring in the range of skills and capacities necessary in a fully joined up system.

Governors requested more detail around the triple aims mentioned in the Board Strategy document as it was felt there was little detail in what would flow through to address access to services. The Chief Executive explained that the aim of the Trust Strategy was to contribute to improving health across Dorset. The Strategy highlighted the Trusts approach to the system as a whole and the ICS had coalesced around the provision of health whilst providing meaningful employment for the local population and building on capacity within communities and connecting with Local Authorities for housing and schooling.

Governors queried the success of the virtual tea and talk with staff. The Chief Executive expressed his enthusiasm for these events and that they brought the

organisation together enabling Executives to hear and respond to issues raised. The wellbeing offer had been well received but the Chief Executive recognised more was required to support colleagues both on the front line and those working from home and confirmed that the Trust was continuing to develop support for staff.

50/20 Presentation on Covid-19 and the Impact on the Trust

The Chief Operating Officer gave a presentation including:

- Fit for the Future
- Fit for the Future Findings
- Phase Three Recovery Plan
- Phase Three - Themes
- Phase Three – Winter Demand
- Phase Three – People Plan
- Phase Three – Health Inequalities
- Preparation for Wave 2
- Large Vaccination Programme

Governors queried the results of the staff survey with regard to staff resilience. The Director of People and Culture replied that the staff survey responses had increased by 6% and reflected that on one level the workforce was engaged but it did illustrate fatigue for front facing staff. The Trust had responded individually and in teams and had put training in leadership compassion in place for managers. Wellbeing support had also been put in place and additional support had been offered to those shielding. Staff had been directed to complete risk assessments for the organisation to gain assurance of wellbeing actions. The Trust continued to learn and reflect on the results from the staff survey which will be published in 2021.

Governors asked if the vaccination programme included domiciliary carers in the community. Whilst full details of the programme had not been confirmed the Director of People and Culture informed the meeting that the first person to be vaccinated at Dorset County Hospital had been a care worker. It was understood that local authorities had taken the lead to broker a co-ordinated response for vaccinations on behalf of care workers and domiciliary carers.

Governors asked if plans had been put in place for the Trust to continue with improvements made to manage the pandemic. The Chief Operating Officer agreed that the Covid crisis had provided great opportunities to move services forward at speed, including the ICS, partnerships and integration, and the Trust would continue to build on the lessons learnt.

Governors asked how the Trust was addressing the issue of recruiting to the 111 service to ensure that frustration from patients calling the 111 Service instead of GPs was resolved. The Chief Operating Officer informed the meeting that a process of recruitment and training, with a person and job specification mandated to deliver the service to comply with the licence requirement, had been put in place since the Trust had taken over the 111 service. She confirmed that the staffing, training, recruitment and improvements to the 111 service were audited.

51/20 Leadership of the Council

Becky Aldridge and Anne Hiscock, Governor Co-ordinators, introduced the amended structure and roles which included three teams, Lead Governor team, Development team and the Membership team and explained that Governors were in the process of confirming what the responsibilities of these three streams meant in practical terms.

There was further discussion around the sustainability of this leadership model and it was agreed that the process was organic and there was a need to build capacity and share the knowledge to allow newer Governors to share the roles and responsibilities fully.

The Governor Co-ordinators thanked the Council for taking part in this initiative and emphasised the importance of gaining clarity, support and engagement from the Council as a whole to ensure longstanding and new Governors were involved in the team building necessary to form a fully functioning elective Council.

52/20 External Governance Review

The Trust Secretary introduced the External Governance Review and explained that the paper before the Council sets out the conclusions of the external review commissioned by the Board earlier in the year. In essence the Trust was required to undertake a review every 3 -5 years (last one 2017). The Care Quality Commission used the same assessment framework when the Trust was rated outstanding. The Trust Secretary acknowledged the important contribution by Governors and overall the outcomes were good. He highlighted two points:

- Recommendation in respect of engagement. The consultants recommended that it would be timely to ensure aggregated feedback on various consultation exercises for both the Board and the Council:
- Recommendation in respect of the Board moving some content in Board workshops into the framework of a Part 2 Board meeting. Currently the Council are unable to attend part 2 Board meetings and whilst the Board had ensured these were few and far between, if this recommendation was adopted there would be more part 2 meetings and it was not considered appropriate to increase the number of part 2 Board meetings when Governors were excluded. It was therefore anticipated that Governors would have access to part 2 Board meetings in future.

The Chairman reiterated his support for inclusive Board meetings but recognised the additional burden on Governors regarding the confidential nature of the information which cannot be discussed outside the Board meeting.

53/20 Council of Governors Regulatory Dashboard

The Chairman submitted the regulatory dashboard for October 2020.

It was agreed that, whilst the role of the Council was to ensure the Trust complied with its licence, information provided via the Regulatory Dashboard to support this role should not be too detailed, Governors indicated they would benefit from further guidance. The Chief Operating Officer offered to hold a session for Governors to explain the regulatory dashboard indicators.

The Council noted the regulatory dashboard for October 2020.

54/20 Information Pack

The Council noted the Information Pack.

55/20 Future Meetings

The Council noted that future meetings would be held on:

- 10 February 2021
- 5 May 2021
- 21 July 2021
- 8 September 2021
- 8 December 2021

Future meetings would be held as virtual Teams meetings until further notice to comply with Government guidelines during the Covid-19 crisis.



Signed

11 February 2021
Date

Andy Willis, Chairman