

## COUNCIL OF GOVERNORS

**Meeting to be held on Thursday 28 January 2021 at 14:00-16:00 via Cisco Webex  
Videoconference. Livestreamed online for public viewing**

### AGENDA

NO.	AGENDA ITEM	PURPOSE	SPONSOR	TIMINGS
<b>1. Preliminary Business</b>				
1.1.	Introduction and apologies	Information	Chair	14:00
1.2.	Declarations of Interest	Information	Chair	
1.3.	Minutes of previous meeting - Minutes of Council of Governors meeting held on 27 November 2020	Approval	Chair	14:05
1.4.	Matters arising (Action Log)	Approval	Chair	
1.5.	Chair's Report	Information	Chair	14:10
<b>2. Performance Update and Strategic Outlook</b>				
2.1.	Chief Executive's report	Information	Chief Executive	14:20
2.2.	Covid-19 Update – verbal update	Information	Deputy Chief Executive/ Chief Operating Officer	14:35
2.3.	Weston Integration Update	Information	Chief Executive	14:55
2.4.	Quarterly Patient Experience and Complaints reports – to note	Information	TBC	15:10
<b>3. Governor Decisions and Updates</b>				
3.1.	Nominations and Appointments Committee Report – Non-Executive Director Appointment	Approval	Chair	15:15
3.2.	Governor Activity Report - Annual Cycle of Business for Council of Governors meetings	Information	Membership Manager/ Governors	15:25
3.3.	Update against Membership Engagement Strategy - Governor Elections 2021	Information	Membership Manager	15:30
3.4.	Appointment of External Auditors – verbal update	Information	Director of Corporate Governance	15:35

NO.	AGENDA ITEM	PURPOSE	SPONSOR	TIMINGS
3.5.	Governors Log of Communications	Information	Chair	15:45
<b>4. Concluding Business</b>				
4.1.	Foundation Trust Members' Questions	Information	Chair	15:50
4.2.	Any Other Urgent Business – <i>Verbal Update</i>	Information	Chair	15:55
	Date and time of next meeting <ul style="list-style-type: none"> <li><b>Thursday 27 May 2021, 14:00 – 16:00</b></li> </ul>	Information	Chair	

**Minutes of the Council of Governors Meeting of University Hospitals Bristol and Weston  
NHS Foundation Trust (UHBW) held in public on Friday 27 November 2020 at 14:00-16:00  
by videoconference**

**This meeting was broadcast live on the internet for public viewing.**

**Present**

Jeff Farrar – Chair of the Board and Chair of the Council of Governors  
Mo Phillips – Public Governor (Lead Governor)  
Hannah McNiven – Staff Governor  
Ashley Blom – Appointed Governor (University of Bristol)  
Ray Phipps – Public Governor  
Carole Dacombe – Public Governor  
Debbi Norden – Staff Governor  
Hannah Nicoll – Appointed Governor (Youth Involvement Group)  
John Chablo – Public Governor  
John Sibley – Public Governor  
John Rose – Public Governor  
Mary Whittington – Public Governor  
Sally Moyle – Appointed Governor  
Sue Milestone – Public Governor  
Graham Briscoe – Public Governor  
Chrissie Gardner – Staff Governor  
Tom Frewin – Public Governor

**In Attendance**

Sarah Murch – Acting Membership Manager  
Bernard Galton – Non-Executive Director  
David Armstrong – Non-Executive Director  
Eric Sanders – Director of Corporate Governance / Freedom to Speak Up Guardian  
Guy Orpen – Non-Executive Director  
Jayne Mee – Non-Executive Director  
Julian Dennis – Non-Executive Director  
Kam Govind – Non-Executive Director (Associate) (NEXT Director Scheme placement)  
Martin Sykes – Non-Executive Director  
Robert Woolley – Chief Executive  
Sue Balcombe – Non-Executive Director  
Neil Kemsley – Director of Finance and Information  
Mark Smith – Deputy Chief Executive and Chief Operating Officer

Approximately 8 members of the public observed the livestream broadcast of this meeting.

Minutes:

Jeff Farrar, Trust Chair, opened the meeting at 14:00

Minute Ref:	Item	Actions
<b>1.0 Preliminary Business</b>		
COG1.1/11/20	<b>1.1 Chair's Introduction and Apologies</b>	
	<p>The Chair, Jeff Farrar, welcomed everyone to the meeting. The Chair advised the Executive team would be late to the meeting due to an urgent Covid-19 meeting. He also advised that Paula Clarke, Director of Strategy and Transformation, had been seconded to the National Vaccine Rollout team for three months from December 2020.</p> <p>The Chair welcomed Hannah Nicoll to her first Council of Governors meeting, and advised that the meeting would be the last meeting for Guy Orpen, Non-executive Director and Carolyn Mills, Chief Nurse, who would be leaving the Trust in December 2020 and January 2021 respectively.</p> <p>He notified those in attendance via videoconference that the meeting was being streamed live online via YouTube. He reminded members of the public who were watching the livestream that the meeting should not be recorded. Members of the public who wished to ask questions could do so via the YouTube comments section on the livestream.</p> <p>Apologies had been received from governors Martin Rose, Jane Sansom, Penny Parsons and Garry Williams.</p> <p>Apologies had also been received from Paula Clarke, Director of Strategy and Transformation, Matt Joint, Director of People, Steve West, Non-executive Director, Mark Smith, Deputy Chief Executive and Chief Operating Officer.</p>	
COG1.2/11/20	<b>1.2 Declarations of Interest</b>	
	There were no new declarations of interest from governors relevant to items on the agenda.	
COG1.3/11/20	<b>1.3 Minutes from Previous Meeting</b>	
	<p>Governors considered the minutes of the meeting of the Council of Governors held on 30 July 2020.</p> <p>Governors noted the minutes of the Annual Members meeting held on 15 September 2020.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the minutes of the Council of Governors meeting held on 30 July 2020 as a true and accurate record of the proceedings.</li> <li>• <b>Note</b> the minutes of the Annual Members meeting held on 15 September 2020.</li> </ul>	
COG1.4/11/20	<b>1.4 Matters Arising/Action Log</b>	
	<p>Governors noted updates on the actions from previous meetings as follows:</p> <ul style="list-style-type: none"> <li>• <b>Governor Seminar programme and Chair's briefings to include updates on Covid-19 and its implications on restarting services and Trust performance.</b> This had been completed since the last meeting.</li> <li>• <b>Governors to receive regular updates on outstanding issues, questions and actions.</b> A monthly email was being sent through to Governors with updates on all outstanding actions and issues.</li> </ul>	

	<ul style="list-style-type: none"> <li>• <b>More information to be provided to governors about alcohol-related ED attendances.</b> Although information had been received by the Deputy Chief Operating Officer, further data was due to be sent through.</li> <li>• <b>Confirm to governors steps taken by the Trust to ensure that all staff at Weston General Hospital receive relevant communications (including staff employed by other organisations).</b> This had been completed since last meeting.</li> <li>• <b>Governors to receive assurance that Trust staff were adequately informed about the Trust's Social Media Policy.</b> Confirmation had been received that the Social Media policy was available to all staff. This action was completed.</li> <li>• <b>More information about the Trust's capital plan to be shared.</b> The capital plan was due to be discussed at Governors Strategy Group on 8 December 2020.</li> <li>• <b>Governors to receive a briefing on the Trust's Quality and Performance data.</b> This briefing was included in the Governor Seminar held in October 2020.</li> </ul> <p>Members resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the updates to the action log.</li> </ul>	
COG1.5/07/20	<b>1.5 Chair's Report</b>	
	<p>Jeff Farrar, Trust Chair, gave a brief update to governors on his recent activity. Key points were as follows:</p> <ul style="list-style-type: none"> <li>• Non-executive Directors were still being encouraged to work from home where possible and attending all meetings online, although the Chair had had more of a physical presence in the Trust since the last meeting.</li> <li>• The Trust was currently experiencing high Covid patient numbers as the second wave of the pandemic took effect. There were 127 Covid-positive patients within the hospital, with 15 in the Intensive Care Unit (ICU).</li> <li>• A large number of wards had been changed to designated Covid positive wards, which had had a significant impact on day to day services.</li> <li>• Changes to the funding arrangements in the second half of the year were creating more of a challenge to finances.</li> <li>• A Diversity and Inclusion conference had been held by the Senior Leadership Team which included updates from each Division on their progress against the Diversity and Inclusion strategy.</li> <li>• During October 2020, a Black History Month morning was held online which was well received.</li> <li>• The British Broadcasting Corporation (BBC) has been invited into the Trust this week to help the public understand the current pressures within the NHS.</li> </ul> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Chair's Report to note.</li> </ul>	

2.0 Performance Update and Strategic Outlook		
COG2.1/11/20	<b>2.1 Chief Executive's Report</b> <p>Robert Woolley, Chief Executive, provided an update on the main issues facing the Trust.</p> <ul style="list-style-type: none"> <li>• The second surge of Covid-19 had impacted Bristol, North Somerset and South Gloucestershire (BNSSG), making it one of the worst hit areas in England during November 2020.</li> <li>• A large number of beds had been closed to new admissions due to the number of Covid positive patients within the hospitals.</li> <li>• All staff should be commended for their tremendous efforts in order to keep patients and each other safe.</li> <li>• The Bristol Nightingale hospital was being opened up in order to treat children and Eye Hospital patients</li> <li>• Additional Critical Care beds had been opened in order to cope with demand.</li> <li>• Lateral Flow antigen testing for staff not showing symptoms had been offered to staff on a voluntary basis. Results were being reported into a national screening program.</li> <li>• Vaccination planning had been moving forward. It was confirmed North Bristol NHS Trust (NBT) would be the hub for vaccination, although UHBW would be responsible for vaccinating its own staff.</li> <li>• The Root Cause Analysis (RCA) investigation into the Covid-19 outbreak in Weston General Hospital in May 2020 had been completed in September, with significant learning that had come from the investigation. A further BNSSG Outbreak Control Team meeting had been held to receive the report which was due to be published in December 2020, along with an action plan and monitoring through the Clinical Commissioning Group (CCG) Quality Assurance mechanism.</li> <li>• Recruitment to fill vacancies at the Weston General Hospital Emergency Department had been challenging but plans were in place to continue to fully operate the service with the support from locum doctors.</li> <li>• EU exit planning was ongoing and contingency planning had been stepped up in response to the transition period ending on 31 December 2020.</li> </ul> <p>Chrissie Gardner questioned the staffing ratio analysis and communications and support to staff. Robert Woolley advised that all NICE guidelines were followed in making the decision to change the staff ratios. It had not been possible to consult with staff prior to making the change due to the rapidly-moving situation; however all staff involved were communicated with as effectively as possible.</p> <p>Mo Phillips queried the current situation in relation to Covid and winter pressures. Robert Woolley confirmed there were currently more Covid-19 admissions than during the first wave in April 2020. The attendances at Accident and Emergency (A&amp;E) were also far higher than during the first wave.</p> <p>Graham Briscoe questioned how communication within the A&amp;E department in Weston General Hospital was being dispersed. Robert Woolley advised the situation was fast moving and some of it was confidential in nature, however the Medical Director was due to hold an open meeting for all staff to talk to him about the current and future situation within A&amp;E at Weston General Hospital.</p> <p>Sue Milestone queried the process for non-invasive ventilation, should the Nightingale Hospital be required for Covid patients. Robert Woolley advised</p>	

	<p>that the Nightingale Hospital in Bristol was designed for level 3 intensive care patients, and so would not be opened for patients requiring non-invasive ventilation.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Chief Executive's report to note.</li> </ul>	
COG2.2/11/20	<b>2.2 Covid-19 Update</b>	
	<p>Robert Woolley, Chief Executive, introduced a report on the Trust's response to Covid-19 which had been produced for the Board of Directors and was shared with Governors for information. Key points included:</p> <ul style="list-style-type: none"> <li>• Further initiatives were due to be launched from the Trust which included a virtual ward/hospital at home model for oxygen saturations to be monitored remotely.</li> <li>• The NHS 111 first programme was due to be launched which would signpost patients to alternative help where required, or to a timed slot to A&amp;E to help manage demand within A&amp;E.</li> </ul> <p>Hannah McNiven questioned the result timings for patients in order to segregate patients in the most efficient way possible. Robert Woolley advised that rapid testing was being completed, however guidance was suggesting patients should be tested on days 1, 3 and 5. Robert advised the laboratories were doing all they could to deliver results in a timely fashion but were constrained because of the level of demand.</p> <p>John Rose sought more information as to whether elective surgery was still able to happen and the challenges in continuing this during the second wave. Robert Woolley confirmed that elective work was still continuing and an agreement had been made locally to use private hospitals and deploy Trust staff to ensure the continuation of the service. Daily prioritisation was being conducted to ensure the most clinically urgent elective cases were being followed through.</p> <p>Ray Phipps queried the mass vaccination programme within the Trust. Robert Woolley advised that the Trust was waiting for confirmation on the supply and planned roll out for the vaccination.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Covid-19 update report to note.</li> </ul>	
COG2.3/11/20	<b>2.3 Weston Integration Update</b>	
	<p>Robert Woolley presented the report on integration following the Trust merger in April 2020 to the Governors.</p> <p>Robert Woolley advised that there had been a delay to the integration programme due to Covid-19, however the corporate and clinical integrations were still moving forward.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Weston Integration update to note.</li> </ul>	
COG2.4/11/20	<b>2.4 Patient Experience Report and Patient Complaints Report</b>	
	<p>The Trust's Quarterly Patient Experience Report and Patient Complaints reports were provided to governors to provide information on the Trust's activities in these areas.</p> <p><b>Members RESOLVED to:</b></p>	

	<ul style="list-style-type: none"> <li>• <b>Receive</b> the Patient Experience and Complaints reports to note.</li> </ul>	
<b>3.0 Items for Information</b>		
COG3.1/11/20	<b>3.1 Nominations and Appointments Committee Report</b>	
	<p><b>Reappointment of Chair</b>  Jeff Farrar handed over the role of Chair to Julian Dennis, Senior Independent Director and left the meeting.</p> <p>Julian Dennis, Senior Independent Director presented the paper on the reappointment of the Chair. Julian advised that comments on the Chair's performance had been very positive and the Nominations and Appointments Committee had unanimously agreed to recommend Jeff's reappointment. All present agreed to approve the reappointment of Jeff Farrar as Trust Chair for a further three year term.</p> <p>Jeff Farrar returned to the meetings and resumed the Chair.</p> <p><b>Non-Executive Director Reappointment</b>  David Armstrong, Non-executive Director, left the meeting.</p> <p>The Chair presented the Non-executive Director Reappointment paper, advising that David Armstrong was in his final term of office and was going into his eighth year. The Governors all supported the reappointment of David Armstrong into the second year of his final three-year term</p> <p><b>Non-Executive Director Remuneration</b>  All Non-executive Directors left the meeting.</p> <p>The Chair presented the Non-executive Director Remuneration paper. He advised that the proposition to amend the Non-executive Director remuneration had been considered earlier in the year; however further research and information was requested. The additional information showed that similar-sized organisations paid Non-Executives Directors £1,000 per year more on average than the Trust did currently, and the Nominations and Appointments Committee had therefore recommended uplifting the Non-Executive Directors by this amount, although acknowledged this was more than the national guidance recommended. The Governors approved the proposed uplift.</p> <p>All Non-executive Directors returned to the meeting.</p> <p><b>Appointments to the committee</b>  The Chair presented the paper on the Appointment to the Committee. The Chair reminded the Governors how two vacancies had opened up on the Nominations and Appointments Committee due to the departure of two Governors during the year. Graham Briscoe had requested to stand for one seat and the Governors approved the request, however the other seat was still vacant and would be recruited to in the coming months.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the Reappointment of the Chair, Jeff Farrar, into his second three-year term of office (1 December 2020-30 November 2023).</li> <li>• <b>Approve</b> the Reappointment of David Armstrong, Non-Executive Director, into the second year of his third and final three-year term of office (28 November 2019 - 27 November 2022).</li> </ul>	



	<ul style="list-style-type: none"> <li>• <b>Approve</b> the uplift of Non-executive remuneration by £1,000 per annum</li> <li>• <b>Approve</b> the addition of Graham Briscoe to the Nomination and Appointments Committee.</li> </ul>	
COG 3.2/11/20	<b>3.2 Governor Activity Report (including Governor Focus Group reports and Holding to Account report)</b>	
	<p><b>Governor Activity Report</b></p> <p>Governors were asked to note this report, which provided a summary of recent activity demonstrating that governors were still discharging their duties despite the pandemic.</p> <p>Ray Phipps, Chair of the Constitution Focus Group, provided a verbal update from the latest meeting of his group which had been held on 26 November 2020. Topics discussed had included the Audit Committee Chair's Report, the Recruitment of External Auditors and the Update on the Membership Strategy.</p> <p>Sarah Murch, Acting Membership Manager advised the Governors that the Quality Focus Group and the Governors Strategy Group had also met in the quarter and updates had been provided to the Governors in the report.</p> <p>The Governors had also been provided with the Holding to Account reports from Non-executive Directors, which showed how the Governors had been assured that Non-executive Directors had been completing their duties to the best of their abilities.</p> <p>Three Governors had also attended a virtual National Conference for Governors and reported their experience to the Council of Governors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG3.3/11/20	<b>3.3 Membership Strategy update</b>	
	<p>Sarah Murch, Acting Membership Manager, presented the Membership Strategy Update to the Governors.</p> <p>Sarah advised that the strategy was progressing, and that the Membership team had continued to engage with the members of the Trust. A monthly email was sent to all members with a valid email address and was introduced by a different Governor each month to ensure the Governors were engaging with the members. A virtual Health Matters event had been held in the quarter in conjunction with the Carers Support Centre and was well received. A communications plan had been created and discussed with the Trust Communications team who would be helping to take it forward. In August 2020, a postal message was sent to 1,000 members who had been on the database for a long period to ask if they wished to remain as members. Between 30 and 40 responded to request to stay, and in November 2020 the members who did not respond were removed from the database.</p> <p>The Governors queried the current situation with the external website, which was set up in April 2020 as a temporary site. Sarah Murch confirmed the Trust was still using the temporary site, however it was understood that the Trust planned to launch a new permanent website next year.</p> <p><b>Members RESOLVED to:</b></p>	

	<ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG3.4/11/20	<b>3.4 Process for the Appointment of External Auditors</b>	
	<p>Eric Sanders, Head of Corporate Governance, presented a paper on the process for the Appointment of External Auditors. The Governors were advised that the current External Auditors, PricewaterhouseCoopers (PwC), had tendered their notice to no longer serve as the Trust's External Auditors as of June 2021. The Constitution Focus Group had discussed the paper in detail on 26 November 2020 and had recommended the approval of the process to the full Council of Governors.</p> <p>John Rose, Public Governor, expressed concerns over lack of Governor knowledge and skills to provide approval to the document; however it was advised that the Governors would be provided with more detailed information as the process unfolded and assurances were given that Trust staff would provide necessary information for the Governors to approve any recommendations that were made to them.</p> <p>The Governors approved the approach.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the Process for the Appointment of External Auditors.</li> </ul>	
COG3.5/11/20	<b>3.5 Governors' Log of Communications</b>	
	<p>Governors noted the report of the most recent questions that governors had asked directors via the Governors' Log of Communications.</p> <p>Since the last report to the Quality Focus Group in November 2020, it was confirmed that there had been a response received in relation to a question raised by Sue Milestone and a new question added from Ray Phipps. There was a query over the reopening of a previous question raised by Jane Sansom which was being looked into and reported to the Quality Focus Group in January. It was confirmed that Governor's Log questions were raised and sent to the Executive Directors for a response once received by the Governors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Governors' Log of Communications to note.</li> </ul>	
<b>4.0 Concluding Business</b>		
COG4.1/11/20	<b>4.1 Foundation Trust Members' Questions</b>	
	There had been no questions asked via the YouTube livestream or in advance of the meeting.	
COG4.2/11/20	<b>4.2 Any Other Business</b>	
	<p>Guy Orpen, Non-executive Director, thanked the Governors, Executive team and the Chair for the leadership and opportunity to serve on the Board for his term of office and wished everyone well in the future.</p> <p>Mo Phillips, Lead Governor, thanked Guy Orpen and Carolyn Mills, Chief Nurse, for their service on behalf of the Council of Governors, and wished them both well.</p>	
COG4.3/11/20	<b>4.3: Meeting close and date of next meeting</b>	
	The Chair declared the meeting closed at 15:33. The date and time of the	

	next meeting of the Council of Governors would be <b>Thursday 28 January 2021, 2pm-4pm.</b>	
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## Council of Governors meeting – 28 January 2021 - Action Log

Outstanding actions following the Council of Governors meeting held on 27 November 2020					
No.	Minute reference	Detail of action required	Responsible Officer	Completion date	Additional comments
1.	COG3.4/07/20	More information to be provided to governors about alcohol-related ED attendances	<b>Deputy Chief Executive/ Chief Operating Officer</b>	TBC	<b><u>Work in Progress</u></b> : An initial response was received from Lucy Parsons, Deputy Chief Operating Officer (Urgent and Emergency Care) as follows: <i>We have been well supported by the ambulance service who since the pubs reopened have had their Alcohol Recovery Unit (mobile treatment unit) deployed every weekend evening – they are able to see and treat lots of people in central Bristol with alcohol related concerns / injuries.</i> Data has been requested as well; however this has not been pursued since the last meeting due to the onset of the current Covid crisis period.
2.	COG4.2/07/20	More information about the Trust's capital plan to be shared	<b>Director of Finance</b>	Dec 2020	<b><u>Action completed since the last meeting:</u></b> Neil Kemsley, Director of Finance and Information, attended the Governors' Strategy Group meeting on 8 December 2020 to update governors on the Trust's capital programme.

## Meeting of the Council of Governors on 28 January 2021

<b>Report Title</b>	<b>Item 2.3 - Integration Progress Update</b>
<b>Report Author</b>	<b>Rob Gittins, Programme Director</b>
<b>Executive Lead</b>	<b>Neil Kemsley, Director of Finance and Information</b>

<b>1. Report Summary</b>	
<p>This report provides an update to the Council of Governors on the progress of the Integration Programme following completion of the Trust's merger on 1 April 2020.</p> <p>The report was produced for the meeting of the Board of Directors in public on 28 January 2021 and is shared with governors for information.</p>	
<b>2. Key points to note</b> <i>(Including decisions taken)</i>	
Governors may wish to note the progress being made with the programme and the steps being taken to adjust the schedule in light of the Covid19 impact.	
<b>3. Advice and Recommendations</b>	
<ul style="list-style-type: none"> <li>This report is for <b>Information</b>.</li> </ul>	
<b>4. History of the paper</b> <b>Please include details of where paper has <u>previously</u> been received.</b>	
<b>Trust Board (Public)</b>	<b>28 January 2021</b>

## Meeting of Board of Directors in Public January 2021

<b>Report Title</b>	<b>Integration Progress Report</b>
<b>Report Author</b>	<b>Rob Gittins, Programme Director</b>
<b>Executive Lead</b>	<b>Neil Kemsley, Executive Director of Finance and Information</b>

### 1. Introduction

Progress with the schedule of work on clinical services integration has slowed in the last two months, reflecting the operational impact of Covid. Where it has been sensible to do so, we have continued to work with individual services on their integration plans, particularly corporate services, and those clinical services less affected by Covid. Fostering closer working together across sites continues to help us to build up service resilience, and create opportunities for joint working and improvements to patient care.

As part of the Trust's response to the impact of Covid, the integration team has also released several staff to support clinical teams at Weston as well as to the mass vaccination programme.

### 2. Clinical services update

The programme to bring together clinical services across Bristol and Weston continues, although the pace of work has understandably been affected as a result of resources being prioritised to meet the Covid response. We are currently working closely with eleven of our clinical services to develop their plans for integration, with the plan to take proposals through Divisional Boards in February and March providing that they are ready to do so and do not detract from current operational priorities.

The planned service transfer of the Weston Urology service to NBT management is now expected to take place on 1st July 21, provided that the necessary internal business case sign offs are satisfactory completed by end March 21.

### 3. Corporate Trust Services integration

During the next three months, and as part of the post-merger plan, it is expected that the process to bring together over 90% of our corporate services into single teams across the Trust will be completed. The remaining teams expect to start their staff consultations in the next period and to integrate their respective teams by 1<sup>st</sup> July 2021.

### 4. Staff welfare

Our staff continue to go to great lengths to care for our patients and each other during these challenging times.

There are a number of wellbeing services available to staff across the Trust, including access to 24/7 counselling, drop-in support clinics at Weston and workplace wellbeing packs. Staff forums are being held to give staff the opportunity to ask questions and raise

concerns, as well as staff having the opportunity to raise concerns confidentially or through their line manager.

To ensure that UHBW continues to be a diverse and inclusive place to work that attracts, develops and retains exceptional people, we continue to build and develop a shared vision and values across our Bristol and Weston sites. This crucial programme of work has now commenced, supported by an external specialist partner.

## **5. Digital Convergence**

The Medway patient administration system deployment in September is working well. It now forms the basis for enabling the roll out of additional functionality for clinical teams to further support safe patient care, starting with single therapies forms across the Trust.

In addition, to support service integration, the patient IT system used by the Intensive Care Unit at the Bristol Royal Infirmary (from technology provider Philips) is also being rolled out at Weston General from March 21 to enable the joint monitoring and management of critical care patients across the sites.

## **6. Monitoring the impact of the merger**

A nine-month post-merger review has been undertaken to take stock of how our plans for integration have been implemented. This shows that whilst we have put in place robust implementation arrangements and that the Trust is now operating as a single entity, with corporate services integration broadly on track, further assurance is required in a number of areas, on our plans that are behind where we expected them to be.

## Report to the Council of Governors on 28 January 2021

<b>Report Title</b>	<b>Non-Executive Director Appointment</b>
<b>Report Author</b>	<b>Sarah Murch, Membership Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

### 1. Report Summary

This report summarises the steps taken to recruit a new Non-Executive Director to the Trust. The Council of Governors is asked to consider the Governors' Nominations and Appointments Committee's recommendation to approve the new appointment.

### 2. Key points to note (Including decisions taken)

**Background:** Recruitment has been taking place to fill one vacancy on the Trust's Board of Directors, following the departure of Guy Orpen, Non-Executive Director, on 31 December 2020.

**Process:** Responsibility for the recruitment of new Non-Executive Directors is led by the Council of Governors, specifically the Governors' Nominations and Appointment Committee. The Nominations and Appointments Committee received a report via email in September seeking views on the proposed process, role description and the essential criteria that the candidates would be asked to meet. The Committee agreed the process, including the proposal not to use an External Recruitment Agency (which had been the practice in previous years). Key feedback from governors included:

- The potential for this recruitment process to increase Board diversity and/or for a candidate to demonstrate substantial knowledge and experience of developing organisational change in relation to diversity and inclusion.
- Recognition of the strategic importance of maintaining the link with the University of Bristol.
- The need for concrete contributions and a clear understanding of the time commitment
- In addition to experience in a large complex organisation, the candidate should be able to demonstrate successful team-working including working with other organisations.

This feedback was incorporated into the recruitment process. All governors were informed of the process at the Council of Governors meeting on 27 November 2020 and an invitation was extended to all governors to get involved in the selection procedure by joining the shortlisting and interview panel or focus groups, all of which were held virtually due to the Covid-19 pandemic. All governors who volunteered to take part were sent guidance on appointing Non-Executive Directors. The position was openly advertised on the NHS jobs



website in November 2020 and 16 candidates applied for the position.

**Shortlisting:** A shortlisting panel met on 10 December. This was chaired by the Chair, Jeff Farrar, and attended by four governors. Eric Sanders, Director of Corporate Governance, and Matt Joint, Director of People also attended in an advisory capacity.

All 16 applications were assessed against the job description. Only one candidate was judged to have fully met the essential criteria for appointment, which were:

- Experience of working in a large and complex organisation at a senior/executive level
- Knowledge and experience of developing organisational change in relation to diversity and inclusion.
- A demonstrable history of success within the field of health academia or research
- The motivation and enthusiasm to make a real difference to the wellbeing and social inclusion of the people using the Trust's services
- In-depth knowledge of the current challenges and opportunities for the health and care system in Bristol, North Somerset and South Gloucestershire

This candidate, Jane Norman, was invited to interview on 8 January 2021. The interview panel membership was the same as the shortlisting panel with the exception of one of the governors. As well as a formal interview, the candidate was invited to join an informal discussion group consisting of three governors and two Non-Executive Directors. Feedback from the discussion group was taken into account by the interview panel in forming their decision. The interview panel made the decision to recommend the appointment of Jane Norman subject to approval at the Council of Governors on 28 January 2021 and the usual employment checks including an assessment against the Fit and Proper Person Regulations.

The Council of Governors recently set remuneration for Non-Executive Directors at £14,000pa for a time commitment of 3-5 days per month. The appointment would therefore be made on this basis for a three-year term of office.

The Governors' Nominations and Appointments Committee were informed of the interview panel's recommendation and asked for their views via email on 13 January 2021. All who responded were very supportive of Jane Norman's appointment and recommended approval by the Council of Governors.

### **Next steps**

Jane Norman has received a verbal offer of appointment subject to final approval by the Council of Governors and the completion of relevant checks.

Should the Council of Governors approve her appointment, a final offer of appointment will be issued and a commencement date agreed. The non-executive induction programme will be delivered over a 3-month period from appointment.

### **Jane Norman: Candidate Profile**

Professor Jane Norman was Vice Principal at the University of Edinburgh from 2013-2019,

and has been Dean of the Faculty of Health Sciences at the University of Bristol since June 2019. She was the academic lead for diversity and inclusion at the University of Edinburgh and in addition, she was a Non-Executive Director of the Equality Challenge Unit from 2014 until it was absorbed into Advance HE in 2018. She has held executive roles in many other organisations, including the Academy of Medical Sciences and (currently) the Medical Schools Council. She has a strong background in health research, spanning the full range of research activity, from discovery (basic laboratory and preclinical studies) through early phase clinical trials to phase III/IV studies and analysis of large epidemiological datasets. She has over 250 peer reviewed publications. She also has 35 years' experience as a hospital clinician in obstetrics and gynaecology.

### 3. Advice and Recommendations

Governors are asked to:

- **Approve** the appointment of Jane Norman as Non-Executive Director for a three-year term of office as detailed above.

## Meeting of the Council of Governors on Thursday 28 January 2021

<b>Report Title</b>	<b>Item 03.2 - Governor Activity Report</b>
<b>Report Author</b>	<b>Sarah Murch, Acting Membership Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

### 1. Report Summary

This report provides a summary of governor activity since the last Council of Governors meeting, to provide assurance that governors are carrying out their statutory duties. It also demonstrates how they are carrying out their statutory duty to hold the Chair and Non-Executive Directors to account in the period.

It includes an activity summary for the three main groups through which the governors carry out most of their work (the Governors' Strategy Group, the Quality Focus Group and the Constitution Focus Group), and any other governor activity in the period.

It also includes, attached as an appendix, the Annual Cycle of Business for Council of Governors meetings for 2021/22.

### 2. Key points to note (Including decisions taken)

All governor meetings in the period December 2020-January 2021 were carried out as video-conferences in line with the social distancing restrictions due to the COVID-19 coronavirus pandemic.

## **GOVERNOR MEETINGS**

**Governor Focus Groups**: The three Governor Focus Groups focus on governors' specific responsibilities in the areas of quality, strategy, and constitutional issues/membership engagement. The three Governor Focus Groups receive reports from each of the four Non-Executive Chairs of the Board Committees to allow governors to keep abreast of the Board's current areas of focus and to enable them to carry out their statutory duty to hold Non-Executive Directors to account.

- **Quality Focus Group – Governor Chair: Carole Dacombe**

One meeting was held in this period on 14 January 2021: 12 governors attended. Topics included:

- **Organisational Development Update – Review of the Trust's Values**: Governors received an update from Sam Chapman, Head of Organisational Development, on a project to review the Trust's staff values.
- **Quality and Outcomes Committee Chair's Report and People Committee**

**Chair's Report:** Non-Executive Directors Julian Dennis and Bernard Galton were in attendance in their respective roles of Chair of the Quality and Outcomes Committee and Chair of the People Committee to update governors on their current areas of focus. Governors sought assurance around the current Covid crisis and its effect on the Trust's hospitals and other work. Of particular concern to governors and Non-Executive Directors was the exhaustion of staff at present and the potentially long-lasting effects of the pandemic on their general wellbeing.

- **Trust Discharge Procedures – Complex Discharges:** Julia Wynn, Complex Discharge Lead, updated governors on the Trust's procedures for complex discharge. She described the ways in which the pandemic had considerably changed the approach to complex discharge in the Trust and in the regional health and care system.
- **Medical Staffing Update:** Bill Oldfield, Medical Director, gave governors an update on current issues facing medical and dental staff. Governors discussed the shortage of medical staff nationally and the effect of the cap on training places and the potential impact of Brexit.
- **Governors' Log of Communications report:** Questions and responses were noted.

### • **Governors' Strategy Group – Governor Chair: Graham Papworth**

There was one meeting in this period, which took place on 8 December 2020 and was attended by 11 governors. It was chaired by Lead Governor Mo Phillips in the absence of the governor group chair and deputy chairs. Topics included:

- **Finance and Digital Committee Chair reports:** Martin Sykes, Non-Executive Director and Chair of the Finance and Digital Committee, introduced reports summarising the main business of the committee from its meetings in September and November 2020. Governors sought assurance around the changes to the financial regime for NHS Trusts as a result of the pandemic and the Trust's capital spending programme.
- **Weston Merger Implementation Progress:** Rob Gittins, Weston Merger Implementation lead, introduced a report on the implementation of the merger of University Hospitals Bristol and Weston Area Health NHS Trust since its completion on 1 April 2020. The discussion mainly focussed on services at Weston, issues facing the Emergency Department, and communications to Weston staff.
- **Acute Services Review:** Sarah Nadin, Associate Director for Strategy and Business Planning, gave governors a presentation on the Acute Services Review: the Trust's programme for closer working with North Bristol NHS Trust.
- **Neonatal Intensive Care Unit Business Update:** Sarah Nadin, Associate Director of Strategy, informed governor about the project to centralise the Neonatal Intensive Care Units in Bristol currently run by both UHBW and North Bristol NHS Trust.
- **Corporate Objectives Update:** Governors received an update on progress on the Trust's corporate objectives: the summary of actions the Trust was taking to deliver its strategic priorities.
- **Strategic Capital Programme:** Neil Kemsley, Director of Finance and Information and, Sarah Nadin, Associate Director of Strategy provided an update on the Trust's

strategic capital programme including the progress of current projects.

- **Arts and Culture Strategy update:** The Arts and Culture Strategy update had been provided to the Governors to note.
- **Constitution Focus Group – Governor Chair: Ray Phipps**

There were no meetings in this period.

### **Other Governor meetings**

Other governor activity in the period included:

- **Governor/NED Engagement Sessions:** Governors hold regular informal engagement meetings with the Chair and Non-Executive Directors to allow them to seek assurance or information around any topics of interest to assist them in their duty to hold them to account. There was one session in this period, on 18 December 2020 – attended by 13 governors, the Chair and 7 Non-Executive Directors. Assurance was sought around the following issues:
  - The current situation at the Trust in relation to pandemic management and Covid demand and the effect on other services provided by the Trust.
  - Update on vaccination situation
  - Staff shortages
  - Services provided at Weston General Hospital
  - Integration of IT systems at Bristol and Weston post-merger.
  - Progress on the Trust's Freedom to Speak Up initiative.
- **Public Board meetings:** A number of governors watched a livestreamed meeting of the Board of Directors on 27 November 2020 to observe members of the Board carrying out their roles.
- **Governor Development Seminar Afternoon:** The Trust has a duty to provide its governors with training in their role, and so holds regular seminar days. There was one in this period, held virtually on 20 January 2021 and attended by 12 governors. Topics covered included progress updates on the Trust's Sustainability Strategy and the Trust's Education Strategy and the governors' role in relation to appointing the Trust's External Auditors.

Governors were also involved in December 2020-January 2021 in the recruitment process for a new Non-Executive Director, and the selection procedure for appointing new External Auditors for the Trust. These are covered under separate agenda items.

### **Advice and Recommendations**

- The Council of Governors is asked to note this update for information
- The Annual Cycle of Business for Council of Governors meetings in 2021-22 is attached as an appendix for information.

COUNCIL OF GOVERNORS - ANNUAL BUSINESS CYCLE 2021-22							
	Sponsor	Author	Thurs 27 May 2021 (14:00-16:00, CR)	Thurs 29 Jul 2021 (14:00-16:00, CR)	Annual Members' Meeting Thurs 16 Sept 2021 (5.30pm-7.30pm LT1)	Tues 30 Nov 2021 (14:00-16:00, CR)	Fri 28 Jan 2022 (14:00-16:00, CR)
Chair's Welcome and Apologies	Chair	Chair					
Declarations of Interest	Chair	Chair					
Minutes and matters arising from previous meetings	Chair	Chair					
Chair's Update	Chair	Chair					
Chief Executive's Report	Chief Executive	Chief Executive					
Governors' Log of Communications	Chair	Governors					
Nominations & Appointments Committee Report	Chair	Chair					
Governor Activity Report	Membership Manager/ Focus Group Chairs	Membership Manager					
Membership Activity Report (update against Membership Strategy)	Director of Corporate Governance	Membership Manager					
Quarterly Patient Experience and Complaints reports	Chief Nurse	Chief Nurse					
Governors' Questions to the Board of Directors	Chair	Governors					
Foundation Trust Members' Questions	Chair	FT Members					
Appointment of Lead Governor	Director of Corporate Governance	Membership Manager					
Foundation Trust Constitution review	Chair	Director of Corporate Governance					
Terms of Reference for Governor Focus Groups	Director of Corporate Governance	Membership Manager					
Council of Governors Register of Interests	Director of Corporate Governance	Membership Manager					
Election and Appointment of Governors	Director of Corporate Governance	Membership Manager					
Annual Cycle of Business for Council of Governors meetings	Director of Corporate Governance	Membership Manager					
Governors Meeting Dates for 2022/23	Director of Corporate Governance	Membership Manager					
Annual Plan	Chief Executive	Chief Executive					
External Auditor's Report to the Governors on the Quality Report	Chief Nurse	Chief Nurse					
Update on Mergers/Acquisitions/Reconfiguration/ Significant Transactions - ad hoc as necessary	Chief Executive	Chief Executive					
Appointment/Re-appointment of Non-executive Directors/Chair (ad hoc as necessary)	Chair/ Director of Corporate Governance	Membership Manager					
Appointment/Re-appointment of the Trust's External Auditors (ad hoc as necessary)	Director of Corporate Governance	Director of Corporate Governance					
Major Capital Projects - ad hoc as necessary	Chief Executive	Chief Executive					
Achievement of Corporate Quality Objectives	Chief Nurse	Chief Nurse					
Presentation of the Annual Report and Accounts (including External Auditor's Opinion on the Annual Report and Accounts)	Chief Executive and Director of Finance	Chief Executive and Director of Finance					
Governors' Annual Report of Governor and Membership Activity	Lead Governor	Membership Manager					



## Meeting of the Council of Governors on Thursday 28 January 2021

<b>Report Title</b>	<b>Item 3.3 – Update against Membership Strategy</b>
<b>Report Author</b>	<b>Sarah Murch, Membership Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

### 1. Report Summary

University Hospitals Bristol and Weston NHS Foundation Trust has a formal requirement to maintain a Foundation Trust membership made up of members of staff and members of the public. It also has a duty to monitor member engagement and to provide opportunities for governors to engage with its membership. This report gives a breakdown of current membership numbers and summarises engagement with membership in December 2020 – January 2021 against the priorities set out in the Trust's Membership Strategy 2020-23.

### 2. Key points to note

This period has not seen as much membership activity as the previous period, due in part to Covid priorities. However:

- The Trust has continued to send monthly email newsletters to public members for whom we have email addresses which include reports from governors to their constituents.
- The Membership Team has begun to enact a plan to improve the consistency of social media and staff communications about governors and membership.

### 3. Membership Numbers

The breakdown of Foundation Trust members by constituency class is shown below.

Numbers on 21 January 2021 are 6,467 public members and 13,958 staff members. This compares with 6,484 public members and 13,761 staff members on 12 November 2020.

<b>Foundation Trust Membership Constituency Classes</b>	<b>21/01/21</b>	<b>12/11/20</b>
<b>Public Membership</b>		
Bristol	3,425	3,434
North Somerset	1,236	1,240
South Gloucestershire	1,133	1,136
Rest of England and Wales	673	674
<b>Total Public Membership</b>	<b>6,467</b>	<b>6,484</b>
<b>Staff Membership</b>		
Medical and Dental	2,111	2,103
Nursing and Midwifery	5,402	5,310
Other Clinical Healthcare Professionals	2,279	2,230
Non-Clinical Staff	4,166	4,118
<b>Total Staff Membership</b>	<b>13,958</b>	<b>13,761</b>
<b>TOTAL PUBLIC AND STAFF MEMBERSHIP</b>	<b>20,425</b>	<b>20,245</b>

## 4. Progress against Membership Strategy

This part of the report outlines progress in December 2020-January 2021 against the Trust's Membership Engagement Strategy (2020-2023) under the following headings:

1. Awareness – maintaining and increasing visibility of membership
2. Communication – email/post correspondence to members and other forms of communication.
3. Engagement – events and involvement opportunities for our members and issues they have raised.

### 1. AWARENESS

**Membership Strategy Aim: To maintain visibility of membership and ensure it is reflective and representative of the local population.**

Awareness-raising of membership and recruitment of new members has been low-key this year due to the pandemic. However, plans are in now place for virtual promotion of membership and a social media campaign to raise awareness of membership is still planned for early 2021.

### 2. COMMUNICATION

**Membership Strategy Aim: To provide information about the Trust to members that is informed by the work of the governors.**

- **Public Membership (email members):** A monthly e-newsletter is sent to all public members for whom we have an email address (41%) The newsletter is produced by the membership team and is introduced by governors as a means to engage with their constituents. Since the last report in November 2020, the newsletters have included the following items of news about our Trust, its hospitals and our partners in the regional health system:
  - *December 2020 edition-* governor introduction by **Sue Milestone (Public-Bristol Governor)** with reflections from governors on a year in the Trust. Other news included promotion of the UHBW Arts and Culture programme, the launch of Retrieve (new critical care transfer service) in the region, the launch of the Carers' Charter in our hospitals, the achievement of Integrated Care System status for health and care organisations in the region, and a link to the national consultation on integrated care systems.
  - *January 2021 edition* (due to be sent on 22/1/21) governor introduction by **Graham Briscoe (Public-Bristol Governor)** including reflections on governor activity in the period such as the selection process for new External Auditors and recruitment for a new Non-Executive Director. Other news included an invitation to members to watch the livestreamed Council of Governors and Board meetings, urging people to do their bit to protect the NHS during the current Covid crisis phase, links to Covid vaccination information and invitation to a vaccination information event, BRI staff recognised in Queen's New Year Honours list, the STOP campaign to tackle abuse of staff, the launch of a project to reduce HIV infections in Bristol, invitation to take part in Above



and Beyond challenges, and an invitation to take part in focus groups on diagnostics.

- **Public Membership (postal members)** – The Trust writes twice a year to its public membership for whom we do not hold email addresses. The last one was sent in August 2020 and the next is planned for February 2021.
- **Staff Members** – In November-December 2020 there was a weekly ‘Meet your Staff Governor’ story in the Newsbeat staff newsletter to help raise awareness of the governor role among staff and to give staff governors a platform to get in touch with their constituents.

### 3. ENGAGEMENT

**Membership Strategy Aim:** *To harness the experience, skills and knowledge of members who wish to be more active in the Trust, and to provide governors with development in their role.*

**Virtual Events:** There have been no events in this period, and events planned for January and February have needed to be cancelled or postponed due to operational pressures. Conversations are continuing with staff who would like us to hold virtual events for them; however, no dates are currently in the diary.

**Young Member Engagement** – In January 2021, a survey was sent to all members between the ages of 13-21 for whom we hold an email address to inform them about the Youth Involvement Group and seek their views on how they would like our hospitals to communicate with young people.

**Issues raised by members:** Issues raised by members in this period include:

- Question about how the Trust intend to encourage staff uptake of the Covid vaccine (Public member)
- Question about Breast Services at Weston General – now overseen by North Bristol Trust – reassurance sought that this service stays available locally long term (Public member)
- Question about temporary changes at Weston General Hospital in January 2021 to admit only Covid-positive patients (several members – also members of Weston Patient Council)
- Various suggestions from staff and public members for potential Health Matters Events in 2021.

### 4. Priorities for the next quarter

The extent of the continuing impact of Covid-19 on our Trust will inform the next quarter’s activity. Priorities will need to be flexible; however it is anticipated that these will include:

- **Governor Elections 2021:** Encouraging members to stand and vote in the governor elections will be a key focus of the next five months. An appendix is attached with more information.
- **Events Planning:** We are still hoping to run virtual Health Matters events but this will depend on the capacity of Trust staff and departments to support these with ideas, speakers and presentations. This may not therefore be possible in the short-term.
- **Communications:** A plan for regular membership/governor contributions on social media and staff communications is being implemented.

### Advice and Recommendations

- This report is for **Information**.

## GOVERNOR ELECTIONS 2021

This report informs the Council of Governors about the plan for this year's governor elections at our Trust.

### Background

Public and staff governors are elected to the Trust's Council of Governors by the public and staff Foundation Trust membership. Elections take place two years out of every three, and 2021 was not due to be an election year. However, the 2020 Governor Elections were postponed in line with national advice as they coincided with the onset of the COVID-19 coronavirus pandemic, and terms of office of those governors who were due to finish on 31 May 2020 were extended by 12 months to 31 May 2021.

According to the Trust's Constitution, governors hold office for a term of up to three years, after which they need to stand for re-election, and no governor can serve for more than a total of nine years. Extending the terms did not take any of our governors over the nine-year maximum. However, in order to ensure that it did not cause governor terms of office to get out of step, it was decided that the extra year would in effect constitute the first year of the next three-year term. The seats would therefore be subject to election in 2021 for the remaining two years of the term.

### 2021 Elections- Seats and Terms

At present it is anticipated that there will be 11 seats up for election in 2021. Nine of these are positions of those whose terms should have ended on 31 May 2020 and will therefore be offered as 2-year terms ending on 31 May 2023. Two are positions arising from the early departure of governors whose terms of office should have run until 31 May 2022 and will therefore be offered as 1-year terms. The seats available are as follows:

Constituency Classes	Length of term	Number of seats	Current Governors
Public - North Somerset	2 years	3 seats	Penny Parsons John Rose Graham Briscoe
Public - Bristol	2 years	3 seats	Mo Phillips Mary Whittington Sue Milestone
Public - Bristol	1 year	1 seat	<i>vacancy</i>
Staff - Non-clinical	2 years	2 seats	Chrissie Gardner <i>vacancy</i>
Staff - Medical and Dental	2 years	1 seat	Jane Sansom
Staff - Other Clinical	1 year	1 seat	<i>vacancy</i>

We are not expecting to run elections this year in the three other membership constituency classes: Public-Rest of England and Wales, Public-South Gloucestershire and Staff-Nursing and Midwifery.

## Election Timetable

The Trust has to appoint an independent returning officer to run the election on its behalf, and for this election the Trust will be using Civica Election Services Ltd. The election includes a nominations period in March, in which anyone wishing to stand for election/re-election will need to nominate themselves by completing a nomination form, and an election period in May, in which the returning officer will send ballot papers to eligible public and staff members so that they can vote for their preferred candidates. The election timetable for 2021 is proposed as follows:

Notice of Election / nominations open	Thursday, 4 Mar 2021
Nominations deadline	Thursday, 1 Apr 2021
Summary of valid nominated candidates published	Tuesday, 6 Apr 2021
Final date for candidate withdrawal	Thursday, 8 Apr 2021
Electoral data to be provided by Trust	Tuesday, 13 Apr 2021
Notice of Poll published	Monday, 26 Apr 2021
Voting packs despatched	Tuesday, 27 Apr 2021
Close of election	Friday, 21 May 2021
Declaration of results	Monday, 24 May 2021
New governors take up posts	1 June 2021

A communications plan is being prepared in line with previous governor elections to raise awareness of the governor role, nominations and voting.

Governors are asked to **note** this report for information.

## Meeting of the Council of Governors on Thursday 28 January 2021

<b>Report Title</b>	<b>Item 3.5 - Governors' Log of Communications</b>
<b>Report Author</b>	<b>Sarah Murch, Membership Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

<b>1. Report Summary</b>	
The purpose of this report is to provide the Council of Governors with an update on all questions on the Governors' Log of Communications and subsequent responses added or modified since the previous meeting. The Governors' Log of Communications was established as a means of channelling communications between the governors and the officers of the Trust.	
<b>2. Key points to note</b> (Including decisions taken)	
Since the last public Council of Governors meeting on 27 November 2020, two questions have been added to the Governors' Log of Communications, and responses were received for two. One question is awaiting a response.	
<b>3. Advice and Recommendations</b>	
<ul style="list-style-type: none"> <li>This report is for <b>Information</b>.</li> </ul>	
<b>4. History of the paper</b> <b>Please include details of where paper has <u>previously</u> been received.</b>	
<i>Governors' Quality Focus Group</i>	<i>14 January 2021</i>
<i>Board of Directors meeting in public</i>	<i>28 January 2021</i>

**ID**      **Governor Name**  
246      Sophie Jenkins

**Theme:** Staff rest rooms

**Source:** From Constituency/ Members

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**Query**      **07/01/2021**

I would like assurance that there are adequate, accessible rest areas across the Trust to provide respite for all our staff at a time when many staff may be experiencing the undue pressure of this pandemic across our sites. Do we know where all our rest rooms are to give us a full picture of what we provide for staff in their breaks or when they need some downtime - this includes such items as a kettle or microwave/adequate seating/ access to water etc?

**Division:** Trust-wide

**Executive Lead:** Director of People

**Response requested:** 07/01/2021

**Response**

Response Pending.

**Status:** Assigned to Executive Lead

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**Query** 05/11/2020

In UHBW we have a brilliant and dedicated organisation doing its utmost to deliver care in these challenging times. Could you provide some information as to how the pandemic is affecting cardiac rehabilitation services?

The Trust must need to work closely with primary care, community providers and others to provide these services. Is the Trust able to comment on how well-integrated and effective this joint working is, particularly given the difficulties in holding group meetings at this time?

**Division:** Specialised Services

**Executive Lead:** Medical Director

**Response requested:** 25/11/2020

**Response** 30/11/2020

Thank you for the opportunity to discuss the management of our cardiac rehabilitation service and the changes made to support patients during the pandemic. We have recently conducted a review of the service to evaluate the impact of the changes.

Pre-Covid programme: Pre-Covid the cardiac rehabilitation program was split into 4 phases;

- Phase I – Patients who have suffered a heart attack are seen on the ward, shown a British Heart Foundation (BHF) health education DVD and brief group discussion held regarding management of risk factors. Patients outside of BRI catchment were, at this stage, referred on to their local providers.
- Phase II – patients were brought into clinic for review and assessment and offered enrolment onto the rehabilitation programme.
- Phase III – core programme – 8 week course of exercise and education. Patients attended once a week to exercise and to be given an educational presentation on a variety of subjects (risk factors, medication, basic life support, active lifestyle, diet etc). Sessions were run at the BRI gym (2 per week) and Hengrove Leisure Centre (2 per week). Each class could accommodate a maximum of 15 patients per session with all sessions averaging an attendance of 8-9 patients per week. Sessions were run by 2 Cardiac Nurse Specialists and one specialist physiotherapist.
- Phase IV – patients referred onto local phase IV providers (exercises sessions run by private providers around Bristol).

Post initial lockdown restrictions: the team commenced remote working utilising the Heart Manual combined with telephone support and home exercise programmes.

The Heart Manual (HM) service was launched on 25th June 2020. Currently 7 members of the team (inc 2 physios) are now trained to deliver the Heart Manual with Weston also having received training and now delivering the Heart Manual. The Heart Manual is an innovative home based supported self-management programme for individuals recovering from acute Myocardial Infarction and/or Revascularisation. The programme is focused on an evidence based approach to cardiac rehabilitation that can be supported by the cardiac rehabilitation team but under taken at home.

Since commencing the Heart Manual at the BRI 76 patients have completed the HM programme and 81 patients are currently enrolled on HM programme. Overall 172 patients have been supported with 157 on the Heart Manual program.

Post cardiac intervention patients are still seen on the ward for early rehab (previously “Phase I”) though are now seen on a one to one basis rather than as a group; in part in response to Covid safety measures but also to improve the bespoke nature of the service. Patients living outside of the catchment are referred on to the relevant service; those inside our catchment being commenced on the Heart Manual.

Patients receive a minimum of 3 telephone calls post discharge, timelines and numbers of calls are tailored to individual patient requirements. More calls can be scheduled if requested or required. Patients are initially commenced on a walking programme to aid recovery with an exercise programme being offered if safe at an appropriate stage.

Patients are asked to complete National Association of Cardiac Rehabilitation (NACR) Assessments at the beginning and end of the programme to chart their progress and gather information that allows the team to highlight issues and areas for focus. The Duke Activity Status Index is used to provide a functional capacity assessment.

Heart Failure Patients: The REACH Heart Manual is currently being piloted as a method to support heart failure patients in their rehabilitation. The number of patients on this pilot is limited to 2 due to restrictions in the number of trained staff available (physio cover is reduced during the winter periods due to the specialist physio being pulled back to work on ICU).

Feedback: Patients are sent feedback cards at point of discharge. We received constructive feedback which has helped to shape the future of service. Particularly positive were comments regarding access to the team and communication.

In summary, we have maintained support to our cardiac patients by rapid introduction of the Heart Manual system and received positive feedback from patients regarding this. Non face to face support has been instituted and maintained throughout the pandemic. Links with primary care and community have not been disrupted and referral pathways unchanged. Reviewing the innovation we have introduced has created new goals that will embed these pathways into our cardiac rehabilitation program.

**Status:** *Closed*

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**ID Governor Name**

**244 Sue Milestone**

**Theme:** Learning Disability Nurses

**Source:** Governor Direct

**Query 02/11/2020**

I understand that other Trusts employ Learning Disability Nurses to ensure adults with learning disabilities have equal access to health care, and to help them feel safe and supported with inpatient and emergency admissions, day surgery, outpatient appointments and planned admissions.

They assess the patient's needs to make them feel safe, make reasonable adjustments where needed, help with interpreting situations and make sure patients are listened to.

They also communicate with family/carers, care providers, community teams and health/social care professionals. Patients have hospital passports to facilitate staff understanding of their needs. They provide tours of the building pre-admission and address fears around hospital/treatment.

Does UHBW offer this kind of service, and if not, would the Trust consider setting up a similar service for learning disabled patients, while looking at the feasibility of extending it to cover all patients with multiple, complex needs including those with physical disabilities and temporary delirium?

**Division:** Trust-wide

**Executive Lead:** Chief Nurse

**Response requested:** 02/11/2020

**Response 24/11/2020**

The Trust has employed Specialist Learning Disability nurses within adult services for a number of years. The LD nursing team have a broad remit, which includes providing specialist advice and support to staff caring for adults with a Learning Disability across the Trust.

The LD nurses provide training and support to clinical staff to enable them to assess and implement a range of Reasonable Adjustment assessments, communicating with patients, families/carers and partner agencies. The use of hospital passports is integral to this and is promoted through training and widely used across the Trust.

A range of other specialist support is also available to patients with other or additional complex needs, including physical disabilities or temporary delirium, and packages of care will be tailored to each patient's individual needs. The Trusts prioritises promoting equal access to all patients, including those with a Learning Disability - work which is monitored closely through the Trust Learning Disability Steering Group.

The Trust is committed to continuing to develop and improve the Learning Disability service and works closely with both partner agencies and local health providers. The Trust has participated in the NHSI LD national service benchmarking exercise since its inception and feedback from this is used to develop the service. Most recently partner collaboration has led to a Community Learning Disability Nurse being based with the hospital team, a model of working which is proving to be effective in supporting the continuity of care for patients and their families. Suggestions and feedback from LD patients and their families are invaluable in continuing to develop the LD service within the Trust and the LD nurses are very happy to be contacted with any feedback re the services provided.