

Minutes of the Public Trust Board Meeting held on

Thursday 30 July 2020 at 10.00am

Nightingale Hospital Bristol and virtually via Microsoft Teams

Present:

Michele Romaine	Chair	Andrea Young	Chief Executive
Kelvin Blake	Non-Executive Director	Evelyn Barker	Chief Operating Officer
John Everitt	Non-Executive Director	Helen Blanchard	Director of Nursing & Quality
Jaki Meekings-Davis	Non-Executive Director	Chris Burton	Medical Director
Tim Gregory	Non-Executive Director	Neil Darvill	Director of Informatics
Kelly MacFarlane	Non-Executive Director	Catherine Phillips	Director of Finance
Richard Gaunt	Non-Executive Director	Jacqui Marshall	Director of People & Transformation
Ade Williams	Associate Non-Executive Director	Simon Wood	Director of Estates, Facilities & Capital Planning

In Attendance:

Xavier Bell	Director of Corporate Governance & Trust Secretary	Glyn Howells	Director of Operational Finance
Kate Debley	Deputy Trust Secretary	Claire Thompson	Deputy Chief Operating Officer
Stephen Lightbown	Director of Communications		

Observers: Due to the impact of Coronavirus Covid-19, the Trust Chair took the decision to suspend non-urgent and non-essential meetings until further notice. The Trust Board met at the Nightingale Hospital Bristol (with social distancing) and virtually via MS Teams, but was unable to invite people to attend the public session. Trust Board papers were published on the website, and interested members of the public were invited to submit questions in line with the Trust's normal processes. A recording of the meeting was published on the website.

		Action
TB/20/07/01	Welcome and Apologies for Absence	
	The Chair welcomed everyone to the public meeting of the Board. No apologies were noted.	
TB/20/07/02	Declarations of Interest	
	There were no declarations of interest, nor updates to the Trust Board register of interests as currently published on the NBT website and annexed to the Board papers.	
TB/20/07/03	Minutes of the previous Public Trust Board Meeting	

RESOLVED that the minutes of the public meeting held on 28 May 2020 be approved as a true and correct record other than:

- The bullet point under item TB/20/05/03 be amended to read 'Kelvin Blake, NED, was no longer a Board member for University Hospitals Bristol and Weston NHS Foundation'

Trust, formerly Weston Area Health Trust’.

TB/20/07/04 Action Log and Matters Arising from the Previous Meeting

Updates were provided on the action log as follows:

- In relation to action no. 19, Helen Blanchard, Director of Nursing & Quality, reported that a proposal is being developed for a refreshed model to bring patient experiences to the Board. This proposal will go to the Patient Experience Group so that patients are able to provide input. It will then move on to the Patient & Carer Experience Committee in September before going to the Trust Board for final approval.
- Simon Wood, Director of Estates, Facilities & Capital Planning, provided an update on action no. 32 that work is continuing on plans for the additional 70 bed unit and that South Gloucestershire Council are keen to progress.

RESOLVED that updates on the Action Log be noted. No matters arising were raised.

TB/20/07/05 Chair’s Business

The Chair provided an update on a recent meeting of the Healthier Together Partnership Board with key points noted as follows:

- It had been acknowledged that there is still an ambition to become an Integrated Care System (ICS) and it should be possible to go live with this in April 2021. A recruitment process for an independent Chair for the ICS will commence shortly.
- It had been agreed that a discovery programme should be set up to identify options for moving from an informal locality based way of working to a more formal Integrated Care Partnership. Joining up care and considering how community mental health forms a part of that system will be a key piece of work for the programme. The discovery work will come back to the Healthier Together Partnership Board in due course for a decision.

The Chair then updated the Board on an incident that had taken place outside Southmead Hospital the previous week involving a member of staff. The Trust has made it clear that it will be supporting the police in any way it can to make sure they deal with this incident and keep staff safe in general. The Board noted their best wishes to the member of staff involved and their family and asked that they should be supported in whichever way possible.

RESOLVED that the Chair’s briefing be noted.

TB/20/07/06 Chief Executive’s Report

Andrea Young, Chief Executive, further updated in relation to the incident outside the hospital, noting that she had a call booked with a member of the victim's family the following day. Andrea advised that a fundraising page was available and she would be checking with the family that they are content with this being in place. Andrea confirmed that the Trust was supporting, and in regular contact with, the family.

RESOLVED that the Chief Executive's Report be noted.

TB/20/07/07 Integrated Performance Report

Evelyn Barker, Chief Operating Officer and Deputy Chief Executive, presented the Integrated Performance Report with key points highlighted as follows:

- There had been a significant improvement in ED performance during June and the Trust had been the top performing major trauma centre nationally.
- Following the reduction in bed occupancy due to Covid-19, this is now around 85% and approaching normal levels.
- There is a challenge in relation to diagnostics waiting times, particularly in endoscopy, with delays caused by infection control restrictions due to Covid-19.
- Increased efforts are being put into alleviating any concerns that patients may have about attending the hospital due to Covid-19.
- In relation to cancer performance, the two week standard had been achieved against a reduction in referrals. The 62 day target has been more of a challenge due to isolation requirements before surgery which extend the pathway. Evelyn advised that the shielding guidance had changed that week and the Trust was working with partners across the system to implement this.
- There had been a rise in the number of complaints due to an extended wait for elective surgery.
- There had been an improvement in workforce turnover, resulting in better stability within the organisation.

During the ensuing discussion the following points were noted:

- John Everitt, Non-Executive Director, welcomed the information in the Report, noting that there have been some strong

performances. John further noted that an area that stood out in relation to performance was diagnostics and asked about the measures being employed to improve this. Evelyn advised that the independent sector was being used to maximise the number of patients who are seen. In addition a bidding process is underway for mobile MRI/CT scanners.

- Tim Gregory, Non-Executive Director, asked about impact on productivity as a result of the segregation of wards and use of PPE due to Covid-19. Evelyn advised that the greatest impact has been on endoscopy and ultrasound due to infection prevention and control, as these procedures are very close contact. Andrea Young, Chief Executive, further advised that the South West as a region is under resourced on CT and MRI capacity. A meeting had taken place the previous week to look at how diagnostics might be scaled up in the community. A bid has been submitted that factors in increasing cleaning rotas to speed up productivity, improve the bookings process and uses independent sector staffing to increase operation over evenings and weekends; CTs and MRIs would be based at the Nightingale Hospital Bristol. This would increase activity in MRI and CT by 27,000 over the next six months and the expectation is that if the bid is approved the additional capacity will be in place at the beginning of September.
- Kelly Macfarlane, Non-Executive Director, asked about short-notice cancellations or did not attend (DNA) in diagnostics. Evelyn reported that the number of DNAs had doubled but that investment had been made into admin support for these areas to ensure that patients receive a personal phone call to confirm their appointments.
- The Chair asked about potential reasons for the increase in caesarean section (CS) rates and Helen Blanchard, Director of Nursing & Quality, advised that she had been in discussion with the Women & Children's Health Division about the acuity of patients and comorbidities of women presenting. Helen noted that the increasing levels of CS are in line with current national guidance and that the target for CS had been set some years ago. The Women's & Children's Health Division had committed to undertake a quality governance review for 2019/20 and the results of this will go to the Quality & Risk Management Committee in September.

**RESOLVED that the Integrated Performance Report be noted.
Quality Account**

TB/20/07/08

Helen Blanchard, Director of Nursing & Quality, presented the Account

of the Quality of Clinical Services 2019/20.

Helen advised that the Account sets out progress against five quality priorities which were agreed for 19/20. Stakeholders were invited to comment and Helen noted her thanks to the organisations who had taken the time to respond, particularly given the pressures they were facing due to Covid-19.

John Iredale, Non-Executive Director, noted that the whole report and its component parts had been discussed in detail at Quality & Risk Management Committee.

The Board noted their thanks to Helen and her team who produced the report and welcomed the significant progress that it represents.

RESOLVED that the Account of the Quality of Clinical Services 2019/20 be approved.

TB/20/07/09 Quality Strategy

Helen Blanchard, Director of Nursing & Quality, presented the Quality Strategy on behalf of Chris Burton, Medical Director, and herself.

Helen noted that that the Strategy had been in development for a number of months and was a reflection of extensive engagement to ensure that staff and patients had an opportunity to provide input. Helen further noted that the Quality & Risk Management Committee had reviewed the draft Strategy a number of times.

Three themes had been identified:

- Exceptional personalised care
- Safe and harm free care
- Excellence in clinical outcomes.

Chris Burton, Medical Director, welcomed the document as lead for Trust overall strategy and asked the Board to note that this is a multidisciplinary document and its development had involved collaboration by a variety of groups and professions across the Trust.

RESOLVED that the Quality Strategy be approved.

TB/20/07/10 Quality & Risk Management Committee Report

John Iredale, Non-Executive Director, presented the Quality & Risk Management Committee Report.

John paid tribute to the Committee members who had worked hard during the last few months to provide assurance to the Board in relation to Covid-19 and the set-up of the Nightingale Hospital Bristol, alongside business as usual.

John Everitt asked whether any action had been taken since the report

had been drafted in relation to segregation screening for reception staff and issues around staff social distancing. Simon Wood, Director of Estates, Facilities & Capital Planning, reported that risk assessments had been carried out throughout the hospital, both in common areas and offices, and recommendations had been put in place. Screens for reception desks are on order and should be delivered and installed shortly; there had been issues with the supply of Perspex but these have now been resolved. Simon noted that social distancing for staff is a challenge as it is a behavioural issue. Markings have been applied to floors together with additional signage, and 50% of seating has either been removed or marked not for use. In addition the Trust has invested in 'The Pavilion' space which holds 200 staff socially distanced for breaks, as well as providing a food offering.

Chris Burton, Medical Director and Director of Infection Prevention & Control, noted his observation that progress is being made across the organisation in relation to behavioural change and that there is generally less frequent social contact. Chris reminded the Board that masks are required to be worn in all clinical areas as well as the majority of the rest of the hospital, and this reduces the infection risk. The recent focus has been on eating and drinking areas where masks cannot be worn.

RESOLVED that the Quality & Risk Management Committee be noted.

TB/20/07/11 Fit & Proper Person Requirements Report

Xavier Bell, Director of Corporate Governance & Trust Secretary, presented the Fit & Proper Person Requirements Report. Xavier noted that the Report provided assurance that all Directors have self-certified against the Fit & Proper Person Requirements and that a full suite of checks have been completed for all new Non-Executive Directors.

RESOLVED that the Fit & Proper Person Requirement Report be noted.

TB/20/07/12 Any Other Business

Kelvin Blake, Non-Executive Director, asked whether a 'lessons learned' report would be produced in relation to Covid-19. Andrea Young, Chief Executive, advised that a report will be developed to review the first phase, but it is likely that Covid-19 will remain a major factor for some time yet. Chris Burton, Medical Director, noted that Medical Director and Director of Nursing networks are sharing experiences and a great deal of thought is being given to what can be learned from the first wave, in case there is a second wave. Chris noted that there needs to be a continuous learning process.

TB/20/07/13 Questions from the public

Xavier Bell, Director of Corporate Governance & Trust Secretary, noted that one question from the public had been received via email as

follows:

When does the Trust Board feel that they will have the performance data to make decisions on the approval or service expansion or new service business cases?

An answer had been provided via email as follows:

The process for making decisions on the approval of service expansions or new services has not changed. Any business cases for service expansion follow the approval process set out in the Trust's Standing Financial Instructions. Each case presented for approval will include all of the information required to support the decision-making process. Trust performance data is reviewed by the Trust Board monthly via the Integrated Performance Report, and this can be viewed on our website.

TB/20/07/14 Date of Next Meeting

The next public meeting of the Board is scheduled to take place on Thursday 27 August 2020, 10.00 a.m. The Board will meet virtually. Trust Board papers will be published on the website, and interested members of the public are invited to submit questions in line with the Trust's normal processes.

The meeting concluded at 11.00am