Ashford and St. Peter's Hospitals
NHS Foundation Trust

OPEN MEETING OF THE COUNCIL OF GOVERNORS
2nd December 2020 via Microsoft Teams

PRESENT:	Edwin Addis	Public Governor – Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**EA**
	Neal Adolphus	Public Governor – Spelthorne	**NA**
	Miranda Alcock	Public Governor – Woking and Guildford	**MA**
	Tom Allan	Staff Governor – Hospital Volunteers	**TA**
	Tracey Bradshaw	Staff Governor – Nursing and Midwifery	**TB**
	Rose Chandler	Appointed Governor – Spelthorne Borough Council	**RC**
	Lilly Evans	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**LE**
	Andy Field	Chairman	**AF**
	Óscar Garcia-Casas	Staff Governor – Medical and Dental	**OG**
	Shirley Holmes	Public Governor – Woking and Guildford	**SH**
	Colin Hood	Public Governor – Spelthorne	**CHo**
	Chris Howorth	Appointed Governor – Royal Holloway University	**CH**
	Deborah Hughes	Appointed Governor – Woking Borough Council	**DH**
	Hina Malik	Public Governor - Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**HM**
	Chris Marks	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**CM**
	Sinead Mooney	Appointed Governor – Surrey County Council	**SM**
	Helen Pernelet	Public Governor – Elmbridge	**HP**
	Julian Ruse	Staff Governor – Ancillary, Admin, Clerical and Managerial	**JR**
	Michael Smith	Public Governor – Woking and Guildford	**MS**
Lead Governor	Danny Sparkes	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**DSp**
	Matt Stevenson	Staff Governor – Allied Health Professionals	**MS**
APOLOGIES	Derek Barnes	Public Governor – Spelthorne	**DB**
	David Carpenter	Public Governor – Elmbridge	**DC**
	Iftikhar Chaudhri	Appointed Governor – Runnymede Borough Council	**IC**
	Melaine Coward	Appointed Governor – University of Surrey	**MC**
	Bertie Swan	Public Governor - Elmbridge	**RS**
IN ATTENDANCE			
	Dami Adedayo	Non-Executive Director	**DA**
	Jane Dale	Non-Executive Director	**JD**
	David Fluck	Medical Director	**DF**
	Andrea Lewis	Chief Nurse	**AL**
	Keith Malcouronne	Non-Executive Director	**KM**
	Simon Marshall	Director of Finance and Information	**SM**
	Sal Maughan	Associate Director of Corporate Affairs and Governance	**SMa**
	Louise McKenzie	Director of Workforce Transformation	**LMcK**
	Arun Thiyagarajan	Associate Non-Executive Director	**AT**
	James Thomas	Chief Operating Officer	**JT**
	Suzanne Rankin	Chief Executive Officer	**SR**
	Meyrick Vevers	Non-Executive Director	**MV**

	Sue Wales	Head of Strategic transformation	**SW**
	Matthew Barker	UEC Divisional Chief Nurse	**MB**
SECRETARY:	Anu Sehdev	Membership and Engagement Manager	**AS**

Minute **Action**

COG-23/20 **Apologies, Farewell and Welcome**

Apologies as listed on the previous page.

The Chairman wished Dr Mike Baxter well in his non-executive director role at Frimley Health.

The Chairman welcomed Dami Adedayo, Non-Executive Director, and Arun Thiyagarajan, Associate Non-Executive Director, to their first Council of Governors meeting.

COG-24/20 **Declarations of Interests in the Proceedings**

None

COG-25/20 **Minutes of the Meeting on 2nd September 2020**

The minutes of the meeting held on 2nd September 2020 were AGREED as a correct record.

COG-26/20 **Matters Arising**

The updated Action Log was noted.

The Chairman advised that the Well North session for Governors with:

- Lord Andrew Mawson, Chairman of Well North Enterprises;
- Neil Orpwood, Associate Director (Healthcare) at HLM Architects;
- Jack Wagstaff, North West Surrey ICP Director;
- Neil Hayward, Non-Executive Director; and
- Tom Smerdon, Director of Strategy and Sustainability

had now taken place and welcomed feedback from the Governors. Danny Sparkes advised that the Governors had discussed the session at their pre-meeting and considered that their queries had not been fully addressed. The Chairman advised that two documents had been provided by Well North detailing their work and that a large part of their work was now with the Integrated Care Partnership (ICP). They were currently advising on developments in the Weybridge and Woking areas.

The Chairman stressed that Well North had enabled colleagues to think differently. They had brought in their architects and many ideas were being taken forward. Well North provided value for money and the ICP considered Lord Mawson's work very interesting and were taking ideas on board in the work being undertaken in the community.

Minute **Action**

FEEDBACK FROM GOVERNORS

COG-27/20 **Governor Activities**

Danny Sparkes, Lead Governor, advised that the report reflected the activities undertaken by Governors since the last Council meeting. Danny advised that it was frustrating not being able to have face to face meetings. Not being at the Trust meant it was not possible to pass someone in the corridor and have a chat. The Chairman advised that the non-executive directors felt the same and appreciated the Governors' angst. He considered that despite this, the Governors had undertaken a lot during the past three months.

The Council NOTED the report.

COG-28/20 **Patient Experience Group (PEG) Report**

Chris Howorth wished to thank Chris Ketley, Non-Executive Director, and Laura Ellis-Philip, Director of Digital (CDIO), Senior Information Risk Owner, for their presentation at the meeting. Chris advised he had also written to them to thank them. It had been the perfect time to update the group on Digital, especially since visits to departments/wards could not currently take place. Chris advised that he had added some footnotes so that Governors could investigate further.

Chris advised that PEG members were concerned that paper was not lost altogether and assurance had been received that where needed patients would be provided with information in paper form. The rest of the meeting covered business as usual as well as the Quality Report. PEG members had commented how the report structure was much easier to follow. There was an issue raised with reference to the number of decimal points which was considered unnecessary but it was understood this was a board report and would leave it with the Board to decide on any potential changes.

Chris considered it had been a useful session and the best content, so far, for an on-line meeting. The Chairman advised that he would pass on Chris' comments to Chris Ketley and Laura Ellis-Philip.

Danny Sparkes advised that she would be speaking with Charlotte Broughton, the new Head of Patient Experience, about the Patient Panel. The Chairman advised that he was aware the committee structure was being looked at with reference to patient experience.

The Chairman advised Rose Chandler to encourage her acquaintance to speak with the Patient Advice and Liaison Service office about the lack of gowns in larger sizes.

The Council NOTED the report.

PERFORMANCE

COG-29/20 **Assurance Report**

The Chief Executive advised that this was the first Council of Governors meeting since her secondment with Test and Trace. It had been a great honour to be asked to take up the secondment and she had found it an interesting experience. The Chief Executive advised that the Medical Director and the team had done a great job in running the Trust during her time away.

Minute **Action**

The Chief Executive referred to the second wave of Covid-19 and how the peak had hit around the 23rd November. In Surrey, the Trust bore most of the pressure around the pandemic with 85 patients being cared for at the peak. Fortunately, the mortality rate had reduced due to the additional knowledge accrued during the first wave and the drug Dexamethasone now being utilised. However, during the second wave the Trust had been expected to continue providing other services, which was a challenge, but managed well by staff.

The Chief Executive advised that the Trust was promoting the use of the Test and Trace app for both patients and staff and QR code posters had been put up in key areas as well as the main entrance check points.

The Chief Executive was pleased to advise that Professor Jacqueline Dunkley-Bent OBE, Chief Midwifery Officer for England, had visited the Trust to see the outstanding services provided to mothers and babies. Professor Dunkley-Bent presented the Chief Midwifery Officer Silver Award to Gemma Puckett, Acting Head of Midwifery, to recognise her commitment to excellence and her exceptional leadership skills, particularly during the pandemic.

The Chief Executive recommended that Governors watched the video mentioned in her report which highlighted the way staff had adapted and made a number of transformational changes during the first wave of the pandemic.

The Chief Executive advised that 70% of staff had now had the flu vaccination and since the Pfizer BioNTech Covid-19 vaccination had now been approved, the Trust would be working to support the Surrey-wide mass vaccination. It was not yet possible to advise on the delivery process but the Trust would have a better idea in the following week.

The Chief Executive was pleased to advise that Maciel Vinagre, Assistant Manager for Hotel Services, had been awarded the British Empire Medal in the Queen's Birthday Honours List for services to the NHS during Covid-19.

The Chief Executive turned to building the estate and how this linked in with the North Staff Objective. It was further advised that the catering team had been filmed recently on the new boxes staff could buy which contained all the ingredients to make a tasty and nutritional supper. It was agreed to share this video with the Governors. **SR**

The Chief Executive highlighted the Surrey Safe Care programme and how important this work was and focused on cyber security and how it was integral to the Trust's patient safety agenda.

The Chief Executive was especially pleased to highlight the Imagine Project which was coordinated by Surrey County Council and which Ashford and St Peter's was a partner of. The goal was to provide support and skills, training and development for unemployed young people.

Tom Allan highlighted an article he was writing for a charity's magazine and it was agreed that he would check what Trust information he could use with the Membership and Engagement Manager. **TA**

Chris Marks considered it would be good to see recognition for charitable work and queried whether guidance on the distribution of the Covid-19 vaccination had been

received. The Chief Executive advised that she and the team had highlighted contributions at the recent Annual Members' Meeting. It was also highlighted that employment with the NHS was considerably secure, but there were many people in the community who were struggling. Discussions on how to reciprocate good will were taking place and an example of this was the foodbank donations with drop off points around the Trust that staff were contributing to. The Chief Executive advised that the Covid-19 vaccine was fragile and needed to be stored in a frozen state and once defrosted had a shelf-life of five days. The Director of Workforce Transformation clarified that the Trust would not be storing the vaccine at -70°C and the clock would start ticking when the vaccine was delivered. It would be important to plan accordingly in order to use up all of the vaccine over the five days. The Chairman added that the Board minutes now highlighted compliments and he had seen many thank you cards himself.

The Director of Finance and Information updated the Governors on the Trust's financial position being break-even before accounting for £1.4m of unused holiday entitlements, the treatment of which was yet to be agreed across the wider NHS. It was highlighted the forecast for the capital programme was £43.9m, much of which would be spent on the new Emergency Department build, Critical Care, wards and Endoscopy. The Trust's cash position was very healthy as commissioners had paid for November's block contract early.

Michael Smith advised that he had recently attended the NHS Providers course for Governors and queried whether there could be any retrospective claw-back of monies if elective work had not been fulfilled. The Director of Finance and Information advised that this was not possible as the NHS had, in effect, already spent the money. It was the Trust's intention to resolve the backlog, although this would take some time.

Chris Marks referred to underlying trends, for example bank and agency costs and queried whether these were continuing to increase. The Director of Finance and Information advised that agency spend had reduced by 200 shifts when compared to the previous year. However, when more beds were made available in the winter, more staff would be needed. Due to social distancing measures, the Trust was not able to undertake as much work as it had done previously. Chris considered it important that this remained on the agenda.

The Council NOTED the report.

COG-30/20 **Performance Report**

The Chief Operating Officer advised October had seen a dip in activity in the Urgent Treatment Centre (UTC) and Emergency Department (ED) when compared to previous years. The Trust had had to remove beds to adhere to social distancing requirements and separate pathways had been introduced, being Covid-19 and non-Covid-19 pathways, to provide safe delivery of care. The UTC space had been increased by attaching a modular room and moving pain services out. It was now possible to isolate patients. The Trust was working with other providers to provide some elective services and bed capacity. The Chief Operating Officer advised that the report provided a limited level of assurance.

The Chief Operating Officer advised that the new modular theatres at Ashford Hospital were now live and there was more space there to cope with electives. It was anticipated that the Trust would return to pre-Covid rates by January/February 2021. There was a backlog to clear and fortunately the Trust had had the forethought to

secure two modular units early on in the pandemic. Such units were very difficult to acquire now due to increased demand. The Trust was also using private providers and the Royal Surrey on Saturdays. It was also advised that cancer performance was where it should be.

The Chairman was pleased to advise that the Executives and Non-Executive Directors were working closely together on sign offs and it meant they were able to move very quickly to make decisions.

Danny Sparkes queried what the Trust's hospital acquired infection rate was. The Chief Nurse advised there had been some transmission of Covid-19 in the hospital but transmission rates were very low. Everyone entering the Trust was temperature checked and regular audits were carried out. The Trust continued to adhere to a strict visiting schedule and although the Trust had been criticised for this, the benefits of this had been realised. The second wave of the pandemic saw a peak of 85 Covid-19 patients and there had been an increase in hospital acquired transmission. A few wards had outbreaks with four patients becoming infected. Cleaning was further enhanced and hand washing was reinforced with staff. The Chief Nurse was pleased to advise there had been no further cases and numbers were very low when compared to other acute trusts.

The Chief Operating Officer advised that a lot of effort had been put into restoration of services with much of the elective work being moved to Ashford Hospital to reduce footfall at St Peter's. Consultant templates had had to be completely redesigned to accommodate the changes. The Medical Director advised it was a credit to staff that they understood the reasons for the changes and worked hard to make these happen. There continued to be anxiety in transferring patients out of the Trust and patient flow was challenging. The Trust was experiencing the highest community Covid-19 rates after Kent.

Rose Chandler worried that people were being asked to wait outside A&E due to social distancing and considered it important that more space was made available for patients and anyone accompanying them. The Chief Operating Officer advised that this had been a problem in the past but since the new porta cabin had been positioned to the left of the UTC this provided a larger waiting area. The space vacated by Pain Services could also be used now. Most relatives came by car and they were encouraged to wait in their cars to avoid further crowding of areas. The Chairman added that carers were being allowed to accompany patients.

The Council NOTED the report.

STATUTORY

COG-31/20 **Lead Governor Election**

The Chairman advised that a Lead Governor election was opened in November and there had been one outstanding candidate, being Danny Sparkes. There was a round of applause from the Governors and the Council APPROVED Danny continue as Lead Governor. Chris Marks expressed his resounding vote of confidence in Danny.

The Chairman mentioned that other trusts had a Deputy Lead Governor and asked that Governors considered having one as this would help to mitigate some of the burden placed on the Lead Governor. It was agreed that the Chairman would discuss this further with the Membership and Engagement Manager before emailing the Governors **AF/AS**

and bringing back to the next Council of Governors meeting.

STRATEGY

COG-32/20 **Modern Healthcare – Update on new build**

Matthew Barker, Urgent and Emergency Care (UEC) Divisional Chief Nurse, introduced the presentation and advised that the redevelopment of the UEC was an exciting opportunity for the Trust to meet future care needs, be infection and prevention control compliant and provide an excellent patient and staff experience.

The Trust had secured £15m to improve the UEC estate and plans included:

- 62 bed/trolley Assessment Block in ED car park (including 11 single ensuite rooms, two of which being treatment level ventilation rooms)
- ED redevelopment
- Relocation of UTC

Staff rooms and changing facilities would be provided and the pharmacy would be located on the ground floor. There would be a Surgical Assessment Unit (SAU), an Ambulatory Unit, Paediatrics and mental health provision. There would be a connecting corridor to the front of the hospital. The key milestones were:

1. Design Assessment Block: August to November 2020
2. Assessment block build and fitting: December 2020 t0 April 2021
3. ED redevelopment design: October 2020 to December 2020
4. ED redevelopment build: May 2021 to December 2021

Matthew highlighted an artist's impression of what the new UEC would look like.

The Chairman thanked Matthew and Sue Wales for the presentation. He queried how disabled access was facilitated and Matthew advised that space would be freed up when the UTC moved out of the temporary unit and there would be ample space for ambulances and parking.

Deborah Hughes expressed how good it was to see the plans. Deborah queried how Well North would be influencing the rebuild. Matthew advised that one example was that assessment would take place in the same area so there was no need for patients to be moved around. As stages in the rebuild moved ahead further feedback from Well North would be sought. The Chairman added that the arts in health project Marcine Waterman, Non-Executive Director, was leading on from a NED perspective was heavily influenced by Well North and money from Charitable Funds had been allocated for this. The Director of Finance and Information advised that Well North had an influence in all of the Trust's designs. Over the next two to three years their influence would be even more tangible.

The Chief Executive provided a further example of Well North's influence in the renewed catering provision and how this had improved in quality and how consideration on taking care of staff was more of a focus. A large part of the rebuild had been allocated to staff shower facilities and rest areas. It was planned to decompress the site to other locations, moving the UTC into the main building and some services in the community, for example to Weybridge and Woking.

Danny Sparkes referred to the original plan being three floors and queried whether the

third floor would no longer be included. The Chief Executive advised that the build was enabled for a third floor and it could be built if needed. However, in light of the new strategy, it was considered that it was no longer needed. The Director of Finance and Information advised that many options would open up if some of the services moved out into the community.

COG-33/20 **People Committee – Staff well-being support during continued pressures**

The Director of Workforce Transformation presented a slide on the current offer to staff. The slide presented six themes which were covered in the Wellbeing Strategy. It was advised that a Team Talk had taken place earlier that day when this had been shared with staff.

The Director of Workforce Transformation highlighted some of the newer initiatives including the outdoor wellbeing areas which the Director of Strategy and Sustainability was working on.

The Director of Workforce Transformation advised the importance of supporting requests for emotional support and arranging a 1:1 with a psychologist if required.

The Director of Workforce Transformation highlighted the wellbeing wagon which would be going out to wards and departments encouraging conversation and this was supported by the Lead Chaplain.

The Director of Workforce Transformation highlighted the New Year's Honours List which would be replacing the usual staff awards which had not been able to proceed due to the pandemic. It was important to recognise staff achievements and this would take place in the New Year resulting in a Sir and Dame of Ashford and St Peter's.

Lilly Evans commented that these were wonderful initiatives and how it was important to see if these had an impact on absence and turnover rates. The Director of Workforce Transformation agreed it was important to measure the impact. Staff had been asked to complete a wellbeing survey in the summer and some good positive feedback received. It was intended to have a quarterly wellbeing survey in the future. Additionally, the staff survey was underway and leavers were asked to complete an exit questionnaire.

Hina Malik commended the Director of Workforce Transformation on the amount of initiatives on offer and queried what Financial Friday was. The Director of Workforce Transformation advised that this initiative supported partners and family members affected by the pandemic and provided support on financial planning.

In response to Chris Marks, the Director of Workforce Transformation advised that during the first wave of the pandemic, all staff had received a letter from the Chairman and Chief Executive thanking them for their loyalty and hard work and rewarding them with an extra day's holiday, encouraging staff to take the day to do something to improve their wellbeing. Chris Howorth advised that whilst the private sector also rewarded with bonuses he realised this was something not possible in the public sector. However, he suggested having staff photographs around the Trust as a way of commending individuals. The Director of Workforce Transformation advised that the letter was intended to do this and also included a patient story. Recently Avios points had been donated to the Trust and 18 staff members had been identified to share the points which they could use to go towards flights or a weekend away. The Trust had also recommended a number of individuals for the Queen's Birthday Honours List. In

the future, it was hoped that many more would be recognised.

COG-34/20 **People Committee – Annual Equality Report 2020**

The Director of Workforce Transformation advised the report had been previously tabled at the People Committee and then the Board in September. The report was more user-friendly but remained rich in data. Progress had been made in a number of areas, for example diversity and people issues relating to conflict.

The Director of Workforce Transformation advised that the report had found that BAME colleagues were disproportionally represented on disciplinaries. This has been improved upon and her team had engaged with networks. Dami Adedayo and Arun Thiyagarajan had joined the BAME network and would be updating the group on staff testing and the Covid-19 vaccination at the next BAME meeting.

The Director of Workforce Transformation advised that her team had connected with the LGBT group and had highlighted the rainbow badge scheme.

The Director of Workforce Transformation stressed that she and colleagues were proud of the diversity in the organisation. It was found that many from a BAME background remained in entry level positions and her team would be working with groups to ensure that staff understood career pathways. Matthew Barker would be putting this into place, especially with overseas nurses. The Director of Workforce Transformation was pleased to advise that many more BAME staff were taking part in the Surrey 400 leadership programme. Other areas being looked at were how jobs were advertised and how interviewers were provided with the skills to allow them to get the best out of candidates.

Edwin Addis queried whether disabilities were being supported. The Director of Workforce Transformation agreed that it was important to consider barriers and disability data had been completed recently and would appear in the next report. The Chairman added that there was often a disparity with people stating whether or not they had a disability when applying for a job to when they completed the staff survey and that this was indicative that people were not confident that they would be recruited if they declared a disability. This provided another area of focus for the future.

The Council NOTED the report.

COG-35/20 **Any Other Business**

None

Next Meeting

Wednesday 3rd March 2021, 4-6pm

Signed……

Andy Field
Chairman

KEY	
✔	Complete
ND	Not due
---	On track

Meeting Date	Minute Ref	Topic	Action	Lead	Due Date	Update	Status
2.12.20	**COG-29/20**	**Assurance Report**	Share catering video with Governors	SR/ Comms	ASAP	Emailed to Governors on 29 Jan 2021	✔
2.12.20	**COG-29/20**	**Assurance Report**	Check with the Membership and Engagement Manager before using any information in the article he is writing for a Charity.	TA	ASAP		
2.12.20	**COG-31/20**	**Lead Governor Election**	Discuss the Deputy Lead Governor position	AF/AS	Jan 2020	Meeting took place on 13th January	✔