

Date	Tuesday 1 st December 2020 – 2:00pm – 4:00pm
Location	MS Teams

Attendees

The following Board attendance was noted:

ATTENDEES		PRESENT	APOLOGIES
Simon Knighton	Chairman	✓	
David Purdon	Vice-Chair, Non-Executive Director	✓	
Amanda Cheesley	Non-Executive Director	✓	
Paul May	Non-Executive Director	✓	
Simon MacSorley	Non-Executive Director	✓	
Lorna Harrison	Non-Executive Director	✓	
Nura Aabe	Associate Non-Executive Director	✓	
Janet Rowse	Chief Executive	✓	
Clive Bassett	Finance Director	✓	
Jenny Theed	Director of Operations	✓	
Julie Sharma	Director of Transformation	✓	
Sarah Margetts	Director of People and Development	✓	
Kate Rush	Medical Director	✓	
Mary Lewis	Director of Nursing	✓	
Mike Richards	Director of Therapies	✓	

In attendance

Donna Cairns	Head of Corporate Governance
Wendy Best	Head of Communications
Mike Owen	Associate Director Governance, Planning & Programme Management
Rachel Corrigan	Senior Project Manager, Corporate Governance (Minute Taker)
Presenters:	
Sue Murphy	Clinical and Organisational Lead for Tissue Viability, Lymphoedema and Dermatology
Pat & Katy	Service Users – Wound Care

In attendance as observers	
Dr Anne Whitehouse	Brisdoc Medical Director
Jacqui Cooper	CQC Inspector, Mental Health and Community Services
Chair	Simon Knighton

Item	Notes	Action
1.	<p>Welcome, Introductions & Apologies</p> <p>Welcome and introductions were extended both to the viewing public and attending Board members.</p> <p>The meeting in public and public meeting differences were explained by Simon.</p> <p>It was noted that papers are considered as read in advance in preparation of the meeting, to aid discussion, rather than reviewed in detail during the meeting.</p> <p>No apologies were noted for this meeting.</p>	
2.	<p>Service User Story</p> <p>Pat and Katy, supported by Sue Murphy, were welcomed to the meeting to provide the Board with their experience of our Wound Care service.</p> <p>Pat shared how, following a fall, she had developed a haematoma leading to a sizeable wound on her knee and lower leg. This led to a year of care delivered both in acute and community settings.</p> <p>The Board were informed about the complexity of the wound and the treatment plan developed with our Wound Care Service, which included a short stay at St Monica's, where Pat underwent Larvae Therapy.</p> <p>Pat continues to have weekly visits by the Community Nursing Team, following the larvae therapy treatment, and is now well on the way to a good recovery.</p> <p>Overall, Pat was extremely complimentary of the continuing care and provision of service delivered by Sirona and when asked if there were any areas for improvement, Pat shared that a call to the out of hours service, when she had concerns about her wound, had highlighted that some staff require additional training in order to understand the requirements of complex wound care. This service was not provided by Sirona, however, we will pass on her feedback. Pat also stressed the importance of ensuring that all nursing staff are proficient in the application of compression bandages.</p> <p>Pat's story was particularly pertinent in light of the recent 'Stop the Pressure' week, where the prevention of pressure injuries had been in focus.</p> <p>Mary thanked Pat for her honest and valuable feedback and advised that the Pressure Injury Prevention Group will take on board the learning from Pat's treatment to feed into service improvements.</p> <p>Simon extended the Board's thanks to Pat and Katy for sharing their story and also to Sue and her colleagues for the tremendous work of their team.</p>	
3.	<p>Declaration of Interest</p> <p>Paul stated a standing DOI as a Councillor on BaNES council, and his intention to decline from discussion in regards to the Chair Recruitment item on today's agenda.</p>	

	Amanda declared her employment status as a member of the bank whilst she is employed as a vaccinator during the delivery period of the Flu and COVID vaccine.	
4.	<p>Chief Executive's Briefing</p> <p>Janet provided the Board with the latest updates to her report, as follows:</p> <ul style="list-style-type: none"> - System escalation – levels have now reduced to Opel 3 across the system, which is a reduction on the Opel 4 status reported in the CEO briefing paper, indicating that we have passed the peak. Further discussion with Jenny and Mary identified that the impact of Covid related staff absence and ongoing demand for services means that Sirona services continue to experience significant pressure. Further work is in hand to take forward staff testing in order to reduce the absence rates. <p>Mary also briefed the Board on the BNSSG system plans around mass vaccination and noted that plans may change and we will need to be flexible.</p> <p>ICS – The paper notes the work planned across the Healthier Together system to develop a Memorandum of Understanding regarding future working arrangements. Janet updated the Board regarding a national paper released this week outlining the ambitions for integrated health & social care and noted that a consultation period is open until Friday 8th January 2021. Simon supported the proposal that the Board should convene a separate meeting to review and consider the Integrated Care System in more detail in order to formulate any response.</p> <p>Action: Janet asked Board to consider a separate session to consider ICS in more detail.</p> <p>Board noted the content of the report for information and assurance.</p>	Janet
5.	<p>Chair and Non-Executive Directors' Report</p> <p>Simon reported that the Healthier Together Partnership Board had met and that he, on behalf of Sirona, had highlighted the issues around patient flow if Sirona staff are not brought forward into the staff testing arena. This has also been escalated to regional directors of Public Health England by Mary Lewis. The Memorandum of Understanding for testing had been the main point of discussion at this meeting.</p> <p>NEDs continue to meet with the CEO on regular basis to keep them fully informed and have begun considering how they can join staff meetings whilst they are not able to physically visit to demonstrate their support and better understand their concerns or issues.</p> <p>Amanda added she had recently undertaken an influenza clinic in North Somerset, where staff were interested in the level of support available to them. Also, that she has participated in Health and Wellbeing Group meetings where support for staff had been the primary focus.</p>	
6.	<p>Quality and Outcomes Committee (QOC) Summary Report</p> <p>For observer information, Paul provided a brief summary of the purpose of the Quality and Outcomes Committee, advising that the Committee meets once a month and then has a bi-monthly seminar session with services, where wider more detailed information is considered.</p> <p>Paul explained that the People and Development department is now incorporated within the Quality agenda, ensuring that staff focus is high on the agenda.</p>	

	<p>Quality issues are reviewed monthly and identified or emerging trends of issues are reviewed on a quarterly basis. It was shared that the last meeting had received a detailed report from our Children’s Services.</p> <p>Mary added that since the last QOC meeting, Sirona have been asked to re-visit the key actions for Infection, Prevention and Control (IPC) identified by the system, and she assured the Board that the Sirona IPC group are meeting the requirements of the actions and that the details of this will be taken to the next QOC meeting later in December.</p> <p>A discussion took place around the review of risks, and it was agreed that Lorna, Paul and Mary would meet to discuss in further detail which risks should be reviewed in detail by the Board and which should sit within the Board Committees.</p> <p>Action: LH, PM, ML to meet outside of Board to consider</p> <p>Board noted the content of the report for information.</p>	Lorna
7.	<p>Medical Revalidation</p> <p>Kate provided the Board with a verbal update on the delays to the Medical Revalidation process resulting from an issue with the assessment software. Board were advised that this has now been resolved.</p> <p>Board noted the verbal information and acknowledged that the formal report would be available as part of the January Board agenda.</p>	
8.	<p>Equality, Diversity and Inclusion Update</p> <p>Sarah presented the report and advised that the Terms of Reference for the Equality, Diversity and Inclusion Steering Group will be brought to Board for approval in January.</p> <p>Particular Highlights within the report were noted as:</p> <ul style="list-style-type: none"> - Establishment of our BAME Staff Network- now a forum with 22 members who are focussing on issues raised by BAME staff. - WRES Report (Workforce Race Equality Standard)- now completed and due to be considered by the Board in January. - Looking to set up a LGBT+ Forum - progress is underway on the establishment of this group. <p>Simon commended Sarah and her team on the content and progress on actions detailed within the report.</p> <p>Julie reflected on the valuable support that Wilma Adams, the newly appointed ED&I Officer, has provided to the Governance Team regarding the appointment process for the new Chair.</p>	
9.	<p>Operational & Performance Report</p> <p>The content of the report was considered, with Jenny highlighting the following points for further information:</p> <ul style="list-style-type: none"> - Patient Flow – as at November, Sirona teams are caring for circa 600 people within the community setting who have complex care needs and joint work is in hand with our three local authorities to ensure good patient flow. Service demand will continue to be a challenge during the winter. 	

	<ul style="list-style-type: none"> - Wellbeing – There has been an increase in adverse incidents, with public incidents of aggression, particularly in treatment centres where we are working closely with other services to increase the protection of staff and patients. <p>Development –</p> <ul style="list-style-type: none"> - Virtual COVID Ward development, service went live last week to support those patients with respiratory conditions. - New Physio established in two Primary Care settings. - New NHS 111 First Service will be going live imminently and the impact on Minor Injury and Urgent Treatment Centres will be monitored. <p>Janet extended thanks to all those who have contributed to the progress made to date in implementing new services and ways of working.</p> <p>Amanda highlighted the waiting lists for some services and asked if we are able to measure the impact on patients, especially those with life limiting illnesses. Jenny responded that referral lines have now been set up and that the use of these is increasing. Patients are being encouraged to make contact if they have a deterioration in their condition whilst they are on a waiting list.</p> <p>Waiting lists for Community Paeds was highlighted and Jenny reported on a new initiative being implemented to take off circa 750 children from the waiting lists by the end of March 2021. Learning from COVID is that advice and support lines have had a positive impact on the delivery of services.</p> <p>Paul added that over 400 clinical assessments have been undertaken ‘virtually’ since March.</p> <p>The ASD Hub was introduced in the summer to support parents in the referral process. Assessments are arranged to be carried out in a single day with an assortment of professionals, with an outcome determined at the end of the assessment day.</p> <p>Board noted the content of the Report.</p>	
10.	<p>Finance Report</p> <p>Clive presented his report, which was accepted by the Board</p> <p>Lorna supported Clive in regard to the need to rebuild Sirona’s reserves and the Board were advised that the Reserve Policy will be reviewed shortly.</p> <p>Paul asked if there are residual risks relating to TUPE transfer both in and out of the organisation. Clive reported that there are no concerns.</p> <p>Thanks were extended to David Purdon, as Chair of the Audit and Assurance Committee, ahead of his retirement from Sirona at the end of the month.</p> <p>Board noted the report for information.</p>	
	<p>Public Questions</p> <p>None received for this meeting</p>	
11.	<p>Recruitment Process – New Chair</p> <p>Julie presented the report, asking the Board to note the arrangements as set out within the paper.</p>	

	<p>Board were informed that the Nominations Committee had been established to oversee the recruitment process with support and advice from both the Head of Corporate Governance and our in-house recruitment experts.</p> <p>Julie reported that expertise had been brought in to ensure that Equality, Diversity and Inclusion is considered as part of the recruitment process.</p> <p>Board noted the report for information.</p>	
12.	<p>Risk Register</p> <p>Mary advised that the report highlighted new and escalating risks for information and discussion and provided a brief explanation about the electronic risk management system. It was noted that the risk register is still developing following the mobilisation of the new adults services contract in April.</p> <p>A review of the Risk Management Policy is planned for December/January.</p> <p>Risks for consideration by Board were noted as:</p> <p>New to the register</p> <ul style="list-style-type: none"> • 235 – Integrated Nursing Teams in South Glos, now at 12, reflecting ongoing issues around capacity and vacancies. This score has since decreased due to the mitigations now in place. • 238 – Single Point of Access (SPA) has also been impacted in the same way and actions and mitigations are also place to address this risk. • 240 – Health Visiting Services in North Somerset – there is a national shortage of Health Visitors and management of demand is currently being considered. • 243 – IT services in North Somerset – Having mobilised the new community contract on the existing provider services, we are now working on the One Sirona Network. <p>Existing Risks for Board Review & Discussion</p> <ul style="list-style-type: none"> • 18 – Pandemic Impact on Services – Risk score reducing, although still a high risk. Jenny advised that a new monitoring system is now in place to triangulate and understand impact as a result of gaps in the workforce. • 154 – Local Authority Funding – now awaiting information from the next round of national Budget allocation. • 195 – Agency Workers – High use in one particular service area, recently escalated due to increased levels of staff sicknesses. Jenny advised that a specific action plan is now in place. • 49 – Heart Failure Service – Escalation of existing risk, although there are now lots of mitigating actions in place. Jenny provided additional assurance around the service model for South Glos. • 2 – Community Care – Impact of inability of other providers to support in the community. • 183 – EMIS – difficulties in alignment of different Electronic Prescribing Systems. Kate advised this is a national issue which is being progressed by EMIS and piloted currently through Community Paediatrics. • 68 – Respiratory Service – Therapists in great demand and a targeted piece of recruitment is planned for early in the New Year. <p>Paul expressed concerns around the level of agency use (Risk 195) for rehab support workers and the potential reduction in consistency in the quality of service delivered in the name of Sirona. Mary reported that recruitment for rehab support workers is underway and a robust action plan has been developed.</p> <p>Lorna expressed gratitude on the level of assurance provided to the Board on the risks reported and sought further clarity on how the risk team arrive at the recorded score. Mary advised that this is considered in more detail by the risk management</p>	

	<p>team and also by the QOC.</p> <p>Thanks were extended to Sandra Farmer, Head of Clinical Governance, for her work to date on the development of the new risk system.</p> <p>Board acknowledged the level of management and requested some further information around the logic and impact on scoring.</p> <p>Action: Invite to be extended to Board Members wishing to join the Risk Policy Review Meeting. (post meeting note: now 20.01.21)</p> <p>Board noted the report for assurance and information.</p>	Rachel
13.	<p>Governance Framework</p> <p>Julie introduced the update paper seeking the Board’s ratification for the following Sub Committees/Groups of the Board Terms of Reference:</p> <ul style="list-style-type: none"> • Nominations Committee: Comments noted as, Members Group have agreed, and Simon as Chair should be signatory • Professional Council- Comments noted as, reviewed and approved by Professional Council members • Senior Leadership Team – Included for Board information and noted that Janet as CEO should be the signatory for approval • Sirona Board – Comments noted, that Members Group should agree this Terms of Reference, with Simon as the signatory – Julie to take back to the Members Group for approval. <p>In response to a question Julie confirmed that the Chair of the People’s Council will be a Co-opted Board member.</p> <p>It was agreed that the bracketed section within the Board Terms of Reference regarding the Companies Director status of NEDs should be removed.</p> <p>Actions:</p> <p>Board ToR-</p> <ul style="list-style-type: none"> • Remove bracketed section within Board ToR • Add Equality, Diversity & Inclusion Group to a direct reporting group to the Board • Members should be the approvers of the ToR, with Simon as the signatory, meeting to be arranged with Members for review and approval <p>All ToRs -</p> <ul style="list-style-type: none"> • Address spelling mistake for ‘principle’ on each of the presented Terms of Reference <p>Sarah advised that the Nominations Committee will oversee both the development and review of Non-Executive performance.</p> <p>DECISION: Board approved the presented Terms of Reference documents presented, subject to the changes noted in the actions detailed above.</p> <p>- Additional Sub-Groups of the Board</p> <p>Board were asked to consider a process to determine whether to establish either or both a Finance and Performance Committee. Simon advised that previous consideration was given to reinstating a Finance Committee and requested that Lorna take this initiative forward.</p>	Julie

	The Chairman thanked those attending and closed the meeting in public session	
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Next meeting in Public date	To be confirmed – will be publicised on our web page
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