

**Minutes of the Public Meeting of the Board of Directors
held on Tuesday 14 December 2021, 14:00hrs
via MS Teams LIVE**

Members:	<p>Rob Hughes Beverley Shears Caroline Walker Joel Harrison Louise Tibbert Phil Walmsley Arshiya Khan Joanne Bennis Gareth Tipton Ray Harding Mark Sanderson Christine Hill Carmel O'Brien James Rolfe Tariro Matanga</p>	<p>Chairman – Chair Non-Executive Director – Deputy Chair Chief Executive Chief Finance Officer Chief People Officer Chief Operating Officer Chief Strategy & Transformation Officer Chief Nurse Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director NEXt Non-Executive Director</p>
In attendance:	<p>Taff Gidi Janine Nethercliffe Sylvia Zuidhoorn</p>	<p>Company Secretary & Head of Corporate Affairs Deputy Medical Director – Operational EA to Chairman & Chief Executive - <i>Minute Taker</i></p>
Observing:	<p>Eleanor Anderson</p>	<p>Communications Team</p>

WELCOME, APOLOGIES AND DECLARATION OF INTEREST

- 1.0 Welcome, Apologies for Absence and Declarations of Interest**
- 1.0.1 Rob Hughes welcomed members to the meeting. Rob Hughes welcomed James Rolfe our new Non-Executive Director and Janine Nethercliffe (Deputy Medical Director – Operational). Rob Hughes further confirmed that Joel Harrison shall leave Public Trust Board at 16:30hrs to join an important meeting.
- 1.0.2 Rob Hughes, on behalf of the Trust Board, welcomed James Rolfe as new Non-Executive Director to the Trust. James Rolfe introduced himself to the Public Trust Board noting that his the Chief Operating Officer at Anglia Ruskin University and his delight in joining the Trust Board and is looking forward to working with everyone.
- 1.1 Apologies received**
- 1.1.1 Rob Hughes noted apologies have been received from Kanchan Rege and Penny Snowden.
- 1.1.2 Rob Hughes noted that there were no new declarations of interest.

2.0 Minutes of the meeting held on 12 October 2021

2.0.1 The Minutes were agreed to be a true and accurate record of the meeting and officially approved by the Trust Board.

2.1 Matters Arising and Action Tracker

2.1.1 The Action Tracker was reviewed and completed actions discharged. There were no new matters arising.

3.0 Chairman's Review of the Month

3.0.1 Rob Hughes verbally presented the Chairman's Review of the month to the Trust Board. He noted that the current state of play for the Trust is as flagged in updates to recent Trust Board meetings and that winter is an extremely challenging time, alongside of which is the COVID variant Omicron which is having a significant impact on the Trust's Winter Plan. He continued to note that the country is facing the largest and fastest vaccination programme in the country's history and the Trust has its part to play, which will have an impact as we step up to this extraordinary challenge and how we prepare and respond. The Trust Board realise the potential consequences to the level and quality of care the Trust will provide over next the next 8 to 12 weeks and the ask of our remarkable staff and partners in this challenge. He noted the recognition of support from all staff and thanked all in advance as we aim to respond and get back to the recovery plan to see and care for more of our patients.

4.0 Chief Executive Officer's Report

4.0.1 Caroline Walker presented the Chief Executive Officer's Report to the Trust Board taking the paper as read, highlighting key areas which were discussed in more detail. She reported that the Trust remains under significant operational pressure for emergency care, whilst maintaining planned care. She noted that the Trust are in the middle of implementing its Winter Plan and since writing this report there has been a changed Trust contribution to the COVID response and assumptions about the COVID surge as we play our part to vaccinate 20 million people by the end of the New Year. She continued to report that the Trust have 61 COVID patients in our hospitals, 41 at Peterborough Hospital and 20 COVID patients at Hinchingsbrooke Hospital which has been consistent for a few weeks. She further reported the Cambridgeshire and Peterborough vaccination rates are not as high as they potentially could be which will present significant challenges for the Trust and across the System. She noted that the second part of the Winter Plan requires significant winter funding to get through the winter and put on the additional services required and some areas are struggling to staff and progress with the Winter Plans.

4.0.2 Caroline Walker noted that amongst all the pressures and challenges our staff are facing, that how proud she is of our staff and the awards and accolades that are being received. She further noted that Joanne Bennis, Chief Nurse won accolade as Public Service Woman of the Year in the Women in Peterborough Awards held on 25 November 2021 and Lina Nkhata, Cancer Services Matron who stepped in to help a vulnerable patients and gave them her spare work shoes so that the patient was able to leave hospital in more comfort. Rob Hughes congratulated Joanne Bennis on her award.

- 4.0.3 Rob Hughes asked Louise Tibbert if she had an update on staff and wellbeing. Louise Tibbert reported that work progresses well with staff wellbeing with Joel Harrison leading on workforce wellbeing with meal vouchers, pizza, hot drinks provided to staff which has been received well by staff. The Trust are continuing to offer occupational health support, therapies and referrals to specialist mental health services. Rob Hughes thanked Louise Tibbert for that update.

INTEGRATED PERFORMANCE REPORT

5.0 Integrated Performance Report (IPR)

5.0.1 Quality

5.0.1.1 Joanne Bennis presented the Quality Performance section to the Trust Board, taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board. She continued to note that success of the water safety at Hinchingsbrooke Hospital, and although this is November 2021 data, all of the point of use filters have now been removed from augmented areas (high risk areas) with continued testing taking place. She thanked the Estates and Facilities team for all the work undertaken.

5.0.1.2 Carmel O'Brien reported that in the Quality Assurance Committee (QAC) it was heard that some temporary administration staff shall be brought in to support in the tracking of all the COVID swabs taken which the QAC supported.

5.0.1.3 Rob Hughes questioned if the information on the amount of vaccines administered will be revisited to obtain a picture going forwards in terms of demographics. Joanne Bennis confirmed that this data will be captured and a root cause analysis shall be undertaken for all nosocomial patients along with the demographics for COVID positive patients on admission. She noted she is keen to have an understanding of the vaccination status and there is no reason why we cannot produce a data set from a review of these patients. She further noted that at QAC this month the committee will see a report of systematic review of all nosocomial deaths since February to December this year.

5.0.2 Operations

5.0.2.1 Phil Walmsley presented the Operations Performance section to the Trust Board, taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board. He reported that it has been widely understood that the Winter Plan would be particularly challenging and noted that the Trust has put aside £1.5m to try to support the increased activity and performance across winter.

5.0.2.2 Phil Walmsley reported that due to the impact of Omicron the Trust have been asked to set up vaccination clinics and there has been an excellent response from inside the organisation to stand clinics up, move staff around. He detailed that a letter had been received the NHSEI this morning which sets out a wide range of asks from ambulance to acute care, which the Trust is well ahead, with our Winter Plans successful of the anticipating demands. A number of meetings are ongoing to make sure surge plans stand and are effective as bed capacity is adjusted to accommodate the demand in the Emergency Department.

5.0.2.3 Rob Hughes questioned what the other challenges are on providing care. Phil Walmsley confirmed that there has been an increase in RSV Paediatric Resus virus

surge with an increase in demand on beds. There has not been a particular surge in flu, but do expect patients to be admitted with flu. Janine Nethercliffe noted that there has been a high percentage of TB cases in the region which has added pressure on the Respiratory team. Rob Hughes questioned if there was any underlying issue to these cases. Janine Nethercliffe confirmed that there are always cases of TB but it is a reflection of health inequalities in the North.

- 5.0.2.4 Carmel O'Brien questioned if anything different has had to be done from a quality and safety perspective, given that things have ramped up in last month, with more staff challenges. Phil Walmsley confirmed that the key areas are about making sure the Trust has a proper front door assessment in the Emergency Department. Some staff have been moved to other areas which has enabled the department to deliver the assessment of patients within 15 minutes when they come through the door safely and sit in a waiting area or fast tracked. There are a cohort of patients that are cared for in the corridors which enables the Trust to manage more patients and release ambulance. There are also some occasions where patients have been reverse boarded onto wards where properly staffed, moving patients out of the Emergency Department up on to wards to keep flow in the Emergency Department. Joanne Bennis assured the Trust Board that from a quality perspective the Trust did develop the Corridor Care Policy on behalf of the System and patients and quality are put at the centre of all that is done, with some very strict criteria on when it can and cannot be used. There have been concerns and incidents raised in some areas of our waiting area in the Emergency Department due to number of patients within the department. We have seen some adverse event / near miss concerns raised through the DATIX system for deteriorating patients / incomplete assessment and these have been processed through the correct governance pathway. A few cases have been raised as potential serious incidents through the serious case incident group but not reported as SIs following review.
- 5.0.2.5 Rob Hughes questioned if staff are being allocated to the front door. Phil Walmsley confirmed that they are and not reallocating, agency staff are being hired also, the Trust are doing whatever it can to get the right clinical staff at the front door to assess patients as soon as they arrive. Rob Hughes further questioned what the Systems perspective is on how the System is stepping up to this and our role in those conversations. Phil Walmsley confirmed that from a vaccination perspective all are being asked to stand up vaccination hubs. All are attending regular meetings on how as a whole system of Integrated Care Systems we can try and support each other. There is a wider coordination on how to manage activity across the whole patch. He further noted that the NHS across the board are struggling in terms of 4 hours performance due to the demand and difficulties across the whole country.
- 5.0.2.6 Caroline Walker noted that the Hospital cannot alone do everything that is needed, it needs system-wide support with discharges and a whole combination of other things.
- 5.0.3 Workforce and Organisational Development**
- 5.0.3.1 Louise Tibbert presented the Workforce and Organisational Development Performance section to the Trust Board, taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board.
- 5.0.3.2 Beverley Shears thanked Louise Tibbert for the report and questioned what work is being done in the System with regard to the resourcing concern. Louise Tibbert confirmed that the Trust are meeting every fortnight with other HR teams within the

System working more collaboratively, with a number of work streams already set up and running.

- 5.0.3.3 Rob Hughes thanked Louise Tibbert for the report and commented that there is a limited supply of resource and the System needs to come together and noted that he will pick this up in the System Partnership Board.

5.0.4 Finance

- 5.0.4.1 Joel Harrison presented the Finance Performance section to the Trust Board taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board. Joel Harrison passed on his thanks to the team for their support in the submission for the second part of the financial plan.

- 5.0.4.2 Rob Hughes commented that this demonstrates the ever-changing financial framework and gave his thanks for all the work that is done.

5.0.5 Strategy & Transformation

- 5.0.5.1 Arshiya Khan presented the Strategy & Transformation Performance section to the Trust Board taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board.

- 5.0.5.2 Rob Hughes noted that he will take to the Governors for feedback before the February Trust Board meeting to approve. He continued to thank Arshiya Khan and the team for all the work being done.

ACTION : Rob Hughes to take the Strategy to Council of Governors Private meeting before February Trust Board meeting for feedback.

5.0.6 Governance

- 5.0.6.1 Taff Gidi presented the Governance Performance section to the Trust Board taking the report as read and highlighted the successes, key messages and emerging issues within the summary section of the report, which were discussed in more detail by the Trust Board.

- 5.0.6.2 Gareth Tipton noted that the first two items mentioned risk compliance requiring further improvement and if there could be further expansion on what was meant by risk compliance. Taff Gidi confirmed when significant risk is generally very high it is just below the compliance rate.

5.1 IPR Annex : Maternity Report

- 5.1.1 Joanne Benne presented the Maternity Report to the Trust Board for information, noting the paper as read. She highlighted the successes and key messages within the report which were discussed in more detail by the Trust Board.

- 5.1.2 Gareth Tipton questioned why the midwifery staff are choosing to go outside of the organisation with regards to freedom to speak up concerns and what is being done to try to address this. Joanne Bennis noted that the staff concern escalation took place in July this year where staffing levels across the whole of Cambridge and Peterborough were challenging with the highest number of unit closures across both Cambridge University Hospital and NWAngliaFT maternity units. This is also an East of England picture and national picture at this time. She continued to note that there is an organisational development programme within the maternity unit and a Freedom To

Speak Up Champion within the maternity unit who is well advertised and staff know who this staff member is. The unit has a professional midwife advocate in post and have a very open forum where midwives share any concerns. She reported that following the episode a message has been sent out to remind the teams, that if they have any concerns, of the options that are there for them to escalate within the organisation.

5.1.3 Carmel O'Brien noted her support of Joanne Bennis and that a discussion was held at the last maternity drop-in session. She continued to note that she has visited both the Hinchingsbrooke and Peterborough Hospital sites and felt that the investment made to the senior leadership team is coming to fruition, which allows delegation to middle management. She noted that she concluded a recent visit to Hinchingsbrooke Hospital with Penny Snowden and heard first-hand from staff of the positive support and debriefing that is in place following a difficult serious untoward incident.

5.1.4 Rob Hughes thanked for the report and good progress being made and questioned how as a group is feeling from the feedback received from the Quality visit. Joanne Bennis confirmed that there were lots of very positive feedback received from the Quality visit which have been echoed and reiterated with good progress being made, but there were some areas that were recognised as not as far forward as required to be.

5.2 IPR Annex : Maternity 6 Monthly Staffing Review paper

5.2.1 Joanne Bennis presented the Maternity 6 Monthly Staffing Review paper for discussion to the Trust Board, noting the paper as read. She highlighted the key areas within the report which were discussed in more detail by the Trust Board. She highlighted that this had been reviewed in depth at the People and Culture Committee.

5.2.2 Caroline Walker thanked Joanne Bennis for this report and is grateful for the detail and questioned why information says more midwives are needed but not does not say how many midwives we have, and felt based on booking, more are needed in the community team and less on the Peterborough site. She further questioned when will we adjust our thinking and plan each day, thinking below the staffing level and how often did we anticipate adjusting services and rosters. Joanne Bennis confirmed that the 6 monthly review gives the opportunity to look back, the Triumvirate themselves do not feel the extra BirthRate+ shows as needed and likewise transferring some of deliveries down to Hinchingsbrooke Hospital when staff are challenged at Peterborough Hospital. The Triumvirate are to work through what changes are needed to the roster.

5.2.3 Beverley Shears noted that the People & Culture Committee identified a number of items of risk going forward about the culture, exit interviews and recruiting. The culture is a general theme about how we balance celebrating and showing appreciation to our staff, with poor leadership and unhelpful behaviours to tackle. The committee were assured that a system is in place and on looking at all the indicators the maternity unit staffing is green and safe.

5.3 IPR Annex : Overview of Quality Improvement Journey

5.3.1 Joanne Bennis presented the Overview of Quality Improvement Journey paper for discussion to the Trust Board, noting the paper as read. She highlighted the key areas within the report which were discussed in more detail by the Trust Board. She reported that there will be a presentation to Trust Board prior to the Workshop session in January.

- 5.3.2 Carmel O'Brien welcomed this and noted that her only concern would be that if the Trust are unable to progress this, given where it is currently and not knowing what is happening over the next four weeks. Are there absolute must dos if the Trust has to slow down the programme. Joanne Bennis noted her thanks to David Parker-Radford for his support and progressing at such a good pace. She confirmed that this is key to getting quality strategy in place and the fact that the Trust have chosen to go for NHS Elect for the year, there is some flexibility. The Trust Board Workshop is key in January in working through the fundamentals of quality improvement.
- 5.3.3 Caroline Walker noted her support to Joanne Bennis and asked that we try to keep this going if we can.
- 5.3.4 Rob Hughes thanked Joanne Bennis for her report
- 5.4 IPR Annex : 6 Monthly Non-Medical Staffing paper**
- 5.4.1 Joanne Bennis presented the 6 Non-Medical Staffing paper for discussion to the Trust Board, noting the paper as read. She highlighted the key areas within the report which were discussed in more detail by the Trust Board.
- 5.5 IPR Annex : Strategic Risk Register**
- 5.5.1 Taff Gidi presented the Strategic Risk Register for discussion to the Trust Board for decision. He highlighted key areas within the register which were discussed in more detail by the Trust Board.
- 5.6 IPR Annex : Urgent Emergency Care Performance / Winter Plans**
- 5.6.1 Phil Walmsley verbally presented the Urgent Emergency Care Performance / Winter Plans to the Trust Board. He highlighted the key areas which were discussed in more detail by the Trust Board.
- 5.7 IPR Annex : Trust Strategy Review – Progress Update**
- 5.7.1 Arshiya Khan presented the Trust Strategy Review – Progress Update paper for information to the Trust Board, noting the paper as read. She highlighted the key areas within the report which were discussed in more detail by the Trust Board.

BREAK

GOVERNANCE AND ASSURANCE

- 6.0 Freedom to Speak Up – Half Yearly Update**
- 6.0.1 Sally Mumford presented the Freedom to Speak Up – Half Yearly Update for discussion to the Trust Board, noting the paper as read. She highlighted the key areas within the report which were discussed in more detail by the Trust Board, noting that this is in the new format as recommended by NHSEI.
- 6.0.2 Gareth Tipton thanked Sally Mumford for the report and that it is good to see a healthy number of reports where people feel free to speak up safely. He questioned if there are concerns about Stamford and what was thought to be the trigger at Doddington. He further continued to question whether retaliation was a concern. Sally Mumford confirmed that there are no concerns at Stamford, where there is a healthy speak up culture who are happy to raise any concerns in open forum. In terms of Doddington the

spike recorded is due to the head-count as it is a very small staff group residing there. She further confirmed that retaliation is very concerning and is a difficult area to measure and assess, and I discuss this and rely on people to come back to raise any retaliation issues.

6.0.3 Taff Gidi acknowledged the great work that Sally Mumford is undertaken and how important it is to recognise the amount of work that comes through the Freedom to Speak Up function, which encompasses a lot of pastoral roles. It is worth noting that it has been a challenging year which has been difficult at times. He continued to confirm that further conversations are being held about how to learn from the process in regards retaliation concerns, and noted that he is not too concerned about retaliation as it is not a common theme and is a very rare occurrence.

6.0.4 Rob Hughes questioned the lower numbers reported at other trusts such as Luton & Dunstable or Milton Keynes. He also questioned how concerns are raised outside of the Trust and further questioned what the Trust needs to do to be a leader in this area. Sally Mumford confirmed that there is no national guidance on how numbers are recorded it is for each Trust to work out for themselves. She continued to confirm that in terms of raising a concern about an issue outside of the Trust this is about have triangulation in place and is in conversation with Taff Gidi and Joel Harrison about this. The lastly confirmed that for the Trust to be leaders it is about changing the culture and making speaking up, business as usual.

7.0 Green Plan

7.0.1 Joel Harrison presented the Green Plan for discussion to the Trust Board, taking the report as read. He highlighted key areas, which were discussed in more detail by the Trust Board and noted that the paper provides an update on the development of the Green Plan, detailing the national and regional priorities. He further noted that the NHS has set itself a clear mandate to net zero the health service by 2032. This plan shall be presented to the Performance & Estates Committee next week and then be presented to the Trust Board in January 2022.

7.0.3 Caroline Walker noted that she would like to volunteer to be a net zero hero. She said that our staff do want to get involved and our staff playing a part in this is important.

7.0.4 Rob Hughes thanked Joel Harrison for the update and that he is looking forward to the report coming to Trust Board and noted that he shall also share with the Governors.

8.0 Annual Planning Process 2022/23

8.0.1 Arshiya Khan presented the Annual Planning Process 2022/23 for information to the Trust Board, taking the report as read. She highlighted key areas, which were discussed in more detail by the Trust Board, noting that this was written by Keith Reynolds who has recently left the Trust.

8.0.2 Rob Hughes noted the engagement of committees and the Council of Governors. He questioned the link to the System Plan and is that mainly a finance feed. Arshiya Khan confirmed that we send our plans to the System and they amalgamate and see how far we are from national guidance and we then review.

BOARD SUBCOMMITTEE ASSURANCE REPORTS

9.0 Assurance Reports from Board Subcommittees

9.1 Quality Assurance Committee

9.1.1 Rob Hughes thanked Christine Hill for chairing the Quality Assurance Committee on behalf of Mark Sanderson. Christine Hill presented the Quality Assurance Committee report to the Trust Board and highlighted points of escalation, key issues, risks and spotlight outstanding practice and innovation, taking the report as read.

9.2 Finance & Digital Committee

9.2.1 Ray Harding presented the Finance & Digital Committee report to the Trust Board and highlighted points of escalation, key issues, risks and spotlight outstanding practice and innovation, taking the report as read. He confirmed that the draft Digital Strategy shall be presented to the next Finance & Digital Committee, to the Strategy & Transformation Committee and to the Trust Board in February 2022.

ACTION : Joel Harrison and Geraldine Wingfield-Hill to present the draft Digital Strategy to Finance & Digital Committee, Strategy & Transformation Committee and to Public Trust Board in February 2022.

9.3 Performance & Estates Committee

9.3.1 Gareth Tipton presented the Performance & Estates Committee report to the Trust Board and highlighted points of escalation, key issues, risks and spotlight outstanding practice and innovation, taking the report as read.

9.4 People & Culture Committee

9.4.1 Beverley Shears presented the People & Culture Committee Assurance report to the Trust Board. She highlighted the points of escalation, key issues, risks and spotlight outstanding practice and innovation and took the report as read.

9.5 Audit Committee

9.5.1 Gareth Tipton presented the Audit Committee Assurance report to the Trust Board. He highlighted the points of escalation, key issues, risks and spotlight outstanding practice and innovation and took the report as read.

9.6 Strategic & Transformation Committee

9.6.1 Rob Hughes presented the Strategic & Transformation report to the Trust Board. He highlighted the points of escalation, key issues, risks and spotlight outstanding practice and innovation and took the report as read. He further thanked the team for all the work they are doing.

FINAL ITEMS

10.0 Any Other Business

10.0.1 Rob Hughes reported that there was no other business to discuss. He continued to thank the Trust Board for the meeting today and for the Public who have dialled in.

10.0.2 He noted that it is the last Trust Board meeting of 2021 meeting again in January thank Board members for all work done in 2021. Thanks out to all our staff because know could not deliver without great work they do. Have a good festive break and take care.

11.0 Questions from the public

11.0.1 Rob Hughes confirmed there were no questions received.

The Chairman closed the Public Trust Board at 16:20hrs

Date of next meeting: Tuesday 14 December 2021 at 14:00hrs

Signed.....

Name..... Date.....