

**Minutes of the United Lincolnshire Hospitals NHS Trust
Annual Public Meeting**

Held on 25 September 2020

Via MS Teams Live Stream

Present

Voting Members

Mrs Elaine Baylis, Chair
 Mr Paul Matthew, Director of Finance and Digital
 Mrs Sarah Dunnett, Non-Executive Director
 Mrs Liz Libiszewski, Non-Executive Director
 Mr Geoff Hayward, Non-Executive Director
 Mrs Gill Ponder, Non-Executive Director
 Mr Andrew Morgan, Chief Executive
 Dr Neill Hepburn, Medical Director
 Dr Karen Dunderdale, Director of Nursing
 Mr Mark Brassington, Director of Improvement and Integration
 Dr Chris Gibson, Non-Executive Director

Non-Voting Members

Mr Martin Rayson, Director of People and Organisational Development
 Mr Simon Evans, Chief Operating Officer

Apologies

In attendance:

Mrs Jayne Warner, Trust Secretary
 Mrs Karen Willey, Deputy Trust Secretary (Minutes)

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| 001/20 | <p>Item 1 Welcome and Introductions</p> <p>The Chair welcomed members of the public and Trust members to the meeting noting that the annual public meeting was an important milestone in the cycle of board business where the opportunity was taken to reflect on business of previous year. The meeting would focus on last year 2019/20 but would touch on the first half of the current year and the response to Covid-19.</p> <p>The Annual Public Meeting (APM) was an occasion that would usually take place in person however the Trust continued to comply with social distancing and public gathering guidance meaning that the meeting was being held virtually.</p> <p>This had been opened up to members of the public who had joined the call and thanks were offered to those who had taken the time to be interested in the organisation, joined the APM and to those who had submitted questions.</p> <p>There were a number of pre-submitted questions to the meeting however it would be possible for those who had joined to offer questions through the Q&A function within the MS Teams meeting during the course of the meeting. Should there be any questions unanswered during the meeting a written response would be offered.</p> <p>The Chair reflected on the challenges faced in the spring and summer of 2020 noting that whilst a significant portion of Covid-19 activity took place in the current</p> |
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year, which would be reported next year, the Trust had spent a lot of time and effort preparing for the demand being forecast.

The Chair offered her thanks to all staff across the organisation both clinical and non-clinical for the support in the planning and preparation and the continued commitment to the pandemic and restoration of services. There had been a huge effort and contribution made by staff.

The Chair advised that there had been a number of changes to the Trust Board during the year advising that Jan Sobieraj had retired in June 2019, Kevin Turner had retired in August 2019 and Michelle Rhodes had left the Trust in September 2019 to take up a similar role at another Trust.

Following a restructure and streamlining of the Trust Board, Paul Boocock ceased to attend the Board as a director from January 2020. The Chair was delighted to bring new people to the Board including Andrew Morgan on secondment from Lincolnshire Community Health Services NHS Trust as Chief Executive until March 2022.

Victoria Bagshaw was in post as Interim Director of Nursing from September 2019 to February 2020 before Dr Karen Dunderdale joined the Trust on secondment at the Director of Nursing.

A restructure of the executive portfolios introduced a new director position taken up by Mark Brassington as Director of Improvement and Integration, moving out of the Chief Operating Officer role and also filling the Deputy Chief Executive role.

This presented an opportunity for Simon Evans, as Director of Operations, to move to the Chief Operating Officer position on a temporary basis.

The Chair noted that the amount of change at the top level of an organisation would be a challenge however noted the additional pressures faced and offered thanks to those who had joined the organisation or moved in to new roles.

The Chair acknowledged the support and consistency provided by the Director of People and Organisational Development and Medical Director who had supported and orientated new colleagues to the Trust. Thanks were also offered to the Non-Executive Directors with the Chair noting that there had been no change.

The Chair also thanked the Trust Secretary and secretariat for the support in ensuring the public meetings were able to function.

The Chair noted that there were no apologies given for the meeting.

Item 2 Minutes of the last annual meeting held on 17th September 2019

The minutes were accepted as a true record of the annual public meeting held on the 17th September 2019.

Item 3 Receipt of the annual report and annual accounts for 2019/20

The Chief Executive gave a presentation introducing the annual report and annual accounts for the Trust for 2019/20. The presentation provided a reflection on the

previous year with the Chief Executive advising that the Annual Report was available on the Trust website.

The presentation highlighted the significant year for the Trust with the Chief Executive noting the implementation of the Trust Operating Model (TOM) which would see a new way of involving colleagues in the running of the organisation.

The Chief Executive offered a high level overview noting the difficulties that had been faced in urgent and emergency care for the Trust seeking to meet targets, trying to minimise waits for patients all whilst being able to provide a high level of quality care for patients. This had been a significant challenge for a large part of the country.

The Trust continued to spend more money than available however again this was not a unique position for the Trust however this was not a satisfactory position. Towards the end of the financial year Covid-19 had overtaken events and a lot of the work being conducted by the Trust.

The Chief Executive noted that despite the number of challenges there were green shoots of recovery with positive engagement and involvement in the work of the health and social care system in Lincolnshire. The Trust had also continued to build relationships with regulators and had seen improvements in the staff survey and received investments to the organisation.

The Chief Executive noted the investment from the Prime Minister of £21.3m for a new accident and emergency at Pilgrim Hospital noting that this demonstrated a national recognition of the need to improve the environment. There was also confidence on the delivery of the plan put forward.

The Trust continued work on the investment of £46m in fire safety measures across the sites which had not only transformed the look and feel of the buildings but addressed a number of safety measures.

The Chief Executive noted a stand out achievement for the Trust in the achievement of the lowest ever Hospital Standardised Mortality Ratio (HSMR) due to significant work conducted by staff. This had seen the Trust move to be in the top 25% of performances in the country.

It was noted that there had been a significant improvement in the 2019 staff survey results on the previous year which demonstrated a level of confidence in responding to the survey with improvements seen in staff recommending the Trust for care to be received or as a place to work.

The Chief Executive offered an overview of the performance of the Trust noting that towards the end of the financial year this had been impacted by Covid-19.

Staffing continued to be a challenge for the Trust despite successful recruitment to a number of vacant medical positions. There continued to be a reliance on agency staff to support the staffing position and provide care to patients.

The Trust remained in quality special measures and had been since April 2017. The Integrated Improvement Plan would be the mechanism used to move the Trust out of quality special measures. The Care Quality Commission inspection

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| | <p>conducted in June and July 2019 saw the Trust rated as requires improvement with the Caring domain rated as Good.</p> <p>The Chief Executive felt it important to touch on the Covid-19 pandemic which had affected the Trust at the end of the financial year noting that there had been a significant impact on the Trust. This had seen the pausing of most routine elective activity, issues of accessing Personal Protective Equipment and staffing difficulties due to isolation or symptomatic staff. These had all impacted on the ability to provide services.</p> <p>Patient visiting had been cancelled as a result of Covid-19 however the Trust had been able to introduce a whole new range of way of working including virtual clinics. These had been put in place with pace and rigour and the Chief Executive offered his thanks to staff for the fantastic work that had been undertaken in very difficult and distressing circumstances.</p> <p>The Director of Finance and Digital offered the annual accounts to the Annual Public Meeting noting that during 2019/20 the Trust remained in financial special measures. It was noted however that the Trust continued to make positive progress to address the financial deficit. It was hoped that in the course of the next 12 months the Trust would be able to exit financial special measures.</p> <p>The Director of Finance and Digital detailed the financial performance for 2019/20 along with the financial duties and targets.</p> <p>The Chief Executive offered a look forward to 2020/21 noting the Lincolnshire Long Term plan had not been published due to Covid-19. However the Trust had continued to develop the 5 year Integrated Improvement Plan which was aligned to national and local policy and strategy offering a simple vision and strategic framework.</p> <p>The APM noted and received the published annual report and annual accounts for 2019/20.</p> |
| | <p>Item 4 Public Questions</p> <p>Board members responded to questions that had been submitted to the Trust Board ahead of the Annual Public Meeting.</p> <p>Q1 from Jody Clark</p> <p>How much investment has gone into Grantham Hospital over the past year?</p> <p>The Director of Finance and Digital advised that the Trust had invested £4.5m in the infrastructure at Grantham Hospital continuing the fire compliance work as well as installing LED lighting. This had resulted in the corridors appearing brighter and looking more modern.</p> <p>There had been investment in medical equipment with the Trust in the process of installing the new MRI scanner for which funding had been received the previous year. There was also a new CT scanner and a number of other items of equipment that had been purchased.</p> |

Q2 from Liz Wilson

Why do ULHT persist in claiming that changes at Grantham Hospital are temporary, when it is quite clear that they have no intention to reverse them, and that what they are trying to achieve is the closure of Grantham Hospital under cover of Covid measures?

The Chief Executive responded to advise that the Trust persisted in saying that the arrangements were temporary as this was true, the arrangements in place were temporary. The Board were very clear that the changes put in place at Grantham were temporary.

The Chief Executive was clear that there had never been any discussions either internally or externally to the organisation about the closure of Grantham Hospital. The Chief Executive was also not aware of anyone who had held that discussion being clear that the Trust Board did not support the closure of Grantham Hospital.

Whilst it was clear that there were people raising this in the public domain the Chief Executive apologised that the Trust's unequivocal view did not fit the narrative that some people wished to put out in to the public domain.

For clarity the Chief Executive stated that Grantham Hospital was not closing.

Q3 from Sue McQuinn

The temporary, covid related, changes at Grantham Hospital have been in place for 3 months now. A quarterly review was promised by ULHT & the Health Minister. Has this taken place & were the public involved? Where/when will the results be published?

The Chief Operating Officer responded to correct the first statement noting that the model had not quite been running for 3 months. The quarterly review would be concluded and reported to the October Public Trust Board meeting on the 6 October with the quarterly review paper published on the public website one week before the meeting.

A number of different engagement activities and systems had been running in order to canvas the opinions of patients and staff that work both at Grantham and on other sites since the operating model was put in place. The report would pull together the information and provide the output of the questionnaires and interviews held with staff and patients. This would also include what could be learnt from the model having been put in place and the Chief Operating Officer noted that he looked forward to receiving questions about the paper from members of the public ahead of the board meeting.

The Chair noted that there had been one additional question received during the course of the meeting.

Q4 from Councillor Wootton

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| | <p>I have raised complaints of bullying to staff, yet again this week I have heard this repeated to me, what action are you taking to stop this happening?</p> <p>The Director of People and Organisational Development responded to advised that for many years the Trust had been clear that there was a zero tolerance approach to bullying and harassment. The Trust had a set of values that were used to underpin everything that happens in the Trust with one of these core values being respect. There was lots of work undertaken to embed the values including staff charter workshops which sought to help staff understand the expected values and behaviours. Over 1000 people had attended the workshops over the last 12 months.</p> <p>Through the staff survey the Trust were aware of the significant number of staff experiencing bullying and harassment in the organisation and as such a programme was in place to understand the issues and get beneath these.</p> <p>Work had been conducted with managers in order to ensure an understanding of good management particularly when focusing on performance and what should be avoided during these discussions. Building respectful teams was a programme that had been put in place to ensure teams understood what good teams look like.</p> <p>The 2019 staff survey had received a positive response with the number of people reporting bullying and harassment reducing, the results however did remain higher than the national average. The results had however seen an increase from the Black, Asian and Minority Ethnic (BAME) groups reporting bullying and harassment which was a particular concern for the Trust. Work was underway with the BAME Staff Network in order to address the concerns and issues that staff had.</p> <p>Across the Lincolnshire Health System work was being put in place to look at cultural differences and respect along with the introduction within the Trust of reverse mentoring where Board members meet with staff in protected groups to understand their experiences at work.</p> <p>The Trust would like to have a score of zero in the staff survey however it is recognised that due to the size of the organisation there will always likely be cases where people feel bullied. The Trust had seen an increase in cases being dealt with the were addressing behaviours which demonstrated confidence in the systems in place to address issues. The Trust strongly promoted how staff would raise issues if they did not want to follow formal processes including the Freedom to Speak Up Guardian who had seen a number of people raising concerns.</p> <p>The Chief Executive endorsed the response offered noting that bullying had no place in the Trust and was not tolerated. A review of the survey results demonstrated that a higher score had been colleagues reporting harassment and bullying by the public. This would require work to be undertaken with communities to make clear that this was not an appropriate way to interact with staff.</p> |
| | <p>The Chair thanked members of the public for attending the meeting noting that as an organisation the Trust Board did not know what was going to be faced over the course of the next year however it would be challenging.</p> |

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| | <p>The Trust would need to work exceptionally hard to provide care to the standard expected for family, friends and loved ones and the Chair hoped that there was confidence from the public in the Trust Board to continue to drive through improvements within the Trust.</p> |
| | <p>Item 5 Any Other Notified Items of Business</p> <p>There were no further items of business.</p> |
| | <p>The APM for 2019/20 was closed.</p> |