



Torbay and South Devon
NHS Foundation Trust

Council of Governors Meeting

Public

Date: **Wednesday 2nd August 2023**

Time: **2 pm to 4 pm**

Venue: **Board Room, Hengrave House
and via Microsoft Teams**

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Council of Governors' Meeting (Public)

Face to Face in the Boardroom at Hengrave and Via MS Teams

02/08/2023 14:00 - 16:00



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MINUTES OF THE PUBLIC COUNCIL OF GOVERNORS MEETING

HELD ON 3rd MAY 2023 AT 14.00 PM

HENGRAVE BOARDROOM AND VIA MS TEAMS

Present

Nicole Amil	*	Richard Ibbotson (Chair)	Craig Davidson
* Dave Cawley	*	Derek Blackford	Eileen Engelmann
* Matthew Giles	*	Loveday Densham	Lee Thomas
* Jonathan Hawkins	*	Annie Hall	John Kiddey
* Peter Milford	*	Mike James	Jonathan Shribman
* John Smith	*	Rosemary Rowe	Jean Thomas
* Mark Tyrrell-Smith	*	Andrew Stilliard	Radia Woodbridge
* Keith Yelland	*	Emily Wood	Val Browning
* James Hartley	*	Sal Aziz	Clare McAdam
* Andrew Postlethwaite	*	Andrew Macgregor	Chrissie Thirlwell
* Louise Winfield	*	Alison Ramon	

* denotes member present / () = present for part of meeting

In attendance:

* Liz Davenport	Chief Executive	LD
* Ian Currie	Chief Medical Officer	IC
* Michelle Westwood	Chief People Officer	MW
* Deborah Kelly	Chief Nurse	DK
* Jon Scott	Interim Chief Operating Officer	JS
* Dave Stacey	Chief Finance Officer and Deputy Chief Executive	DS
* Adel Jones	Director of Transformation and Partnership	AJ
* Emily Long	Director of Corporate Governance and Trust Secretary	EL
* Jane Harris	Associate Director of Communications and Partnerships	JH
* Richard Crompton	Non-Executive Director	RC
* Robin Sutton	Non-Executive Director	RS
* Chris Balch	Non-Executive Director	CB
* Paul Richards	Non-Executive Director	PR
* Vikki Matthews	Non-Executive Director	VM
* Siân Walker-McAllister	Non-Executive Director	SWMc
* Sarah Fox	Corporate Governance Manager	SFo
* Stacey Margetts	Personal Assistant to the Director of Corporate Governance and Trust Secretary and Minute Taker	SM

1. **OPENING MATTERS**

1.1 **Chairman's welcome and apologies for absence**

The Chairman noted apologies from Nicole Amil, Sal Aziz, Craig Davidson, Mike James, Hilary Milner, Clare McAdam, Rosemary Rowe, Joanne Watson, Jacqui Lyttle and Peter Aitken.

1.2 **Declarations of Interest**

No declarations of interest were made.

2. **Business from previous Council of Governors' Meeting**

2.1 **Minutes of Council of Governors' meeting held on 2 November 2022 and written resolution dated 23rd November 2022**

The Council of Governors approved the Minutes of Council of Governors' meeting held on 2 November 2022 and written resolution dated 23rd November 2022.

2.2 **Matters arising not covered elsewhere on the Agenda**

None received.

3. **Business Reports**

3.1 **Chairman's Report**

The Chairman gave a verbal reported to the Council of Governors on the following matters: -

- Appraisals for all Non-Executive Directors and Chair were complete.
- Chair thanked all for their input into the appraisal process and also acknowledged all externally received constructive feedback.
- CFO Dave Stacey was leaving the trust to work at Exeter University as CFO. The Trust would be sad to lose DS. The Chair thanked Dave Stacey for all his work and support within the trust.
- Reminded staff that we were entering a pre-election period and the local media would be monitoring our website for information.

3.2 Chief Executive's Report

The Chief Executive drew attention to her report which had been circulated with the agenda and briefed the Governors on the following points: -

- the actions being taken to address the exit criteria for Single Oversight Framework (SOF) and the development of the single improvement plan – our regain and renew plan
- our ongoing work to reduce our waiting lists both locally and system-wide and addressing performance issues in key areas;
- urgent and emergency care: ambulance handovers, home before lunch and work on the complex care discharge pathway;
- the new health and wellbeing centres for Dartmouth and Teignmouth;
- our capital development programme including the new radiotherapy scanner, endoscopy and theatres expansion;
- the new hospital programme and Building a Brighter Future;
- an update on our Electronic Patient Record;
- the latest updates from the Integrated Care System for Devon and the Peninsula Acute Services Sustainability Programme.

3.3 Membership Committee Chair's Report

Mrs Engelman gave a short update on matters discussed at the April Committee which had been included in her report to the Council: -

- **Rest of South West Peninsula Constituency** – budget confirmed to allow for minimal cost “paid” social media advertising to increase numbers in this constituency (to be arranged by Eli McCutchion, Engagement Manager, Communications Department).
- **Assessed viewing numbers of the New Membership Video** – noted good progress to date with regard to viewing numbers across social media platforms (over 1600 viewings). Chair advised the members video has been well received.

Some further updates on key actions were discussed:

- Continue to aim for a “Medicine for Members” in Summer/Autumn 2023, once more Foundation Trust resource was available.
- 2023 Annual Members Meeting: Confirmed would also be Members event/s at the 21 September 2023 Annual Members Meeting and stands in TREC foyer. Committee keen to involve SWAST resuscitation demonstration and display Technology Enabled Care Systems (TECS) and to hold later in afternoon/early evening timeslot.
- Work continued with plan for volunteers to assist in ringing FT members who had not informed us of their email, as online communication key to two-way engagement for the future. Paper also being produced by Eli McCutchion on this topic, covering the wider issues that need to be considered and a meeting was being scheduled with volunteer team, FT Office and Communications Team.

- Agreed to explore with Workplace Team about suitable Trust venues in the community where Governors could set up a stall to gather feedback (positive and negative) and promote FT Membership/hand out leaflets. Governors would be asked to volunteer to attend as part of their engagement duties and it was suggested that this could be done on a Constituency basis, arranged by each Constituency group.
- **Healthy Futures Articles** – agreed themes for future articles.

The Chairman thanked Mrs Engelmann for her update.

4. Governance

4.1 Public Quarterly Governance Report:

The CoG received the Public Quarterly Governance Report, circulated with the agenda pack. The following key points were discussed:

- Governor Only session – FT office received feedback and noted how the members would like better support from the governance team.
- Good Governance (GGI) recommendations – it was agreed two GGI recommendations would be discussed at each COG meeting.
- Senior Independent Director (SID) - A Governor Nominations and Remuneration Committee was held on 3rd April 2023, where it was agreed that Professor Chris Balch should become the substantive Senior Independent Director, taking over from Jacqui Lyttle. Jacqui was formally thanked for her support to the Council of Governors during her tenure as the SID.

4.2 Briefing: NHS Standard Form Licence

The CoG received the Briefing: NHS Standard Form Licence, circulated with the agenda pack. The following key points were discussed:

- The CoG was briefed on the new NHS provider standard form licence issued on 28 March 2023, effective 1 April 2023.
- The CoG noted this briefing paper was also provided to Board on 26 April 2023.

4.3 Briefing: Hewitt Review

The CoG received the Briefing: Hewitt Review, circulated with the agenda pack. The following key points were discussed:

- The CoG received and noted the “Hewitt Review”, an independent review of integrated care systems, led by the Rt Hon Patricia Hewitt, published 4 April 2023.

- The Hewitt Review provided a direction of travel for patient care and quality of service/delivery.
- The governors requested a briefing on the implications of the review and how it would affect the Trust. **Action:** EL to attend Governor Only meeting to provide more information to the governors.

4.4 Election of Lead Governor (no candidates received for Deputy Lead Governor) (Statement from candidates followed by vote)

This agenda item took place at the end of the meeting when the Executives had left.

Before the vote commenced, both candidates for the lead governor role gave a presentation to the CoG. Following the presentations votes were cast, with the results to be published to the Governors on the 4th May 2023.

Post meeting note – following a count of the ballot papers received, Governors were informed on 4th May 2023 that Peter Milford was the successful candidate for the role of Lead Governor and took up his position on 4th May 2023.

5. System Oversight Framework Briefing

5.1 System Oversight Framework Briefing Presentation

The CoG received the System Oversight Framework Briefing Presentation, circulated with the agenda pack.

The following key points was discussed:

- Focus on improvement plan.
- Focus on our people.
- Focus on doing the right thing and we will start hitting our targets. If we just focus on SOF4 we will not hit our targets.
- EPR – continued to be progressed.
- SOF4 – Governor Matt Giles raised the need for more staff. At present we are 96 hours short of nursing. The executive team were walking the floor and honest about the reality of the situation and working with resources. Workforce had increased. We need to use the staff we have got and not to hold back on clinical vacancies. **Action:** DK and MG to meet regarding nursing hours shortage.
- Improvement and engagement programme – all executives to discuss this with their teams. Devon had not kept up with national practice and new ways of working like other organisations.

MG left COG at 3:25 pm.

6. Update on Quality Account and CQC Preparedness

6.1 Presentation on CQC Preparedness (Presentation)

The CoG received the presentation on CQC Preparedness provided by DK. The presentation was welcomed by the CoG and DK was thanked for a full and informative update.

6.1.1 Presentation on 2022/23 Quality Account and 2023/24 Priorities (Presentation)

The CoG received the presentation on 2022/23 Quality Account and 2023/24 Priorities. The presentation was welcomed by the CoG and DK was thanked for a full and informative update.

7 Governor Engagement

7.1 Feedback and questions from Members and Governors including Governor Communications Log

The CoG received the Feedback and questions from Members and Governors including Governor Communications Log, circulated with the agenda pack.

It was agreed the CoG would further discuss communications at their next Governor Only meeting.

7.2 NED Chair Reports

FPDC – Richard Crompton

- Operational plan SOF4 being submitted 4th May 2023
- Cost improvement programme
- Strategy board assurance framework and key committee risks
- IPR focus on SOF4 protectory
- Capital expenditure
- Year-end accounts
- Capital 70k underspend
- 1.7 deficit reached
- 5-year strategy
- 2 business cases – TIFF and Oncology
- New GO for FPDC - Sal Aziz

Audit Committee – Robin Sutton

- Declarations of interest
- Social care debt – insecure debt, seeking some comparative
- Clinical order and effectiveness

- External auditor appointment
- Increase in number of outstanding audit request

People Committee – Vikki Matthews

- Standard of committee papers since ML had joined us was superb
- Problems, risk, solutions of agenda flow really well
- Substantive upticks in staff sickness, staff turnover is down and staff training on the up
- Freedom speak up being used more
- Leadership framework
- Job planning
- Peninsula programme

Quality Assurance Committee – Richard Ibbotson

- Quality Accounts
- Deep dive into maternity was successful and recognised externally
- Retain and recruit midwives
- Adult and social care report to be refined and reported more

Torbay Pharmaceuticals – Paul Richard

- TP capital investment costs
- NHS buying less
- 300 employees in TP

Building a Brighter Future – Chris Balch

- Strong focus on risk into BAF
- Deep dive to align non-clinical across Devon
- SOF4 opportunities
- Communications engagement piece
- Site enabling business case
- EPI

8 Information Reports

8.1 Governor Calendar and Information Items

The CoG received the Governor Calendar and Information Items circulated with the agenda pack.

It was noted that the report provided Governors with an annual calendar of statutory business and the Governor Newsletters that have been circulated to Governor since the last Council of Governors meeting.

9. Closing Matters

9.1 Any other business

None.

9.2 Close of meeting

Governors were asked to consider if they would like to trial different times for the CoG meetings and to let the FT office know if this is something they would like to do.

There being no further business the meeting was closed at 4.30 pm

Dates of next meetings: 02 August 2023 and 01 November 2023 (14:00 to 16:00).

DRAFT



Report to the Council of Governors	
Report title: Chief Executive's Report	Meeting date: 02.08.2023
Report appendix	
Report sponsor	Chief Executive
Report author	Associate Director of Communications and Partnerships
Report provenance	Discussion items discussed at Board and Board Sub-Committee level.
Purpose of the report and key issues for consideration/decision	<p>The Council of Governors ('COG') meetings are a key part of our governance arrangements. We maintain our usual communication programme with Governors via regular briefings, email, bespoke newsletters and a combination of virtual and face-to-face meetings.</p> <p>I am also mindful of the important role that Governors provide in actively seeking feedback from members of the public and the support Governors are able to provide to us in communicating key messages.</p> <p>At the previous COG meeting Governors received a high-level report on: the actions being taken to address the exit criteria for Single Oversight Framework (SOF) and the development of the single improvement plan; our ongoing work to reduce our waiting lists both locally and system-wide and addressing performance issues in key areas; urgent and emergency care: ambulance handovers, home before lunch and work on the complex care discharge pathway; the new health and wellbeing centres for Dartmouth and Teignmouth; our capital development programme including the new radiotherapy scanner, endoscopy and theatres expansion; the new hospital programme and <i>Building a Brighter Future</i>; our plans for an Electronic Patient Record; and the latest updates from the Integrated Care System for Devon and the Peninsula Acute Services Sustainability Programme.</p> <p>Since the last Council of Governors meeting, Governors have received briefings on high-profile media coverage (bank staff pay award), our NHS75 activities and media coverage, announcements on our new Chief Operating Officer and the departure of our Chief Finance Officer/Deputy Chief Executive, securing the future of Torbay Pharmaceuticals, the open market sale of the former Dartmouth and Kingswear community hospital and the CQC unannounced inspections and the two day well-led inspection as well as receiving the regular fortnightly Governor newsletters.</p> <p>While Governors have received operational briefings via the monthly Governor Network meetings, it is my intention at this Council of</p>

	<p>Governors' meeting to provide, along with my Executive colleagues, an update on the following key areas:</p> <ul style="list-style-type: none"> • feedback from our Care Quality Commission well-led inspection • the actions being taken to address the exit criteria for Single Oversight Framework (SOF) and the development of the single improvement plan – our regain and renew plan including how we are listening to and engaging with our staff • our ongoing work to reduce our waiting lists both locally and system-wide and addressing performance issues in key areas; • urgent and emergency care: ambulance handovers, home before lunch and work on the complex care discharge pathway; • the new health and wellbeing centre for Teignmouth; • our capital development programme including the new radiotherapy scanner, endoscopy and theatres expansion; • the new hospital programme and <i>Building a Brighter Future</i>; • an update on our Electronic Patient Record; • the latest updates from the Integrated Care System for Devon, the Devon joint forward plan and the Peninsula Acute Services Sustainability Programme. 			
Action required (choose 1 only)	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input type="checkbox"/>	
Recommendation	The CoG is asked to receive and note the report.			
Summary of key elements				
Strategic goals supported by this report	Excellent population health and wellbeing	X	Excellent experience receiving and providing care	X
	Excellent value and sustainability	X		
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework	X	Risk score	20
	Risk Register	X	Risk score	various
External standards affected by this report and associated risks	Care Quality Commission	X	Terms of Authorisation	
	NHS England	X	Legislation	
	National policy/guidance	X		

Report to the Council of Governors				
Report title: Appointment of External Auditor			Meeting date: 2 nd August 2023	
Report appendix				
Report sponsor	Director of Operational Finance			
Report author	Assistant Director of Finance – Financial Services			
Report provenance	Proposal has been discussed and approved by the Trust's Audit Committee			
Purpose of the report and key issues for consideration/decision	To recommend to the Council of Governors that Grant Thornton LLP be reappointed as External Auditors of the Trust for the period 1 st April 2023 through to 31 st March 2025			
Action required (choose 1 only)	For information <input type="checkbox"/>	To receive and note <input type="checkbox"/>	To approve <input checked="" type="checkbox"/>	
Recommendation	To approve the appointment of Grant Thornton LLP			
Summary of key elements				
Strategic goals supported by this report	Excellent population health and wellbeing	✓	Excellent experience receiving and providing care	✓
	Excellent value and sustainability	✓		
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework		Risk score	
	Risk Register		Risk score	
External standards affected by this report and associated risks	Care Quality Commission	✓	Terms of Authorisation	✓
	NHS England	✓	Legislation	✓
	National policy/guidance	✓		

Torbay and South Devon NHS Foundation Trust
Report to the Council of Governors
Appointment of External Auditor

1. Purpose of the report

- 1.1 To appraise the Council of Governors (CoG) of the current status of our External Audit coverage.
- 1.2 To recommend to the CoG that Grant Thornton LLP be reappointed as Auditors to the Trust for a further period of three financial years, i.e. for 2023/24, 2024/25 and 2025/26.

2. Current Status

- 2.1 Following the resignation of PricewaterhouseCoopers LLP, Grant Thornton LLP were appointed as the Trust Auditors in 2020.
- 2.2 The basis of their appointment was on a three year contract that covered the financial years, 2020/21, 2021/22 and 2022/23 with an option to extend for a further two years assuming that this extension option was agreeable to both parties.
- 2.3 In late 2022, Grant Thornton LLP gave notice to the Trust that they would not be offering an extension to their three year contract as the commercial terms were no longer attractive/viable.
- 2.4 The Trust therefore undertook a procurement exercise through recognised NHS Frameworks with a view to testing the market and at the end of that exercise, to recommend to the CoG the appointment of a new auditor.
- 2.5 The only bidder to respond to the tender advertisement was Grant Thornton LLP.
- 2.6 To be eligible to audit an organisation of the Trust's size, i.e. with income in excess of £500m, audit firms need to have very internal rigorous controls in place and are themselves subject to external review and this in turn has limited the number of Accountancy firms that have applied for this accreditation and hence the External Audit market to the Trust is fairly limited. It has also been widely recognised for some time that consultative type services that large Accountancy practices traditionally offer to both the Public

Sector and the Private Sector are more lucrative than audit services and crucially due to ethical standards Accountancy practices cannot offer both to a client.

2.7 The appointment of an external auditor is a mandatory requirement of NHS England. External auditors report on a number of factors and their report is directly addressed to the Council of Governors. Their review includes forming an 'Opinion on the (accuracy of the) financial statements'; that the Remuneration Report and Staff Report within the Trust's Annual Report have been properly calculated and disclosed and also forming an opinion on the Trust's arrangements for securing economy, efficient and effectiveness in its use of resources. External Audit also participate in the Trusts Audit Committee throughout the year.

2.8 The procurement exercise that was commenced earlier in 2023, required prospective External Auditor bidders to respond and provide appropriate evidence, including the following topics: -

- Must be a member of a recognised Professional Institute
- Must satisfy the criteria for appointment as an Auditor of an NHS Foundation Trust, as set out in paragraph 23(4) of Schedule 7 of the National Health Service Act 2006;
- Must have an established and demonstrable standing within the healthcare sector;
- Provide to the Trust an illustrative overview of the content of their Audit Programme;
- Provide to the Trust an illustration of how they would carry out a Planning exercise to ensure that subsequent audit was delivered effectively and in a timely fashion;
- Provide evidence of the skills and qualifications of the proposed auditing teams;
- Demonstrate to the Trust how they would obtain evidence to support their opinions;
- Demonstrate to the Trust how they would engage with the Trust during the course of the year so that any potential novel or contentious issues could be addressed prior to the Trust finalising its year-end financial position; and finally
- How their bid / practice would assist with the Sustainability agenda.

2.9 Invitees to the bid evaluation team comprised, Representative from the Council of Governors, Chair of the Audit Committee, Chief Financial Officer, Director of Operational Finance, Deputy Head of Procurement and the Assistant Director of Finance – Financial Services. The evaluation team concluded that the bid was of an acceptable standard. This recommendation was made to the Audit Committee who noted that Grant Thornton have over

their past three years provided a robust assessment of the Trust's financial reporting and in turn the Audit Committee was content with their ongoing appointment, subject to ratification by the Council of Governors.

2.10 It should be noted that Grant Thornton's fee for the 2022/23 totalled circa £125,000. Under Grant Thornton's new proposal their fee will increase to £247,500 per annum, representing an almost 100% increase in fees. Whilst this increase in fee was disappointing to receive it is representative of current market conditions, where audit services for some time have not been very profitable and in the interim, recruiting and retaining skilled staff within auditing firms has become more challenging.

3. Recommendation

3.1 In line with the Trust's Scheme of Delegation, the Council of Governors are requested to re-appoint Grant Thornton LLP as the Trust's External Auditor provider for the period 2023/24 through to and including 2025/26.

Report to the Council of Governors Meeting			
Report title: Public Quarterly Governance Report			Meeting date: 2 August 2023
Report appendix	Appendix 1 - SID Role Description Appendix 2 - Governor Nominations and Remuneration Committee Annual Report 2022/23		
Report sponsor	Director of Corporate Governance and Trust Secretary		
Report author	Corporate Governance Manager		
Report provenance	n/a		
Purpose of the report and key issues for consideration/decision	The report provides corporate governance updates on matters of relevance to the Council of Governors.		
Action required	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input checked="" type="checkbox"/>
Recommendations	To receive and note the items as shown in the Report of Corporate Governance Manager.		
Summary of key elements			
Strategic goals supported by this report	Excellent population health and wellbeing		Excellent experience receiving and providing care
	Excellent value and sustainability	<input checked="" type="checkbox"/>	
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework	n/a	Risk score
	Risk Register	n/a	Risk score
External standards affected by this report and associated risks	Care Quality Commission	<input checked="" type="checkbox"/>	Terms of Authorisation
	NHS England	<input checked="" type="checkbox"/>	Legislation
	National policy/guidance	<input checked="" type="checkbox"/>	

Report title: Governance Quarterly Report	Meeting date: 2 August 2023
Report sponsor	Director of Corporate Governance and Trust Secretary
Report author	Corporate Governance Manager

The report provides corporate governance updates on matters of relevance to the Council of Governors.

1. Council of Governors – Appointed Governors

Since the last meeting there have been a number of changes to our Appointed Governors as follows:

- Torbay Council Nicole Amil replaced by Patrick Joyce
- Teignbridge Council Andrew MacGregor replaced by John Nutley
- South Hams District Council Rosemary Rowe replaced by Ged Yardy
- Chrissie Thirlwell (University of Exeter Medical School) has resigned her position as she is taking up a new role in Bristol.
- Integrated Care System (legacy Devon CCG) – Derek Blackford replaced by Jo Turl

We would like to thank our departing Governors for their support to the CoG whilst in post.

Action required: To receive and note the Council of Governors membership update.

2. Senior Independent Director (SID) Role Description

The attached role description for the SID has been developed using best practice and in conjunction with the Chairman and SID to reflect the remit of the postholder. The Governor Nominations and Remuneration Committee reviewed the role description and recommended the role description to the Board of Directors, who approved it at their June meeting.

Action required: To receive and note the SID role description.

3. Governor Nominations and Remuneration Committee Annual Report 2022/23

The CoG is asked to receive the Governor Nomination and Remuneration Committee Annual Report, which details the work of the Committee during 2022/23 and provides assurance that the Committee has met its terms of reference.

Action: To receive the Annual Report of the Governor Nominations and Remuneration Committee

4. Governor Newsletter

As discussed at the CoG meeting on the 3rd May, the Governor Newsletter will now be published on a monthly rather than bi-weekly basis. It is proposed the Newsletter is published on the last Thursday of the month.

Action: Governors to note the Governor Newsletter will be published on a monthly basis in the future.

5. Annual Members Meeting

The Council of Governors are asked to note that the annual members meeting is scheduled for 21 September 2023; preparations are being discussed with Membership Committee and a verbal update will be provided at the meeting.

6. Annual Report & Accounts

The Annual Report & Accounts for year ended 31 March 2023 was laid before Parliament on 18 July 2023, having been approved by the Board on 28 June 2023. The document has been emailed to all Governors ahead of formal presentation at the aforementioned Members' meeting.

Senior Independent Director Role Description

Taken from NHS Providers “The Foundations of Good Governance: A Compendium of Good Practice”

In consultation with the council of governors, the board should appoint one of the independent non-executive directors to be the senior independent director to provide a sounding board for the chairperson and to serve as an intermediary for the other directors when necessary.

The senior independent director should be available to governors if they have concerns that contact through the normal channels of chairperson, chief executive, finance director or trust secretary has failed to resolve, or for which such contact is inappropriate.

Led by the senior independent director, the non-executive directors should meet without the chairperson present, at least annually, to appraise the chairperson's performance, and on other such occasions as are deemed appropriate.

Where directors have concerns that cannot be resolved about the running of the NHS foundation trust or a proposed action, they should ensure that their concerns are recorded in the board minutes. On resignation, a director should provide a written statement to the chairperson for circulation to the board, if they have any such concerns.

In addition to the duties described here the senior independent director has the same duties as the other non-executive directors.

The Senior Independent Director, the Chair and Non-Executive Directors

The senior independent director has a key role in supporting the chair in leading the board of directors and acting as a sounding board and source of advice for the chair. The senior independent director also has a role in supporting the chair as chair of the council of governors.

The senior independent director should hold a meeting with the other non-executive directors in the absence of the chair at least annually as part of the appraisal process.

There may be other circumstances where such meetings are appropriate. Examples might include the appointment or re-appointment process for the chair, where governors have expressed concern regarding the chair or when the board is experiencing a period of stress as described below.

The Senior Independent Director and the Council of Governors

While the council of governors determines the process for the annual appraisal of the chair, the senior independent director is responsible for carrying out the appraisal of the chair on their behalf as set out as best practice in the code of governance.

The senior independent director might also take responsibility for an orderly succession process for the chair role where a reappointment or a new appointment is necessary.

The senior independent director should maintain regular contact with the council of governors and attend meetings of the council of governors to obtain a clear understanding of governors' views on the key strategic and performance issues facing the foundation trust.

The senior independent director should also be available to governors as a source of advice and guidance in circumstances where it would not be appropriate to involve the chair; chair's appraisal or setting the chair's objectives for example.

In rare cases where there are concerns about the performance of the chair, the senior independent director should provide support and guidance to the council of governors in seeking to resolve concerns or, in the absence of a resolution, in taking formal action.

Where the foundation trust has appointed a lead governor the senior independent director should liaise with the lead governor in such circumstances.

The Senior Independent Director and the Board

In circumstances where the board is undergoing a period of stress the senior independent director has a vital role in intervening to resolve issues of concern.

These might include unresolved concerns on the part of the council of governors regarding the chair's performance; where the relationship between the chair and chief executive is either too close or not sufficiently harmonious; where the trust's strategy is not supported by the whole board; where key decisions are being made without reference to the board or where succession planning is being ignored.

In the circumstances outlined above the senior independent director will work with the chair, other directors and/or governors, to resolve significant issues.

Boards of directors and councils of governors need to have a clear understanding of the circumstances when the senior independent director might intervene so that the senior independent director's intervention is not sought in respect of trivial or inappropriate matters.

If the SID is not available for any length of time, an Interim SID will be appointed by the Chair in consultation with the Board of Directors and Council of Governors, and will take on the duties as detailed above.



GOVERNORS' NOMINATION, REMUNERATION AND TERMS OF SERVICE COMMITTEE ANNUAL REPORT

1 APRIL 2022 TO 31 MARCH 2023

1. INTRODUCTION

In line with best practice the Governors' Nominations, Remuneration and Terms of Service Committee ('the Committee') should prepare a report to the Council of Governors that sets out how the Committee has met its Terms of Reference.

- 1.1 The purpose of the Committee is laid down in its Terms of Reference. In summary, it oversees:
 - i) the evaluation of the performance of the Chairperson and Non-Executives. In fulfilling this role the Committee will make reference to the Foundation Trust Code of Governance; Monitor Governor Statutory Duties Guide; and NHSE Chair and Non-Executive Director (NED) Appraisal Framework;
 - ii) the remuneration, allowances and other terms and conditions of the Chairperson and Non Executives; and
 - iii) determining and directing the process for recruitment, re-appointment or removal of the office of Chairperson and other Non-Executive Directors.
- 1.2 The purpose of this report is to provide assurance that the Committee has carried out its obligations in accordance with its Terms of Reference.
- 1.3 This Annual Report summarises the activities of the Committee for the financial year 2022/23 setting out how it has met its Terms of Reference and key priorities.

2. INFORMATION SUPPORTING OPINION

2.1 Delivery of Committee's Key Responsibilities

- 2.1.1 During 2022-23, the Committee has delivered the key responsibilities as set out in the Terms of Reference. Compliance with a number of the key responsibilities is evidenced by the following actions:
 - Made recommendations to the Council of Governors on the re-appointment of the Chairperson
 - Made recommendations to the Council of Governors on the re-appointment of NEDs whose terms of office came to an end in the reporting year
 - Led appointment process for new NEDs
 - Led appointment process for appointment of Vice-Chair
 - Reviewed NED Succession Planning
 - Received feedback on the output of the Chairperson and NED appraisals and revised the Chairperson/NED appraisal process
 - Received assurance on the NED portfolio
 - Reviewed the Trust's Fit and Proper Persons Standard Operating Procedure

3. MEMBERS AND MEETINGS

3.1 During 2022-23 the Committee met formally on 9 occasions. The meetings were quorate all times.

3.2 The record of Committee attendance is shown below:

Non-Executive Director	Number of meetings attended
Richard Ibbotson (Chair)	6 (8)
Jacqui Lyttle (SID)	5 (8)
Chris Balch (Interim SID wef 01.01.23)	2 (3)
Jean Thomas	8 (8)
Peter Milford	7 (8)
Emily Wood	5 (8)
John Smith	5 (8)
Radia Woodbridge	6 (8)
Andrew Stilliard (wef 10.11.22)	4 (4)
Dave Cawley (wef 20.02.23)	0 (0)

3.3 Senior management representatives also in regular attendance included: Interim Director of Corporate Governance and Trust Secretary and Corporate Governance Manager.

4. COMMITTEE EFFECTIVENESS

4.1 The Committee undertook a self-assessment review during the year, which concluded that the Committee has delivered the majority of its responsibilities as set out in the Terms of Reference, attendance at the majority of meetings has been quorate and the cycle of business has been completed.

4.2 Areas for action identified as part of that self-assessment of the Committee's effectiveness to identify any gaps in the Committee's workings were noted and in the main, addressed.

4.3 It is recognised that following the self-assessment process, there have been concerns raised around the Committee's effectiveness in leading the discussion around the re-appointment of the Chairman. The Committee will hold a discussion on this issue at its meeting in April 2023 to identify any lessons learnt for the future.

4.4 The Committee will undertake an annual assessment to ensure continual improvement.

5. RECOMMENDATION

The Committee is asked to review and approve the report, subject to any changes agreed in discussion, prior to its formal submission to the Council of Governors.

Richard Ibbotson
Chair, Governors' Nominations and Remuneration Committee
April 2023

Report to the Council of Governors Meeting			
Report title: Council of Governors Self-Assessment			Meeting date: 2 August 2023
Report appendix	Appendix 1 - Report of the Good Governance Institute following Council of Governors' Development Programme Appendix 2 - Draft Self-Assessment Template		
Report sponsor	Director of Corporate Governance and Trust Secretary		
Report author	Corporate Governance Manager		
Report provenance	n/a		
Purpose of the report and key issues for consideration/decision	<p>It is best practice for Council of Governors to undertake yearly self-assessments to review their performance over the preceding year (Section C, 4.8 of the Foundation Trust Code of Governance). As it is now a year since the work with the Good Governance Institute commenced, it is suggested that it would be timely to undertake a self-assessment process to review the operation of the Council of Governors.</p> <p>A draft self-assessment template is attached for review. It had been developed using the model self-assessment template from NHS Providers.</p> <p>It is suggested that when you are considering your feedback refer to the Maturity Matrix that is contained within the GGI report, to help form your view of the CoG's maturity against the matrix.</p> <p>If approved, the template will be circulated to Governors for completion and a feedback report provided to the meeting on the 1st November 2023.</p>		
Action required	For information <input type="checkbox"/>	To receive and note <input type="checkbox"/>	To approve <input checked="" type="checkbox"/>
Recommendations	To discuss and approve the Council of Governors Self-Assessment template.		
Summary of key elements			
Strategic goals supported by this report	Excellent population health and wellbeing		Excellent experience receiving and providing care
	Excellent value and sustainability	<input checked="" type="checkbox"/>	
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework	n/a	Risk score
	Risk Register	n/a	Risk score

External standards affected by this report and associated risks	Care Quality Commission	X	Terms of Authorisation	
	NHS England	X	Legislation	
	National policy/guidance	X		



Torbay and South Devon NHS Foundation Trust

Council of Governors Development Programme

A report from the Good Governance Institute

June 2022



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The Good Governance Institute exists to help create a fairer, better world. Our part in this is to support those who run the organisations that will affect how humanity uses resources, cares for the sick, educates future generations, develops our professionals, creates wealth, nurtures sporting excellence, inspires through the arts, communicates the news, ensures all have decent homes, transports people and goods, administers justice and the law, designs and introduces new technologies, produces and sells the food we eat - in short, all aspects of being human.

We work to make sure that organisations are run by the most talented, skilled and ethical leaders possible and work to build fair systems that consider all, use evidence, are guided by ethics and thereby take the best decisions. Good governance of all organisations, from the smallest charity to the greatest public institution, benefits society as a whole. It enables organisations to play their part in building a sustainable, better future for all.

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Torbay and South Devon NHS Foundation Trust
Council of Governors Development Programme

Client:	Torbay and South Devon NHS Foundation Trust
Project name:	Council of Governors Development Programme
Document version:	Report
Date:	June 2022
Author/s:	Mike Weaver, Consultant, GGI Lucie Le Faou, Junior Consultant, GGI
Reviewed by:	David Holden, Principal Consultant, GGI
Designed by:	Emiliano Ratting, Brand and Creative Manager, GGI

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1. Introduction

The Good Governance Institute (GGI) was appointed by Torbay and South Devon NHS Foundation Trust (TSDFT) to undertake a development programme for the Council of Governors (CoG).

NHS Foundation Trusts are required to develop a membership of people reflecting the communities they serve. In turn, these members elect the majority of members of the Council of Governors (some others are nominated by commissioners, local authorities, and academic partners). Their role is to hold the non-executive directors individually and collectively to account for the performance of the board and to represent the interests of the members of the trust as a whole and the interests of the public.

1.1 Statement of Work

GGI was commissioned to provide a series of virtual development sessions for the Council of Governors, concluding with an in-person event in Summer 2022 (now replaced with a virtual event, at the Trust's request).

The Council of Governors development programme incorporated the following activities:

1.2 Virtual sessions:

GGI conducted three short virtual Governor briefing sessions in a 'chalk and talk' style with facilitated break-out discussions on some of the key issues around purpose, the Constitution etc. aiming to help get the Governors delivering their role as described in legislation, and also to get to know each other and some key staff.

Where helpful, and agreed by GGI and the programme sponsor, select Governors could also receive individual support from the GGI team to build individual capacity and skills. This could include on meeting contribution and the fulfilment of their role both in Trust settings and externally.

The virtual workshops were facilitated by a Good Governance Institute team comprising Andrew Corbett-Nolan, Chief Executive; David Holden, Principal Consultant; Mike Weaver, Consultant and Lucie Le Faou, Junior Consultant.

1.3 Governor development session:

It was agreed that GGI would facilitate an in-person (now, virtual) development workshop in Summer 2022 focused on bringing together the learning from prior engagement activities and helping to frame the Governor role and work of the Council of Governors moving forward. We would expect the sessions to cover:

- The principles of good governance and why these are relevant to the Council
- The specific powers of the Council of Governors and how these relate to the Trust Board and other bodies within the Trust
- The broader role of the Governor including constituency engagement (public, staff, patient, etc.)
- Meeting effectiveness: frequency; aim and impact; discipline and behaviours; terms of reference
- Developmental aims and objectives

1.4 Programme Aims:

- A Council of Governors with clear objectives and roles as part of the new and changing healthcare system
- Governors who are a 'critical friend', holding the Non-Executive Directors to account, and understanding how to achieve their goals
- The programme is focused on helping governors to better understand how they can support the trust through its governance improvement journey. The programme will better align the governors' efforts to their duties in law and help them understand their role in moving towards system working as part of the integrated care system (ICS)

1.5 Approach:

Co-producers for the development programme were identified as the Trust, the Council of Governors, GGI as advisors and facilitators. The programme was delivered through four interactive seminars with governors with the following traits:

- To work with governors to support the Trust through its governance improvement journey and move towards system working as part of the ICS.
- To deliver three interactive seminars with governors:
 - Each seminar lasting 1.5 hours each
 - Co-produced development plan in consultation with governors and members of the TSDFT corporate governance team
 - Preparatory reading for some sessions
 - Evaluation forms

1.6 Programme Impact:

- Governors enabled to discharge their functions as described in legislation
- A Council of Governors with clear objectives and roles as part of the trust's system of governance
- Governors will have an understanding of the integrated care system and how they can play their part

1.7 Tangible Outputs

- Concise workshop reports outlining key learnings and developments from workshops which will be collated into a short handbook for governors to use as a guide going forward
- Final report outlining key recommendations for sustaining and building on progress made over the term of the programme

2. Development Programme

2.1 Workshop One: Introduction to the development programme

- To introduce the development programme with the Council of Governors
- To start creating a shared understanding of what the purpose of the Council of Governors is and prompt thought about how this can be achieved
- To discuss who the main stakeholders are for the Council of Governors and governors e.g., accountable in law, to their constituents, and responsibilities in the trust
- To open conversation with governors about what development would be beneficial for them in order to plan the programme

Outputs:

- An introduction from the Chairman of the Trust
- Attended by 14 governors, with a good level of engagement
- A 'safe space' for governors to share their experience to date as governors of TSDFT
- A desire from governors to have a greater understanding of their roles and authority
- A desire for the CoG to be empowered and enabled to perform its role, and even more so in the non-statutory duties
- A desire for more effective, transparent, and timely communication within the CoG and between the CoG, the NEDs, and other stakeholders, including the Trust's membership
- A need for governors to be supported in order to undertake their role within the Trust

2.2 Workshop Two: Council of Governors Maturity Matrix

- Summarise key points and takeaways from the first workshop
- Remind participants about the role of governor
- Present the Trust's development programme currently in place for governors
- Present results from the GGI CoG maturity matrix self-assessment, discuss the current position and identify actions required to reach future ambition

Outputs:

- Attended by 18 governors
- Good level of engagement
- Question and Answers on the role of a governor
- Using the GGI Council of Governors maturity matrix, the governors were asked to rate where they thought the Council of Governors' current maturity level is for each of the six elements and where they aspire it to be in 12 months' time. The results of the self-assessment are available at Appendix II

2.3 Workshop Three: The role and involvement of governors in the integrated care systems

- Summarise key points and takeaways from the second workshop
- A review of the role of a governor to provide a link between the local community and the Board of Directors. Governors represent the interests of members of the Trust as a whole, the interests of the public and those of its partner organisations. They contribute to the future direction of the Trust and hold the non-executive directors (collectively and individually) to account for the way the Board of Directors performs
- Integrated Care Systems, All change and no change, a discussion of what is proposed in the draft Addendum to Your statutory duties – reference guide for NHS foundation trust governors issued by NHS England (NHSE) on 27 May 2022 and out for consultation until 8 July
- Discussion of a policy for engagement. Every Foundation Trust should have a Policy for Engagement between the Trust Board and the Council of Governors, which clearly sets out how the two bodies will interact with one another for the benefit of the Trust

Outputs:

- Attended by 16 governors
- Good level of engagement
- Discussion of what constitutes a significant transaction. A significant transaction is defined in the TSDFT Constitution



- Discussion and explanation of why governors are not involved in the day-to-day running of the TSDFT for example, setting budgets, staff pay, undertaking contractual arrangements or other operational matters. These responsibilities lie with the Board of Directors and individual directors who will manage the Trust day-to-day and exercise the powers granted to it
- A member of the CoG wanted the meeting to formally record that a question they had asked during a meeting in a Trust meeting was not answered

3. Key findings and next steps

The following is a summary of key observations that are based on comments and feedback from the three virtual workshops. Comments have been grouped according to the key elements set out in the GGI Council of Governors Maturity Matrix.

- 3.1 It is evident there is a clear commitment from the Chairman, the Trust, and the Council of Governors to work with each other to progress development of the CoG and ensure it operates in accordance with the principles of good governance, the specific powers of the Council of Governors and the broader role of the Governor including constituency engagement (public, staff, patient, etc.).
- 3.2 The CoG has already established a working group that will be responsible for the implementation of observations and findings from the three virtual workshops. It is recommended that the membership for this working group includes the Trust Chairman, Non-Executive Directors, and governors.
- 3.3 A key component of this work will be the development and agreement of a policy for engagement that will serve to provide a framework through which the Board of Directors and Council of Governors may work together more effectively for the benefit of constituents, Trust members and the general public. We would advise that the policy for engagement is worked on and agreed by the Chairman, Non-Executive Directors and governors.

Priorities for the Trust and Council of Governors

Theme	Observation
Induction	Some governors reported they were not aware of the Trust's induction and development programme for governors
Induction	Some governors were unclear about the decision-making process within the Trust
Induction	Some governors were not familiar with the executive team and the non-executive directors
Working together	There is a disparity across the CoG in terms of understanding of the governor role which makes it challenging for the Council to work as a collective
Working together	The CoG has recognised and understand the need for all members of the CoG to work more closely as a collective in order to undertake their statutory and non-statutory responsibilities
Working together	The CoG has identified the need for more opportunity to meet informally in order to raise and discuss issues in relation to the role, their responsibilities, and questions they wish to raise with the Board
Working together	Some members of the CoG would like to be more actively involved in the selection of external speakers to be invited to future CoG meetings
Working together	Some governors felt they did not receive the recognition and credit they should be given from the Trust
Working together	Governors would like more opportunities to meet in person and get to know one another, but do not currently have a dedicated forum outside formal meetings and do not have each other contact details
Diversity and representation	<i>Diversity and representation</i> has been identified as an area for future development for the CoG
Engagement with the NEDs	There have been limited opportunities for the CoG and NEDs to engage formally and informally, outside of Governor Observer role
Public and Member engagement	There have been limited opportunities for governors to engage with members of the public, staff and patients
Public and Member engagement	Communication was described as a 'historic issue' within the Trust. Communication is fractured between the CoG and the rest of the Trust, and it can be challenging for governors to ask questions and receive a prompt answer

Appendix I - Workshops format and content

Workshop date	Agenda
20th May	<p>13:30 – 13:40 Introduction to development programme (Chair)</p> <p>13:40 – 14:00 What is the Council of Governors role and responsibilities? Who are your key stakeholders? What is your responsibility in law? What is your responsibility to your constituents?</p> <p>_____Break out rooms_____</p> <p>14:00 – 14:20 What are the tools needed for this? What do you need to achieve this? - To consider: skills, knowledge, mechanisms? -</p> <p>14:20 – 14:40 What would you like from a development programme? Where are your strengths and weaknesses? Where do you think the gaps are? What would you like to learn as a team, and as individuals?</p> <p>_____Return to plenary_____</p> <p>14:40 – 15:00 Plenary discussion and next steps</p>
25th May	<p>15:00-15:05 Introduction and welcome to the second workshop</p> <p>15:05-15:10 Summary of key findings from first workshop</p> <p>15:10-15:25 Governor role and development programme</p> <p>15:25-16:15 Presentation of maturity matrix self-assessment results, discussion and actions</p> <p>16:15-16:30 Conclusion and next steps</p>
30th May	<p>12:00-12:05 Introduction and welcome to the third workshop</p> <p>12:05-12:10 Summary of key findings from second workshop</p> <p>12:10-12:45 All change or no change – governors and systems</p> <p>12:45-13:15 A policy for engagement</p> <p>13:15-13:30 Conclusion and next steps</p>

Appendix II – CoG maturity matrix self-assessment results

Exercise:

Using the Council of Governors maturity matrix, the governors were asked to rate where they thought the Council of Governors' current maturity level is for each of the six elements and where they aspire it to be in 12 months' time.

Results:

- 15 responses overall
- Most of the key elements' current position fall between 'basic level' (=level 1) and 'firm progress' (=level 3)
- Covid was mentioned numerous times in comments and identified as the main hindrance to the CoG's operation and development

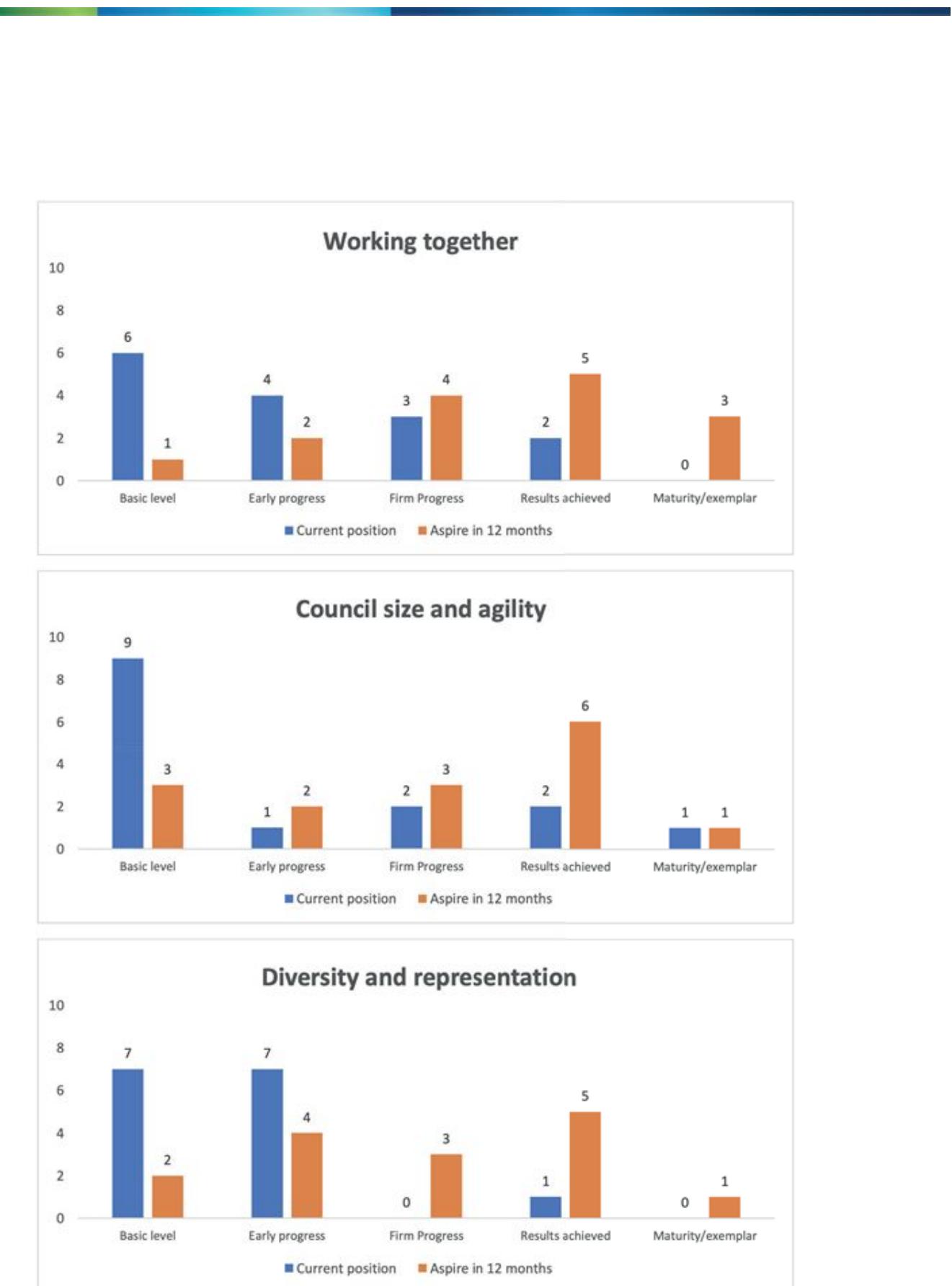


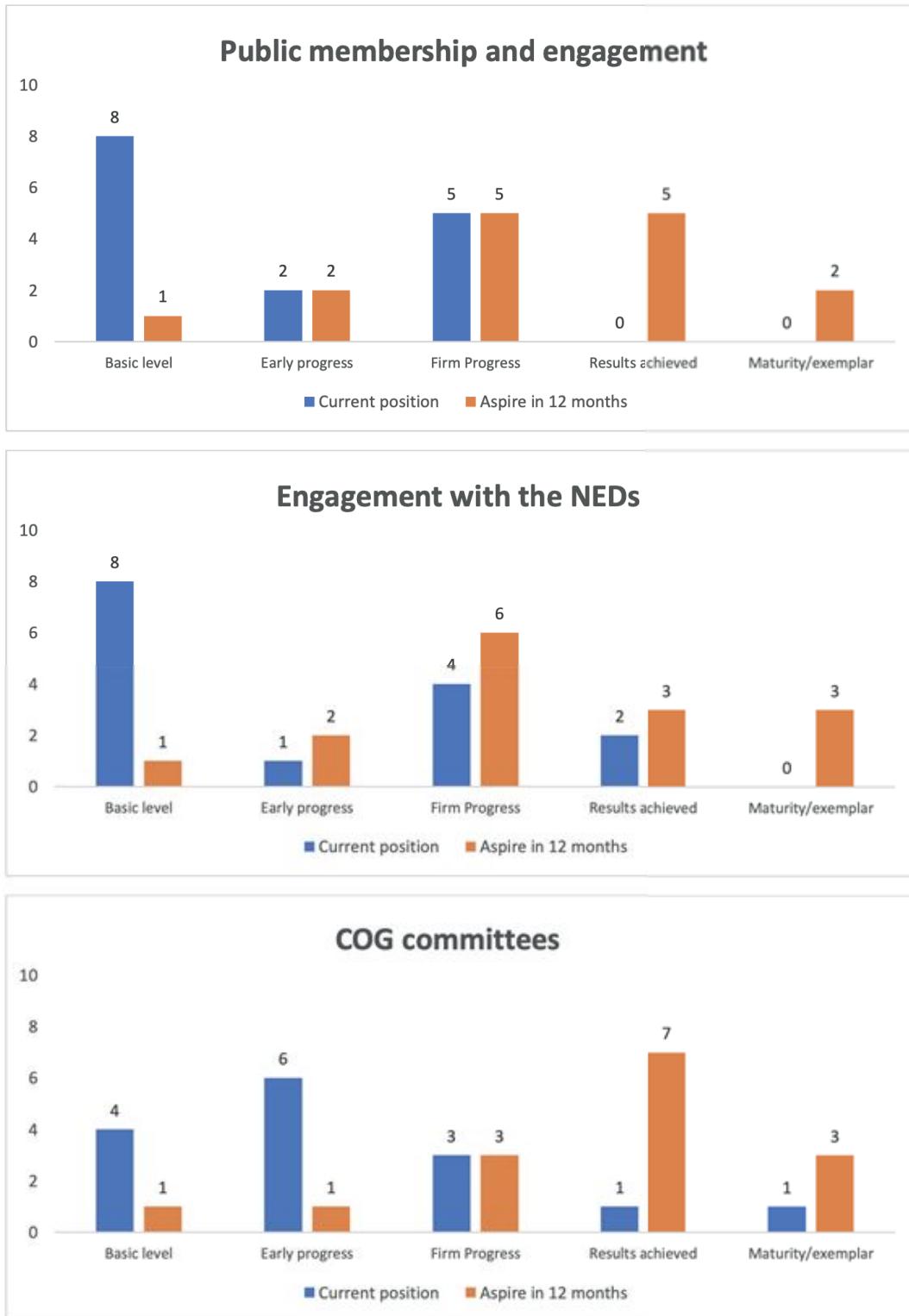
COUNCIL OF GOVERNORS MATURITY MATRIX

PROGRESS LEVELS KEY ELEMENTS	0 No	1 BASIC LEVEL	2 EARLY PROGRESS	3 FIRM PROGRESS	4 RESULTS BEING ACHIEVED	5 MATURITY/EXEMPLAR
WORKING TOGETHER	▲	Council members are familiar with one another and had both formal and informal opportunities to interact.	Council members are able to reflect collectively on their joint purpose and have an understanding of their roles and responsibilities.	Council members are able to bring challenge at formal and informal meetings and are vocal on matters concerning their duties and responsibilities.	Council members are comfortable working as a collective, bring challenge where necessary and seek proactive solutions when challenges arise.	All Council members are comfortable to challenge each other and have a thorough understanding of their duties and responsibilities. They are vocal and proactively involved in the wider life of the Trust.
COUNCIL SIZE AND AGILITY	▲	The Council has been established as a collective.	The Council has given thought to how public and appointed governors are split and represented.	The Council has reflected about the implication of size on decision-making and found an appropriate ratio of representation.	The Council has reached an appropriate level of representation where every member feels to add value.	The Council's size falls within the sector average. There is a to community representation and effective decision-making from both appointed and elected governors.
DIVERSITY AND REPRESENTATION	▲	The Council recruits members from its pool of applicants.	The Council has thought about and is actively developing its wider recruitment strategy, including age, gender, and BME-related representation.	The Council has developed its recruitment strategy, giving particular attention to the female/male ratio and BME representation among other factors.	The Council is able to recruit and retain diverse members of the community.	The Council has reached a level of representation and diversity that is roughly representative of the community it serves.
PUBLIC AND MEMBERSHIP ENGAGEMENT	▲	The Council is aware of the need to engage with the staff and patient membership and the wider public and stakeholders.	The Council holds annual or bi-annual events to raise visibility and attends local and community events where appropriate.	The Council has started developing an engagement strategy, thinking of creative and ways to interact with its membership and the wider public.	The Council has developed a sustainable engagement strategy that allows Governors to interact with its membership and the public (including attending ward rounds, meeting staff, attending community and stakeholder events).	The Council has a sustainable and long-term engagement strategy that has attracted diverse membership and a steady flow of candidates for prospective governors. Governors' profile is known to community and stakeholder organisations.
ENGAGEMENT WITH THE NEDs	▲	The Governors have met the NEDs in formal settings or meetings.	The Governors are able to interact with the NEDs informally (during ward rounds or Q&A events), they also work together in formal settings during Council meetings. Governors are invited and encouraged to attend sub-committees of the Board.	The Governors engage with the NEDs both in formal and informal settings. They interact with the NEDs in formal meetings of the Council and attend sub-committees of the Board.	The Governors are able to engage with the NEDs, collectively and individually, and are able to bring challenge when necessary.	The Governors have a professional working relationship with the NEDs and feel comfortable to challenge them on matters relating to Board effectiveness.
CoG COMMITTEES	▲	The Council has reflected on effectiveness of committees and working groups in achieving its aims.	The Council has set up committee(s) and working groups where necessary taking into account the best use of Governors' time (including attending Board events, sub-committees and community events).	The Council has set up committee(s) and working groups where necessary taking into account the best use of Governors' time (including attending Board events, sub-committees and community events).	The Council has committees that are closely in line with Governors' duties. Working groups (where they exist) complement the wider duties and development of governors.	The Council has a clear rationale for its committee(s) and working groups and regularly revisits their effectiveness and fitness for purpose.

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VERSION 1.0 FEBRUARY 2017
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Developed with support from University Hospitals Birmingham NHS Foundation Trust and Heart of England NHS Foundation Trust. This version is subject to be revised and improved.







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Council of Governors' Annual Self-Assessment of Effectiveness 2023

1. To what extent do you agree or disagree with the following statements:

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
I am clear about my roles and responsibilities as a Governor.	<input type="checkbox"/>				
Administration support provided to the Council is appropriate and effective.	<input type="checkbox"/>				
The number of constituencies of Governors on the Council allow us to represent the interest of all stakeholders.	<input type="checkbox"/>				
I receive sufficient high-quality information about Trust activities to enable me to hold the NEDs to account.	<input type="checkbox"/>				
The Council is well chaired and managed.	<input type="checkbox"/>				
The Council has open, constructive discussions between its members, which focus on relevant issues.	<input type="checkbox"/>				
The Trust encourages open and honest communication between the Council and the Board members.	<input type="checkbox"/>				
Council meetings focus on issues that are relevant to me.	<input type="checkbox"/>				
The Council of Governors meeting programme is adequate to discharge its duties (ie 4 CoG meetings a year, supplemented with CoG Priorities and Governor only meetings)	<input type="checkbox"/>				
The level of participation of NEDs at Council meetings is appropriate.	<input type="checkbox"/>				
I am properly engaged in the strategic direction of the Trust.	<input type="checkbox"/>				
As a member of the Council I feel a valued part of the organisation.	<input type="checkbox"/>				
I receive regular information from the Trust, which is useful to understand the general business of the organisation.	<input type="checkbox"/>				
The Council is informed of any issues that could cause public or media interest before they are a risk.	<input type="checkbox"/>				

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
The Council receives training or has issues explained that support understanding of a topic.	<input type="checkbox"/>				

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree	Don't know
I am clear about the role and responsibilities of the Council of Governors.	<input type="checkbox"/>					
The Governors hold the NEDs to account effectively.	<input type="checkbox"/>					
The Council are a valuable part of the organisation.	<input type="checkbox"/>					

Please provide any comments on your answers above:

2. To what extent do you agree with the following statements:

	Agree	Not sure
The Lead Governor has the confidence of the Council and the Board.	<input type="checkbox"/>	<input type="checkbox"/>
The Lead Governor participates in a range of opportunities to engage with the organisation (i.e. not just the formal Council meetings)	<input type="checkbox"/>	<input type="checkbox"/>
The Lead Governor fosters a collaborative approach, and proactively seeks Governor colleagues' views.	<input type="checkbox"/>	<input type="checkbox"/>
The Lead Governor encourages the Council to function as a cohesive team in holding the NEDs to account for the performance of the Board.	<input type="checkbox"/>	<input type="checkbox"/>
The Lead Governor takes positive steps to build the relationship between the Board and Governors.	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any comments on your answers above:

3. Meetings: Please provide comments on the frequency, purpose and set up of meetings, noting a preference for face to face, hybrid and virtual.

4. Please tick the following training and development needs which you feel you would benefit from:

- Holding to account
- Engaging with members
- Effective questioning
- NHS finances
- Roles and responsibilities

Comments:

Tab 6.2 Feedback and questions from Members and Governors including Governor Communications Log (enc)

Print date: 27/07/2023 15:02

Governor's Log of Communications									
C-O-G	Gov Newsletter	ID	Date Requested	Governor	Constituency	Summary Description	Executive Lead	Response Date	Summary Response
03.05.2023 (Question only)	Question went in edition on 12.05 (as no newsletter on 28.04) - summary response to go in 26.05.2023 edition	138	Received in FT Office on 18.04.2023	Dave Cawley	South Hams	I believe it was the 22nd February over 7 weeks ago that you told us all that you had "confidence" that the sale of the Dartmouth Cottage Hospital would go through in a couple of weeks. Could you please tell me if and when this is likely to happen and also the cause of the delay.	D Stacey - CFO & Deputy CEO	19.05.2023	Public communications was issued on 18 May 2023 on this topic and shared, in advance, with Governors. In summary: Torbay and South Devon NHS Foundation Trust are putting the site of the former Dartmouth and Kingswear Community Hospital for sale on the open market. While the community bid to buy and redevelop may still be viable, it has been affected by significant delays in raising the requisite finance, which has not been achieved within the agreed timelines.
02.06.2023	Question went in 12.05.2023 edition & response to go in 26.05.2023 edition	139	03.05.2023	Matt Arthur	Staff Governors	Employee on call policy and hourly rates - Could I please log a progress report on this policy as a new question please? I have an increasing number of staff from a range of staff groups including Theatre Nurses, ODPs, Radiographers, Care lab nursing staff and cardiac physiologists asking about this and becoming increasingly unhappy with the lack of movement on this policy. Staff would like to know whether the Trust will be implementing any backlog to the date this policy expired.	Michelle Westwood - CPO	26.05.2023	I explained to Matt when I saw him in person that unfortunately due to the absence of my Assoc Dir of People Operations, the review of this policy has not progressed. It is recognised that this is an important policy to review – before the absence of the Assoc Dir, he sought appetite from system colleagues as to whether there could be one aligned approach to this, but capacity and prioritisation did not place this as a priority this year. He was then going to progress this internally, but unfortunately became ill shortly after and has been off work since. The BAF and risk 3536 highlight the Pressure that the People Hub are under. They do not have the capacity to subsume the Assoc Dir's work in addition to the exceptional level of demand they are currently managing, and therefore this policy, remains under review. The Assoc Dir is due to return to work in June 2023; this will be one of his first objectives to update.
02.06.2023		140	17.05.2023	Dave Cawley	South Hams	Confidential - logged in private question log (to be presented at Private CoG)			
02.06.2023		141	08.06.2023	Dave Cawley	South Hams	Confidential - logged in private question log (to be presented at Private CoG)			
02.06.2023	21.07.23 (question only)	142	22.06.23	John Kidney	Torbay	Following the Covid Pandemic emergency: 1) How many Trust staff are working from home on a full time basis? 2) How many are working from home on a part time basis? 3) Within the above groups, how many are clinical staff and how many are non-clinical? 4) How many non-clinical managers are working from home on either a full time or part time basis? 5) Please confirm the total number of paid employees in the Trust?	Michelle Westwood - CPO	24.07.23	Answer from Jess McEwan, FSR Manager: Unfortunately we're not able to answer questions 1-4 as this information isn't currently held in ESR. Question 5 we have 7232 substantive staff in post 30th June 23.
02.06.2023	21.07.23	143	30.06.23	Matt Arthur	Staff Governors	Given the upcoming total closure of Shiphay Lane and Dairy Hill, would the trust consider utilising the back entrance (on Shiphay Park) for staff vehicles to access the site at peak times (ie 8-9am and 4.30-5.30)? Could this be facilitated by being manned by existing security staff to ensure parking is not affected?	J O'Donovan - Workplace Director	04.07.23	Thank you for forwarding the question posed by Matt Giles, Staff Governor. We will contact the Council to understand the exact implications of the road closure in the Shiphay area and seek permission to open the white gates. However it is unlikely the Council will agree as this is usually only permitted in exceptional circumstances. Neighbours in the area complain (quite rightly) about the amount of traffic this creates. Could you please pass this message onto Matt, we will communicate any changes we are permitted to make through ICDN News, thank you
02.06.2023 (question only)	21.07.23 (question only)	144	11.07.23	Alison Ramon	Torbay	It has come to my attention that a Torbay Hospital cardiology outpatient (previously an inpatient) was recently informed by her consultant that a letter relating to her condition and treatment would take a minimum of eight weeks to be sent to her GP. I have been advised that in at least one speciality at RDE Exeter such letters are sent out immediately. Please could we be provided with information on how long on average it is taking for Torbay Hospital letters to be sent to GPs? A breakdown from each clinical speciality would be appreciated. If letters are taking weeks why is this given that in another hospital there is no delay? In addition would the proposed new hospital be able to facilitate this?	J Scott - COO		A significant delay in sending out information to GPs about their patients has health and welfare ramifications and is a potentially unsafe obstacle in the care pathway. It can result in added stress and frustration for already vulnerable patients.



Report to the Council of Governors			
Report title: Governor Calendar and Information Items			Meeting date: 2 nd August 2024
Report appendix	Appendix 1 – Governor Calendar Appendix 2 – Governor Newsletters		
Report sponsor	Director of Corporate Governance and Trust Secretary		
Report author	Corporate Governance Manager		
Report provenance			
Purpose of the report and key issues for consideration/decision	The report provides Governors with an annual calendar of statutory business and the Governor Newsletters that have been circulated to Governor since the last Council of Governors meeting.		
Action required (choose 1 only)	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input type="checkbox"/>
Recommendation	The Council of Governors is asked to receive and note the report.		
Summary of key elements			
Strategic goals supported by this report	Excellent population health and wellbeing		Excellent experience receiving and providing care
	Excellent value and sustainability	<input checked="" type="checkbox"/>	
Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework		Risk score
	Risk Register		Risk score
External standards affected by this report and associated risks	Care Quality Commission		Terms of Authorisation
	NHS England		Legislation
	National policy/guidance		

Governor Calendar & Information Items

Please find enclosed the Governor Calendar and summary of information items circulate during the period, including but not limited to: Governor Newsletters, enclosed as appendices.

Governor Calendar		
Activity:	Date:	Governor obligation being discharged:
January		
CoG Priorities Meeting	10/01	Collective working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	Audit: 18/01 BBF: 18/01 QAC: 23/01 FPDC: 23/01	Hold NEDs individually to account for performance of Board – (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	25/01	Hold NEDs individually to account for performance of Board
February		
COG	01/02	Engagement with the Trust
Governor Only Meeting	07/02	Collective Working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	BBF: 15/02 People: 20/2 FPDC: 20/02	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	22/02	Hold NEDs individually to account for performance of Board
March		
CoG Priorities Meeting	08/03	Collective working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	BBF: 15/03 C Funds: 15/03 QAC: 27/03 FPDC: 27/03	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Involvement input for performance appraisals for Chair and NEDs	Through Governor Nominations and	Hold NEDs individually to account for performance of Board

	Remuneration Committee	
Observe contributions NEDs make at Board	29/03	Hold NEDs individually to account for performance of Board
April		
Governor Only Meeting	18/04	Collective Working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	Audit: 19/04 BBF:19/04 People: 24/04 FPDC: 24/4	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	26/04	Hold NEDs individually to account for performance of Board
May		
COG	03/04	Engagement with the Trust
CoG Priorities Meeting	15/05	Collective working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	BBF: 17/05 QAC:22/04 FPDC: 22/04 Audit: 24/04	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	31/04	Hold NEDs individually to account for performance of Board
June		
Governor Only Meeting	13/06	Collective Working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	C Funds: 14/06 BBF: 21/06 People: 26/06 FPDC: 26/06	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	28/06	Hold NEDs individually to account for performance of Board
Receive/question information at the Annual Planning Meetings	TBC	Hold NEDS collectively to account for performance of Board

July		
CoG Priorities Meeting	05/07	Collective working
Governor Only Meeting	11/07	Collective Working
Membership Committee	13/06	Review FT membership data to target underrepresented groups
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	Audit: 19/07 BBF: 19/07 QAC: 24/07 FPDC: 24/07	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	26/07	Hold NEDs individually to account for performance of Board
August		
COG	02/08	Engagement with the Trust
Governor Only Meeting	08/08	Collective Working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	BBF: 16/08 People: 21/08 FPDC: 21/08	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
September		
Annual Members' Meeting – planning (Membership Committee) and attendance	21/07	Representing FT Members and Public
Annual Members' Meeting - Receive annual report, quality report and accounts	21/07	Hold NEDS collectively to account for performance of Board
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	Audit: 06/09 C Funds: 13/09 QAC: 25/09 FPDC: 25/09	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	27/07	Hold NEDs individually to account for performance of Board
Decide the remuneration and other terms and conditions of chair and NEDS	Yearly	Hold NEDS collectively to account for performance of Board

October		
CoG Priorities Meeting	10/10	Collective working
Membership Committee	12/09	Review FT membership data to target underrepresented groups
PLACE Assessments (2022)	12 to 26 in 2022	Ensure views of public are added into the annual PLACE Assessments
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	Audit: 11/10 People: 16/10 BBF: 18/10 FPDC: 23/10	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	25/09	Hold NEDs individually to account for performance of Board
November		
COG	01/11	Engagement with the Trust
Governor Only Meeting	07/11	Collective Working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	BBF: 15/11 QAC: 27/11 FPDC: 27/11	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)
Observe contributions NEDs make at Board	29/11	Hold NEDs individually to account for performance of Board
December		
Governor Only Meeting	12/12	Collective Working
CoG Priorities Meeting	13/12	Collective working
Governor Observer reports are listed each month from the various Board Level Sub Committees and these are circulated to all Governors	People: 06/12 C Funds: 06/12 BBF: 20/12 FPDC: 18/12	Hold NEDs individually to account for performance of Board - (Questioning NEDs on the Trust's quality and financial performance)

Summary of standing and ongoing Governor obligations:

- Review of NED performance
- Seek views of Public and FT members by engagement
- Raise individual and collective questions to ensure views of FT Members and wider Public are received and responded to – as required
- Ask about CQC judgements on the quality of care at the Trust – ad hoc
- Contact Senior Independent Director – if have concerns or if direct contact is inappropriate – ad hoc
- Jointly approve amendments to Trust's constitution – ad hoc
- Approve any “significant transactions” and approve a merger, acquisition, separation or dissolution – ad hoc as required
- Appoint and, if appropriate remove the Chair. Appoint and, if appropriate remove the NEDs – ad hoc, as required
- Appoint and if appropriate remove the Trust's external auditor – ad hoc, as required
- Approve the appointment of the Chief Executive – ad hoc as required
- Decide whether the Trust's non-NHS work would significantly interfere with its purpose – ad hoc as required.
- Have their views taken account of when Trust sets its strategy.

Governors Fortnightly e-Newsletter



Torbay and South Devon
NHS Foundation Trust

Issue No. 104

Date: Friday 12 May 2023

Within this issue

- Lead Governor
- Dartmouth Health and Wellbeing Centre
- Farewell to Craig and Rosemary
- Upcoming Meeting Reminders
- Trust News Updates
- Governor Q & A
- Healthwatch
- Communications Department Brief
- Email Confirmations
- Governor Observer Reports
- New Governor Observers List
- Meeting List
- Coronation Pictures

The aim of this e-Newsletter is to give you a regular round up of future items of interest and confirm items that have been sent to you by the Foundation Trust Office and other sections of the ICO.

Please continue to read this newsletter each fortnight as this is a key method of communication with Governors - thank you.

LEAD GOVERNOR POSITION

The Lead Governor role is refreshed on an annual basis in April/May and nominations were taken to the Council of Governors meeting on 3 May 2023, with a ballot being held for the position.

Subsequently, Sarah Fox, Corporate Governance Manager confirmed the voting by email on 04.05.23 announcing that **Peter Milford has been elected Lead Governor with effect from 4 May 2023.**



Peter Milford

The Trust would like to extend warm wishes and thanks to Mrs Jean Thomas (former Lead Governor) and Mr Andrew Stilliard (former Deputy Lead Governor) for their outstanding contributions and efforts on behalf of their fellow Governors and wider public.



FT Office - please contact:

Tel: 01803 655705 or

Email:

Foundationtrust.tsdft@nhs.net

DARTMOUTH HEALTH AND WELLBEING CENTRE

Dartmouth's brand new £5.4million Health and Wellbeing Centre was officially opened this week by David Fursdon, HM Lord-Lieutenant of Devon.

Based at the top of town in Dartmouth next to the park and ride, the building gives local people access to a broad range of health and wellbeing services in one place, by bringing together GPs, community nurses, therapists, Dartmouth Caring and Wellbeing Pharmacy.

The opening ceremony marks the completion of the build which started in 2021.

The centre is part of plans across Devon to bring health and care services and the voluntary sector together to make it easier for people to receive the care they need, in their community. It also allows the clinicians and specialists involved in providing someone's care to work closer together to provide seamless joined-up care.

The ceremony, hosted by chairman Sir Richard Ibbotson, was attended by David Fursdon, HM Lord-Lieutenant of Devon, alongside a number of our Governors and representatives from the Town and District Councils, and a number of local groups including Dartmouth League of Friends, Dartmouth Medical Practice and its Patient Participation Group, Dartmouth Caring, and many more.

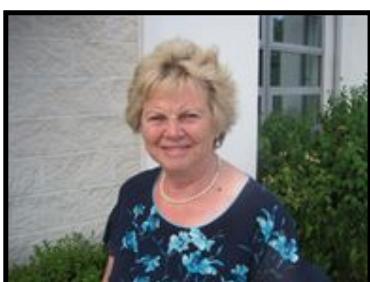
The facility has been well received, please see [attached letter](#) from Dee Nutt, MBE (Chair of Trustees at Dartmouth Caring) to Lesley Darke.



FAREWELL TO CRAIG DAVIDSON AND ROSEMARY ROWE

We are sadly saying goodbye to two long-serving and active Governors:

Craig Davidson, Public Governor for South Hams and Plymouth has recently stood down as a TSDFT Governor. Craig had served as a Trust Governor since 2016.



In addition, **Rosemary Rowe**, who served since 2019 as an Appointed Governor for South Hams District Council is leaving us following the recent local Government elections.

We wish both Craig and Rosemary all the best for the future.

We enclose an updated Governor List to assist you.

UPCOMING MEETINGS: REMINDERS

COG PRIORITIES MEETING: Monday 15 May at 10am-12noon

Reminder that the next **CoG Priorities Meeting** on **15 May at 10am-12noon** at **Pomona House** is on the topic of **“Seven Day Working”** with the presenter being **Kate Lissett, Interim Medical Director**.

Refreshments will be provided and there will also be MS Teams available, if you are unable to join in person. Agenda and papers were issued to Governors on 9 May 2023.

Please note when you arrive at Pomona House (Oak View Close, Torquay, TQ2 7FF) and park your vehicle, take a note of your parking bay number, as you will be asked to provide this number along with your vehicle registration when you arrive at the reception desk.

GOVERNOR ONLY MEETING - 13 JUNE (2pm)

Reminder that the next **Governor Only meeting** is on **13 June at 2pm-4pm** in the Boardroom, Hengrave House.



It was agreed that a presentation would be given at **3pm** on **Head and Neck Cancer** by Fahida Rehman-Manby (Lead Head & Neck Cancer Clinical Nurse Specialist) and Samantha Gregory (Macmillan Speech and Language Therapist) with time for questions and answers (30 mins total).

In addition, Sir Richard Ibbotson will be joining you for the first hour to answer any questions from Governors. Refreshments will be provided.

MS Teams link will be emailed out for those unable to join face to face, but please be aware this is a less beneficial experience. (MS Teams Link also provided on page 10 of this newsletter). Agenda will be issued out a week in advance of the meeting.

INFORMAL MONTHLY COFFEE AND CHAT SESSIONS



Reminder that the next **informal Coffee and Chat session**, set up by the Lead Governor and Deputy Lead Governor, is on **Thursday 18 May 2023 at 10.30am** (one hour) and the MS Teams invite is listed at the back of this newsletter.

TRUST NEWS UPDATES

DAVE STACEY



Governors were sent a briefing by Liz Davenport, Chief Executive on 03.05.23 informing you of the decision by Dave Stacey, Chief Finance Officer and Deputy Chief Executive to leave the NHS at the end of July to take up a Chief Finance Officer role in a different sector.

The Trust will share further information soon on plans to replace Dave, both in his Chief Finance Officer role and as Deputy Chief Executive.

PLACE ASSESSMENTS



A recent Trust press release publicised the pleasing news that TSDFT had been identified as one of the best in the country for cleanliness and food. Link to full article is [here](#).

Thanks to the hard work of Torbay and South Devon's catering, cleaning and the many other teams looking after workplaces and environments, the Patient-Led Assessments of the Care Environment (**PLACE**) identified the organisation as being in the top five for both categories.

This was the first publication of PLACE data since 2019 due to COVID-19 restrictions in place in healthcare settings.

The Foundation Trust Office would like to thank those Governors who took part in the PLACE assessments in the Autumn last year. They added considerable value and insight to the overall assessment.

NEW RADIOTHERAPY CT SUITE AT TORBAY

Work has begun to build a new radiotherapy planning CT suite at Torbay Hospital as part of a multi-million-pound investment to transform the way cancer care is provided. Link to full article is [here](#).

Governors may well have seen the start of the suite building going up - as the new radiotherapy building is being built through an extension into Hengrave car park.

Full information about the work and the new routes is being shared with patients who currently access the service before they attend their appointment. The new building and scanner should be up and running and ready to accept patients from summer 2023. The new scanner has been purchased with funds generously donated by Torbay Hospital League of Friends.

QUESTION AND ANSWERS SECTION

It was requested at the GGI Feedback session on Wed 6 July 2022 - that all current Governor questions are listed in the Fortnightly Newsletter and dates given (regardless of whether a response is still awaited). Please note that the current questions and responses are always added to the Governor Communications Log that is taken to each Council of Governors meeting.

Question ID No 138 - (Dave Cawley) received in FT Office on 18.04.2023 regarding Dartmouth Hospital sale

I believe it was the 22nd February over 7 weeks ago that you told us all that you had "confidence" that the sale of the Dartmouth Cottage Hospital would go through in a couple of weeks.

Could you please tell me if and when this is likely to happen and also the cause of the delay.

Answer ID No. 138:

Response is awaited.

Question ID No 139 - (Matt Arthur) dated 03.05.2023 regarding On Call policy and hourly rates

Employee on-call policy and hourly rates - Could I please log a progress report on this policy as a new question please?

I have an every increasing number of staff, from a range of staff groups including Theatre Nurses, ODPs, Radiographers, Cath Lab nursing staff and cardiac physiologists asking about this and becoming increasingly unhappy with the lack of movement on this policy. Staff would like to know whether the Trust will be implementing any backpay to the date this policy expired.

Answer ID No. 139:

Response is awaited.

HEALTHWATCH



Governors have recently been sent the Healthwatch Torbay e-bulletins as a direct method of informing you of their many activities. Therefore individual articles will no longer be extracted and listed in the Governor newsletter.

Latest Devon Healthwatch reports are listed here ([Ctrl & Click](#)) and latest Torbay Healthwatch reports are listed here ([Ctrl & Click](#)) if you wish to view.

COMMUNICATIONS DEPARTMENT BRIEF

Latest reported COVID-19 data

Detailed information is published weekly on NHS England's website. The information below for the latest full week published, from Monday 01 May 2023 to Sunday 07 May 2023, is extracted from that website and presents a snapshot of our position.

The data can be found on the national NHS website here: <https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-hospital-activity/>

COVID-19 data snapshot – Monday 01 May 2023 to Sunday 07 May 2023

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
COVID-19 admissions and inpatients diagnosed	1	4	1	0	0	0	0
New admissions to hospital from the community	1	4	1	0	0	0	0
New hospital admissions from a care home	0	0	0	0	0	0	0
Beds occupied by COVID-19 patients	19	20	16	15	12	10	10
Mechanical ventilation beds (ICU) occupied by COVID-19 patients	0	0	0	0	0	0	0

03 May	
COVID-19 discharges from hospital	5
COVID-19 related staff absences	36

Discharge and staff absence information is published on a monthly basis.

Media/social media activity

Media

- Cleanliness and food rated one of best in country – release celebrating the news that we placed in the top five out of all trusts in England for standards of cleanliness and food in our hospitals
- New radiotherapy build underway – release marking the construction work taking place for a new radiotherapy CT suite at Torbay Hospital

Continued on next page/.....

Social Media

- Media coverage – promoting appearances on BBC Spotlight and ITV West Country focused on two stories; our use of virtual reality to train staff and virtual neonatal tours for families before they visit our unit
- DAISY award winner – celebrating the latest winner of the DAISY award; Leanne who works on Warrington ward at Torbay Hospital
- Coronation celebrations – sharing photos of our wards and departments who organise activities and decorated to mark the coronation
- Coronation blanket – thanking Miriam who kindly donated a special coronation blanket to be given to the first baby born in our unit on the day
- Our people celebration event – promoting and celebrating our people celebration event which recognised award winners from across our organisation from the past year
- Timelapse footage of radiotherapy build – shared a timelapse video of a crane lifting our new radiotherapy unit into place as part of the construction work
- League of Friends tea part – thanking our Torbay Hospital League of Friends for holding a fundraising afternoon tea party at Hunt's Cider

EMAIL CONFIRMATION

The Foundation Trust Office and Comms Team regularly send you emails. Here is a listing of those sent over the period from Friday 14 April 2023 to Friday 12 May 2023:

Issued 18.04.2023	Healthwatch Torbay e-bulletin 15 April 2023
Issued 18.04.2023	Sally-Ann Reay - Retirement
Issued 19.04.2023	New Individual Governor Question (ID No. 138) - please see updated Governor Communications Log
Issued 19.04.2023	News Release: TSDFT: Local NHS Trust identified as one of the best in country for cleanliness and food
Issued 20.04.2023	(New Governors only): Thank you for attending the New Governors Induction Workshop (Post One Month) - here are slides and some action notes
Issued 21.04.2023	For Info: TSDFT - Healthy Futures - April 2023
Issued 21.04.2023	For Information: Healthwatch Torbay e-bulletin 20 April 2023
Issued 21.04.2023	Governor Expenses
Issued 21.04.2023	Public Board of Directors Meeting Papers: Wednesday 26 April 2023
Issued 23.04.2023	Council of Governors Meeting - Wednesday 3 May 2023 - Timings
Issued 25.04.2023	For Info: There will not be a Governor Newsletter this Friday (28 April) - apologies
Issued 26.04.2023	For Info: Craig Davidson - Governor for South Hams and Plymouth Constituency is stepping down after 9 May 2023
Issued 26.04.2023	Public and Private CoG - 3 May 2023
Issued 03.05.2023	Briefing for Governors: a message from Liz Davenport, Chief Executive
Issued 04.05.2023	Appointment of Lead Governor
Issued 04.05.2023	News Release: Work on new radiotherapy CT Suite at Torbay Hospital underway
Issued 04.05.2023	One Devon Bulletin - April 2023
Issued 04.05.2023	Healthwatch Torbay e-bulletin 04 May 2023
Issued 09.05.2023	Council of Governors Priorities Meeting - Monday 15 May at 10am to 12noon - Agenda and papers attached (plus MS Teams if required)
Issued 11.05.2023	Healthwatch Torbay e-bulletin 11 May 2023
Issued 11.05.2023	Refreshed Governor Observer positions on Board Level Sub-Committees - update for information

LEAD GOVERNOR EMAILS

Here is a listing of emails you have been sent by the Lead Governor (via the FT Office) over the period Friday 14 April 2023 to Friday 12 May 2023:

- Issued 21.04.2023 From Lead Governor - for your information: brief precis notes from Governor Only meeting held Tuesday 18 April and Maturity Matrix template.
- Issued 11.05.2023 From Lead Governor - Reminder: next Governor Coffee Morning is on Thursday 18 May at 10.30am on MS Teams (one hour)

GOVERNOR OBSERVER REPORTS

Governor Observer reports from Board level sub-committees are issued with the e-newsletter for your information:

- Audit Committee GO Report of 19.04.2023
- Finance, Performance and Digital Committee GO Report of 24.04.2023

NEW GOVERNOR OBSERVERS FROM 4 MAY 2023

Confirmation of the Council of Governors approval of the new Governor Observers was sent to all Governors on 11 May 2023 by email and thanks were extended to the outgoing Governor Observers who had served during the previous year. Governor Observer roles are refreshed on a yearly basis in April/May each year.

The newly appointed Governor Observers are listed below:

Committee	Governor Observer as of 04.05.2023
Audit and Risk Committee	Andrew Postlethwaite
Finance, Performance and Digital Committee	Sal Aziz
People Committee	Andrew Stilliard
Quality Assurance Committee	Val Browning
Building a Brighter Future Committee	Dave Cawley
Charitable Funds Committee	Alison Ramon

MEETINGS LIST AND MS TEAMS LINKS SECTION

GOVERNOR MEETINGS - MAY 2023

15 May 2023	CoG Priorities Meeting (<u>10am-12noon</u>) (Face to Face meeting - Pomona House , Oak View Close, Torquay, TQ2 7FF) - (MS Teams link also listed on page 10 if unable to attend face to face) (<i>Optional, attendance not obligatory</i>)
18 May 2023	Governors Coffee and Chat Session (10.30-11.30am) (<u>Video Conference</u>), (MS Teams link on page 10) (<i>Optional, attendance not obligatory</i>).
31 May 2023	Public Board (<u>11.30am</u>) (Face to Face meeting - Pomona House, Oak View Close, Torquay, TQ2 7FF) - (<i>Optional, attendance not obligatory</i>).

GOVERNOR MEETINGS - JUNE 2023

13 June 2023	Governor Only Meeting (<u>2pm-4pm</u>) (Boardroom) (MS Teams link also listed on page 10, if unable to attend face to face) (<i>Optional, attendance not obligatory</i>). <i>Head and Neck presentation at 3pm.</i>
15 June 2023	Governors Coffee and Chat Session (10.30-11.30am) (<u>Video Conference</u>), (MS Teams link listed on page 10) (<i>Optional, attendance not obligatory</i>).
28 June 2023	Public Board (<u>11.30am</u>) (Face to Face meeting - Pomona House, Oak View Close, Torquay, TQ2 7FF) (<i>Optional, attendance not obligatory</i>).

Continued on next page

MS Teams Link: CoG Priorities Meeting: 15 May 2023 (10am-12noon)

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 338 360 559 014

Passcode: 4UiTAr

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[020 3321 5208](#), [,697781559#](#) United Kingdom, London

Phone Conference ID: 697 781 559#

MS Teams Link: Governor Coffee and Chat Sessions (10.30-11.30)

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#) (press control button and click at same time on underlined section)

Or call in (audio only)

[020 3321 5208](#), [644531308#](#) United Kingdom, London

Phone Conference ID: 644 531 308#

MS Teams Link: Governor Only Meeting - 13 June (14.00-16.00)

Join on your computer, mobile app or room device

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 341 733 591 369

Passcode: Cjzvhs

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[020 3321 5208](#), [,609934018#](#) United Kingdom, London

Phone Conference ID: 609 934 018#

**AND FINALLY -
A HAPPY
SELECTION OF
CELEBRATION
PICTURES AS
THE HOSPITAL
HELPED PEOPLE
JOIN IN THE
CORONATION
PARTY**



Governors Fortnightly e-Newsletter



Torbay and South Devon
NHS Foundation Trust

Issue No. 105

Date: Friday 26 May 2023

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The aim of this e-Newsletter is to give you a regular round up of future items of interest and confirm items that have been sent to you by the Foundation Trust Office and other sections of the ICO.

Please continue to read this newsletter each fortnight as this is a key method of communication with Governors - thank you.

FAREWELL TO NICOLE AMIL

The Foundation Trust Office were informed that a long standing Appointed Governor (Torbay Council), Nicole Amil, has had to stand down following the recent local elections.

We would like to thank Nicole for her contributions and efforts on behalf of the people of Torbay and wish her all the best for her future. Nicole had served as a Trust Governor since 2017.

Attach an updated Governor list to assist.

Nicole Amil



MEETING ALTERATIONS

PLEASE COULD GOVERNORS NOTE THE FOLLOWING RECENT CHANGES TO MEETINGS TIMES/VENUES AS LISTED BELOW.



- **Board Meeting (Public Session)** on 31 May is now starting at 12noon and is now in the Boardroom, Hengrave House.
- **Governor Only meeting** on 13 June is now starting at 2.30pm in the Boardroom, Hengrave House.
- **CoG Priorities Meeting** on 05 July at 2pm to 4pm is now in the Boardroom, Hengrave House (topic of "Cancer Services")

(Also attached is an updated Governor meeting list (Version 13).)

FT Office - please contact:

Tel: 01803 655705 or

Email:

Foundationtrust.tsdft@nhs.net

UPCOMING MEETINGS: REMINDERS

PUBLIC BOARD MEETINGS - Venue change & time altered

Reminder that Governors are always welcome to **observe** the open Public Board sessions each month. **The May Board meeting on Wednesday 31 May is starting slightly later than usual at 12noon and the venue is now in the Boardroom.** Attendance is not obligatory. Governors were sent the link to the Public Board papers by the FT Office on 26.05 and if you wish to attend, please let the FT Office know.

GOVERNOR ONLY MEETING - 13 JUNE (2.30pm start time)

Reminder that the next **Governor Only meeting** is on **13 June and is now starting at 2.30pm and is in the Boardroom**, Hengrave House.

It was agreed that a presentation would be given at **3pm on Head and Neck Cancer** by Fahida Rehman-Manby (Lead Head & Neck Cancer Clinical Nurse Specialist) and Samantha Gregory (Macmillan Speech and Language Therapist) with time for questions and answers (30 mins total).

In addition, Sir Richard Ibbotson will be joining you for the first hour to answer any questions from Governors. Refreshments will be provided.

MS Teams link will be emailed out for those unable to join face to face, but please be aware this is a less beneficial experience. (MS Teams Link also provided at back of this newsletter). Agenda will be issued out a week in advance of the meeting.

COG PRIORITIES MEETING: Wednesday 05 July at 2pm-4pm

Reminder that the next **CoG Priorities Meeting** on **05 July at 2pm—4pm in the Boardroom, Hengrave House** and the topic of **“Cancer Services. PLEASE NOTE CHANGE OF VENUE.**

Refreshments will be provided and there will also be MS Teams available, if you are unable to join in person. Agenda and papers will be issued out a week in advance of the meeting.

These meetings can no longer be held at Pomona House and the FT Office will confirm further meeting date venues in due course.

INFORMAL MONTHLY COFFEE AND CHAT SESSIONS



Reminder that the next **informal Coffee and Chat session**, set up by the Lead Governor and Deputy Lead Governor, is on **Thursday 15 June 2023 at 10.30am** (one hour) and the MS Teams invite is listed at the back of this newsletter.

TRUST NEWS UPDATES

CQC UNANNOUNCED INSPECTION THIS WEEK



Governors were sent a briefing from Dave Stacey, Deputy Chief Executive/Chief Finance Officer this week, informing them of the Care Quality Commission (CQC) Unannounced Inspection. Initial feedback is that the inspection was a positive experience and inspectors were impressed by how open and engaged everyone they spoke to was

There will be another unannounced visit of core service before our well-led inspection.

The date of our well-led inspection has changed. We expect it to be on 12-13 July 2023.

We will keep you informed of developments and continue to support you to prepare for the focus group with governors that will take place as part of our well-led inspection

GOVERNMENT ANNOUNCEMENT REGARDING THE NATIONAL NEW HOSPITAL PROGRAMME

A recent Government press release briefing was issued to Governors on 25.05.23 explaining the latest confirmed investment in the national New Hospital Programme.

ICO News issued today (26.05.2023) reported that Torbay has been included in the government's new hospital programme and the government's support will allow us to deliver modern day healthcare, better outcomes for patient experience and better working environments. We will benefit from new buildings incorporating the latest technology, digital innovation and sustainability. Steve Barclay, health secretary, said our programme will be completed by 2030 and we are waiting for official details of what funding we will receive and timescales and will share this with you as soon as we can.



SALE OF DARTMOUTH AND KINGSWEAR HOSPITAL SITE



Governors were sent an advance briefing on 18.05.23 that the Trust are putting the site of the former Dartmouth and Kingswear Community Hospital for sale on the open market.

It was explained that while the community bid to buy and redevelop may still be viable, it has been affected by significant delays in raising the requisite finance, which has not been achieved within the agreed timelines. In addition the full press release was shared with Governors on 19.05.23 ([link here](#)).

PHOTO/MAP OF ALL CURRENT GOVERNORS

We enclose with this newsletter an updated photo/map of all current Governors to assist you.

PLEASE NOTE: that due to the number of current Governors this has had to expand onto **A3** landscape size. You can therefore view on your computer but if you require an **A3 hardcopy** – then these will be available at the next Governor Only meeting (June 13 – in Boardroom) to assist.



TECS NEWSLETTER

Attached with this newsletter is the latest (May 2023) Technology Enabled Care Services (TECS) magazine. TECS support people to live safely and independently in the community and in their own homes, empowering people to manage their own healthcare in a way that is right for them. Radia Woodbridge (Staff Governor) shares this information with all Governors.



NHS PROVIDERS LONDON CONFERENCE - 23 MAY 2023

A big thank you to Loveday Densham and Annie Hall, Governors who volunteered to travel and attend the NHS Providers London Conference on 23 May.

A summary report will come from them in due course and will be shared with all Governors.

OUR PEOPLE AWARDS 2023

Award winning local health and care staff were recognised on Thursday 11 May at Torbay and South Devon NHS Foundation Trust's annual Our People celebration event.

The event, held at the Riviera International Centre in Torquay, saw winners of the organisation's staff recognition schemes celebrated for their achievements. Award winners in all categories from the previous year were invited to the event to celebrate their success. Guests enjoyed a dinner, followed by a disco where the well-deserved nominees and winners danced the night away. The event was made possible thanks to generous sponsorship from Kier Construction, gbpartnerships group, Monkton House, Nevada Construction, Nviron and Totus Engineering.

QUESTION AND ANSWERS SECTION

It was requested at the GGI Feedback session on Wed 6 July 2022 - that all current Governor questions are listed in the Fortnightly Newsletter and dates given (regardless of whether a response is still awaited). Please note that the current questions and responses are always added to the Governor Communications Log that is taken to each Council of Governors meeting.

Question ID No 138 - (Dave Cawley) received in FT Office on 18.04.2023 regarding Dartmouth Hospital sale

I believe it was the 22nd February over 7 weeks ago that you told us all that you had "confidence" that the sale of the Dartmouth Cottage Hospital would go through in a couple of weeks.

Could you please tell me if and when this is likely to happen and also the cause of the delay.

Answer ID No. 138: was issued on 18 May 2023:

Public communications was issued on 18 May 2023 on this topic and shared, in advance, with Governors.

In summary: Torbay and South Devon NHS Foundation Trust are putting the site of the former Dartmouth and Kingswear Community Hospital for sale on the open market.

While the community bid to buy and redevelop may still be viable, it has been affected by significant delays in raising the requisite finance, which has not been achieved within the agreed timelines.

Question ID No 139 - (Matt Arthur) dated 03.05.2023 regarding On Call policy and hourly rates

Employee on-call policy and hourly rates - Could I please log a progress report on this policy as a new question please?

I have an every increasing number of staff, from a range of staff groups including Theatre Nurses, ODPs, Radiographers, Cath Lab nursing staff and cardiac physiologists asking about this and becoming increasingly unhappy with the lack of movement on this policy. Staff would like to know whether the Trust will be implementing any backpay to the date this policy expired.

Answer ID No. 139 from Michelle Westwood, Chief People Officer on 26.05.2023:

I explained to Matt when I saw him in person that unfortunately due to the absence of my Assoc Dir of People Operations, the review of this policy has not progressed. It is recognised that this is an important policy to review – before the absence of the Assoc Dir, he sought appetite from system colleagues as to whether there could be one aligned approach to this, but capacity and prioritisation did not place this as a priority this year. He was then going to progress this internally, but unfortunately became ill shortly after and has been off work since.

The BAF and risk 3536 highlight the Pressure that the People Hub are under. They do not have the capacity to subsume the Assoc Dir's work in addition to the exceptional level of demand they are currently managing, and therefore this policy, remains under review.

The Assoc Dir is due to return to work in June 2023; this will be one of his first objectives to update.

QUESTION AND ANSWERS SECTION

CONTINUED.....

Question ID No 140 - (Dave Cawley) received on 17.05.2023 regarding Briefing on former Dartmouth and Kingswear Hospital site

Thank you, I am not surprised at all ! The Town Council in my view were collectively not capable of the task.

The Town Council and the people of Dartmouth were however totally in favour of giving the 16% of the proceeds that account for the amount of land bequeathed to the town to Dartmouth, to "Dartmouth United Charities" who are an Almshouse Charity who are renting houses at affordable rents to local young people whilst they save for a deposit to buy their own home. Is this likely to be still the case ?

Answer ID No. 140

Response is awaited.

Continued on next page

COMMUNICATIONS DEPARTMENT BRIEF

Latest reported COVID-19 data

Detailed information is published weekly on NHS England's website. The information below for the latest full week published, from Monday 15 May 2023 to Sunday 21 May 2023, is extracted from that website and presents a snapshot of our position.

The data can be found on the national NHS website here: <https://www.england.nhs.uk/statistics/statistical-work-areas/covid-19-hospital-activity/>

COVID-19 data snapshot – Monday 15 May 2023 to Sunday 21 May 2023

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
COVID-19 admissions and inpatients diagnosed	2	3	11	4	2	1	3
New admissions to hospital from the community	1	0	5	4	1	1	0
New hospital admissions from a care home	0	0	0	0	0	0	0
Beds occupied by COVID-19 patients	18	13	13	18	23	19	18
Mechanical ventilation beds (ICU) occupied by COVID-19 patients	0	0	0	0	0	0	0

03 May	
COVID-19 discharges from hospital	5
COVID-19 related staff absences	36

Discharge and staff absence information is published on a monthly basis.

Media/social media activity

Media

- Award winners recognised at NHS celebration event – promoting our people celebration event which recognised and celebrated all of our award winners from the past year
- New £5.4m health and wellbeing centre opens in Dartmouth – celebrating the opening of the new centre, bringing health services under one roof for the local community in Dartmouth and the surrounding areas
- Nurses League annual reunion – release which highlighted the fantastic contributions of the Torbay Hospital Nurses League which held its annual reunion event.

Social Media

- Florence Nightingale story – on International Nurses Day, we shared a lovely story from Ian Cave, who is being supported by our community nurses. Mr Cave is a relative of Florence Nightingale, the founder of modern nursing, and had been supported by our fantastic nurse also named Florence!
- Our first Primrose award winner – announcing Teresa, a healthcare support worker on Louisa Cary ward, as our first winner of the Primrose award
- Kenyan academics visit Torbay Hospital – welcoming our visitors from Kenya who visited trusts across the peninsula to learn about our organisation and the wider NHS
- Allied health professionals recruitment event – promoting our upcoming recruitment event, specifically for AHPs who are currently studying
- International Nurses Day – sharing photos lots of colleagues as part of our celebrations for International Nurses Day
- Mayoral visit to Castle Circus – Cllr Mandy Darling, Civic Mayor of Torbay and Cllr Steve Darling visited Castle Circus Health Centre to thank our teams based there for the care and support they deliver
- Our people celebration event – shared updates throughout the night on our channels as we celebrated our award winners

We hope this information is useful, but please do give us any feedback, via the Foundation Trust Office, as it is always welcomed and helps us continually improve the information we send out.

GOVERNOR OBSERVER REPORTS

Governor Observer reports from Board level sub-committees are issued with the e-newsletter for your information:

- People Committee GO Report of 24.04.2023
- Quality Assurance Committee GO Report of 22.05.2023

HEALTHWATCH

Governors have recently been sent the Healthwatch Torbay e-bulletins as a direct method of informing you of their many activities. Therefore individual articles will no longer be extracted and listed in the Governor newsletter.

Latest Devon Healthwatch reports are listed here ([Ctrl & Click](#)) and latest Torbay Healthwatch reports are listed here ([Ctrl & Click](#)) if you wish to view.

Continued on next page

EMAIL CONFIRMATION

The Foundation Trust Office and Comms Team regularly send you emails. Here is a listing of those sent over the period from Friday 12 May 2023 to Friday 26 May 2023:

Issued 15.05.2023	For information: Slides from the presentation on "Seven Day Working" by Kate Davies - at COG Priorities meeting held 15.05.2023.
Issued 15.05.2023	News Release: TSDFT - New £5.4m health and wellbeing centre opens in Dartmouth
Issued 15.05.2023	For Governors who were not present at COG Priorities Meeting on 15 May 2023 - for information (re. business cards, FT Membership Leaflets and Blue Induction Folders)
Issued 16.05.2023	FW: 15 Steps Walk Around
Issued 16.05.2023	News Release: TSDFT - Nurses past and present come together for annual reunion
Issued 18.05.2023	Important briefing for Governors: site of the former Dartmouth and Kingswear Community Hospital
Issued 18.05.2023	New Individual Governor Question (ID No. 140) - please see updated Governor Communications Log.
Issued 18.05.2023	News Release: TSDFT Award winners recognised at NHS Celebration Event
Issued 19.05.2023	News Release: TSDFT - update on sale of the former Dartmouth and Kingswear hospital site
Issued 19.05.2023	Healthwatch Torbay e-bulletin 18 May 2023
Issued 19.05.2023	Governor Focus Newsletter - May 2023
Issued 19.05.2023	TSDFT: Healthy Futures - May 2023
Issued 23.05.2023	Time Change - Governors Only Meeting - Tuesday 13 June - New Start Time 2.30pm
Issued 23.05.2023	Change of Venue - COG Priorities Meeting - Wednesday 5 July at 2pm
Issued 24.05.2023	Briefing for Governors: CQC Unannounced Inspection Wednesday 24 to Thursday 25 May 2023
Issued 25.05.2023	Briefing for Governors: government announcement re. New Hospitals Programme
Issued 26.05.2023	Healthwatch Torbay e-bulletin 25 May 2023
Issued 26.05.2023	Public Board Meeting - Wednesday 31 May 2023 at 12noon
Issued 26.05.2023	One Devon Bulletin - May 2023

Continued on next page

MEETINGS LIST AND MS TEAMS LINKS SECTION

GOVERNOR MEETINGS - MAY 2023

31 May 2023 **Public Board** (12noon) (Face to Face meeting - **Boardroom**, Hengrave House) - (*Optional, attendance not obligatory*).

GOVERNOR MEETINGS - JUNE 2023

13 June 2023 **Governor Only Meeting** (2.30pm - 4.30pm) (Boardroom) (MS Teams link also listed below, if unable to attend face to face) (*Optional, attendance not obligatory*). *Head and Neck presentation at 3pm.*

15 June 2023 **Governors Coffee and Chat Session** (10.30-11.30am) (Video Conference), (MS Teams link listed below) (*Optional, attendance not obligatory*).

28 June 2023 **Public Board** (11.30am) (Face to Face meeting - **Boardroom**, Hengrave House) (*Optional, attendance not obligatory*).

MS Teams Link: Governor Coffee and Chat Sessions (10.30-11.30)

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#) (press control button and click at same time on underlined section)

Or call in (audio only)

020 3321 5208 644531308# United Kingdom, London

Phone Conference ID: 644 531 308#

MS Teams Link: Governor Only Meeting - 13 June (14.30-16.30)

Join on your computer, mobile app or room device

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 341 733 591 369

Passcode: Cjzvhs

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

020 3321 5208, ,609934018# United Kingdom, London

Phone Conference ID: 609 934 018#

AND FINALLY -

It is farewell from myself, Sally-Ann Reay, as this is my last edition of the Governor newsletter, prior to my early retirement on 2 June 2023. I do hope you all continue to enjoy your volunteering as Governors at the Trust. I may see you when I am out and about enjoying my Triathlon training .☺



Governors Fortnightly e-Newsletter



Torbay and South Devon
NHS Foundation Trust

Issue No. 106

Date: Friday 23 June 2023

Within this issue

- Farewell to Andrew and Chrissie
- Welcome to Patrick ,John and Ged
- Upcoming meeting reminders
- New Membership Manager appointed
- CQC Visit
- A big step forward for health and care services in Teignmouth
- NHS75: Share your story with us
- Introducing Mark Brice, our new intern chief finance officer
- Governor Questions
- Save the date—Governor tour of the site
- Nurses supporting nurses—donation improves nurses' wellbeing
- Communications Department brief
- GO reports
- Healthwatch
- Email confirmation
- Meetings list and MS teams links section

FT Office - please contact:

Tel: 01803 655705 or

Email:

Foundationtrust.tsdft@nhs.net

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Please continue to read this newsletter each fortnight as this is a key method of communication with Governors - thank you.

FAREWELL TO

Since the last newsletter one of our newly appointed governors, Andrew MacGregor (Teignbridge Council) has stood down from his role, following the recent Council elections. We wish Andrew well for the future.



Also, Chrissie Thirlwell, appointed governor for University of Exeter Medical School has stood down as she is leaving the University for a role in Bristol. Again we wish Chrissie well for the future.

AND WELCOME TO

Following the recent local Council elections we have had several newly appointed governors join us:

- Patrick Joyce—Torbay Council
- John Nutley—Teignbridge Council
- Ged Yardy—South Hams District Council

Over the next few weeks you will have opportunity to meet and get to know your new governors.

UPCOMING MEETINGS: REMINDERS

PUBLIC BOARD MEETINGS

The next public Board of Directors meeting will be held on the 28th June 2023 in the Board Room, Hengrave House. Nearer the time of the meeting Governors will be sent a link to access the meeting pack. As a reminder, Governors attend Board as observers and attendance is optional.

GOVERNOR ONLY MEETING - 11 JULY (2.00pm start time)

Reminder that the next **Governor Only meeting** is on **11 July and in the Boardroom, Hengrave House**.

It was agreed that a presentation would be given at **3pm** on the procurement of the Electronic Patient Record system with Adel Jones, Director of Transformation and Partnerships, Mike Green, Chief Information Officer, and Chrissie Dixon, Chief Nursing Information Officer with time for questions and answers.

In addition, Sir Richard Ibbotson will be joining you for the first hour to answer any questions from Governors. Refreshments will be provided.

MS Teams link will be emailed out for those unable to join face to face, but please be aware this is a less beneficial experience. (MS Teams Link also provided at back of this newsletter). Agenda will be issued out a week in advance of the meeting.

COG PRIORITIES MEETING: Wednesday 05 July at 2pm-4pm

Reminder that the next **CoG Priorities Meeting** on **05 July at 2pm—4pm in the Boardroom, Hengrave House** and the topic of **“Cancer Services**.

Refreshments will be provided and there will also be MS Teams available, if you are unable to join in person. Agenda and papers will be issued out a week in advance of the meeting.

INFORMAL MONTHLY COFFEE AND CHAT SESSIONS



Reminder that the next **informal Coffee and Chat session**, set up by the Lead Governor and Deputy Lead Governor, is on **Thursday 20 July 2023 at 10.30am** (one hour) and the MS Teams invite is listed at the back of this newsletter.

NEW MEMBERSHIP MANAGER APPOINTED

Following an interview process, we are pleased to inform Governors that we have appointed a new Membership Manager.—Kirsty Hewett. Kirsty currently works for our Workplace Director in Estates and Facilities Management.

We don't have a start date yet for Kirsty, but hopefully she will join us in the next couple of months.

TRUST NEWS UPDATES

CQC Visit

As you will be aware, the recent planned CQC Well-Led visit was stood down due to it taking place at the same time as the Junior Doctors' strike. The CQC are now planning to visit the Trust on the 12th and 13th July 2023.

A big step forward for health and care services in Teignmouth

We are pleased to share with you that our planning application to Teignbridge District Council to build a new health and wellbeing centre for Teignmouth has been approved.

Located on the Brunswick Street site, in Teignmouth town centre, the new £17.3million state-of-the-art facility will bring GP services, and health and care and voluntary sector services under one roof.

GP services provided by the Channel View Medical Group will be based at the new centre together with community nurses, social workers, health and wellbeing teams, therapists, podiatry, audiology, physiotherapy and voluntary sector services. The purpose built, facility will also support the delivery of technology enabled care, helping more people live well within their local communities.

While there are still a number of processes to follow before construction can begin on site we are now a significant step closer to being able to offer seamless health and wellbeing services for local people in the heart of Teignmouth. We estimate that once construction begins, the building work will take approximately two years to complete.

We know that local people have continuing concerns about the future of the Teignmouth hospital site. We have invited key local stakeholders to meet with us next month to agree how we will involve local people in conversations about the future of the site.

When the new health and wellbeing centre is built, a number of clinical services will move from the hospital into the new building while other clinical services will transfer to Dawlish community hospital or other sites. We will make sure that people are given plenty of notice of the date of any changes and will work closely with partners in Teignbridge District Council and the VCSE sector to address any issues around transport.

NHS75: share your story with us

The NHS employs staff from all over the world and in 350 different careers. As well as this, volunteers of all ages and backgrounds make a huge and often unseen contribution to the NHS.

This year marks not only the 75th birthday of the NHS but also 150 years since the first hospital opened in Newton Abbot, 95 years since Brixham and Torbay Hospitals opened on their current sites.

To help mark these significant milestones we have created a project to collect and share the stories of our Torbay and South Devon NHS staff, friends and volunteers. We hope that you will share your story with us. [Share my story.](#)

Introducing Mark Brice, our new interim chief finance officer

As you know Dave Stacey, our chief finance officer and deputy chief executive leaves us on 21 July to take up a new role at Exeter University.

While we are incredibly sad that Dave is leaving us, I am pleased to tell you that Mark Brice, interim director of operational finance at NHS Devon integrated care board, will join us as our interim chief finance officer in July.

Mark is an incredibly experienced finance professional and has worked for the NHS at both a deputy and chief finance officer level, and brings with him a wealth of knowledge and expertise at both a regional and national level which will help us take control of our finances and our future and deliver our ambitious regain and renew plan while we recruit a permanent replacement.

He has worked for the NHS in Devon and with several acute trusts in and around London including Hillingdon Hospitals NHS Foundation Trust, working with them on its system oversight framework (SOF 4). Mark's experience at both Hillingdon and in Devon will be crucial in helping us to provide safe high quality, and sustainable care and exit from our SOF 4.

I am really pleased that we have recruited Mark from within our own health and care family as his knowledge will help us strengthen our partnership and realise our One Devon vision to create a single joined-up health and care system that delivers better health and care for all.

Dave and Mark will work together to ensure there is a smooth handover before Dave's departure, and he will also arrange to meet his new team as soon as he arrives. I look forward to introducing him to you as soon as possible.

QUESTION AND ANSWERS SECTION

The FT Office received a question from Dave Cawley in respect of Torbay Pharmaceuticals. The response to his question is commercial in confidence and will therefore be shared with Governors in private at the Council of Governors meeting in August.

Save the Date—Governor Tour of the Site with a focus on New Hospitals Project

We have arranged for a tour of the site to take place in the morning on Wednesday 9th August. Chris Knights (NHP Programme Director) will join us, along with Chris Balch (Chair, Building a Brighter Future Committee) to walk the site and look at the locations for various parts of the NHP build. Please hold the date and further details will follow.



Nurses supporting nurses – donation improves nurses' wellbeing

Our acute medical unit teams are benefitting from beautiful new garden furniture for their outside space. Donated by our amazing Torbay Hospital Nurses' League the new table, chairs and parasol are already proving to be a big hit with the teams, especially given the current sunny weather. The nurses' league is involved in many projects to improve care and experiences for staff and patients including upgrades to day rooms on George Earle, Simpson and McCullum wards – all of which offer care for older people and those living with dementia. The league also provide handmade syringe driver bags for palliative care patients, memory boxes for patients families and welcome packs for newly arrived overseas nurses.



COMMUNICATIONS DEPARTMENT BRIEF

Media/social media activity

Media

- Health matching programme receives parliamentary award – celebrating the news that our Health Connect Coaching programme, which matches people who may be struggling with their health and wellbeing to a trained peer coach who has experience of the same condition or challenges, has won a parliamentary award as part of the NHS 75th birthday celebrations
- New county-wide service to support people affected by cancer – promoting a new service provided by Macmillan and Citizens Advice which offers money and benefits advice to people affected by cancer and their families
- Junior doctors strike impacts – managing enquiries relating to the latest period of industrial action, outlining how our planning aimed to keep disruption to a minimum
- New Hospital Programme funding announcement – responding to enquiries following the government confirmation of New Hospital Programme funding, welcoming the news and we look forward to receiving further information

Social Media

- National healthcare estates and facilities day – thanking the amazing people working across our workplace teams, as senior leaders and members of the executive team visited different departments
- #Red4Research – celebrating the work of our research and development teams and people working in research across the country, as our teams wore red to show their support and appreciation
- Nurses League garden furniture donation – thanking our Torbay Hospital Nurses League who donated garden furniture for our Acute Medical Unit team's outside space
- DAISY award representative presentation – we welcomed Melissa Barnes from the international DAISY Foundation who presented two of our latest DAISY award winners with their certificates during her visit
- Charity fundraising donation for Louisa Cary – thanking the fabulous 11-year-old Akashnil Dey who raised £440 to fund books and toys for children on Louisa Cary ward by running 20k over four weeks
- Teign ward physio exercises – the physio team in Teign ward at Newton Abbot Community Hospital have been running group exercise sessions for people staying on the ward which have been enjoyed by patients and staff alike
- HeArTs gallery exhibition – promoting the latest exhibition at our HeArTs gallery at Torbay Hospital; 'Above us only Sky' by Steve Manning
- Job of the Week – promoting our latest job of the week which are exciting opportunities to join our theatre teams ahead of the additional theatre build this year

We hope this information is useful, but please do give us any feedback, via the Foundation Trust Office, as it is always welcomed and helps us continually improve the information we send out.

GOVERNOR OBSERVER REPORTS

Governor Observer reports from Board level sub-committees are issued with the e-newsletter for your information:

- BBF Committee—17th May 2023
- Audit Committee—24th May 2023

HEALTHWATCH



Governors have recently been sent the Healthwatch Torbay e-bulletins as a direct method of informing you of their many activities. Therefore individual articles will no longer be extracted and listed in the Governor newsletter.

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EMAIL CONFIRMATION

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Issued 26.05.2023	One Devon Bulletin - May 2023
Issued 05.06.23	Carers' Week
Issued 06.06.23	Healthwatch E-Bulletin
Issued 06.06.23	Governor Newsletter
Issued 20.06.23	Securing the Future of Torbay Pharmaceuticals
Issued 13.06.23	Appointment of Interim Chief Finance Officer
Issued 13.06.23	Expressions of Interest for 15 Steps Walkarounds
Issued 20.06.23	Healthwatch E-Bulletin
Issued 16.06.23	Press Release—Health matching programme received top award as part of NHS; 75th birthday celebrations
Issued 16.06.23	Healthy Futures June Edition
Issued 19.06.23	Email from Lead Governor asking for feedback on meeting times for Governor Only meetings

MEETINGS LIST AND MS TEAMS LINKS SECTION

GOVERNOR MEETINGS - JUNE 2023

28 June 2023 **Public Board** (11.30am) (Face to Face meeting - **Boardroom**, Hengrave House) (*Optional, attendance not obligatory*).

GOVERNOR MEETINGS - JULY 2023

05 July 2023 CoG Priorities Meeting (2.00 pm—4.00 pm) (Boardroom or via MS Teams) (attendance optional). Cancer presentation at 3pm.

11 July 2023 Governor Only Meeting (2.00 pm—4.00 pm) (Boardroom or via MS Teams) (attendance optional). Electronic Patient Record presentation at 3pm.

20 July 2023 Governor Coffee and Chat Session (10.30 am—11.30 am) (MS Teams)

MS Teams Link: Governor Coffee and Chat Sessions (10.30-11.30)

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+44 20 3321 5208,,644531308#](#) United Kingdom, London

Phone Conference ID: 644 531 308#

MS Teams Link: CoG Priorities Meeting—5 July (2.00 —4.00)

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 335 067 361 00

Passcode: BVDvLh

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+44 20 3321 5208,,119308504#](#) United Kingdom, London

Phone Conference ID: 119 308 504#

MS Teams Link: Governor Only Meeting - 11 July (14.00-16.00)

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 365 783 091 917

Passcode: HhvcxK

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+44 20 3321 5208,,817972476#](#) United Kingdom, London

Phone Conference ID: 817 972 476#

Governors Fortnightly e-Newsletter



Torbay and South Devon
NHS Foundation Trust

Issue No. 107

Date: Friday 21 July 2023

Within this issue

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- New Membership Manager Appointed
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- Healthwatch
- Email Confirmation
- Meetings List and MS Teams Links Section

FT Office - please contact:

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The aim of this e-Newsletter is to give you a regular round up of future items of interest and confirm items that have been sent to you by the Foundation Trust Office and other sections of the ICO.

Please continue to read this newsletter each fortnight as this is a key method of communication with Governors - thank you.

FAREWELL TO STACEY MARGETTS



Sadly, Stacey will be leaving us on the 4th August to take up a role working in the education sector. Stacey has been an invaluable member of our team whilst with us, always with a smile on her face and we will be very sad to see her leave the Trust. We wish her well in her new role.

APPOINTED GOVERNOR

Following the end of his second term of office with us, Derek Blackford has stood down from his role as our Appointed Governor for the legacy Devon CCG (now Integrated Care System) and has been replaced by Jo Turl.

We would like to place on record our thanks to Derek for his support to the CoG and Trust during his term of office, and welcome Jo to the team.

NEW CHIEF OPERATING OFFICER

Torbay and South Devon NHS Foundation Trust has appointed Arun Chandran as its new Chief Operating Officer (COO) following a competitive recruitment process.

Arun is currently the Divisional Director of Operations at Oxford University Hospitals NHS Foundation Trust and will join in the autumn.

Arun began his NHS career as a nurse and has held a variety of leadership roles in NHS trusts including London North West Healthcare Trusts, Royal Surrey Country NHS Foundation Trust and Gloucestershire Hospitals.

Arun said: "I am delighted to be joining Torbay and South Devon and looking forward to working with the Board, our teams and our colleagues to deliver better health and care for our communities.

"I'm really passionate about addressing health inequalities and also focused on high-quality patient care and supporting and developing colleagues and teams.

"I am keen to take forward the good work already started by teams across the trust in transforming services and to play my part in supporting the wider health and care system as we make further improvements in safety, quality, financial sustainability, integrated working and performance, and access to our services for people across Devon and Cornwall.

"On a personal note, my wife and I very much look forward to enjoying the lifestyle benefits of living in Devon and what it has to offer."

Liz Davenport, Chief Executive, said: "I am very pleased that Arun has chosen to join us this autumn. He brings a passion for equality and inclusion which aligns with our compassionate leadership framework and our vision to deliver better health and care for all.

"Arun's input will be key to further developing our care model and transforming our clinical services so that they meet the needs of our communities now and in the future.

"I would like to take this opportunity to thank our interim Chief Operating Officer Jon Scott for his leadership and continued support."

The role of the Chief Operating Officer is critical to ensuring consistent quality care for patients. Chief Operating Officers combine broad operational knowledge with strategic planning.



UPCOMING MEETINGS: REMINDERS

PUBLIC BOARD MEETINGS

The next public Board of Directors meeting will be held on the 26th July 2023 in the Board Room, Hengrave House. Nearer the time of the meeting Governors will be sent a link to access the meeting pack. As a reminder, Governors attend Board as observers and attendance is optional.

COUNCIL OF GOVERNORS—2pm, Wednesday 02 August

Reminder that the next **Council of Governors meeting is being held at 2pm on Wednesday 2nd August, in the Boardroom, Hengrave House.**

MS Teams link will be emailed out for those unable to join face to face, but please be aware this is a less beneficial experience. (MS Teams Link also provided at back of this newsletter). Agenda will be issued out a week in advance of the meeting.

GOVERNOR TOUR—am, Wednesday 09 August

Reminder that the Governor Tour will be taking place in the morning on the 9th August. Further details will follow.

INFORMAL MONTHLY COFFEE AND CHAT SESSIONS



Reminder that the next **informal Coffee and Chat session, set up by the Lead Governor is on Thursday 17 August 2023 at 2.00 pm** (one hour) (agreed at Governor Coffee morning on 20th July to try an afternoon meeting slot).

NEW MEMBERSHIP MANAGER APPOINTED

As reported last month, Kirsty Hewett has been appointed to the Membership Manager role. We have now agreed Kirsty's start date, and she will commence with us on Monday 24th July

TRUST NEWS UPDATES

Sal Aziz – Staff Governor

Coronation Grandstand / Westminster Abbey Service / 75 Mile Walk / NHS 75 Parkrun

Recently one of our Staff Governors, Sal Aziz, has been busy attending events representing the Trust and funding raising for us.

Following a ballot of NHS staff, Sal was very lucky to be allocated a seat in the Coronation Grandstand outside Buckingham Palace to celebrate the Coronation of King Charles III. Sal took the opportunity to attempt a 150 mile walk from Devon to Buckingham Palace and fundraise for us. En route Sal lost his phone, having to manage with public wi-fi to plan his route and keep in touch with friends and family. Throughout the walk members of the public supported Sal with donations, food and many many cheers and messages of support.



Unfortunately Sal had to stop his walk on day 6, after 100 miles, because of a persistent problem with his knee making it too painful to continue. Sal therefore decided to catch a train to London.

Although he couldn't complete his walk, Sal said that the opportunity to attend the Coronation was an extraordinary experience.



Sal was also invited to attend the service at Westminster Abbey by NHS Charities Together to celebrate the 75th birthday of the NHS. Sal said that the service was attended by hundreds of NHS staff and other representatives from healthcare, government and the royal family. As Sal hadn't been able to finish his walk to London for the Coronation, he decided to walk back from London to Andover, where he had to stop his previous challenge – and adding to his challenge, he decided to sleep rough all the way! On arriving at Andover, Sal was 3 miles short of his challenge, so decided to get the train to Gillingham, sleeping the night outside the train station and then headed onwards to Teignmouth.

On arriving at Teignmouth Sal was able to support the NHS 75 Parkrun taking place at Teignmouth Promenade.



I think we can all agree that the challenges that Sal set himself over the last few weeks to celebrate the NHS in its 75th year are amazing – well done!!

GOVERNOR QUESTIONS

Question 142 received from John Kiddey

Following the Covid Pandemic emergency:

- 1) How many Trust staff are working from home on a full time basis?
- 2) How many are working from home on a part time basis?
- 3) Within the above groups, how many are clinical staff and how many are non-clinical?
- 4) How many non-clinical managers are working from home on either a full time or part time basis?
- 5) Please confirm the total number of paid employees in the Trust

Question 143 received from Matt Arthur

Given the upcoming total closure of Shiphay Lane and Dairy Hill, would the trust consider utilising the back entrance (on Shiphay Park Road) for staff vehicles to access the site at peak times (ie 8-9am and 4.30-5.30)? Could this be facilitated by being manned by existing security staff to ensure parking is not affected?

Response

We will contact the Council to understand the exact impact of the road closure in the Shiphay area and seek permission to open the white gates. However, it is unlikely the Council will agree as this is usually only permitted in exceptional circumstances. Neighbours in the area complain (quite rightly!) about the amount of traffic this creates.

Could you please pass this message onto Matt, we will communicate any changes we are permitted to make through ICON News, thank you

Question 144 received from Alison Ramon

It has come to my attention that a Torbay Hospital cardiology outpatient (previously an inpatient) was recently informed by her consultant that a letter relating to her condition and treatment would take a minimum of eight weeks to be sent to her GP. I have since been advised that in at least one speciality at RDE Exeter such letters are sent out immediately.

Please could we be provided with information on how long on average it is taking for Torbay Hospital letters to be sent to GPs? A breakdown from each clinical specialty would be appreciated. If letters are taking weeks why is this given that in another hospital there is no delay? In addition would the proposed new EPR system make a difference?

A significant delay in sending out information to GPs about their patients has health and welfare ramifications and is a potentially unsafe obstacle in the care pathway. It can result in added stress and frustration for already vulnerable patients.

COMMUNICATIONS DEPARTMENT BRIEF

Media/social media activity

Media

- Chief Operating Officer appointment announcement – we were delighted to announce Arun Chandran has been appointed as our new COO following a competitive recruitment process
- Access changes due to new theatre construction – informing people that those attending for outpatient services will now enter through the Acute Medical Unit (former outpatient) entrance following the closure of the Heart and Lung Unit doors
- Minor injuries unit in Dawlish – responded to enquiries about the continued closure of Dawlish MIU, by highlighting our difficulties recruiting the necessary staff and the alternative measures we have put in place or are investigating

Social Media

- Westminster Abbey service representatives – thanking Nik, Sarah, Nick and George who were our representatives at the celebratory service at Westminster Abbey for NHS 75
- Downing Street NHS 75 event – Hannah and Katie who are midwives who have done great work in our treating tobacco dependency service were chosen to represent Devon at a Downing Street event
- Health Connect Coaching national award nomination – congratulating our HCC programme for their national nomination following the ceremony in London
- Education directorate recognition and awards ceremony – celebrating the winners of our education directorate's awards
- Jane made Fellow of Royal Pharmaceutical Society – celebrating Jane Pyle's designation as a Fellow of the RPS due to her valuable contributions in a range of work and topics
- Torbay and South Devon bake and cake off – sharing the fantastic baking and decorating efforts from some of our teams in the bake and cake off events
- National co-production week – thanking Torbay Youth Trust for supporting a group of young people to help shape the development of a local pathways app
- Parkrun for the NHS – sharing photos from local parkruns during the week of the NHS birthday where local people showed their support

We hope this information is useful, but please do give us any feedback, via the Foundation Trust Office, as it is always welcomed and helps us continually improve the information we send out.

GOVERNOR OBSERVER REPORTS

Governor Observer reports from Board level sub-committees are issued with the e-newsletter for your information:

- Charitable Funds Committee 14th June 2023
- People Committee 26th June 2023
- Finance, Performance and Digital Committee 26th June 2023
- Audit Committee—27th June 2023

HEALTHWATCH



Governors have recently been sent the Healthwatch Torbay e-bulletins as a direct method of informing you of their many activities. Therefore individual articles will no longer be extracted and listed in the Governor newsletter.

Latest Devon Healthwatch reports are listed here ([Ctrl & Click](#)) and latest Torbay Healthwatch reports are listed here ([Ctrl & Click](#)) if you wish to view.

EMAIL CONFIRMATION

The Foundation Trust Office and Comms Team regularly send you emails. Here is a listing of those sent over the period from Monday 26 June to Friday 21 July 2023

Issued 19.06.23	Email from Lead Governor asking for feedback on meeting times for Governor Only meetings
Issued 18.07.23	Annual Report and Accounts 2022/23
Issued 13.07.23	Appointment of Chief Operating Officer
Issued 13.07.23	Once Devon Bulletin
Issued 12.07.23	Have your say about local urgent and emergency NHS Hospital Services (from Healthwatch)
Issued 12.07.23	One Devon Bulletin
Issued 11.07.21	BBC Spotlight coverage of bank staff pay award
Issued 11.07.23	Patient Focus Groups on urgent and emergency care
Issued 10.07.23	15 steps walkarounds – additional dates
Issued 04.07.23	NHS 75 medial coverage/broadcast
Issued 30.06.23	TSD founding member of collaboration to support affordable homes for NHS people
Issued 30.06.23	One Devon Bulletin
Issued 30.06.23	Healthwatch Devon, Plymouth and Torbay Annual Report 2022/23
Issued 29.06.23	Join Parkrun for the NHS
Issued 26.06.23	Healthwatch Bulletin

MEETINGS LIST AND MS TEAMS LINKS SECTION

GOVERNOR MEETINGS - JULY/AUGUST 2023

26 July 2023	Public Board (11.30am) (Face to Face meeting - Boardroom , Hengrave House) (<i>Optional, attendance not obligatory</i>).
02 August 2023	Council of Governors (2.00 pm—4.00 pm (Boardroom or vis MS Teams) (attendance required)
09 August 2023	AM—Governor Tour (further details to follow) (attendance optional)
17 August 2023	Governor Coffee and Chat Session (2.00 pm—3.00 pm) (MS Teams) (attendance optional)

MS Teams Link: Governor Coffee and Chat Sessions (2.00 pm—3.00 pm)

A new teams link for the new meeting time will be provided closer to the meeting.

MS Teams Link: CoG —2 August (2.00 —4.00)

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 311 497 175 378

Passcode: B4LDJJ

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+44 20 3321 5208,,72334554#](#) United Kingdom, London

Phone Conference ID: 723 345 54#

Report to the Trust Board of Directors			
Report title: Complaints, Feedback and Engagement Service Annual Report 2022/23			Meeting date: 26 th July 2023
Report appendix	None		
Report sponsor	Chief Nurse		
Report author	Interim Deputy Chief Nurse		
Report provenance	Feedback and Engagement Group.		
Purpose of the report and key issues for consideration/decision	<p>The report provides the Trust Board with assurance that during 2022/23 the Trust has met its statutory accountabilities. This report sets out how we as a Trust hear the voice of our patients and put people's experience of our services at the centre.</p> <p>Patient and service user feedback from people about their experience of accessing and using services provided by the Trust are managed and responded to effectively. Where learning is identified and change is required, this is implemented at a local or Trust wide level to support continual improvement. The report includes:</p> <ul style="list-style-type: none"> • An overview of the current Feedback and Engagement services provided across the Trust during 2022/23 • The continued challenges experienced in 2022/23 • Review of services through the voice of the patient in 2022/23 		
Action required (choose 1 only)	For information <input type="checkbox"/>	To receive and note <input checked="" type="checkbox"/>	To approve <input type="checkbox"/>
Recommendation	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> • Note the content of the report and the achievements aligned to feedback and engagement through 2022/23 • Note the Outcome from the Ombudsman Reviews 		
Summary of key elements			
Strategic objectives supported by this report	Safe, quality care and best experience	x	Valuing our workforce
	Improved wellbeing through partnership	x	Well-led

Is this on the Trust's Board Assurance Framework and/or Risk Register	Board Assurance Framework	x	Risk score	16
	Risk Register	N/A	Risk score	N/A
BAF Ref. 1 – Quality and Patient Experience				
External standards affected by this report and associated risks	Care Quality Commission	x	Terms of Authorisation	
	NHS Improvement	x	Legislation	x
	NHS England	x	National policy/guidance	

Report title: Complaints, Feedback and Engagement Service Annual Report 2022/2023	Meeting date: 26 th July 2023
Report sponsor	Chief Nurse
Report author	Interim Deputy Chief Nurse

1.0 Introduction

- 1.1 This is the Trust Annual Complaints, Feedback and Engagement report for 2022/23 that forms part of our regulatory requirement.
- 1.2 The aim of the report is to provide oversight of the service provision and key insights into the experience of patients. The report also outlines the work undertaken to redesign, relaunch and enhance the Feedback and Engagement service across the Trust during 2022/23.

2.0 Context

- 2.1 Torbay and South Devon NHS Foundation Trust have a dedicated small corporate team that oversees and coordinates the feedback and engagement functions of the Trust. The Feedback and Engagement and Patient Advice and Liaison Service (PALS) Team work directly with patients, service user's or their family and carers to provide information, facilitate speedy resolution of concerns, and refer patients and their carers to external or specialist support and advocacy services as required. The team works with colleagues across the organisation, together with external stakeholders, to promote and develop the service and create robust, effective links and working relationships between the Feedback and Engagement Team and other services. The team also liaise with other PALS, advice, and advocacy services in both the local health and social care communities in such a way as to ensure a seamless service for patients and clients.
- 2.2 Throughout 2022/23 and the Covid-19 pandemic, the Feedback and Engagement Team were able to continue working effectively and were able to manage all queries, concerns, and complaints as per Trust policy and in line with the NHS complaints regulations.
- 2.3 There are several routes through which we hear the voice of the patients, including
 - i. telephone, email, through the public website or in writing
 - ii. formal complaints process
 - iii. Friends and Family Test
 - iv. Executive Walkabouts including 15-step programme
 - v. National CQC surveys
 - vi. Carer feedback
- 2.4 The Trust is working to establish a more patient-facing system with the team. Currently the team do not have a walk-in service available to the public due to the team being based in a building inaccessible to patients/service users. This is currently under review with the aim of providing a contact point within the main reception of the acute site as per the Patient and Service User Experience of Health and Care Strategy – What

Matters to You Matters to Us three-year plan aligned to priority four. This commitment of development from the team will provide a service model which would include a public facing, open access office, working closely with carers and volunteers to raise the visibility of the patient feedback service in core business hours. This has not been achievable during 2022/23 due to team capacity but is a focus for 23/24.

2.5 Over the last twelve months, under the leadership of the System Director for Nursing and Professional Practice (Torbay) and more recently the Interim Deputy Chief Nurse, collaboration has taken place with local stakeholders and our local community who access, use and interface with our services to begin the embedding of the codesigned Patient and Service User Experience of Health and Care Strategy – What Matters to You Matters to Us three-year plan.

3.0 Accountability and Responsibility Framework:

3.0 The Chief Executive is accountable for ensuring the Trust complies with NHS complaints regulations. The Chief Executive delegates the responsibility for the effective delivery of the Trust's policy to the Chief Nurse.

3.1 The Trust Board and senior managers have key responsibilities to ensure that the culture of the organisation reflects that the Trust takes feedback and complaints seriously and expects them to be acted on appropriately.

3.2 Under the management of the System Director for Nursing and Professional Practice (Torbay), and now the Interim Deputy Chief Nurse the Feedback and Engagement Manager is responsible for the operational management of the Feedback and Engagement Team comprising of the Complaints Team and Patient Advice and Liaison Service (PALS) and a small experience team.

3.3 The Feedback and Engagement Team support the Trust in the delivery of the Feedback and Complaints process through the policy that underpins practice. Their roles and responsibilities include:

- ✓ To ensure that feedback is dealt with efficiently.
- ✓ To discuss with the person and work with them to resolve their concerns in the best way possible.
- ✓ To promote PALS as an informal, client focused service that deals with problems and concerns as quickly and effectively as possible.
- ✓ To ensure people are treated with respect and courtesy.
- ✓ To ensure complaints are properly investigated.
- ✓ To ensure people receive help to understand the complaints procedure.
- ✓ To ensure people receive advice on where they may obtain assistance with the procedure.
- ✓ To ensure people receive a response that provides an explanation and response to their complaint and are clear about the outcome of the investigation.
- ✓ To ensure that action is taken, if necessary, to ensure the Trust learns from the feedback.
- ✓ To ensure that good practice is recognised and acknowledged.
- ✓ To signpost individuals who are seeking advice and support.

3.4 The Associate Directors for Nursing and Professional Practice (ADNPP) or Associate Directors for Operations (ADO) are responsible for ensuring complaints are investigated and responded to in line with the Trust policy. They lead on ensuring, where appropriate, that lessons are learnt and remedial action is implemented, evaluated, and embedded in sustainable change.

3.5 The ADNPP or ADO within each Care Group are responsible for allocating a lead person for the investigation who will be responsible for updating the ADNPP or ADO on the progress of the investigation. The ADNPP or ADO are also responsible for reviewing the relevant investigation documentation and drafting a letter of response. This is reviewed by the Deputy Directors of Nursing and Professional Practice before progressing to the Chief Executive to sign prior to sending to the complainant or their representative. In 2023/24 we will be enhancing now this is embedded within the revised governance framework.

4.0 The Governance Framework for the Feedback and Engagement Service

4.0 The Feedback and Engagement Group oversee the feedback and engagement work undertaken across the Trust. The group has a membership that includes Trust members, but also the wider health and care community such as the NHS Devon Integrated Care System, Advocacy Service, Health Watch, Carers Lead, local independent hospital, Mount Stuart and Deputy Director for Adult Social Care in Torbay. The purpose is to provide a forum for staff and wider system members, who are responsible for or are involved with the patient, service user experience and engagement of the Trust, to share learning and best practice.

4.1 The main focus of the group is to review the effectiveness of the Trust's responses to complaints and concerns, providing assurance to the Trust Board that the actions taken in response to feedback are completed and, where appropriate, disseminated across the Trust. The group also reviews all CQC patient experience survey results and monitor action plans for service specific CQC surveys and the wider Adult Inpatient Survey. The sharing of good practice and continuing to develop a patient-centred culture across the Trust is pivotal. The Group meets monthly and invites /co-opts specific colleagues when required to enhance the group with additional skills, knowledge, and competence. In September 2022 the group introduced a change to the monthly meetings whereby alternative months the meeting has a focus on lessons learned and quality improvements as a result of patient feedback. These have been successfully attended by staff from across the Trust.

4.2 In 2022/23, the ISU's/Care Groups retained oversight of the feedback and engagement work within their ISU/Care Group, and this is provided through a monthly report by the ADNPP's to the Feedback and Engagement Group. This includes complaints, concerns, compliments, Friends and Family test, survey action plans where appropriate and any other service user experience and highlights learning being progressed within the ISU/Care Group and wider Trust where applicable.

4.3 The monthly Quality Report, provided to the Quality Improvement Group ensures the scope set out in 3.3 on patient and service user experience is escalated within the corporate governance framework.

4.4 The Quality Improvement Group reports to the Quality Assurance Committee which in turn reports to the Trust Board.

5.0 Discussion

5.1 Statutory Regulations

Complaints are managed in line with the Trust's policy and in line with NHS complaints regulations. The Trust are required by NHS complaints regulations to acknowledge all complaints within three working days. During 2022/23, **95%** of complaints were acknowledged within the 3-day timeframe. Of the remaining 5%, no date was recorded on the system, we are therefore unable to confirm if these met the 3-day acknowledgement standard. As a result, an action taken by the Feedback and Engagement Team is to ensure acknowledgement dates are captured for all contacts moving forward.

NHS complaints regulations also require the Trust to investigate and respond to a complaint within six months of receipt. However, the Trust aim to investigate and respond in a much shorter timeframe of six weeks as delays can both hinder the effectiveness of the investigation and cause increased distress to the complainant.

In 2022/23, **74%** of complaints were responded to within the 6-week timescale set by the Trust, whilst **26%** of the complaints received were extended beyond the original six-week timeframe agreed with the complainant which is an area noted for improvement during 2023/24. Figure 1 illustrates that of the 164 complaints received 21% were extended once, 16% were extended twice, 10% were extended three times, 1% were extended four times, 3% were extended five times, and a further 2% were extended on more than 5 occasions. These delays were caused by the level of complexity and multi-agency involvement and the need and the commitments to a robust investigatory process to provide the complaint with a thorough review. Whilst we recognise there has been several extensions through 22/23 the Trusts compliance for closure against the National six-month target was **90%**. Given the level of complexity and commitment to robust investigatory processes, the Trust is considering revising the six-week timescales to be more aligned with the National Standards.

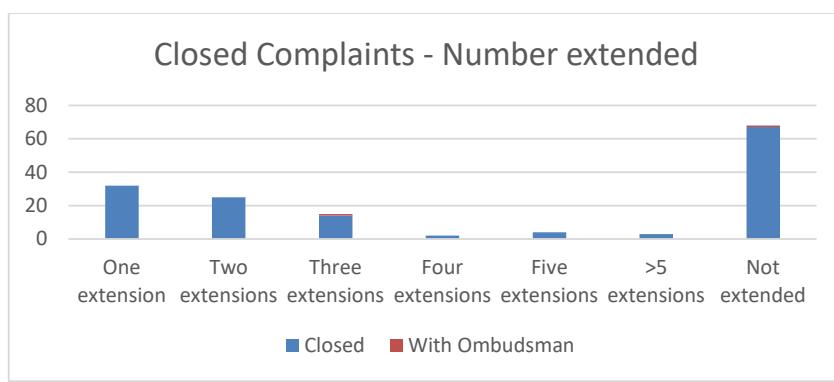


Figure 1: Close complaints number of extensions for 22/23

The number of complaints that exceeded the six-month timeframe for the 22/23 financial year was eight, all these cases were extended at least twice citing the Trust's 'Operational Pressures OPEL Level' as the primary reason for the extensions. The complaints were complex often involving multiple services. Themes related to assessment, diagnosis and treatment and its impact on individuals through cancellations of appointments, alleged delay in diagnosis and alleged competence, negligence around the care individuals received.

5.2 Ombudsman Cases

The Trust were contacted in relation to 15 complaints between 01/04/2022 and 31/03/2023 by either the Parliamentary and Health Service Ombudsman or the Local Government and Social Care Ombudsman.

- 6 cases were not investigated by the Ombudsman
- 3 cases have been investigated and closed, none of which were upheld
- 6 cases remain open and under investigation to which we await the outcome and any learning to be identified

5.3 Contact Analysis

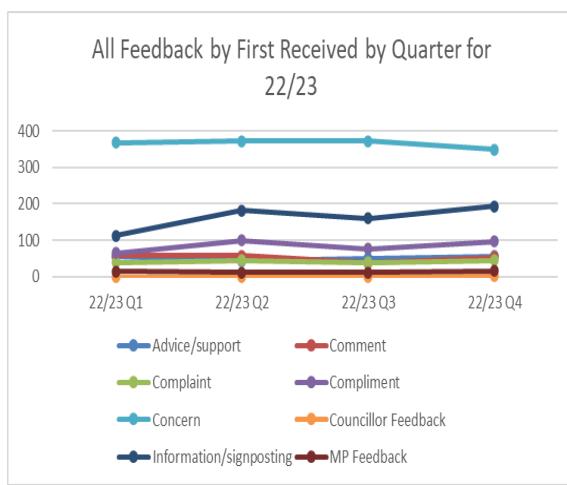


Figure 2: All feedback received by quarter in run chart 22/23

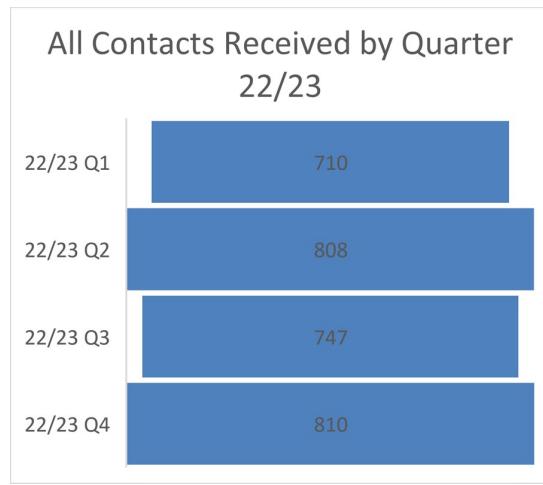


Figure 3: All feedback received by quarter by number 22/23

In total, there were 3,075 contacts received, which equates to an average 59 a week in 2022/23.

Figures 2 and 3 demonstrate that there were fluctuations in numbers received across each quarter however it is noted that there was an increase of contacts received in Q2-Q4 from Q1 throughout the year of 2022/23. Q2 saw a 38% increase in signpost contacts as the Trust stood back up some activity previously stood down as part of the Covid-19 pandemic which generated enquires relating to surgery wait and appointment times.

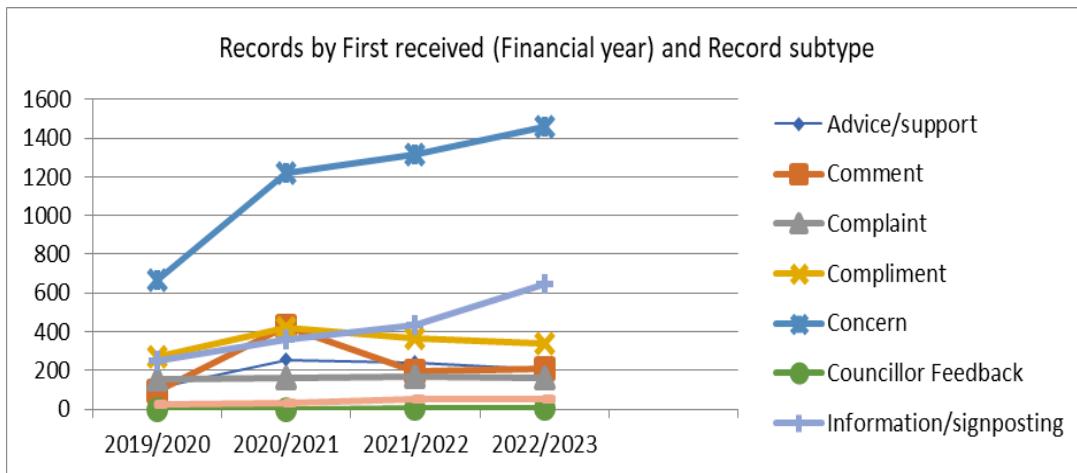


Figure 4: All feedback received by financial year

Figure 4 provides an overview of all the feedback received across the last four financial years, to which concerns and signposting contacts are on the increase:

1. There were a total of 3,075 contacts made to the PALS and Complaints Department recorded on Datix for financial year 22/23. This is an increase of approx. 600 against the 2020/21 position. It should be noted this increase was anticipated since the decrease in contact in wave 1+2 of Covid-19.
2. Complaints have remained static across the four years. However, a rise in concerns is related to the impact of Covid-19 and standing down of services. Work is now underway to improve patients access and waits as Covid-19 restrictions have been lifted.

To further understand people's experiences around discharge, a task and finish group was set up in February 2023 looking at gaining real time feedback. The group reviewed incidents, complaints, concerns and feedback from patients through Friends and Family Test (FFT), National and Local Surveys that related to poor experiences on discharge. Identified themes are:

- Patients not being sent home with enough information on next steps, delays in care or equipment arriving.
- Medication being supplied but not explained or medication not being provided at point of discharge.
- Patients felt at times there was a lack of information shared with themselves and next of kin around planning for discharge and the discharge process.
- Some concerns were also identified relating to transport regarding time of discharge and discharge destination not being correct.

As a result, the group have redesigned the discharge checklist which has been piloted and due to go live with an updated policy to support in Summer 2023. Alongside this to strengthen a positive experience on discharge and to understand where the Trust needs to place a focus an audit has been launched in July 2023 based on the National CQC Inpatient Surveys 10 questions related to discharge. The first of each month 10 patients are randomly selected via our digital platform who were discharged the previous week

against a set criteria. This audit is to take place every month, based on the inpatient national survey questions, their experience related to discharge to further support the Trust in improving patient's outcomes and experiences.

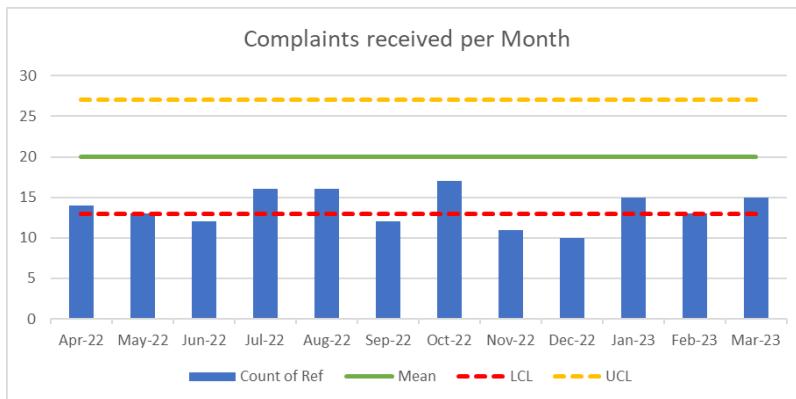


Figure 5: All complaints received by month over the financial year 22/23

The number of complaints received in the 22/23 Financial Year stands at 164 which equates to an average of 13 per month illustrated in figure 5. These figures are consistently below the mean control limit of 20 expected volume of complaints per month and 50% of the year under the lower control limit. This control limit is set based on the data received since 2016, whilst as a Trust we would like to see a zero tolerance to complaints this would be an aspirational target. Therefore, the Trust is currently reviewing what would be an appropriate and achievable trajectory.

Please note, not all complaints received in the 22/23 financial year have been closed; 19 cases remain under internal investigation and moved into 23/24 for ongoing investigation.

Figure 6 illustrates that the trends relating to the highest level of concerns and complaints reported for 22/23 are within the following three services:

1. General Surgery – waiting times for surgery/clinics, information on waiting times, PACS – booking system, multiple pathways, attitude of staff.
2. Emergency Services – long waits, environment, lost property, management of patient's expectations.
3. General Medicine – delay in access to appointments, communication, attitude of staff.

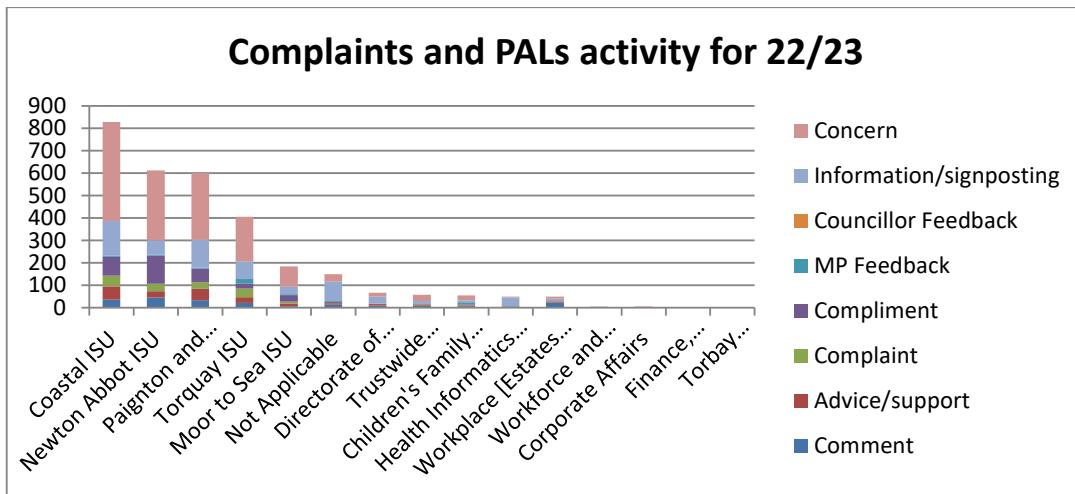


Figure 6: Complaints and PALS activity for 22/23

The ADNPP's for the ISU's/Care Groups manage these concerns and complaints and where themes and trends are identified, these are worked on in conjunction with staff and patients (where appropriate) to develop local action plans to improve patients/service user's outcomes. Where appropriate and where further learning can be undertaken these outcomes will be shared wider than just the relevant ISU/Care Group.

The majority of the complaints received by the Trust in the 22/23 financial year relate to Treatment, Care or Assessment, a full picture is displayed in Figure 7. The top three themes in relation to our delivery of service are:

- Effectiveness,
- Alleged competence/negligence
- Communication

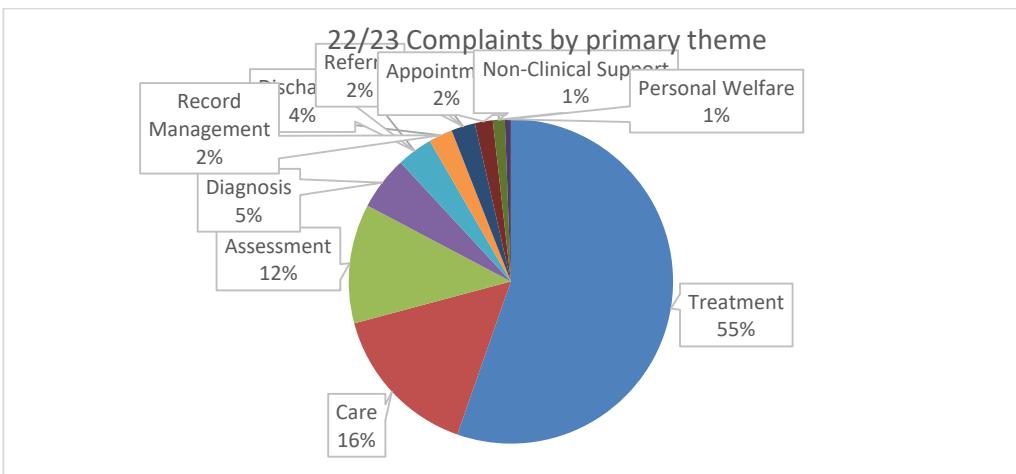


Figure 7: Themes of complaints received in 22/23

The complexity and diversity of services and the range of concerns and complaints result in high level themes that frequently require bespoke service level change. This is explained further in section 7.0.

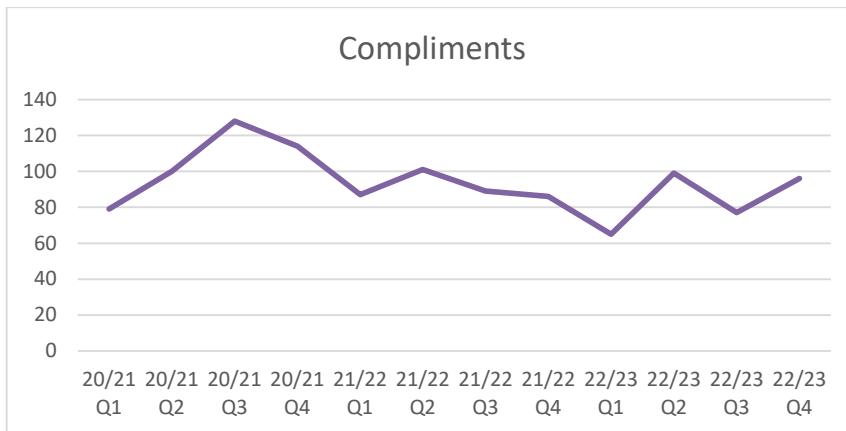


Figure 8: Compliments Received 20/21 - 22/23

It is important to ensure we review and learn from the positive experiences expressed through compliments that services receive (Figure 8). We recognise compliments are often spontaneous and some services may not be reporting them into the main system. However, the Trust received 337 compliments for 22/23. This is a slight increase on 21/22 overall total but less than previous years. This is possibly due to the impact of the Covid-19 pandemic and pressures on staff leading to a reduction of the sharing of compliments.

Treatment and care are the main reasons for compliments being received which aligns to our core business as a health and care organisation. Section 7 goes into more detail around what people are telling us.

5.4 Carer Feedback and Engagement

Many people support a family member or friend with health or care needs. Their feedback is obviously essential in determining how services should be run, not just to support them, but also the person for whom they care. More than a third of our staff juggle working with caring for someone, offering valuable insight into how support can be improved in both their professional and personal life.

Torbay's Adult Social Care responsibilities to Carers are delivered by the Trust on behalf of Torbay Council. However, the Trust's Torbay Carers work very closely with a number of partners to ensure the Trust receives feedback from and engages with Carers of any age, with any type of caring role, across its footprint.

As a result of Carer feedback, George Earle Ward implemented a pilot in Q4 looking at how to better communicate with family and carers. The pilot is supported by a worker on the ward dealing directly with patients and their families. Early indications are that this post has been well received by patients, their families and staff. Autumn of 23/24 should provide the Trust with the pilot outcomes which will support next steps regarding if the role needs to be embedded across a wider footprint.

- Supporting Staff Carers (Trust Commitment to Carers 2022-23 Priority 1)
Based on feedback from Staff Carers, there is now 'on-request' support to all staff Carers. Wellbeing buddies are being trained in Carer Awareness, and those who

either are or have been Carers are offering support to other Staff Carers in their department. The hope is that this network will then be expanded to all staff areas.

- Young Carers Under 25 (Trust Commitment to Carers 2021-22 Priority 3)

After significant work with Young Carers under 25, the inter-agency Strategy for Young Carers under 25 was formally launched by Young Carers under 25 at an event for Carers' Rights Day in November 2022.

- Update web- and paper-based information (Trust Commitment to Carers 2022-23 Priority 3).

Carers have been involved in improving both web- and paper-based Carers information, both in the original design, and accessibility review.

- Carer Evaluations

We have a number of Carers / former Carers who are trained in evaluation techniques. In 2022-23 they completed an evaluation of Carer Support for Carers of adults with learning disabilities, the results of which were very positive and have now been built into the tender for the ongoing service.

<https://www.torbayandsouthdevon.nhs.uk/uploads/learning-disability-carers-survey-2022.pdf>

They also completed an evaluation of the pilot to support Carers with technology enabled care. As the results indicated a significant positive impact on Carers health and wellbeing, the pilot has been now been built into the standard Carers' Service. <https://www.torbayandsouthdevon.nhs.uk/uploads/carers-technology-enabled-care-pilot-evaluation-summer-2022.pdf>

5.6 Friends and Family Test (FFT)

The NHS Friends and Family Test (FFT) was created to help service providers and commissioners understand whether patients are happy with the service provided, or where improvements are needed. It is a quick and anonymous way for people to give their view after receiving NHS care or treatment.

The FFT has been a mandatory requirement across all NHS Trusts since 2013 and although every person must be given the opportunity to provide feedback on the service they have accessed, it is optional to respond. In September 2019 NHSE announced changes to the mandatory questions where the key question was changed to ask:

“Overall, how was your experience of our service “?

Previously there had been two further prescribed questions and with the changes of the FFT nationally, the Trust had an opportunity to develop our own questions. The Feedback and Engagement Group considered this opportunity and made the decision to ask the following questions:

- *Please can you tell us why you gave your answer? (to the FFT question)*
- *What one thing could we have done better?*

- *Please tell us what you, your family members and carers think should always happen when you use our services? (This is to support the Always Events Initiative)*

The Revised FFT test was due to commence in April 2020 but due to the Covid-19 pandemic the launch was paused across the country until September 2020. The challenges experienced by the Trust in developing the FFT provision during the Covid-19 pandemic included the paper- based model that had been in place pre-Covid-19 which provided challenges with infection, prevention, and control. Pre- populated locations /wards that ensures feedback was accurately attributed was also a challenge as a large number of wards during Covid-19 and beyond changed configuration in the care they provided, although the name of the ward remained the same.

5.7 The paper- based FFT collection document has been reviewed and revised to reflect not only the mandatory question required but also the CQC Adult in-patient questionnaire results received in 2021.

This has been developed by the Feedback and Engagement team, together with input by members of the Working with Us Volunteer group, who support in-patient areas with the FFT agenda, and the wider Feedback and Engagement Group.

The revised FFT/in-patient questionnaire can be used, moving forward, to allow a timely submission of the FFT data and real time feedback for in-patient settings, allowing any issues/concerns raised to be dealt with immediately.

The Feedback and Engagement team introduced QR codes to overcome the paper issues but also to align feedback with more interactive digital technology. Throughout 22/23 a large proportion of our clinical areas have moved to a QR code process by including this in discharge packs, to visible QR codes on walls and tables with good effect. Work continues in 23/24 to promote those in use and look to expand the work across the Trusts community footprint.

The Working with Us volunteer group was paused while Covid-19 pandemic was present, however this has since returned to support in-patients to complete the revised FFT/Inpatient questionnaire which, again, will support the data return moving forward.

The run chart above in Figure 9 identifies an increasing trend in FFT submissions with the last 6 consecutive months falling above the mean calculation as compared to the previous 6 months where the FFT feedback fell below the mean on two occasions. This has a direct correlation to the revised FFT/In-patient questionnaire being put into practice supported with QR codes.

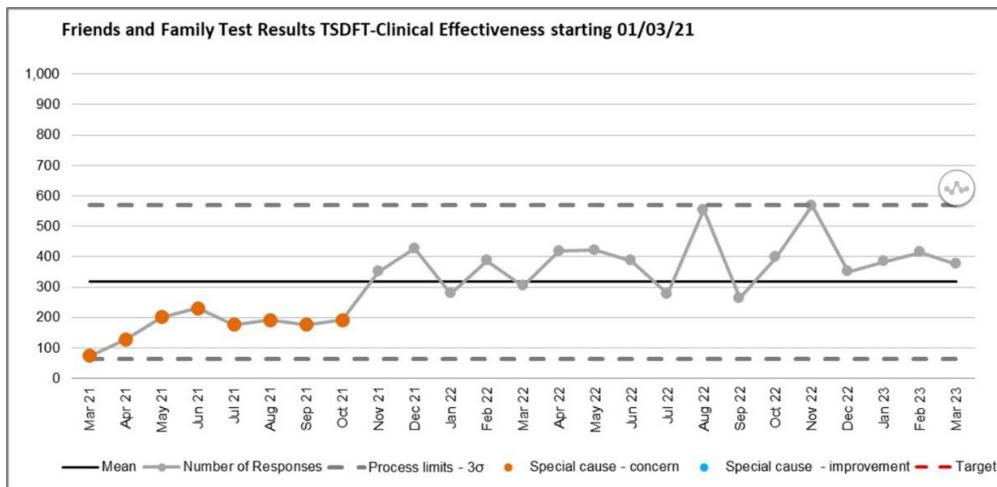


Figure 9: Friends and Family Test compliance rate Mar 21 – March 23

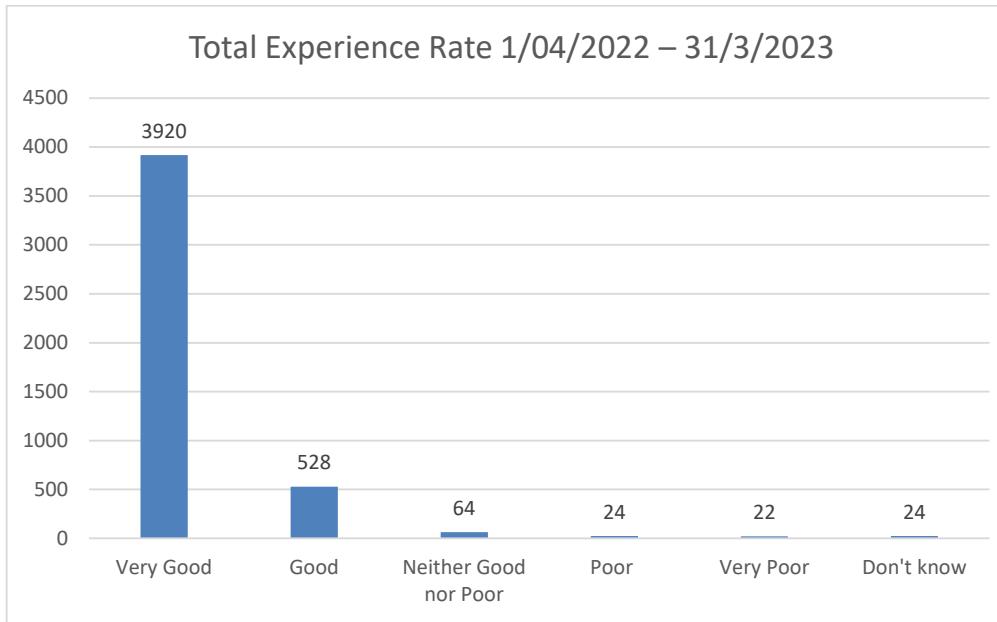


Figure 10: Friends and Family Test category response Mar 21 – March 23

To provide assurance that this improvement will be monitored and sustained results are reviewed through the Feedback and Engagement Group, with a check and challenge approach. This is to ensure we understand the experience of our people and the services we provide. It allows a review of what can be done better and how this can be shared for organisational learning. Figure 10 illustrates the positive feedback received through the FFT with an overall compliance of 97% of feedback falling into the category 'very good/good' combined. Alongside this written feedback is shared which is rich and powerful to both celebrate and shape change going forward. Some examples of what people are telling us are:

"I felt heard and seen. I have been put forward for a scan, which is what I asked for"

"The nurse was very clear in her explanation and attentive to my answers. Very caring!"

“Very Poor - Waited 13 hours before my wife saw a senior consultant. Had to return next day for scan. Also cost £20 parking charge”

6.0 National Survey Results 2022/23

Throughout 22/23 there were a range of surveys undertaken in year which are identified as below.

6.1 Inpatient Survey Results

Further to the National CQC Adult in-patient survey publication, which was reported to the Trust Board in November 2022, all in-patient areas have developed relevant action plans to address the areas identified for improvement which are:

- Length of time patients felt they were waiting on a list before they were admitted to hospital.
- Length of time patients felt they had to wait to get a bed on a ward after arriving at hospital.
- Patients felt at times they were prevented from sleeping at night by noise of other patients.
- Patients didn't feel that they were always given the opportunity to give their views on the quality of their care.
- Patients felt they weren't always given the opportunity to discuss their treatment or condition with hospital staff without being overheard.

The action plans are reviewed at the Feedback and Engagement group, from a ISU/Care Group perspective, with focus on what has gone well over the last month and what can be improved. Further work is also taking place to address these concerns through Building a Brighter Future around the Trusts estate, real time patient feedback, investment into the Feedback and Engagement Team along with flow improvement works.

6.2 Maternity CQC Survey 2022

The results of this survey and the action plans developed have been shared with the Feedback and Engagement Group, Quality Assurance Committee and Trust Board. In summary findings where:

Areas for improvement

- Delay in discharge
- Limited visiting due to Covid-19
- Some feedback felt help wasn't accessible
- More help support needed with infant feeding

Areas that Maternity performed well in

- ✓ given enough information at start of pregnancy
- ✓ offered choice of where to have your baby
- ✓ appropriate information shared before induction

- ✓ given enough information in where to have your baby
- ✓ able to speak to midwife as much as needed

6.3 Emergency Department CQC Survey 2022

The Trust is awaiting the published Emergency Department report, but early indications are of areas requiring a focus for improvement as shown along with actions taken to mitigate while we await the full report are shown in Table 2 below:

Ref	Issue	TSDFT Score 2022	TSDFT Score last Survey 2020	Action
Q6	Were you given enough privacy when discussing your condition with the receptionist?	62.5%	77.9%	1) Installation of e-Triage to allow patients, where able to detail their condition electronically. 2) Re-design of reception and triage space to promote privacy, dignity and improve flow
Q7	How long did you wait before you first before you first spoke to a nurse or doctor? (This does not included staff screening for COVID at the entrance to ED)	38.0%	72.6%	1) Two nurses at triage and an escalation tool to highlight rising pressure to the silver Team.2) Re-design of reception and triage space to promote privacy dignity and improve flow
Q 13	Did you have enough time to discuss your condition with the doctor or nurse?	76.0%	84.0%	Discussion at Nursing and medical handover to highlight performance. Refresh "It's ok to ask" campaign. Arrange QI audit to check effectiveness
Q 23	Were you given enough privacy when being examined or treated?	83%	88.70%	Re-design of reception and triage space to promote privacy, dignity and improve flow. Conversion of lab space to provide privacy for discussions with patients in fit to sit.

Table 2: CQC Survey - Emergency Department 2022 embargoed summary

7.0 Learning from Feedback

7.1 What matters to patients

All staff have a responsibility to acknowledge where care has not been of the required standard and to do everything in their power to learn and to amend practice. Learning from complaints should happen throughout the organisation depending on the issues of concern. In some instances, the issue may relate to a single department, but the theme may be applicable to other areas. It is the role of the senior staff in the ISU/Care Groups to ensure that issues and the resulting action plans are appropriately shared. The Feedback and Engagement Team will work with the ISU/Care Groups to ensure actions are monitored and accurately recorded on the risk management system. Where

appropriate, staff should incorporate the learning into their annual achievement review with their manager.

The capture and sharing of significant learning from complaints is led by the Trust's Feedback and Engagement Group. Examples of complaints which have identified either learning or good practice will be shared. There is further work required to strengthen our approach to disseminating learning from concerns raised by patients and families and how we capture the actions required on the electronic database. In 2023, the Trust will strengthen how this is undertaken as part of the Patient Experience and Engagement Plan. The examples below in Table 3 illustrate some work undertaken to address issues raised by patients and families.

Themes to what our patients are telling us	What actions have we taken as a result
Emergency Services – <ul style="list-style-type: none"> - long waits, - environment, - lost property, - management of patient's expectations 	<ul style="list-style-type: none"> ✓ The Trust are reviewing the Lost Property Policy to include ED flow chart to reduce the risk of property being lost within the department. ✓ Ongoing work with the ADNPP's working with their teams around how and what we communicate to better manage people's expectations. ✓ Implementation of a Standard Operating Procedure for Boarding and Escalation to expedite transfers. ✓ Implementation of long stay book to ensure patients are offered food and fluids when in the Emergency Department for greater than eight hours. ✓ Exploring reconfiguration of the Emergency Department footprint to move Paediatrics out of main waiting room.
General Medicine – <ul style="list-style-type: none"> - delay in access to appointments, - poor communication, - attitude of staff 	<ul style="list-style-type: none"> ✓ ADNPP working with Matrons and Teams around professional behaviours and targeted learning for individuals ✓ Clinic capacity review
General Surgery – <ul style="list-style-type: none"> - waiting times for surgery/clinics, - information on waiting times, - PACS – booking system, multiple pathways, - attitude of staff 	<ul style="list-style-type: none"> ✓ Work taking place to ensure pre assessments are in time and valid. ✓ Review of themes related to cancellations of surgery on the day to minimise impact to patients. ✓ Golden Patient Implementation, a review of the list utilisation, allowing more patients to be added to a list and reduce wait times. ✓ Investment in the PAC Team has improved retention resulting in a better experience for patients. ✓ Targeted intervention across roles and services regarding individual learning

Table 3: What patients are telling us

7.2 Awards and Recognition

2020 saw the launch of the DAISY award with the ambition and focus of rewarding and recognising those extraordinary Nurses and Midwives. The DAISY Award commenced in 1999; it is steeped in emotional prestige originating from a family's grief and appreciation of the care that their son Patrick Barnes was given at the end of his short life from exceptional nursing teams. Patricks family, inspired by the care Patrick received set up the DAISY Foundation, to commemorate the care and compassion shown to him and his family. The DAISY Award therefore has a meaningful back drop for all registered Nurses and Midwives winners and nominees. In 2022 the Trust saw the launch of The Primrose Award to mimic The Daisy Award but for Health Care Support Workers to which November 2022 saw its launch.

Since 2020 as an Integrated Care Organisation, we have had a total of 227 DAISY award nominations and 17 Primrose award Nominations. Of these nominations 89 have

been from colleagues and the remaining 155 from patients and families. In total we have awarded twenty-four DAISY awards and May 2023 was the first Primrose award. Figure 11 and 12 shows how the nominations have been received over the last three years for The Daisy award and for The Primrose since November 2022.

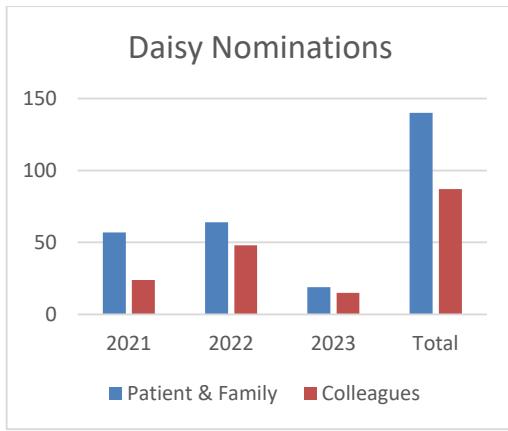


Figure 11: Daisy nominations

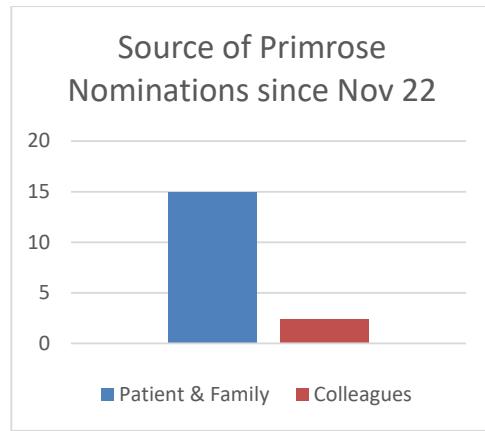


Figure 12: Primrose nominations

This provides confidence that family and patients are receiving positive experiences as they nominate teams and individuals for the outstanding care they or their family have received. The following provides some examples of the experience where individuals have been nominated for the outstanding care they have delivered.

*“This morning my 6-year-old needed to complete a drugs challenge for several hours which we were both extremely nervous about. Despite the team being extremely busy, ***** made us feel welcome, listened to, safe and happy within our 7 hour stay. We were given factual information but at the same time ***** went above and beyond to make us feel comfortable, safe and happy, including myself as a Mum; she was so kind and nurturing, she completely reduced our anxiety. My daughter received prizes between each medication and this was such a wonderful touch. Thank you so much.”*

*“***** was working as on a call manager for the hospital during the weekend that I became unwell. Although she was not working on the Surgical Receiving Unit, she stepped in to recognise that I was deteriorating after my operation and stayed on to lead and advocate for my care. She went above and beyond on that day, the worry and concern she showed me will stay with me forever. ***** was a member of staff who was leading an entire hospital that Saturday. She showed me individual care and compassion. She demonstrated leadership on another level, one that is inspired.”*

*“I would like to do a huge shout out and a big thank you to a lovely lady named *****, working on Turner Ward at Torbay Hospital. After having to go for a bone biopsy this morning (Tuesday 18th), she was an absolute breath of fresh air at such a difficult time. Her care and compassion was outstanding and made me feel so at ease... ***** is an absolute credit to Turner Ward and Torbay Hospital as a whole. I just wanted you to know you’re doing an amazing job and I very much appreciate everything you did for me.”*

The testimonials illustrate that our workforce feel valued and recognised for their daily work. The schemes have added meaning to our nominees and winners' roles and we

have often seen this during presentations which regularly results in them beaming with emotion and pride. This has a positive effect on workforce culture and well-being and the care that is delivered.

8.0 Conclusion

- 8.1 Through 2022/23 the Feedback and Engagement team have continued to provide a coordinated service to our local population as the Covid-19 pandemic progressed. The increase in contact relating to delays in access to care are in the main a direct consequence of the pandemic. The feedback and engagement team and wider staff in the organisation who review, investigate, and respond to feedback in the form of concerns, complaints, Ombudsman and MP enquires as well as compliments demonstrate a commitment to providing comprehensive, compassionate responses and identifying local and Trust wide learning.
- 8.2 As wave three of the Covid-19 pandemic ceased and our full range of services resumed across the organisation with restrictions being lifted, we have an opportunity to enhance our accessibility to patient and service user to provide feedback.
- 8.3 The development of the Patient and Service User Experience of Health and Care Services Strategy has been signed off by the Trust Board and work is now underway to implement the six priorities which aligns to the overarching Trust strategy and vision to deliver care closer to home. This strategy aims to raise the profile of the importance of patient and service user experience in developing and delivering high-quality effective services that provide a consistent positive experience for all people by putting people's experience of our services at the centre.
- 8.4 The Covid-19 pandemic has impacted on our ability over 2022/23 to receive the breadth of proactive feedback from people who use our services. However, as we move away from the restrictions this will provide a platform to further review and modernise our model into 2023/24 and beyond.

9.0 Recommendations

- 9.1 To note the content of the report and the achievements aligned to feedback and engagement during the third wave of the global pandemic.
- 9.2 To support the programme of work set out in the Patient and Service User Experience of Health and Care Services Strategy and Delivery Framework through 2022/25 that will enhance and underpin the provision of high-quality health and care services as we strive to consistently provide an excellent patient experience.