

**MINUTES OF THE ANNUAL MEMBERS' MEETING OF  
SUSSEX COMMUNITY NHS FOUNDATION TRUST**

**22 SEPTEMBER 2021**

**15:30 – 17:15**

**The Ashington Centre, Foster Lane, Ashington, West Sussex RH20 3PG,  
MS Teams and Live Stream**

<b>Present</b>	
Peter Horn (PH)	Trust Chair
Siobhan Melia (SM)	Chief Executive
Diarmaid Crean (DC)	Chief Digital and Technology Officer
Mike Jennings (MJ)	Chief Financial Officer
Donna Lamb (DL)	Chief Nurse
Kate Pilcher (KP)	Chief Operating Officer
Maggie Ioannou (MI)	Non-Executive Director
Stephen Lightfoot (SLi)	Non-Executive Director
David Parfitt (DP)	Non-Executive Director
Lesley Strong (LS)	Non-Executive Director
Mark Swyny (MS)	Non-Executive Director
Rebecca Crook (RC)	Non-Executive Director Designate
Giles York (GY)	Non-Executive Director Designate
Dipesh Patel (DPa)	Associate Non-Executive Director
Paul Somerville (PS)	Deputy Trust Secretary
Susie Vernon (SV)	Associate Director Sustainability
Vicky Rings (VR)	Executive/Committee Support Assistant
Martin Ensom (ME)	Lead and Public Governor
Grainne Saunders (GS)	Deputy Lead and Appointed Governor
Andrew Baldwin (AB)	Appointed Governor
Ann Barlow (ABa)	Appointed Governor
Pennie Ford (PF)	Appointed Governor
Julie Fryatt (JF)	Appointed Governor
Janet Baah (JB)	Public Governor
Lilian Bold (LB)	Public Governor
Sandra Daniells (SD)	Public Governor
Christine Hearn (CH)	Public Governor
Anne Jones (AJ)	Public Governor
David McGill (DMG)	Public Governor
Amber Villar (AV)	Public Governor
Anne Walder (AW)	Public Governor
Ngaire Cox (NC)	Staff Governor
Jessica Poulton (JP)	Staff Governor
Emma Swarbrick (ES)	Staff Governor
Griselda Wireko-Brobby (GWB)	Staff Governor
<b>Apologies</b>	
Caroline Haynes	Chief People Officer
Sara Lightowlers	Chief Medical Officer

Elaine Foster-Page	Appointed Governor
Polly Labanya	Appointed Governor
Rob Persey	Appointed Governor
Stella Benson	Public Governor
Rebecca Cooper	Public Governor
Caroline Costello	Public Governor
Richard Norrie	Public Governor
Martin Osment	Public Governor
Stan Pearce	Public Governor
Anita Sturdey	Staff Governor
<b>In attendance via the live stream</b>	
Members of the public, staff and stakeholders	
<b>AMM21/001</b>	<b>Welcome, apologies, declaration of interest</b>
	The Chair, Peter Horn (PH), welcomed members of the Council of Governors, Trust Board, members, staff and guests. Apologies are noted on pages 1 and 2 of these minutes. There were no declarations of interest.
<b>AMM21/002</b>	<b>Minutes of the previous meeting 9 September 2020</b>
	The draft minutes of the Annual Members' Meeting held on 9 September 2020 were held as a true and accurate record.
<b>AMM21/003</b>	<b>Matters arising</b>
	There were no matters arising from the previous meeting.
<b>AMM21/004</b>	<b>Annual Report and Accounts 2020-2021</b>
	<p>Siobhan Melia (SM), Chief Executive, introduced the Annual Report with a summary of the year in numbers noting the Trust's strong performance in a year where the pandemic took over everything that the Trust had done.</p> <p>SM said the Trust should be immensely proud of its achievements. It had fully embraced its vision and values to get through a period of unprecedented challenge. The Trust had stepped up and delivered the COVID-19 mass vaccination programme across Sussex. It had opened five separate sites and had recruited an additional 1,200 staff including many volunteers. A new Urgent Treatment Centre (UTC) had opened in Lewes. Income had grown by £34 million. The Trust's carbon footprint had been reduced by 43% during the period 2010-11 to 2020-21. Over 3,000 staff responded to the 2020 Staff Survey where scores had improved. There had been a 2% increase in the number of staff who would recommend the Trust as a place to work compared to 2019. This score had increased by 9% since 2016. 100,000 COVID-19 vaccinations had been administered by 11 March. Community teams had continued to visit vulnerable patients at home using personal protective</p>

equipment (PPE) and roving teams had provided vaccinations in people's own homes/place of residence. SM said the Trust provided 320 intermediate care beds and at the peak of the pandemic in January 2021 over 100 patients with COVID-19 were being cared for by the Trust. SM acknowledged and thanked teams for providing the mass vaccination programme whilst continuing to do the day job.

In the year the Trust had developed areas that were important to the organisation including relaunching the Trust's charity, which had a focus on supporting staff wellbeing. This had been particularly important during the pandemic and work had included making spaces available for staff to decompress. As a foundation trust, it remained important for the Trust to continue to engage with its community and the people it connects with as part of its stakeholder engagement approach. The Trust's four Staff Networks continued to thrive and provided a safe place for staff. Virtual hangouts had taken place which created a platform for people to have a voice and to share information with allies, enabling them to come together and support colleagues. The Trust's West Sussex health visiting service had become the first in the South East (outside London) to receive a Unicef UK Gold award, recognising excellent and sustained practice in the support of infant feeding and parent-infant relationships. Innovative school drive-through HPV vaccination clinics were provided to over 3,000 young people who had missed their scheduled vaccination. The Hidden Disabilities Sunflower Scheme and training had been embraced at the Trust, including at the mass vaccination sites. Over 400 staff had signed up to improve their numeracy skills through the national Numeracy Checktember campaign. The Staff Survey was the Trust's biggest temperature check and the number of staff who had completed it had increased during the most challenging period the NHS had ever seen. SM provided assurance that the Trust continued to ask its people what mattered most to them and that a range of support offers had been put in place to support staff health and wellbeing, where feedback from teams had been positive.

SM said going forward the Trust would be reviewing its strategy and priorities, and that there were great opportunities for the Trust to expand community services. The Trust had learnt a lot from the pandemic, was able to make changes in a more agile and practical way, and would continue to learn and embed good work into its future strategy. SM concluded by noting that a Bill was due to be passed in Parliament for, among other things, the creation of Integrated Care Systems (ICSs) and that the Trust would continue to work together in partnership with health, social care and voluntary sector partners, which is what the Trust did every day. The end goal is to make the organisation and the experience of its people better.

Mike Jennings (MJ), Chief Financial Officer, presented highlights of the Annual Accounts for 2020-21. It had been a challenging year for the whole of the Sussex health service, with an emergency financial architecture put in place. However, the Trust reported a surplus of £121,000. Making a surplus is important as it enables the Trust to invest in improving the quality of its services and its infrastructure. Due to the emergency financial architecture, the efficiency regime was suspended for the NHS in England. Some important developments during the year delivered new ways of working, which the Trust would seek to further embed in future years, e.g., digital working.

MJ said that the Trust had received a £5 million investment in new or enhanced services. These included Enhanced Health in Care Homes where Matrons worked with GPs who in-reached into care homes, to keep patients well and to avoid unnecessary admissions to hospital.

A £5.6 million digital investment had increased capacity, resilience and supported remote working. Digital appointments had been introduced which meant an almost remote working model had been introduced overnight during the pandemic. MJ recognised and thanked the work of the Digital team. MJ acknowledged the work of the Friends of Hospitals across the patch including a contribution to support the opening of the new Lewes UTC, a new DEXA machine at Bognor Regis and support of the Midhurst Macmillan Specialist Palliative Care Service. Care Without Carbon had reduced its grey fleet mileage through new ways of working. Sussex Primary Care now had six GP practices across Sussex and was a new area of business for the Trust. SPC is strategically important to the Trust and to support GP resilience. MJ concluded with seven Key Performance Metrics (KPIs) across Trust services with target, actual and variance figures to provide assurance.

Donna Lamb (DL), Chief Nurse, presented information about how the Trust had maintained and delivered quality of care during the pandemic. Care had been delivered in different ways whilst maintaining high quality, safe services that were clinically effective and provided a good experience. The Quality Account 2020-21 set out the priorities for the Trust to focus on. These included:

- Improving care for inpatients with a learning disability. This had been delivered by identifying individual needs at an early stage. The Trust had a number of Disability Champions who were able to support people with adjustments. There was provision of easy read leaflets to make information as accessible as possible.
- Patient experience. Making adjustments to support people by understanding their protected characteristics. A key focus at the Trust was recording this information and training teams had been put in place to support services to capture this. DL gave assurance that by the end of this financial year 2021-22 the Trust would have data and would be able to identify any gaps that may require particular focus and follow up.
- Regarding clinical effectiveness, there had been focus on frail patients in the community and in intermediate care units (ICUs). All clinical staff received training to understand the needs of patients including those who had been shielding and had reduced mobility during the pandemic. The Trust had worked with system partners to deliver a joined-up frailty strategy in Sussex.

DL said that the Trust had an open reporting culture when things do not go as planned or go wrong. There was a culture of learning from mistakes and from serious incidents, and this learning was shared across the Trust. DL focused on the Trust's work on falls which had a huge impact on people's quality of life. The Trust's Falls Lead had supported staff to provide the right support to their patients. Champion roles had been developed at the ICUs and generic and specific training had been provided to clinicians. Training had also been provided to non-clinical staff e.g. cleaning staff to support with reducing the number of falls. DL provided assurance that throughout the pandemic the Trust had maintained and improved

	<p>quality of care, there was strong clinical leadership and that progress was monitored through the Quality Account.</p> <p>PH thanked SM, MJ and DL for their presentations and invited questions.</p> <p>Ann Barlow (AB) raised the superb work of volunteers and SM reinforced their significant contribution during the pandemic.</p> <p>Anne Jones (AJ) said that the people she had spoken with were full of praise about the work of the Trust and how highly regarded the Trust was within the community. AJ said that she would like to find out more about the Trust's homeless team. PH said he had recently visited the multi-agency and multidisciplinary team who visited people in hostels. The team had built effective partnership working with other agencies including the third sector and primary care. AJ also asked about plans of the Dermatology service at Brighton General Hospital. MJ said that this service was provided by the local acute provider University Hospitals Sussex NHS Foundation Trust and therefore could not comment on their plans. MJ said that plans to redevelop the Brighton General Hospital site were being reviewed and revised in light of the pandemic.</p>
<b>AMM21/005</b>	<b>Lead Governors' Report</b>
	<p>Martin Ensom (ME) presented the Lead Governors' report, stating how proud the Council of Governors were of the work of the Trust.</p> <p>ME highlighted the work of the Council in the year including succession planning and recruitment of new Non-Executive Directors and Governors. ME acknowledged all those who had joined and thanked those who had or where due to leave the Trust.</p> <p>ME said that the pandemic had impacted membership engagement activities, however, he shared some of the recent work that had taken place including:</p> <ul style="list-style-type: none"> <li>• Set up of a new Governor Membership Group since June which to date had recruited over 200 new members, and which had also captured feedback from local people that had been shared with the Patient Advice and Liaison Service (PALS).</li> <li>• Publication of the Summer Members' Newsletter with the latest information and how members and the general public can get involved.</li> </ul> <p>ME said it was really good to see the Trust support disabled people so visibly and be so proud of their achievements on social media, including the recent success of a member of staff who had participated in the Tokyo Paralympics.</p> <p>ME concluded his report by confirming that he was a member of the Sussex Lead Governors Group which held meetings with Chairs of NHS trusts across the ICS. It provided a forum to hear about what was happening in other Trusts and to share good practice.</p> <p>PH thanked ME for the report.</p>
<b>AMM21/006</b>	<b>Care Without Carbon – sustainable healthcare</b>
	<p>PH introduced Susie Vernon (SV), Associate Director Sustainability, to give a presentation about the work of the Trust's Care Without Carbon (CWC) programme.</p>



SV said that the Intergovernmental Panel on Climate Change (IPCC) report titled Climate Change 2021 highlighted that some things were irreversible, and that limiting global warming required reaching at least net zero CO2 along with strong reductions in other greenhouse gas emissions. SV said that Sussex had experienced an increase in air pollution and in the number of heatwaves, and that the most vulnerable people in our community were most at risk. 1 in 20 vehicles on the roads were associated with the NHS and therefore there was a big opportunity for health to play a leading role. SV said that the new CWC strategy to 2025 had three key aims:

- Reduce environmental impact.
- Invest in the future.
- Improve wellbeing.

The CWC team continued to support others to do the same, including other NHS organisations within the Sussex ICS and further afield, with the main driver to achieve net zero carbon by 2040.

SV said that some of the biggest contributions to CO2 included medicines, medical equipment and other procurement items. The new strategy focused on engaging with teams to influence day to day decision making and embed sustainable working practices. The new vision would support renewed engagement with teams and to focus everyone on delivering the three key aims.

The new CWC framework includes the following three principles:

- Streamlined processes and pathways.
- Respecting resources.
- Healthier lives.

PH thanked SV for her presentation and invited final questions.

Ngairé Cox (NC) asked if the Trust was planning to increase the number of electric vehicles available via the Travel Bureau to support more staff to travel greener. NC also asked what role did procurement have in supporting sustainability. MJ said that the Trust would look to purchase more electric vehicles for staff to use and phase out vehicles over time that used petrol or diesel. MJ said that procurement had a leading role at a national level to ensure sustainability was considered throughout the supply chain and that the Trust considered sustainability when purchasing goods and services.

An anonymous question was put forward about recognising the increase in clinical waste with the introduction of lateral flows tests and surges in the use of personal protection equipment (PPE). SV said that the Trust was looking to introduce reusable masks at the mass vaccination centres whilst also recycling masks, gowns and aprons as part of recyclable waste management.

David McGill (DMG) suggested that introducing 10 practical top tips that people could follow to change behaviour and reduce carbon footprint might be a way to help embed the new strategy within teams. This was noted by SV. Giles York (GY) added that changing behaviours was the biggest challenge and that the use of technology

	<p>might be able to support the Trust in delivering its carbon reduction objective e.g. devices that turned off automatically when not being used after a period of time.</p> <p>PH thanked all presenters and people who asked questions or provided their reflections. The meeting closed.</p>
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