

Council of Governors – Part 1 (in Public) Item 4

minutes

Minutes of the Council of Governors – Part 1 (in Public) meeting held on 25th September 2017

Present:

Neil Large
Lynne Addison
Ken Blasbery
Mike Brereton
Amanda Clarke
Charles Cowburn

Kerry Fitzpatrick

Roy Griffiths
Sharon Hindley
Vera Hornby
Michelle Laing
Paula Pattullo
Allan Pemberton
Roy Stott
Ged Taylor
Alexandra Thompson
Lynn Trayer-Dowell

Trevor Wooding
Judith Wright

In Attendance:

David Bricknell
Nicholas Brooks
Julian Farmer
Lesley Hughes
Mark Jackson
Mark Jones
Lucy Lavan
Sue Pemberton
Marion Savill
Darren Sinclair
Jane Tomkinson

Chair
Governor – Rest of England
Governor - Cheshire
Governor – Cheshire
Governor – North Wales
Governor – Registered & Non-Registered Nurses
Governor – Registered & Non-Registered Nurses
Governor – North Wales
Governor – Non-Clinical Staff
Governor – Merseyside
Governor – Partner Organisation
Governor – Merseyside
Governor – Cheshire
Governor – Merseyside
Governor – Partner Organisation
Governor – Non Clinical Staff
Governor – Registered & Non-Registered Nurses
Governor – Merseyside
Governor – Cheshire

Deputy Chair/Non-Executive Director
Non-Executive Director
Non-Executive Director
Executive Office Manager (Minutes)
Director of Research & Informatics
Non-Executive Director
Director of Corporate Affairs
Director of Nursing & Quality
Non-Executive Director
Non-Executive Director
Chief Executive

Michael Tomkins	Membership & Communications Officer (Interim)
Joanne Twist	Director of Workforce Development
Tony Wilding	Director of Strategic Partnerships & Chief Operating Officer
Claire Wilson	Chief Finance Officer
Apologies for Absence:	
Dennis Bennett	Governor – North Wales
Glenda Corkish	Governor – Partner Organisations
Caroline McCann	Governor – Registered Medical
Brian Roberts	Governor – Merseyside
Christina O'Hare	Governor – Partner Organisation
Public:	
John Black	
Dorothy Burgess	
Gillian Donnelly	
Katherine Griffiths	
Elaine Holme	
Ruth Rogers	
Maureen Worrall	

	Action
<p>1. Apologies for Absence:</p> <p>As above.</p> <p>2. Patient Story</p> <p>The patient story was read by Sue Pemberton, Director of Nursing & Quality.</p> <p>3. Declaration of Interests Relating to Agenda Items</p> <p>The Chairman asked Council of Governor (CoG) members if they had any interests to declare in respect of items listed on the CoG agenda. All declared that they had no interests.</p> <p>4. Minutes of the Council of Governors (CoG) meeting held on 5th June 2017</p> <p>Allan Pemberton referred to item 9.3 pages 12/13 where it had been noted that Allan Pemberton would be attending a Member and Public Engagement event in London on 15th June 2017. This was incorrect; the attendee was Amanda Clarke/Governor – North Wales.</p> <p>Subject to these amendments, the minutes of the meeting held on 5th June 2017 were approved by the Council of Governors.</p> <p>5. Chair's Briefing</p> <p>The Chair briefed the Council of Governors on the following:</p>	<p>LH</p>

Orchard Way Opening:

The Council of Governor and Board of Director members were thanked for attending the opening of Orchard Way prior to the Council of Governor meeting. Orchard Way succeeded the 'Tree of Life' and would allow patient, staff, family members and friends to share their special memories while helping to the LHCH Charity.

Robotics Campaign:

The Board of Directors was to review the Robotics Business Case at its meeting on the 26th September 2017. The outcome would be communicated at the next meeting

NL

6. Strategy & Service Improvement:

6.1 Cheshire & Merseyside 5 Year Forward Plan Update

The Chair updated the Council of Governors of the following:

- Andrew Gibson had been appointed as Executive Chair.
- Mel Pickup had been appointed Senior Responsible Officer.
- A name change to "NHS Cheshire and Merseyside" was proposed.

6.2 2018/19 Planning Round and Council of Governor Involvement

The 2018/19 Planning Round relating to Governor involvement was delivered by Claire Wilson. The presentation set out the planning process and approach to planning for the coming year with national planning guidance expected late September 2017.

The 2018/19 Plan would consider:

- New developments.
- Our response to the changing NHS landscape.
- Long term view of finances and the cost improvement programme.
- Capital and Estates Strategy.

It was expected that an update of finance and activity for year 2 of the two year Operational Plan submitted for 2017/18 would be required by NHS Improvement. However a comprehensive planning process would be followed for internal purposes.

It was noted that Governors would have opportunity to engage in the 2018/19 planning process at the forthcoming joint Board of Directors/Council of Governors Strategy Day on 14th November 2017.

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The remainder of the presentation was noted.

7. Performance and Operations

7.1 Q1 Performance Dashboard

The Quarter 1 Strategic and Operational Dashboard was delivered by Tony Wilding, Director of Strategic Partnerships & Chief Operating Officer, the following points were highlighted:

- Radiological alerts: new indicator to monitor on-going reporting issues. Performance to be reported to the monthly Operational Board meetings.
- Sepsis: Work was underway to improve the application of the sepsis bundle. A single sepsis pathway was expected for the Cheshire and Merseyside Sustainability and Transformation Partnership which would unify the sepsis bundle and mean practice across the region would be aligned.
- Delayed transfers of care: It was noted that current influenza trends in Australia and New Zealand were expected to spread through Europe and impact on winter pressures.
- MRSA Bacteraemia: Failure of referring Trust's to notify cases of MRSA on transfer.
- Elective performance: It was noted that nationally patients waiting over 18 weeks for treatment. Winter pressures were expected to further impact upon the ability of the service to meet RTT targets in the coming months.
- Mortality screening: New national guidance on Learning from Deaths had been incorporated into the Trust's existing Policy.

The Chair advised that there would be opportunity for new Governors to review how the performance data is presented at the forthcoming Board of Director/Council of Governor Development Day scheduled for 14th November 2017.

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7.2 Q1 Financial Report

The Trust's Quarter 1 financial performance was presented by Claire Wilson, Chief Finance Officer and the following salient points were noted:

- The Trust's overall financial position was rated 'green' with a cumulative surplus for Quarter 1 of £388k, in line with the plan.
- Total income stood at £91k above plan which put pressure on expenditure; overall there were no concerns.
- Agency costs continued to reduce and stood at £451k to date compared to the same period last year; pressures were noted in relation to locum medical staffing costs however there was a plan in place to manage this by the end of the financial year.
- Cash balances of £4.2m were below the planned position of £6.2m, the main reason being late payment of STF funding.
- Cost improvement programme achieved £637k against a plan of £863k.
- Capital expenditure stood at £0.7m, £1.3m below plan but was expected to improve.
- The Trust was forecast to deliver its externally target (Control Total) of £6.8m surplus by the year end.

Key risks related to:

- Winter pressures, the Trust was planning to deliver a significant level of activity in Quarters 3 and 4.
- Failure of Welsh Commissioners to recognise the new tariff of HRG4+.

The Council of Governors enquired about the delays in transfer of care and if this would have an impact on elective care and income; would the Trust receive national funding due to the changes in STPs. It was noted that the announced extra funding was expected to go to accident and emergency units for specific issues during the winter period.

The Chair commented that the Trust's performance continued to be strong while recognising the difficulties it would face over the winter months.

7.3 Q1 Patient & Family Support Team Activity Report 2017-18

The Quarter 1 Patient & Family Support Team Activity Report for 2017/18 was presented by Sue Pemberton, Director of Nursing & Quality and outlined the informal concerns and complaints for April to June 2017. The following points were noted:

- Of the 12 formal complaints received in Quarter 1, six complaints were upheld and two partially upheld, meaning they required action or learning.
- 106 contacts; 72 requests for information and advice and 34 informal concerns had been raised during the period which comprised of trends in relation to enquiries concerning appointments and referrals.
- One complaint from 2016/17 had been referred to the Parliamentary Health Service Ombudsman for consideration of possible investigation.

The Council of Governors received and noted the content of the report and the actions/learning identified within.

7.4 National In-Patient Survey 2016

The Council of Governors received the National In-patient Survey Results 2016 report from Sue Pemberton, Director of Nursing & Quality highlighting that the Trust had been ranked second in the country for overall patient care.

One area of change related to the provision of emotional support for patients and improvement measures were outlined within the report. Voluntary MacMillan support was now in place and was expected to provide additional emotional support for patients.

The surgical division were reviewing the requirement for thoracic specialist nurse care for cancer patients and their working practice versus those of registered nurses, the introduction of nursing stations within the bays so staff were more visible to patients and one hour comfort checks.

The key actions put in place during the last 12 months were noted as:

- The development of a new patient pathway for patients with dementia and/or learning disabilities.
- The development of a welcome booklet.
- Improved delirium management.
- The introduction of the “what matters to me” boards allowing patients to share their preferences.
- Development of information videos.
- Visits from theatre staff to patients pre-op.
- Development of a discharge passport.

Governors congratulated the Trust on the excellent results and continued high level of quality of care. On-going work to review the impact of patients in nightwear for prolonged periods of time and how this can lead to “PJ (Pyjama) Paralysis” was discussed. Sue Pemberton would provide an update on progress at the 4th December 2017 meeting.

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The Chair also congratulated colleagues on another successful year of continuous improvement and the attitude of staff and how they continuously sought to improve the quality of care for patients and their families.

7.5 Call After Discharge Results of Pilot Scheme

The Council of Governors had previously received a presentation from Sue Pemberton, Director of Nursing & Quality in relation to “call after discharge” for aortic patients following feedback from the Care Quality Commission inspection.

Sue Pemberton informed the meeting that the scheme was still being evaluated and developed but that it had been extremely well received by patients and families as it provided security and comfort following discharge after complex surgery.

Future plans would include advance practitioners taking up the responsibility within the Trust and community services adopting the scheme across a wider patient cohort.

8. Governor Issues:

8.1 Governor Elections 2017: Final Report of Voting

The Governor election final report on voting was presented by Lucy Lavan, Director of Corporate Affairs and the following points were noted:

- 3 existing Governors were re-elected.
- Six new public and one new staff Governor would be welcomed at the end of the Annual Members Meeting being held at 16.30 hours later that day.
- One vacant seat remained in North Wales.

The details in relation to the above were set out within the report.

A copy of the voting report was appended and reflected a high level of engagement.

The Council of Governors noted the outcome and were asked to consider the timing of a further election in relation to the North Wales vacancy. Item 8.2 within the agenda also referred, the outcome of which is detailed below.

8.2 Vacant Seat: North Wales

Lucy Lavan, Director of Corporate Affairs reported on the vacant seat for North Wales and outlined the options for following the vacancy as set out in the Trust's constitution.

Following discussion it was agreed that a suitable candidate/s should be identified before proceeding to the election process Governors were asked to support the search for candidates from amongst their personal networks.

The Chair offered the opportunity for any potential representatives to meet with him to discuss the role and responsibilities.

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The Council of Governors supported the proposal to begin an election process as soon as a suitable candidate/s had been identified. A further update would be provided at the 4th December 2017 meeting.

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8.3 Appointment of Senior Governor

The Council of Governors received a report on the appointment of the Senior Governor from Lucy Lavan, Director of Corporate Affairs and the following was noted:

- Paula Pattullo was appointed Senior Governor on 1st March 2016; the term of office was to end following the Annual Members Meeting later that day.
- Public Governors had been invited to express an interest in the role.
- Trevor Wooding, Governor – Merseyside had expressed an interest to take on the role.

The Council of Governors unanimously approved the proposal to appoint Trevor Wooding as Senior Governor for a period of 3 years or until the end of his term; this would commence following the Annual Members Meeting scheduled for 16.30 later that day. NHS Improvement would be notified accordingly.

8.4 Council of Governors Objectives 2017: Update Report

The Council of Governors received and discussed progress against the objectives set for 2017 in relation to the four key themes:

- Gaining a better understanding of the 5 year forward view.
- Holding the Non-Executive Directors to account for the

- performance of the Board of Directors.
- Embracing the Governor role of representing members and the public.
- Ensuring an effective Succession Plan for the Council of Governors.

The Council of Governors noted the report.

It was noted that there would be further opportunity to reflect on progress and set the Council of Governor's objectives for 2018 at the Joint Board of Directors/Council of Governors Development Day scheduled to take place on 14th November 2017.

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8.5 Membership and Communication Group Sub-Committee

Mike Brereton, Governor – Cheshire, presented the membership and Communication Sub-Committee report which provided progress against the Membership Strategy key performance indicators, the events calendar from May 2017 and the dates of the next meetings which were:

- 6th November 2017 at 11am in the committee room, operational zone
- 12th February 2018 at 11am in the boardroom, management zone.

Mike Brereton would be retiring from his Governor role following the Annual Members Meeting later that day. He had served for a period of eight years and took the opportunity to thank his colleagues for their support during his term. It was noted that the Council of Governors had previously agreed that Amanda Clarke would be taking up the role of Chair of the sub-committee.

8.6 Staff Governors Meeting

The Chair noted that all matters discussed had been covered within the meeting.

8.7 Feedback from Governor Walkabouts

Mike Brereton, Governor – Cheshire and Paula Pattullo, Senior Governor referred to a recent cystic fibrosis services visit, how they had been educated in relation to the complications of the disease, the organisation of the services and the dedication of the staff.

8.8 Interest Groups / external events

Mike Brereton, Governor - Cheshire informed the Council of Governors that a patient engagement event had been held at Chester Football Club on 13th September 2017 and had been well represented and successful. He referred to the concerns expressed by a patient's husband in relation to the validity of the invitation received for the event and as a consequence had asked for identification from staff. The Chair asked Mike Brereton to provide the feedback to Jo Shaw, patient engagement co-ordinator.

8.9 CoG Calendar of Dated 2017 - 2019

The Council of Governors noted the calendar of dates for the remainder of 2017 through to March 2019.

The Chair highlighted that the Council of Governors meeting would move from a Monday to a Tuesday from June 2018.

The calendar of dates would be circulated amongst the newly appointed Governors.

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9. Board of Directors:

9.1 Report from the Audit Committee

The Council of Governors received an update on the work of the Audit Committee from its Chair Julian Farmer.

The responsibilities around governance and risk from their programme of work were highlighted and had been the focus of the meeting held on 17th July 2017; the main theme being:

- A review of risk management KPIs had highlighted some housekeeping issues which were escalated to the Executive team and were being reviewed through the appropriate divisions.

A presentation on the planning and performance management of the CIP programme was delivered by the Chief Operating Officer.

- Limited assurance had been provided by Mersey Internal Audit Agency in relation to the community administrative services; a presentation on the management response and action plan had been received.
- The Audit Committee had supported the recommendation of the Audit Task Group to appoint Grant Thornton as the Trust's external auditor.
- Detailed observations had been considered in relation to the Well Led Review and it was concluded that no further action was required.

9.2 NED Walkabouts

David Bricknell, Deputy Chair/Non-Executive Director informed the Council of Governors that Non-Executive Director walkabouts continued to take place on a regular basis with all areas visited during the course of the year. A written report of their visit was circulated amongst the Non-Executive Director team and copied to Sue Pemberton, Director of Nursing & Quality for information.

It was also noted that Non-Executive Directors held a quarterly scheduled review of complaints to identify any particular themes and issues of concern which would then be actioned accordingly.

The Chair introduced Darren Sinclair and Nicholas Brooks to the Governors; both were newly appointed Non-Executive Directors who had carried out walkabouts earlier in the day. Each gave a summary of their joint visit to Robert Owen House and Darren Sinclair's visit to Cherry Ward.

*9.3 Receipt of Minutes of Board of Directors (in Public) Meeting
Held on 25th April and 30th May 2017*

The Council of Governors received and noted the above minutes from the Board of Directors meetings.

10. Action Log

Actions 1, 2, 3, 4 and 6 had been addressed during the course of the agenda.

Item 5 was not for reporting this period.

11. Date and Time of Meeting:

Monday 4th December 2017 at 1:00pm in the LHCH Conference Room.

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