

Minutes of the Full Council of Governors meeting Wednesday 13th April 2011, 6.00pm, Clinical Education Centre, Russells Hall Hospital, Dudley

Present:

Name	Status	Representing
Mr Darren Adams	Public Elected Governor	Stourbridge
Mrs Kacey Akpoteni	Public Elected Governor	Rest of the West Midlands
Mr John Balmforth	Public Elected Governor	Halesowen
Ms Pamela Boucher	Appointed Governor	DGOH Volunteers
Mr Ian Dukes	Staff Elected Governor	Medical & Dental
Ms Catherine Earle	Public Elected Governor	Stourbridge
Mr John Edwards	Chair of Meeting	DGOH NHS FT
Cllr Lesley Faulkner	Appointed Governor	Dudley MBC
Mr Simon Hairsnape	Appointed Governor	Worcester PCT
Mr Phil Higgins	Appointed Governor	West Midlands Ambulance Service
Cllr Anne Hingley	Appointed Governor	Wyre Forest DC
Mrs Diane Jones	Public Elected Governor	South Staffordshire
Prof Martin Kendall	Appointed Governor	University of Birmingham Medical School
Prof. Linda Lang	Appointed Governor	Wolverhampton University School of Health & Wellbeing
Mr David Ore	Staff Elected Governor	Non-clinical staff
Mrs Janet Robinson	Public Elected Governor	Rowley Regis
Mr Graham Russell	Staff Elected Governor	Nursing and Midwifery
Mrs Jackie Smith	Staff Elected Governor	AHP & HCS
Mrs Jane Southall	Staff Elected Governor	Nursing and Midwifery
Mrs Mary Turner	Appointed Governor	Dudley Council for Voluntary Services
Mr Terry Venables	Staff Elected Governor	Partner Organisations' staff
Mr Steve Waltho	Public Elected Governor	Brierley Hill
Mr Harvey Woolf	Public Elected Governor	North Dudley

In Attendance:

Name	Status	Representing
Mr David Badger	Deputy Chair	DGOH NHS FT
Mr Jay Bevington	Partner	Deloitte
Mrs Helen Board	FT Project Officer	DGOH NHS FT
Mr Adam Burling	Reporter	Express & Star
Ms Paula Clark	Chief Executive	DGOH NHS FT
Ms Kay Cullen		West Midlands Ambulance Service
Mr Richard Miner	Non-executive Director	DGOH NHS FT
Mrs Tessa Norris	Managing Director, Community Services	DGOH NHS FT
Mr David Orme	Chairman	Dudley LINK
Ms Annette Reeves	Head of HR	DGOH NHS FT
Ms Claire Williams		Deloitte

Apologies:

Name	Status	Representing
Mr Paul Assinder	Director of Finance & Information	DGOH NHS FT
Mrs Jane Beard	Public Elected Governor	Halesowen
Mrs Ann Becke	Non-executive Director	DGOH NHS FT
Mr David Bland	Non-executive Director	DGOH NHS FT
Mr Richard Beeken	Director of Operations & Transformation	DGOH NHS FT
Mrs Rosemary Bennett	Public Elected Governor	Central Dudley
Mr Richard Brookes	Public Elected Governor	Brierley Hill
Mrs Gill Cooper	Appointed Governor	Dudley NHS Acting Chair
Mr Bill Etheridge	Public Elected Governor	North Dudley

Mr Jonathan Fellows	Non-executive Director	DGOH NHS FT	
Mr Neal Gisborne	Appointed Governor	Summit Healthcare (Dudley) Ltd	
Mr Paul Harrison	Medical Director	DGOH NHS FT	
Mr Atif Janjua	Public Elected Governor	Central Dudley	
Mr Rob Johnson	Elected Governor	Halesowen	
Mrs Denise McMahon	Nursing Director	DGOH NHS FT	← <i>Correction as per August 2011 full Council meeting to note Denise McMahon was in attendance</i>
Mr Roy Savin	Public Elected Governor	Stourbridge	
Mrs Pat Siviter	Public Elected Governor	Wyre Forest	
Mr Peter Totney	Public Elected Governor	Brierley Hill	
Kathryn Williets	Non-executive Director	DGOH NHS FT	

1. Welcome, introductions & apologies

John Edwards, Chair, opened the meeting and reminded all to ensure they had signed in.

John Edwards welcomed two recently elected Governors to the Council – Mrs Jackie Smith, Staff Governor for Allied Health Professionals & Health Care Scientists constituency and Mr Terry Venables, Staff Elected Governor for Partner Organisations. He also notified the Council that the recently appointed Dudley Youth Council Governor, Kyle McAleer had stood down and the Youth Council will shortly advise of his replacement.

Apologies had been received as per above list and had been for a mixture of reasons including holidays, illness and the fact that the meeting had been rescheduled at fairly short notice to accommodate Deloitte and the Council effectiveness review programme and share the contents of the Annual Plan under item 4.2.

A Declaration of Interest was received from John Balmforth relating to the Car parking item under any item 4.3. John Edwards confirmed he was happy for John Balmforth to remain in the room but not participate in any discussions.

Announcement was made by the Chair for the change of the name of the Trust to The Dudley Group NHS Foundation Trust. The consultation on the change of name had received 593 responses with over 50% selecting Dudley NHS Foundation Trust. Subsequently the Trust had consulted with NHS Dudley who indicated that it may be confusing for patients and others with both organisations having a very similar name. Therefore at the March Trust Board meeting, it was decided to change the name to The Dudley Group NHS Foundation Trust. This reflects the recent integration with adult community services and will incur little amendment to logos and branding. John added that all existing printed stationery will be used up before new stock is ordered and every effort will be made to keep cost to a minimum.

2. Introduction and overview of the Review of Council Effectiveness

Jay Bevington and Claire Williams from Deloitte introduced themselves to the Council and explained that they had conducted a lot of similar projects with other organisations including councils, trusts and other non health related organisations which has included several projects reviewing and improving effectiveness for both individuals and full councils.

Jay continued by saying he is the partner responsible for board effectiveness and corporate governance including council of governors. The process of the review for our Trust will involve a variety of activities including a desktop review of full Council meeting papers, survey of Governors, Members and Board, focus group session and workshop activities culminating in a report later in the year.

Claire Williams explained that she already works at the Trust with the performance management team. She also works with other Trusts in the area to support board development for aspirant trusts.

Jay continued by saying that the role of governors will be bolstered with the proposals currently in place in the Health & Social Care Bill.

John Edwards thanked Jay and Claire for their introduction and asked if anyone had any questions.

David Ore explained that he, Darren Adams and other Governors had recently attended an event organised by the FTGA for experienced governors. He expressed a concern that many of our Governors may be not fully aware of the ramifications of what the Bill proposes. He suggested the date of the 5th May 2011 (originally the date of the Full Council meeting) be used to support a Governor only workshop where those who had attended the FTGA event could share information and discuss the proposed changes in more detail. John Edwards replied that he is happy for Governors to meet but expressed his concern that the Bill currently had no definitive answers. Much information about how the new landscape would look is just not known. In light of this, his fear is that the 5th May session would be unproductive. Paula Clark added there is certainty the FT model and its attendant Councils will remain hence the Trust had brought in Deloitte to be sure we are as effective as we can be and best reflect our organisation against the backdrop of change. This may include a review of the composition of the Council and possibly look at increased staff representation. She concluded by saying there will be clarity later in the year when the Trust receives the Deloitte report and the Bill is passed.

David Badger added that it is useful to receive information from a variety of sources and share it in a systematic way that has been developed by the Governor Development Group and thought that we needed to be agile to cope with the changes ahead. John Balmforth concurred and asked Jay Bevington if they intended to attend and observe Council sub committee meetings. Jay replied he would be able to. John Balmforth invited Jay to attend the next meeting of the Service Strategy Sub Committee on the 19th June. Jay to check availability for Claire and himself.

Phil Higgins asked if the review would add any clarity to the work stream of Appointed Governors to differentiate between the role of governor of this trust with its joint and several obligations as a governor; and the substantive role as an employee of the appointing Trust that will comment on any strategic plans at the operational level. John commented there is very little support in this area at present. Jay replied that this would be produced as part of the review.

3. Minutes from previous Council of Governors meetings

Enclosure 1

The minutes from the meeting held in January 2011 were accepted as a true and correct record and these were signed by the Chair with one slight amendment for a grammatical error on page six, Para 2 where the word 'this' appears twice.

4. Matters arising

4.1 Performance report Q3 (enclosure 2) & Q4 (verbal)

Paula Clark asked the Council to receive the Q3 report. She continued by saying the financial risk rating of 3 is expected for Q4 and a surplus of £200k for the financial year end adding that this figure is subject to audit. The modest surplus compared to the more sizeable surpluses in previous years reflects the challenges the Trust has faced during the year.

John Edwards explained that it is Monitor's policy for any Trust when de-escalated to be rated amber/green and that it takes two successive good quarters' results to move from amber green to green. Professor Kendall asked if the amber/green rating is directly related to A&E performance. Paula replied that this rating actually refers to Board development and assurance and Monitor are happy with the progress to date. Professor Kendall suggested that the Council should acknowledge the efforts and be pleased with the results so far. All present agreed.

4.2 Annual Planning

Verbal

Paula Clark reported that owing to the change of date of this meeting, the annual plan would be presented at the next Service Strategy Sub Committee meeting on Tuesday 19th April following its presentation at the Trust Management Executive on Monday 18th April. Work with each of the Directorates is now concluded on their individual CIP (Cost Improvement Programme) driving change from line service delivery and capacity plans. The Executive team have worked with each directorate to provide a senior management perspective. Paula continued by saying that the contract had now been signed off with the PCT and two 'confirm and challenge' sessions with all directorates to ensure Trust objectives are still fit for purpose and CIP are achievable.

Action point: Circulate Annual Plan to Full Council following next Service Strategy meeting.

Phil Higgins added it will be a tough year financially and enquired about the impact of the national framework on the Trust's financial plan, in particular on unplanned demand especially from the usual winter. Paula replied that the PCT are continuing to work with us in the transitional period to manage risks relating to tariff changes in respect of 30% ED tariff and penalties based on readmission rates for example. Phil Higgins then asked how big the risk mitigation challenge will be. Paula replied it represents 5% in relation to productivity and efficiency savings equating to £12m for the financial year 2011/12. David Badger commented that Non Executive Directors had recognised at the last Board meeting, sufficient assurances by the Trust Senior Executive team to meet challenges for 2011/12 and had noted the depth of detail and rationale in the proposal. David then asked that it be minuted that they considered it an excellent set of plans and financial planning.

4.3 Staff car parking update

Enclosure 4

John Edwards asked all present to receive the update document prepared by Paula Clark. Jane Southall asked how long it would be before those staff who had lodged appeals for a

parking pass would hear whether they had been successful or not. Paula replied the answer should be sent out in the next week or so to the individuals involved.

5. Appointments Sub Committee update

Enclosure 5

Harvey Woolf, Chair.

Harvey presented the enclosed documents with three main elements to report –

- Review of skill mix of the Board/NED. The group agree it is appropriate and current.
- Considered an application from Jonathan Fellows to serve for a further three year term which was approved by the Committee. Harvey then asked the Council to approve this decision. All present agreed to support the decision of the sub committee to reappoint Jonathan Fellows for a further three year term.
- The Non Executive Director appraisal is now underway allowing all Governors the opportunity to provide feedback to contribute to this process. Harvey confirmed that feedback documents have now been distributed to all Governors who were reminded to complete by Monday 18th April 2011. The outcome from the survey will be considered by the Appointments Sub Committee at the next meeting in July and then to Full Council in August.

6. Update from the Communications Sub Committee

Verbal

Darren Adams explained the last meeting had been held on Monday 11th April 2011 and since the full Council meeting had been rescheduled, there had been no time to prepare a written report prior to the evening meeting of full Council.

Darren continued by welcoming Tessa Norris to the organisation as the Managing Director of Community Services. He also welcomed Terry Venables and Jackie Smith to the Council.

He updated the group as follows;

- Governor portal has been refreshed and logon details will be distributed to the Council by the end of April
- David Ore and Terry Venables have both expressed an interest to become members of the Sub Committee
- Recruiting new Members from hard to reach communities. Darren asked all Governors with contacts in this area to come forward and speak to him or Helen in the Foundation Trust office.
- Annual General Meeting to be held in September 2011. Darren explained this is a Governor meeting for Members and Governors are to lead on it. He asked all Governors to contribute with ideas to produce an interesting evening to encourage more Members to attend. Tessa Norris then offered to do a presentation. John Edwards repeated Darren's request adding it is an ideal opportunity to showcase what the Trust has to offer and what it is doing to engage with its Membership. Liz Abbiss added that over 100 Members had attended last year and it is a worthwhile event allowing Governors to interact directly with their constituents.

7. Update from the Patient and Public Experience Steering group

Enclosure 6 & 6a

Liz Abbiss asked the Council to receive the Q3 patient experience report. John Balmforth commented that communication is always on the list and asked what actions the Trust is taking to improve this. Liz Abbiss replied a recent Listening into Action (LiA) event had been held to focus on Customer Care and the pledges and promises we make to our patients. Complaints and concerns relating to communication more usually relate to managing patient expectations. The Trust is developing a Patient Experience Strategy providing key themes to action and to work on in detail. Paula Clark added that customer care is also an important part of the induction process for new starters with emphasis placed on its importance to our organisation and reinforced with initiatives like the LiA event. Paula concluded saying David Bland, Non Executive Director, has spent much of his working life dealing with improving customer care and will be chairing the new Trust Patient Experience & Quality of Care Group.

Lesley Faulkner commented that our staff are often dealing with people in crisis and the way they ask questions can be misinterpreted. She then asked what data the Trust collects to show whether concerns are raised from patients or relatives in crisis. Paula Clark replied it should make no difference whether people are in a crisis or not. In the hospital environment many patients and relatives are often in a high state of anxiety and our staff should be equipped to cope with this and act appropriately. Diane Jones commented she had written constructively to the Chief Executive recounting her recent experiences over a series of six clinical appointments highlighting issues with poor communications and rudeness. Paula acknowledged this and explained that this had been passed to the PALS team so was assured that it had been investigated, and actioned. In some previous cases, if comments had been received about a particular member of staff they had been approached about the matter and could even be included as part of their annual appraisal.

Harvey Woolf commented that the Patient Experience report contains extracts from website comments received of a positive and negative nature and asked if we respond to them. Liz Abbiss replied comments on the NHS choices are responded to with 10 working days. She continued to say the tendency remained for those unhappy with their experience are more likely to lodge a negative comment than those who were completely satisfied lodging a positive comment. Phil Higgins then commented that no trend data appeared on the report on which a judgement could be made that things were improving or not. Liz Abbiss replied trends are tracked and currently receive concerns registered by only 0.04% of all 750,000 patient contacts the Trust has in a year. John Edwards added that national survey reports are all available on line with bench marking data readily available showing performance against other trusts and comparative data year on year. Professor Kendall proposed that in order to assure the Council, a small group of Governors should have the opportunity on a monthly basis to meet with the PALS Manager and complete an in depth review of the last four cases received. John Edwards responded by saying the Board has rigorously challenged the data and is assured that the information is accurate and robust supported by comprehensive audit controls. It is beneficial to the Trust that Governors focus on analysing the readily available data and trend information and subjecting the PALS team to further scrutiny would not bring any significant advantage.

Paula Clark added the recent report from the CQC (Care Quality Commission) was generally complimentary about what they saw on their last visit. The Trust had only been given a few hours notice of their impending arrival and once on site, the Assessors could go anywhere they wish and talk to anyone they wish. All in all they had interviewed 50 patients and 50 members of staff as well as checking environmental factors. The subsequent action plan (document is provided as enclosure 6a) following the visit had been prepared where only one item was of moderate concern and others termed as minor. Harvey Woolf asked

for an interpretation of what minor and moderate mean in the context of a CQC report and asked for a summary of actions. Paula replied a copy of the summary document prepared for Board will be circulated to the full Council that sets out this information succinctly. The only item of moderate concern was the feedback the Assessors had received about patient food. David Badger added the Board are aware of the issues with Patient catering and it is to be the focus of the May Board meeting.

Action point. Circulate CQC summary document to full Council.

8. Update from Service Strategy Development Working Group

Enclosure 7

John Balmforth, Chair, presented the enclosure for information adding the task group delegated by this committee to prepare the Governor comment for inclusion in the Trust Annual Report and Quality Account had met on 31st March 2011 and subsequently prepared a short piece for inclusion. This will be circulated to all Governors.

The next meeting of the group is to be held on the 19th April 2011 and all Governors are invited to attend. Further meeting details are available from the Foundation Trust office.

9. Update from Governor Development Group

Enclosure 8

Darren Adams on behalf of Rob Johnson presented the enclosed document. Darren highlighted item 5 of the report and explained the Code of Conduct document will shortly be uploaded to the Governor portal and Governors will have one month to provide feedback on the clarity and content. Thereafter the document will be adopted formally at the next Full Council meeting.

Action point. Helen Board to send link to Governor portal to all Governors by the end of April.

10. Foundation Trust Membership report

Enclosure 9

Liz Abbiss presented the report for information. Liz explained to the Council the report is a year end summary and highlighted the recruitment of 1200 new Members during the year inline with target set as per the plan submitted to Monitor. She added that representation of the younger members of our community had improved greatly. John Balmforth asked for a note to be made acknowledging the hard work of the team. Harvey Woolf asked how the Trust sourced the socio economic data with which to produce the reports. Liz Abbiss replied that it is part of the database the Trust uses on a contracted basis. They in turn source the data from various sources including census information and ACORN that can be drawn into reports. Paula Clark added that much of the information relating to socio demographics is widely available on the internet. Professor Kendall commented that with a greater proportion of youth represented, he suggested the Trust will need to look at how it communicates with that group adding that full Council meetings are sub optimal. John Edwards concurred with this thought and suggested that the Governor Development Group in conjunction with the report from Deloitte will be able to develop a suitable strategy for youth involvement using the Patient and Public Experience Steering Group as an example. John Edwards concluded that is paramount that our Governors and Members fully represent the community served by the Trust. David Badger recounted his experience of working with the youth sector and suggested the Trust look at ways of taking our

organisation to them and connect back to the Council in that way. Professor Lang added in her experience of working with Governors at another organisation, it was important to invite membership of sub groups but warned against being tokenistic and only engage with one member of a specific sector and recommended that group engagement is preferential. David Badger supported this approach and thought a focus group approach should be considered. Lesley Faulkner commented about the way reports are written in a way that may not be appropriate for many people and recommended using 'layman' terms wherever possible. Paula Clark concurred with this idea and suggested we could learn a lot from a successful Children's Foundation Trust in Birmingham and recommended contact is made to find out more. Phil Higgins added that all trusts will become foundation trusts in due course and there will be greater duplication of effort for recruiting and engaging members within the same communities by each of them. He feels that greater clarity is required to answer what qualifies as a member; is it based on whether they are patients of a particular trust on a particular part of the patient journey or a representative of their community. John Edwards agreed that further clarity is needed and hoped this would be resolved in due course as the FT model matures even further.

Action point. Helen Board to contact Children's Foundation Trust to discuss and consider options for local health economy joint work on engagement.

11. Council of Governors responsibilities report

Enclosure 10

The Chair asked the Council to receive this report for information.

12. Any other Business

- Changes at the PCT

Paula Clark updated the Council on changes currently taking place in Dudley PCT and across the Black Country. PCT's have formed into clusters as part of the transition process and have appointed chief executive officers for the interim period. The Black Country cluster have appointed Rob Bacon, formerly of Sandwell PCT and Val Little, formerly Director of Public Health, as Managing Director of Dudley NHS. Paula concluded by saying that the remaining appointments to the Cluster Executive will be made in the next few weeks.

- Night restaurant services

Steve Waltho commented it had been brought to his attention the main restaurant at the Russells Hall Hospital is no longer to operate during the night. Paula Clark replied the full restaurant service is to be discontinued between the hours of 8.00pm and 7.00am and replaced with unstaffed vending machine facilities. Paula continued this is just one of many measures being taken to save £12m in this financial year. The Trust is working with all suppliers and providers to reduce costs wherever possible without compromising patient care. Steve Waltho commented it would have been preferable if Governors are informed of all the likely changes. Paula replied that information is shared with Governors and staff as soon as possible. Many choices are still being evaluated and formulated and include feedback from staff side discussions. A briefing document is being prepared detailing some of the tough choices faced by the Trust. This will be circulated in the next week to all Governors and staff.

13. Date of next meeting

John Edwards thanked all for attending and closed the meeting at 7.35pm.

The next meeting will be held on Thursday 4th August 2011 at 6pm in the Clinical Education Centre, Block C, Russells Hall Hospital.

John Edwards, Chair of meeting

Signed..... Dated