

**Minutes of the Full Council of Governors meeting  
Thursday 10<sup>th</sup> December 2015, 6.00pm, Clinical Education Centre,  
Russells Hall Hospital, Dudley**

**Present:**

<b>Name</b>	<b>Status</b>	<b>Representing</b>
Mr Darren Adams	Public Elected Governor	Stourbridge
Mr Fred Allen	Public Elected Governor	Central Dudley
Cllr Adam Aston	Appointed Governor	Dudley MBC
Mr David Badger	<b>Chair of Council</b>	DGH NHS FT
Mr Richard Brookes	Public Elected Governor	Brierley Hill
Mr Sohail Butt	Staff Elected Governor	Medical and Dental
Mr John Franklin	Appointed Governors	Dudley CVS
Dr Subodh Jain	Public Elected Governor	North Dudley
Mr Ira John	Public Elected Governor	Tipton and Rowley Regis
Mr Rob Johnson	Public Elected Governor	Halesowen
Mrs Diane Jones	Public Elected Governor	South Staffordshire & Wyre Forest
Mrs Alison Macefield	Staff Elected Governor	Nursing and Midwifery
Mrs Joan Morgan	Public Elected Governor	Central Dudley
Ms Yvonne Peers	Public Elected Governor	North Dudley
Mrs Karen Phillips	Staff Elected Governor	Non Clinical Staff
Mrs Patricia Price	Public Elected Governor	Rest of the West Midlands
Mrs Shirley Robinson	Staff Elected Governor	Nursing and Midwifery
Mr Roy Savin	Public Elected Governor	Stourbridge
Mrs Helen Stott-Slater	Public Elected Governor	Brierley Hill

**In Attendance:**

<b>Name</b>	<b>Status</b>	<b>Representing</b>
Mrs Helen Board	Patient and Governor Engagement Lead	DG NHS FT
Mrs Jenni Ord	Non-executive Director	DG NHS FT
Ms Paula Clark	Chief Executive	DG NHS FT
Dr Paul Harrison	Medical Director	DG NHS FT
Mr Glen Palethorpe	Director of Governance/Board Secretary	DG NHS FT
Mr Paul Taylor	Director of Finance & Information	DG NHS FT
Mrs Dawn Wardell	Chief Nurse	DG NHS FT

**Apologies:**

<b>Name</b>	<b>Status</b>	<b>Representing</b>
Mrs Liz Abbiss	Head of Communications and Patient Experience	DG NHS FT
Ms Katie Bennett	Public Elected Governor	Halesowen
Dr Richard Gee	Appointed Governors	Dudley CCG
Mrs Jacqueline Smith	Staff Elected Governor	Allied Healthcare Professionals and Healthcare Scientists
Ms Jacqueline Snowdon	Staff Elected Governor	Nursing and Midwifery
Mr Alan Walker	Appointed Governor	Partner Organisations

#### **COG 15/18.0 Presentation: Mortality update**

Dr Harrison introduced a set of slides and provided an update on the following:

- Understanding how mortality is measured
- Trust mortality indicators for The Dudley Group
- Implication for assessing quality of care and review process
- Future developments and actions

Mr Badger thanked Dr Harrison for an informative presentation and noted the progress made by the Trust in respect of the systems for Mortality and Case Note reviews. He then invited questions.

Mr Franklin asked whether a death certificate would be amended should there be a change to the cause of death once our review is completed.

Dr Harrison replied that it wouldn't as the review work following a death looked at the coding associated with the patient and not related to what the patient died from. The only time a death certificate may be changed would be by a coroners' ruling.

#### **COG 15/19.0 Welcome and introductions**

Mr Badger opened the meeting and welcomed members of the Board of Directors and Council of Governors.

He also welcomed Councillor Adam Aston who had recently been nominated as an appointed governor by Dudley Metropolitan Borough Council.

#### **COG 15/20.1 Apologies**

Apologies had been received and recorded as above.

#### **COG 15/20.2 Declarations of Interest**

No declarations of Interest were received relating to any item on the agenda.

#### **COG 15/20.3 Quoracy**

The meeting was declared quorate.

#### **COG 15/20.4 Announcements**

Mr Badger explained that elections for vacancies on the Council of Governors in two Constituencies had concluded earlier in the day and results were expected in the next day or so.

#### **COG 15/21.0 Minutes of the previous full Council of Governors (enclosure 1)**

The minutes of the previous meeting held on 3<sup>rd</sup> September 2015 were accepted as a true and accurate record and would be signed by the Chairman.

#### **COG 15/21.1 Matters arising**

There were none.

## COG 15/21.2 **Action points**

All action points were complete.

## COG 15/22.0 **Update from Council Committees**

### COG 15/22.1 **Appointments Committee (enclosure 2)**

Mr Johnson referred to enclosure two and explained that the Committee had met twice since the last full Council meeting. He highlighted the following items from meeting held on 10<sup>th</sup> September where the Committee had considered the following:

- Fit and proper persons test
- Annual appraisal of Non-executive Directors (NEDS)
- Re-appointment of NEDS
- NED recruitment
- Appointment of recruitment support specialists and outline NED recruitment timetable

The meeting held on 26<sup>th</sup> November had considered the feedback from all elements of the NED recruitment process and had unanimously agreed to recommend to the full Council to approve the appointment of Mr Julian Atkins for a period of 12 months with the option to extend for a further 24 months subject to mutual agreement and satisfactory performance in the initial 12 months.

Mr Badger thanked Mr Johnson for the update and asked those present to approve the appointment of Mr Julian Atkins for a period of 12 months with the option to extend for a further 24 months subject to mutual agreement and satisfactory performance in the initial 12 months.

Those present **agreed** with no abstentions.

### COG 15/22.2 **Remuneration Committee (enclosure 3)**

Mr Johnson presented the report from the last meeting given as enclosure three.

The Committee agreed to recommend to the full Council that Mr Julian Atkins be remunerated at the standard Non-executive Director level from 1<sup>st</sup> January 2016.

Mr Badger thanked Mr Johnson for the update and asked those present to approve that Mr Julian Atkins be remunerated at the standard Non-executive Director level from 1<sup>st</sup> January 2016.

Those present **agreed** without abstention.

### COG 15/22.3 **Experience & Engagement Committee (enclosure 4 - tabled)**

Mrs Price introduced enclosure four and highlighted the following items;

- The Committee had received reports from the Patient Experience Group and Quality and Safety Group and confirmed that governor involvement would be sought for future Quality and Safety Reviews.

- Targets had been met for Trust Membership and it was noted that men outnumbered their female colleagues 2:1 with some ethnic groups being slightly underrepresented.
- Further work was required to increase governor engagement activity and all governors were asked to come forward with events they may wish to attend.

Mrs Macefield explained there would be an opportunity to participate in forthcoming events and engagement activities arranged by Public Health and more information would be available in the near future.

Mr Badger thanked Mrs Price for the update and noted the importance of ensuring that the Foundation Trust membership fully reflects the community served by the Trust.

#### **COG 15/22.4 Governance committee (enclosure 5)**

Dr Jain referred to enclosure five and confirmed that the Committee had received financial and operational performance reports that had been subject to review and discussion. He confirmed the Committee had actively sought assurance from the Finance and Performance Committee Chair over actions being taken in respect of areas of underperformance and the work being undertaken in response to increased incidence of infections, the reported never event and achievements in quarter two.

Mr Badger thanked Dr Jain for the update and invited questions. There were none.

#### **COG 15/22.5 Strategy Committee (enclosure 6)**

Mrs Macefield presented enclosure seven and highlighted the following items considered at the last two meetings;

- Update received on the Vanguard project, how it related to patients in Dudley and the financial implications of the new model of care
- Update received on the Black Country Alliance and due to its wide ranging implications for the Trust, it was agreed to retain as a standing agenda item for the foreseeable future

Mrs Macefield confirmed that an invitation would be extended to Jan Beddows and other members of the Vanguard project to come along and present to the Strategy Committee.

Mrs Macefield concluded by advising all of the 2016 meeting dates for this Committee.

Mr Badger thanked Mrs Macefield for her update adding it would be beneficial for Jan Beddows to speak to staff as well. He highlighted the importance of making the right strategic decision for the Board and for staff to kept fully briefed and for Governors to be aware of wider collaborations.

## **COG 15/22.6 Governor Development Group (enclosure 7)**

Mr Johnson presented the report from the last meeting of the Group given as enclosure seven and highlighted the following items:

Mr Johnson emphasised the importance of ensuring that Governors who opted to attend meetings of the Trust's Patient Experience Group and Quality and Safety Group were able to attend day time meetings. The Experience and Engagement Committee had been asked to ensure that governor attendance would be reviewed.

The Group had discussed arrangements to ensure the most up-to-date reports are provided to full Council and were reflected in the reports submitted to this Council meeting.

The Group had been updated on progress of appointing a governor from Birmingham University which had been vacant for two years.

Ms Clark suggested that consideration be given to the appointment being made by Wolverhampton University as the Trust had a long relationship providing student placements and recruiting many of their newly qualified nurses.

Mr Badger confirmed that there had been recent correspondence with Birmingham University and a time limit would be in place in which a response would be expected. If this passed, then appointing a governor from Wolverhampton University would become a possibility.

Mr Badger asked the Council to note the contents of the report.

There were no questions arising.

## **COG 15/23.0 Standing reports**

### **COG 15/23.1 Finance and Performance report Q2, 2015/16 including latest Monitor submission (enclosure 8)**

Mr Taylor presented the finance and performance report given as enclosure eight and highlighted the following:

- Improving financial position which was in line with the plan submitted to Monitor
- Performance against plan currently on target with a couple of concerns including elective patient activity and emergency attendances which had been slightly lower than forecast. The situation would be monitored and early indications from November show an improving picture
- The largest spending challenge remained agency and locum medical staff and the effort being made to fill the vacancies by the Trust

Mr Taylor advised that negotiations were underway with the CCG in relation to non-performance against a small number of the set CQUIN targets where penalties may be levied.

Mr Badger noted that the current training programme took three years to produce qualified nurses of our own and promotion would continue to highlight the Trust as an attractive place to work.

Mrs Price asked how many of the nurses we had recruited from overseas had been retained and recounted that some she had spoken to had been very happy to work in Dudley.

Mr Wardell explained that about half had left as a result of some airlines that had changed their flight routes and some staff moved as a consequence to be nearer to the flight hubs.

Mrs Robinson pointed out that the proposed changes to nurse training funding would potentially deter some from embarking on a career as a nurse.

Ms Clark thought that the NHS globally would need to develop a plan to make it attractive for a nurse to dedicate a career to the NHS, potentially with some form of funding and payback initiative. She noted that some consultants find it more lucrative to work locum for a short period of time and earn more than they could acquire in pension payments.

Mr Taylor explained that the A&E performance was achieving 98% – 99% against the four hour target and had once again been top in the country. He did note however, that Referral To Treatment (RTT) performance within a couple of specialties were not performing to the standard required albeit overall the Trust is achieving this target.

Mr Taylor explained that the Trusts diagnostic and cancer waits had seen a dip in performance in October, which was in line with the Trust's expectations and work was underway with colleagues at Wolverhampton to implement actions in order to meet the required target for the remainder of the year.

There had been one never event in September which had been fully investigated and mitigating actions put in place.

Mr Badger thanked Mr Taylor for the update and expressed confidence that the Trust had made good progress and acknowledged there were still one or two areas that need additional work. He noted a well done to the executive team and all staff across the Trust who had contributed admirably to current performance levels. He warned of complacency and asked that the focus remained on providing safe, effective and quality care within a healthy learning environment to ensure that mistakes do not happen again.

Mr Allen asked what the never event had been.

Ms Clark confirmed it had been a swab left in a women post-delivery and found a few weeks after. As a consequence a lot of changes had been made to how swabs were accounted for.

Mr Macefield confirmed this was the case and changes had been implemented immediately.

Ms Clark explained that since the breach of its license in January 2015 the Trust had continued to work closely with Monitor to look at plans and monitor progress. They were scheduled to visit again to review progress against the Trust's plan.

Mr Badger noted that within a short period of time of being classed as 'in breach' the Trust had already shown an improving picture and hoped that we would reassessed and taken out of breach as a well performing trust on a number of measures.

Mr Adams remarked that he thought it remarkable that we are in a strong position but still in breach especially compared to many other Trusts where their results are deteriorating

Mr Badger thanked Mr Taylor for his report and noted his thanks to all staff for a continued good performance.

**COG 15/23.2 FT Membership Q2, 2015/16 (enclosure 9)**

Mrs Board presented the report given as enclosure nine and asked the Council to note the contents.

**COG 15/23.3 Board Secretary report including draft minutes form Annual Members Meeting (enclosure 10)**

Mr Palethorpe presented enclosure 10 highlighting the following items:

**Realignment of Council of Governor elections** – he reported that historically, vacancies had been filled as they arose and this had led to a relatively wide spread of elections dates. He proposed that the terms of office be realigned to facilitate better grouping of election activity. The proposal would involve holding elections in March and September to allow Council approval of newly elected candidates at their May and December meetings.

**Annual Members Meeting** – this had been held in September 2015 and draft minutes had been circulated to Governors for information. Notice was given that the next Annual Members Meeting would be held on 21<sup>st</sup> July 2016.

Mr Badger thanked Mr Palethorpe for his update and asked those present if they were content to approve the recommendation to realign the terms of office to enable elections to commence in March and September as detailed above.

Those present **agreed** without abstention.

**COG 15/24.0 Quality**

**COG 15/24.1 Lessons Learnt From Incidents, Complaints and Claims. Report Q2, 2015/16 (Enclosure 11)**

Mr Palethorpe presented his report given as enclosure 11 that demonstrated the organisational learning including that transacted via the quarterly learning events. The report gave assurance to Governors that there is widespread learning across the Trust and that specific changes are assisting in reducing later incidents.

## COG 15/24.2 Patient Experience report Q2 (inc. PALS), 2015/16 (enclosure 12)

Ms Clark presented the report given as enclosure 12 comprising an info graphic. She confirmed that Governors from the Experience and Engagement Committee attended the Patient experience Group and the full detail report for the quarter would be available on the Governor Portal.

The key points to note for the quarter are:

- We continue to have a high percentage of people who recommend our services to friends and family members
- We continue to maintain a NHS Choices rating of 4.5 stars out of a five
- New menus to be rolled out across all wards in the New Year with tablet pre-ordering using the wi-fi system which would drastically reduce wastage.

Mr Badger was pleased to note progress made in delivering the new inpatient menus which marked the end of a long journey.

Mrs Price commented that on a recent ward review she noted there had still been some issues with some of the staff saying that they did not know about the Friends and Family Test.

Ms Clark replied she found this disappointing given that the FFT is available in all areas of the Trust and on the wards for a couple of years.

Mrs Wardell confirmed that this had been raised with the matrons.

## COG 15/24.3 Quality Priorities update on 2014/15, actions and information on 2016/17 priorities as at end Q2 and Infection Control report (enclosures 12 and 13)

Mrs Wardell presented the latest Quality Priority update given as enclosure 13. She tabled an info graphic that provided the highlights of the report to support the full written report. She highlighted the following items:

- Patient Experience Friends and Family Test targets had been met for Trust scores that are equal to or better than the national average for those who would recommend our inpatient areas but unfortunately this had not been the case for outpatient and community services
- Pressure ulcers numbers would only be finalised on completion of Root Cause Analysis (RCA) activity
- Infection control target of zero post 48 hour MRSA bacteraemias had not been achieved owing to two cases in September. By November the Trust had already reached its target of no more than 29 C diff. cases with all efforts underway to ensure we have less than 38 for the whole year. Mrs Wardell concluded that the Trust would work closely with the CCG to decide apportionment and lapses of care reducing in Trust compared to previous year and noted that there had been increases in community and work underway with GPs about antibiotic prescribing.

### Quality Account Priorities

Mrs Wardell explained that each year governors are asked to provide their views on the selection of future **Quality Priority** topics. The suggestion had been to retain the existing priorities with additional subjects under consideration that included pain



control, falls and medication. She advised that the decision would be deferred until the next meeting of the Clinical Quality Safety and Patient Experience Committee (CQSPE).

Mr Badger asked if there was a limit to how many priorities the Trust could select.

Mrs Wardell said there was no limit but suggested that mortality be dropped and replaced with falls with harm and medicines management be considered for inclusion.

Mr Adams suggested that safeguarding be considered.

Mr Palethorpe explained that the safeguarding processes and assurance over them would be covered by the Trust's Safeguarding Board. Assurance and auditable processes were already provided to the Board with regular feedback from the Trust Non-executive director as a member of the Dudley Safeguarding Board.

Mr Badger asked those present if they were content to proceed as described above.

Those present **agreed** that the selection of Quality Priority topics would be deferred until the next meeting of CQSPE.

### **Actions taken following recommendations from Deloitte review of the 2014/15 Quality Report**

Mrs Wardell referred to the enclosed action plan and asked those present to receive this for information.

Mr Badger thanked Mrs Wardell for her reports and noted the on-going work underway by the infection control teams and the efforts being made to minimise the incidence.

#### **COG 15/24.4 Nursing update (enclosure 14)**

Mrs Wardell presented the nursing update given as enclosure 14 and highlighted the following:

- **Nurse vacancies** The Trust still had 64 nurse vacancies for inpatient areas and a similar number in theatres and midwifery and was continuing to recruit nationally and internationally. The Trust expected to receive 33 new graduates in Feb/March 2016 and had rolling adverts and contacts with other universities.
- **Nursing Care Indicators** These had been revised at the end of Q2 with results improving but not yet 'green' across the Trust.
- **Quality and safety reviews** These were having a positive effect with feedback from the review activity provided to the areas the same day which meant actions would be turned around more quickly.

Mr Badger thanked Mrs Wardell for her report and acknowledged that the Trust's nurse vacancy level was not as severe as some other trusts in England and supported the efforts underway to retain existing staff, recruit new nurses and keep agency costs down.

**COG 15/25.0 Any other business**

**Mr Savin end of term of office** Mr Savin noted that he had reached the end of his term of office and had stood again for election and expressed his hope that he would be re-elected. In the event that he was not re-elected, he placed on record his heartfelt thanks to everyone for their support over the previous seven years.

Ms Clark replied that the Trust had been proud to have him as a governor and thanked him for all of his help and dedicated support.

Mr Badger supported Ms Clark's statement and on behalf of everyone present noted all good wishes for the Mr Savin's future and in the event of his re-election, he would be very welcome.

**Chair of Governors retirement** Mr Johnson noted that Mr Badger would shortly retire at the end of December and summarised his career with the Trust since his appointment as Non-executive Director 13 years previous and appointment as Senior Independent Non-executive Director in 2008. Mr Johnson noted Mr Badger's commitment to the Trust and the appreciation of the Council in recognition of the support and dedication to the development of the Governor role. Mr Badger had more than 50 years' experience in public service and local communities which had been invaluable to the Trust. He highlighted his on-going commitment to various charities including organ donation and action heart.

He concluded by inviting Mrs Jones to present a gift and offered all best wishes for the future.

**COG 15/26.0 Close of meeting and 2016 forward dates**

The meeting closed at 8.10pm. The next meeting of the Full Council of Governors would be held on Thursday 10<sup>th</sup> March 2016.

Mr David Badger, Chair of meeting

Signed..... Dated .....

Outstanding	Item to be addressed
To be updated	Item to be updated
Complete	Item complete

**Action Sheet**  
**Council of Governors meeting held 10<sup>th</sup> December 2015**

<i>Item No</i>	<i>Subject</i>	<i>Action</i>	<i>Responsible</i>	<i>Due Date</i>	<i>Comments</i>