

**Minutes of the Full Council of Governors meeting
Thursday 5th May 2016, 6.00pm, Clinical Education Centre,
Russells Hall Hospital, Dudley**

Present:

Name	Status	Representing
Mr Darren Adams	Public Elected Governor	Stourbridge
Cllr Adam Aston	Appointed Governor	Dudley MBC
Mr Richard Brookes	Public Elected Governor	Brierley Hill
Mr Bill Dainty	Staff Elected Governor	Nursing and Midwifery
Mrs Lydia Ellis	Public Elected Governor	Stourbridge
Mr John Franklin	Appointed Governors	Dudley CVS
Mrs Jenny Glynn	Staff Elected Governor	AHP & HCS
Mr Rob Johnson	Public Elected Governor	Halesowen
Mrs Diane Jones	Public Elected Governor	South Staffordshire & Wyre Forest
Mrs Viv Kerry	Public Elected Governor	Halesowen
Mrs Joan Morgan	Public Elected Governor	Central Dudley
Mrs Jenni Ord	Chair of Council	DGH NHS FT
Mr James Pearson-Jenkins	Public Elected Governor	Tipton & Rowley Regis
Ms Yvonne Peers	Public Elected Governor	North Dudley
Mrs Karen Phillips	Staff Elected Governor	Non Clinical Staff
Ms Nicola Piggott	Public Elected Governor	Dudley North
Mrs Patricia Price	Public Elected Governor	Rest of the West Midlands
Mrs Shirley Robinson	Staff Elected Governor	Nursing and Midwifery
Mrs Jackie Snowdon	Staff Elected Governor	Nursing and Midwifery
Mrs Helen Stott-Slater	Public Elected Governor	Brierley Hill
Mr Alan Walker	Appointed Governor	Partner Organisations

In Attendance:

<i>Name</i>	<i>Status</i>	<i>Representing</i>
Mr Julian Atkins	Non-executive Director	DG NHS FT
Mrs Helen Board	Patient and Governor Engagement Lead	DG NHS FT
Mr Paul Bytheway	Chief Operating Officer	DG NHS FT
Ms Paula Clark	Chief Executive	DG NHS FT
Mr Jonathan Fellows	Non-executive Director	DG NHS FT
Mrs Pam Smith	Deputy Chief Nurse	DG NHS FT
Mr Glen Palethorpe	Director of Governance/Board Secretary	DG NHS FT
Mr Paul Taylor	Director of Finance & Information	DG NHS FT

Apologies:

<i>Name</i>	<i>Status</i>	<i>Representing</i>
Mrs Liz Abbiss	Head of Communications and Patient Experience	DG NHS FT
Mr Fred Allen	Public Elected Governor	Central Dudley
Mr Ricky Bhogal	Appointed Governor	University of Birmingham
Mr Sohail Butt	Staff Elected Governor	Medical and Dental
Dr Richard Gee	Appointed Governors	Dudley CCG
Dr Paul Harrison	Medical Director	DG NHS FT
Mrs Jackie Smith	Staff Elected Governor	AHP & HCS
Mrs Dawn Wardell	Chief Nurse	DG NHS FT

Presentation: Sustainability and Transformation Plan Update

Ms Clark presented an update on the Black Country Sustainability and Transformation Plan (STP) and highlighted the following key areas:

- What is an STP
- Who is involved
- Leadership and governance arrangements
- Improving the health and wellbeing of people
- Improving the quality of services
- Improving productivity and closing the financial gap
- Emerging potential priorities

Cllr Aston asked what aspects posed the biggest risk and what choices the Trust had.

Mrs Stott Slater asked if all of the organisations involved were on board and who was co-ordinating it.

Mrs Morgan asked where the initiative came from.

Ms Clark confirmed that the initiative had been developed centrally by the Department of Health and there was a good history of collaborative working in the Black Country and noted the scale of closing the gap is achievable. NHS regional England offices oversee the regions and a local person managing the West Midlands would oversee the programme locally.

Mr Taylor replied that resources had been earmarked in the coming years to support the transformation and accessing this would be dependent on participation in the planned transformation activity.

Mrs Peers asked if the same part was played by trusts large and small who were potentially less profitable.

Ms Clark confirmed that all parties involved were treated equally.

Mrs Phillips queried if the playing field was really level and incentivising for trusts that were not performing so well.

Ms Clark confirmed that the pressure was increasing for those Trusts who were not operating on a balanced budget and not performing so well. It was anticipated that interventions would take place.

Mrs Ord confirmed that all governors would be invited to attend strategy committee meetings to discuss the project in more detail.

Mrs Ord thanked Ms Clark for the informative presentation and summarised the importance of the programme and the factors driving the success as a live and developing set of plans for the next four years within the five year forward view.

COG 16/9.1 Welcome and introductions (Public & Press)

Mrs Ord opened the meeting and welcomed all to the meeting. She introduced Mr Atkins who had recently been appointed as Non-executive Director, Mrs Smith who would present on behalf of Mrs Wardell and Paul Bytheway, Chief Operating Officer.

Mrs Ord congratulated those governors successfully returned in recent elections:

- Rest of the West Midlands: Mrs Price
- Tipton and Rowley Regis: Mr Pearson-Jenkins
- Dudley Central: Mr Allen
- Dudley North: Mrs Piggott
- Halesowen: Mrs Perry
- Nursing and Midwifery: Bill Dainty

Inductions and training would take place during May for these new Governors.

Mrs Ord asked that a note of thanks be made to Dr Jain, who had not been returned for a second term and had chaired the Governors Governance Committee.

COG 16/9.2 Apologies

Apologies had been received and recorded as above.

COG 16/9.3 Declarations of Interest

No Declarations of Interest were received in respect of any agenda item.

COG 16/9.4 Quoracy

The meeting was declared quorate.

COG 16/9.5 Announcements

There were none.

COG 16/10.0 Minutes of the previous full Council of Governors (enclosure 1)

The minutes of the previous meeting held on 10th March 2016 were approved as an accurate record and signed by the chairman.

COG 16/10.1 Matters arising

There were none.

COG 16/10.2 Action points

All were complete or on the agenda.

COG 16/10.3 Update from Council Committee's Chairs
6.35pm

COG 16/10.4 Experience & Engagement Committee (enclosure 2)

Mrs Price presented her report given as enclosure two and updated the Council on recent visits to a health forum meeting and a local GP practice. She noted that all GP practices in the area had been contacted and uptake had been low to date.

Mrs Ellis noted that the local GP panel she had attended had been vocal about the lack of pharmacy services as part of the Urgent Care Centre (UCC) that could dispense medicines prescribed by doctors on the UCC.

Mrs Price noted that there were entrenched negative views relating to experiences some years ago and governors had taken the time to explain the changes and improvements made by listening to patient feedback.

Ms Clark asked for more detail about what they had highlighted.

Mrs Price explained that food had been mentioned and one attendee did relate how good the A&E service had been when his daughter had attended compared to his daughter's local A&E service in another part of the country. There had also been a query about how patients could exit the dementia wards and the level of security we had in place.

Mrs Jones noted that the pharmacy at the Brierley Hill Health and Social Care Centre was open 24 hours each day.

Mrs Ord drew the attention to the detailed report in the enclosure and requested an action be added to respond to governors at the next meeting regarding the pharmacy query raised by Mrs Ellis.

Mrs Stott Slater had also recently attended a Brierley Hill GP Group and noted similar themes had been raised, they retained beliefs based on historical events and thought there is potentially a lack of communication and asked how do we keep public up to date and had we considered holding events to invite people in

Mrs Clark confirmed that the Trust worked closely with the local press and media to proactively communicate with the wider communities served and noted that the forthcoming PLACE assessment involved a group of patient assessors.

Mrs Ord confirmed the Trust held members events which would be publicised widely. She confirmed that the Annual Members Meeting would be held in July and would feature the developments being made in End of Life Care with a market stalls.

Mrs Jones confirmed she had attended a public meeting in the Wyre Forest and had also contacted patient panels in that area with some response.

Mrs Ord asked those present to note the report

Action: respond to governors ref lack of pharmacy services as part of the Urgent Care Centre (UCC) that could dispense medicines prescribed by doctors on the UCC provision of pharmacy services in RHH **PB**

Mr Palethorpe presented the report on behalf of Dr Jain given as enclosure three.

The Committee received reports from the Board of Directors Finance and Performance Committee Chair and the Board of Directors Audit Committee Chair in respect of their meetings, along with reports from the Trust's Finance Director and Director of Governance. These reports covered the Trust's Financial and Operational Performance, the Trust's performance against Monitor's Risk Assessment Framework, and the Trust's Corporate Risk and Assurance Registers.

The Committee reviewed its Terms of Reference and concluded that the Terms of Reference represent the scope of the Committee and therefore proposed no changes to them for the forthcoming year.

The Committee actively sought assurance from the Non-executive Chair of the Finance and Performance Committee over actions being taken in respect of areas of underperformance, including the areas of cancer performance and the use of agency staff.

The Committee in receiving the report from the Non-executive Member of the Audit Committee were able to be assured that the work of the Trust's auditors (Clinical audit, internal audit and external audit) had progressed during the year as planned this included the positive draft Head of Internal Audit annual opinion.

The Committee considered the Trust's Assurance Register and from the responses provided to questions on its content provided by the Director of Governance were reassured of its robustness. The Committee noted that the Risk Register supported by the Assurance Register was a live document by considering a number of the risks that had moved since its last report. The Committee also noted the role the Audit Committee play in considering the detail of the assurances supporting the Executives' view of the Trust's risks and was assured through the feedback from the Chair of the Audit Committee's report that this was appropriate.

The Committee agreed to add to the agenda of the next meeting a report from the Trust's External Auditors on their work in the first year of their appointment ahead of presenting formally to the Annual Members Meeting their opinions. It also requested for their next meeting a report on the outcome and actions being taken in respect of the National NHS Staff Survey results for the Trust.

To note the recommendation from the Committee to remain for 2016/17 with the same Terms of Reference as the Committee operated within last year (the approval of these Terms of Reference is dealt with within the report of the Trust Board Secretary report to the Council separately at this meeting).

To note the actions taken by the Committee in holding to account the Trust in respect of risk management, its systems of internal control and its performance.

Mrs Ord thanked Mr Palethorpe for the report and invited questions. There were none.

COG 16/10.6 Governor Development Group (Tabled)

Mr Johnson tabled a report that related to the assignment of governors to each one of the three Council Committees and explained that each committee chair was elected by the respective committee members each year. The chairs of the committees made up the membership of the Governor Development Group (GDG).

He asked all present to note the recommendation to approve the allocation of governors to the Council Committees.

The determination of respective committee chairs would need to be undertaken prior to the meeting of the GDG on 7th June 2016. Where committees would not be meeting prior to the 7th June the members of the Committee are asked to elect a chair using postal/email votes in the event that more than one candidate came forward. He asked all present to note the recommendation to approve the suggested process for committee chair elections.

Mr Johnson reiterated that all governors are invited to attend the strategy committee meetings that would be run as workshops to engage and feed into projects included the STP and All together Better initiatives.

Mr Johnson advised that governors also held membership of two Trust groups: the Patient Experience Group and the Quality and Safety Group. He added that historically governors allocated for membership of these committees had been drawn from the Experience and Engagement Committee. It had been proposed to widen the option to allow governors from any committee to be appointed as a member of these two Trust Groups. He asked all present to note the recommendation to approve the proposal that governor members of the above groups be taken from the wider Council.

Mrs Ord thanked Mr Johnson for his report and invited those present to support the recommendation to approve

- the allocation of governors to the Council Committees
- the suggested process for committee chair elections
- the proposal that governor members of the above groups be taken from the wider Council

Those present **agreed** to approve each of the above items without abstention.

COG 16/11.0 Standing reports

COG 16/11.1 Finance and Performance report including year end position 2015/16 (enclosure 4)

7.00pm

Mr Fellows presented the report given as enclosure four. He highlighted the following key items:

- Performance against planned end of year financial out turn reported a cumulative deficit of £0.878m
- Performance again diagnostic cancer waits not achieved for the full year with a recovery plan in place to rectify the position
- Diagnostic targets had fallen slightly below the 99% target

Mr Johnson commented that the Governance Committee had noted the overall strong performance and achievement of the CIP target and the efforts of all involved across the Trust.

Mrs Ellis asked how quickly the performance against the cancer target could be turned around.

Mr Taylor confirmed that recovery plans had been in place for some time now and expected to meet the target in the next quarter. The 62 day performance was co-dependent on New Cross and their turnaround of patients within the prescribed timeframe. He noted that figures remain provisional until after the end of the 62 days for each patient and involved some complex diagnostic process and confirmed every effort was made for each and every patient.

Mr Adams commended the Board on their achievement against a background of increasing pressure.

Mrs Ord thanks Mr Fellows for his report and noted that continued challenge facing the Trust to balance cost improvements with maintaining quality for each and every patient.

COG 16/11.2 FT Membership report Q4, 2015/16 (enclosure 5)
7.08pm

Mrs Board asked those present to note the report and the slight increase in membership numbers and the breakdown of staff and public members.

COG 16/11.3 Board Secretary update including Governor election results, Constitution amendments and Terms of Reference for approval for Council and it's Committees (enclosure 6)
7.10pm

Mr Palethorpe presented his report given as enclosure six and highlighted the following items;

Council of Governor Elections 2016 had concluded on Thursday 28th April 2016 and returned the following candidates:

Public Governors

- Rest of the West Midlands: Pat Price
- Tipton and Rowley Regis: James Pearson-Jenkins
- Dudley Central: Fred Allen
- Dudley North: Nicola Piggott
- Halesowen: Viv Perry

Staff Governor

- Nursing and Midwifery: Bill Dainty

Terms of Reference for each of the following committees are subjected to annual review:

- Council of Governors
- Appointments Committee

- Remuneration Committee
- Governor Development Group
- Strategy Committee
- Governance Committee
- Engagement and Experience Committee

Terms of Reference for the Governance Committee and Engagement and Experience Committee had been reviewed without amendment and asked all present to note the recommendation to approve these two terms of reference.

Once the other Committees had met then their Terms of Reference along with the full Council of Governors Terms of Reference would be submitted to Council for final approval.

Trusts' Constitution, In line with prevailing guidance had been reviewed. The proposed amendment would be to update the Model Rules of Elections to adopt electronic voting as per the revised Model Rules of Elections issued in August 2014. The Trust Board has considered these amendments in its meeting on the morning of the 5th May 2016. He asked those present to note the recommendation to approve the changes to the Trust constitution as indicated.

Mrs Ord thanked Mr Palethorpe for his report and invited those present to support the recommendations to approve:

- the Terms of Reference terms for the Governance Committee and Engagement and Experience Committee
- the changes to the Trust constitution to adopt electronic voting as per the revised Model Rules of Election August 2014

Those present **agreed** to approve each of the above items without abstention.

COG 16/12.0 Quality

COG 16/12.1 Lessons Learnt From Incidents, Complaints and Claims. Report Q4, 2015/16 (Enclosure 7)

7.15pm

Mr Palethorpe asked the Council to note the report given as enclosure seven and explained the full report was shared widely across the Trust and part of 'learning from' forums held to enable staff to voice their thoughts.

He confirmed that the report was also presented in detail at the Quality and Safety Group and noted that complaints received represented 0.3% of Trust activity versus 1% compliments received.

He asked those present to receive the report and take assurance that learning is disseminated across the Trust and to our commissioners.

Mrs Ord thanked Mr Palethorpe for his comprehensive report and noted the opportunity complaints provided to learn from and improve quality. She added that Governors are members of the Quality and Safety Group and are involved with Trust led CQC style quality reviews which allow for the Trust to see how learning is put into action practically at a ward level. She asked those present to note the actions identified in the enclosure.

COG 16/12.2 Patient Experience report Q4, 2015/16 (enclosure 8)
7.20pm

Ms Clark presented the enclosure and added that Governor Members of the Patient Experience Group received the report in detail. She highlighted the following key items:

- NHS choices continues to rate the Trust highly against our local peers
- Friends and Family (FFT) score consistently higher than the national score with the exception of outpatients where the programme of transformation work to address improvements required used patient feedback and would be monitored
- 'You said we did' actions drawn from the FFT returns where patient feedback allowed improvements to be made on specific items raised and gave examples including installation of soft close bins in all ward areas
- Other categories identified for improvement included communication and the Trust had developed a customer service training video which had been and shown to all staff

Mrs Phillips referred to the 4% of respondents who would not recommend and asked if the data identified single theme or a smattering of things.

Mr Dainty referring to outpatient score asked what the difference was when comparing services delivered at the Guest, Corbett and RHH.

Mr Johnson asked if there was much disparity in response rates across the wards.

Ms Clark confirmed that response rates varied from area to area and effort continued to encourage more patients to respond. All feedback was analysed and had identified a range of topics where patients thought we could improve. FFT rating for services delivered at each of the sites had been comparable.

Mrs Peers noted that when doing Quality and Safety reviews, staff were always keen to hand out cards.

Mrs Smith confirmed that matrons are regularly reminded to hand out the cards.

Mrs Jones noted that on a recent visit to the Corbett Outpatient Centre there seemed to be a shortage of information in the racks across several areas.

Ms Clark agreed to advise the communications team and arrange for the racks to be topped up.

Mrs Snowden noted that more cards were being handed out and left with patients and asked if the response rate had improved.

Mrs Board confirmed that the community response rate remained low.

Mrs Ord suggested that the customer service video be shown to governors highlighting the importance of thinking about people in their shoes and improve the patient experience.

Action: customer service training video to be shown at next Governor meeting. **HB**

Action: communications team to arrange for information racks to be topped up at Corbett Outpatient Centre. **HB**

COG 16/12.3 Quality Priorities update (enclosure 9)

7.30pm

Mrs Smith presented the report given as enclosure nine comprising an info graphic that summarised performance against quality priorities and highlighted the following:

- Pressure ulcers. The process for conducting a root cause analysis had been reviewed to reduce the time taken to learn from individual cases
- Infection control. Two cases of MRSA had been reported which had been investigated and actions put in place in the areas where they had occurred. The Trust had reported 37 C. diff cases
- Mortality reviews continued to perform well above the 90% target
- Nutrition continued to perform well and would be on track to achieve the 93% target. Two wards had been identified for improvement.

Mrs Smith confirmed there would be an additional quality priority indicator for medicine management and pain relief.

Mr Johnson asked what timescale the wards would be working towards to improve the nutrition situation.

Mrs Smith advised this would be in place at the end of the month

Mrs Ord confirmed that the full narrative would be included in the Quality Account and thanked Mr Johnson for his work in preparing the Governor response to the Quality account.

COG 16/12.4 Chief Nurse Update (enclosure 10)

7.35pm

Mrs Smith presented the report given as enclosure 10 for information.

Mrs Ord thanked Mrs Smith for the report and reflected importance placed on delivering safe and effective services.

Mrs Phillips asked if we knew what percentage of Filipinos offered a position would join the Trust in December.

Mr Dainty replied that this would only be known once the IELTS tests had been completed and noted that another local trust had achieved a 50% placement rate and confirmed the Trust would be working closely with the recruitment agency to develop the skills accordingly and improve the placement rate.

Mr Pearson-Jenkins asked what steps the Trust took to ensure acclimatisation to local culture and colloquialisms for staff joining from overseas.

Mrs Kerry asked if there would be a time limit on how long they could stay here and asked if the Trust arranged accommodation.

Mr Dainty confirmed that the nurse development team had developed a plan to help all staff adjust and had assembled a team to support all overseas staff joining the Trust.

Mrs Smith added that this was a tried and tested format used to support European nurses who had joined the Trust in recent years.

Mrs Ord thanked Mrs Smith and asked the Council to receive the report for information.

COG 16/13
7.45pm

Any other business

There had been none formally notified.

Junior doctors strike Ms Clark explained that following the 'all out' strike last week, it had been agreed nationally just earlier that day to hold a 'pause' for five days. She had discussed the view of the Trust with those participating in the local picket line and learned more about how they felt about the situation. She confirmed that the Trust would work hard to support them should the new contract be imposed. The Trust had not supported the proposal and, as with other trusts, would have increased financial pressure in the region of £1.5m to fund the new contract.

Ms Clark continued by saying that there is a national shortage of doctors and information would continue to be provided to NHS England and NHS Improvement to highlight the risks involved. She added that the Trust would shortly complete an equality impact assessment and remained hopeful that a resolution could be reached for a hardworking and dedicated group of staff.

Mrs Ord added that passion runs high about the imposition of the contract and had approached the Board to consider not imposing the contract. This had been considered a risk of going against the centre command and government intentions. She related that the Board had taken the view that the information would be shared once the pre-election period had passed.

Hearing loop - Mr Brookes noted that he had found it difficult to hear some of the speakers and asked if there would be a loop system facility available for future meetings.

Ms Clark advised that availability of hearing loop facilities in the meeting room would be investigated ahead of the next meeting.

COG 16/14

Close of meeting and forward dates 2016

The meeting closed at 8.00pm. The next meeting of the Full Council of Governors would be held on 1st September 2016.

Mrs Jenni Ord, 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 May 2016

<i>Item No</i>	<i>Subject</i>	<i>Action</i>	<i>Responsible</i>	<i>Due Date</i>	<i>Comments</i>
COG 16/10.4	Dispensing of medicines prescribed by UCC doctors	respond to governors ref lack of pharmacy services as part of the Urgent Care Centre (UCC) that could dispense medicines prescribed by doctors on the UCC provision of pharmacy services in RHH	PB	1/9/16	The existing RHH Pharmacy department is not contracted to undertake FP10 dispensing to provide the service to UCC patients and is unable to accommodate the UCC prescription dispensing due to the impact on Pharmacy capacity (manpower) as this will increase patient waiting times on wards (for TTOs) and Outpatient prescriptions from clinics. The lack of physical space (waiting room, dispensary area and storage) will also have a negative impact on patient flow and experience.
COG 16/12.3	Customer service training video	To be shown at the next Governor meeting	HB		Agenda Item
COG 16/12.3	Information leaflet	Arrangement to be made to top up	HB		

	racked at Corbett Outpatient Centre	the leaflet racks			
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