

**Minutes of the Full Council of Governors meeting
Thursday 1st September 2016, 6.00pm, Clinical Education Centre,
Russells Hall Hospital, Dudley**

Present:

Name	Status	Representing
Mr Fred Allen	Public Elected Governor	Central Dudley
Cllr Adam Aston	Appointed Governor	Dudley MBC
Mr Richard Brookes	Public Elected Governor	Brierley Hill
Mrs Lydia Ellis	Public Elected Governor	Stourbridge
Mr John Franklin	Appointed Governors	Dudley CVS
Dr Richard Gee	Appointed Governors	Dudley CCG
Mrs Jenny Glynn	Staff Elected Governor	AHP & HCS
Mr Rob Johnson	Public Elected Governor	Halesowen
Mrs Viv Kerry	Public Elected Governor	Halesowen
Mrs Joan Morgan	Public Elected Governor	Central Dudley
Mrs Jenni Ord	Chair of Council	DGH NHS FT
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 Jackie Smith	Staff Elected Governor	AHP & HCS
Mrs Helen Stott-Slater	Public Elected Governor	Brierley Hill

In Attendance:

Name	Status	Representing
Mr Julian Atkins	Non-executive Director	DG NHS FT
Ms Paula Clark	Chief Executive	DG NHS FT
Mr Jonathan Fellows	Non-executive Director	DG NHS FT
Mr Andrew McMenemy	Director of Human Resources	DG NHS FT
Mr Richard Milner	Non-executive Director	DG NHS FT
Mr Glen Palethorpe	Director of Governance/Board Secretary	DG NHS FT
Mr Philip Robinson	Patient Experience & PALS Administrator	DG NHS FT
Mrs Pam Smith	Deputy Chief Nurse	DG NHS FT
Mrs Dawn Wardell	Chief Nurse	DG NHS FT

Apologies:

Name	Status	Representing
Mrs Liz Abbiss	Head of Communications and Patient Experience	DG NHS FT
Mr Darren Adams	Public Elected Governor	Stourbridge
Mr Ricky Bhogal	Appointed Governor	University of Birmingham
Mrs Helen Board	Patient and Governor Engagement Lead	DG NHS FT
Mr Paul Bytheway	Chief Operating Officer	DG NHS FT
Mr Sohail Butt	Staff Elected Governor	Medical and Dental
Dr Paul Harrison	Medical Director	DG NHS FT
Mrs Diane Jones	Public Elected Governor	South Staffordshire & Wyre Forest
Mr James Pearson-Jenkins	Public Elected Governor	Tipton & Rowley Regis
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
Mr Paul Taylor	Director of Finance & Information	DG NHS FT
Mr Alan Walker	Appointed Governor	Partner Organisations
Mr Doug Wulff	Non-executive	DG NHS FT

6.08pm Mrs Ord welcomed those in attendance and advised that Ms Clark would present the Trust's new customer care training video and a presentation on Sustainability and Transformation Plans (STP) before the formal meeting began.

Mrs Ord explained that the STP presentation would highlight the potential impact in the Black Country and the plans in place to ensure NHS provision could be sustained.

COG 16/20.0 Customer Care Training Video

6.10pm Introducing the video, Ms Clark acknowledged that Health Education West Midlands had provided funding for the project and advised that all scenarios in the video were fictitious.

[Video was shown to the Council]

Ms Phillips commented that the video was very thought provoking.

6.22pm Presentation: Sustainability and Transformation Plan

Mrs Clark noted recent media attention around STP and clarified that media reports referring to an A&E in the Black Country actually related to the new Midland Met hospital, not Russells Hall Hospital.

Ms Clark presented an update on the Black Country Sustainability and Transformation Plan (STP), highlighting the aims of the plans

- To improve the health and wellbeing of patients
- To improve the quality of services
- To improve productivity and close the financial gap

Ms Clark explained that close partnership working and thinking big across the Black Country would be required to deliver the plan, which looked ahead to 2021. She summarised the five key MCP work streams and highlighted that transformation work in general practice would take place.

Ms Clark noted that the potential 'do nothing' shortfall was £476m, highlighting that significant savings needed to be made across health and social care. She advised that prevention and self-care would play a big part in helping people stay well and away from health services.

Ms Clark summarised the timescales for the work, advising that plans would be finalised by December.

Mrs Ellis asked what was meant by a single commission

Ms Clark advised that, currently, some commissioning was fragmented across the council and health service and that a single commission would look to bring this together and streamline the commissioning.

Mrs Glynn noted that the report mentioned different professions taking on different roles. She noted that AHPs are highly skilled and asked how the view of AHPs would be considered.

Ms Clark confirmed that each work stream would have representatives from each profession type but advised that, until the new care models had been clarified, it was difficult to begin planning.

Ms Clark confirmed that the Trust was considering expanded roles such as band 4 support workers and physician's assistants and pharmacists rather than doctors in some circumstances.

Mrs Glynn asked whether the Trust could provide training for non-NHS staff such as those in care homes.

Ms Clark confirmed that this was a possibility and advised added that Della Burgess, the Trust's HEE lead may have some useful ideas relating to this.

Mrs Philips asked for an update on the Urgent Care Centre (UCC).

Ms Clark confirmed that the Trust had been very happy with UCC since it opened and noted that the whole emergency process was continually being refined and developed with Dudley CCG.

Mrs Phillips asked if the UCC would always be located in North Wing.

Ms Clark explained that the Trust had bid for some funding to remodel the Emergency Department to allow for the UCC to be located within the existing ED footprint.

COG 16/20.1 Welcome and introductions (Public & Press)

18:39 Mrs Ord opened the meeting and welcomed all to the meeting.

COG 16/20.2 Apologies

18:40 Apologies had been received and recorded as above.

Mrs Ord introduced Mr McMenemy who had recently been appointed as Director of Human Resources.

She also welcomed Judith Smith from Manchester Business School and explained she had been observing a number of the Trust's meetings to review the governance arrangements as part of a study.

COG 16/20.5 Announcements

18:42 Mrs Ord announced that the forthcoming charity ball still had spaces available at the Governor table and that anyone wishing to book a place should contact Mrs Phillips.

COG 16/20.3 Declarations of Interest

18:43 Declarations of Interest were received from the following in respect of agenda item 3.5 Enclosure 9, the Board Secretary's update, which included items from the Appointments & Remuneration Committee for approval.

Jenni Ord
Jonathan Fellows
NEDs in attendance

COG 16/20.4 Quoracy

18:43 The meeting was declared quorate.

COG 16/21.0 Minutes of the previous full Council of Governors (enclosure 1)
18:44 The minutes of the previous meeting held on 5th May 2016 were approved as an accurate record and signed by the chairman.

COG 16/21.1 Matters arising
18:44

COG 16/21.2 Action points 18:44

All were complete or on the agenda except COG 16/12.3

Post meeting note: action point COG16/12.3 – Patient Information officer to liaise with staff at Corbett to arrange for information rack to be populated. Action complete.

COG 16/22.0 Update from Council Committee's Chairs
18:45

COG 16/22.1 Experience & Engagement Committee (enclosure 2)
Mrs Phillips presented her report given as enclosure two and highlighted that the Committee had received reports from:

- Quality and Safety Group
- Dudley CCG End of Life Forum

Quality and Safety Group

The Committee were informed that the number of Governors regularly in attendance at the Quality and Safety Reviews had dwindled and encouraged Governors to consider putting themselves forward. She invited anyone interested to discuss with her and confirmed that training would be provided beforehand by Mrs Sharon Phillips, Risk and Standard Manager.

The Committee acknowledged that membership was at an acceptable level but noted the steady reduction of approximately 200 members each year which occurs due to annual data cleansing. This exercise removes people who have, for example, moved house.

Mrs Phillips commented that, although membership was not an issue, existing efforts to recruit should continue. She highlighted that, although Governors no longer visited large events to recruit on mass, it was still important to encourage new membership in communities.

The Committee discussed ways of engaging new members as part of the planned diary of events where Governors already liaise with the general public.

Mrs Phillips encouraged governors to get involved and speak to people in their local communities.

Mrs Clark added that Patient Participation Groups (PPGs) are a good way to involve people and gain a valuable source of feedback. She confirmed that the Trust would support Governors to attend events like this.

Mr Aston announced there was an upcoming community health and wellbeing promotion event, Stay Well Sedgley on 16th September 2016, and invited Governors to attend.

Mrs Ord commented that it would be beneficial to have a more systematic approach to Governor Engagement.

Dr Gee suggested that Governors contact Helen Codd at Dudley Clinical Commissioning Group to find out when and where their area's PPGs met, so they could attend and feed back

Mrs Ellis asked whether Governors ought to be looking out for events to attend.

Mrs Ord suggested that colleges and other further education colleges were ideal place to attract younger members and that there were a number of upcoming events. She advised that Mrs Stot Slater had links with local education establishments.

Mrs Ellis commented that Facebook was useful for sharing items with friends and asking them to do the same.

Mrs Ord agreed that social media was an effective engagement tool, particularly when engaging with younger people. She suggested that it may be useful to introduce a subgroup for Governors with an interest in social media to reach out to the younger, harder to reach groups.

Ms Clark commented that the Trust uses social media an increasing amount for public engagement but agreed that it was an untapped resource.

Mrs Phillips suggested that Governor Website area could be improved to be more user friendly and have more links and content.

Mrs Ord confirmed that this would be arranged.

Mrs Ord thanked Mrs Phillips for her report.

ACTION: Add more content, provide more links and make Governor Webpages more user friendly with Helen Board and Alice Ford.

COG 16/22.2 Governance Committee (enclosure 3)

18:55

Mr Allen presented his report given as enclosure three and highlighted the following items;

The Committee had needed to co-opt Mr Johnson for this meeting to enable it to be quorate, as only three of the allocated Governors had attended

Mr Allen noted an informative presentation from Matt Elmer of Pricewaterhouse Cooper, which provided an overview of the external audit report he later presented at the 2014/15 Annual Members meeting. He noted no major concerns highlighted in his investigations. Mr Allen advised that the Committee intended to invite Mr Elmer to their December meeting to provide an update.

The Committee received a report on the annual NHS Staff Survey from Liz Abbiss, Head of Communications and Patient Experience.

Paul Taylor presented an informative report on the Trust's Finance and Performance and explained, when questioned on the cost of agency spending, that the Trust currently had 120 nurse vacancies.

Mr Allen highlighted the ongoing issue of Quoracy at the Governance Committee and encouraged governors to consider becoming members. He invited those interested to contact him.

Mrs Ord commented that the Governance Committee was a key area of Governor responsibility

Mr Johnson supported Mr Allen's appeal for new members.

Ms Clark asked whether the times of meetings were convenient for people to attend.

Mr Johnson confirmed that meetings had recently been rearranged to 5.30pm to make them more convenient

Dr Gee volunteered to join the Committee

Mrs Ord thanked Mr Allen for his report and thanked Mr Gee for volunteering as a new member. She reminded Governors that observers were encouraged and highlighted the next meeting of the Governance Committee on 29th September 2016.

COG 16/22.3 Strategy Committee (enclosure 4)

19:03

Mr Johnson noted the meeting on 18th May where Committee members had reviewed the Committee's terms of reference and agreed to ask for approval.

He noted that the second part of the meeting, a workshop-style session on the MCP vanguard project, had proven productive and constructive and that the Committee had agreed to use this workshop format again.

Mrs Ord thanked Mr Johnson for his report and invited questions and comments.

Mrs Glynn agreed that she had found the workshop useful and informative.

Mrs Ord thanks Mrs Glynn for her feedback.

COG 16/22.4 Governor Development Group (enclosure 5)

19:05

Mr Johnson reported that the Governor online portal was now substantially complete and that log in details had been sent to Governors. He confirmed that processes had been put in place to ensure the portal would be kept up to date.

Mrs Kerry confirmed she had received her password and encouraged Governors to visit the portal.

Mr Johnson explained Governors would receive information about the new NHS Improvement guidance/improvement framework at the next meeting of the Council.

Mr Johnson advised that actions arising from the Council of Governors (CoG) Effectiveness Review would be covered in enclosure nine.

Mrs Ord thanked Mr Johnson for his report.

Mrs Ord acknowledged the good progress made in relation to the Governor portal and Governors receiving their log in details.

[Mr Fellows, Mrs Ord, Mr Atkins, and Mr Miner left the room at this point]

COG 16/22.5 Appointments and Remuneration Committee (enclosure 6)

19:07 Mr Johnson presented his report given as enclosure six and highlighted the following:

The Committee reviewed its Terms of Reference for what is now a combined Committee. Mr Johnson confirmed that approval of these would be sought later in the meeting.

The Committee reviewed the outcomes of the appraisals for Non-executive Directors and the Chairman, consulting feedback from various sources. The outcomes indicated good performance from the Chair and Non-executive Directors.

The Committee agreed that, in future, feedback would be sought from all governors on all Non-executive Directors to ensure a more comprehensive view.

Chairman Mrs Ord presented a positive review of the Board's performance.

Mr Johnson advised that feedback from the research study into the effectiveness of the Board which was currently underway would be provided at a later date

Mr Johnson noted the following recommendation of the Committee on the reappointment of Non-Executive Directors.

- The committee agreed the continuation of Mr Fellows for the last year of his third term up to 31 December 2017
- The committee agreed the continuation of Mrs Becke for the last year of her third term up to 31 October 2017
- The committee agreed the appointment of Mr Miner for a second three year term from 1 October 2016 to 30 September 2019
- The committee agreed the continuation of Mr Atkins for the remaining 2 years of his first term up to 3 January 2019
- The committee discussed the remuneration of the NEDs and Chair and agreed that it will remain at the current levels.

Mr Johnson noted that the Committee had discussed that appointment of Associate Non-executive Directors in response to the low level of local interest during the last NED recruitment process.

Mrs Clark confirmed that there had been very little interest in the posts.

Mr Johnson explained that a local advert was planned and that information would be sent to local organisations in October 2016. He confirmed that this process would involve the COG Appointments and Remuneration Committee

Mrs Ellis asked whether candidates were required to live in the Dudley Borough.

Ms Clark advised that living in the Borough was not a requirement.

Mrs Ellis asked whether or not the position was paid.

Ms Clark confirmed it was a paid position.

Mr Palethorpe said it was hoped that the associate role would attract candidates who did not yet feel ready for a full NED role.

Mrs Ellis advised that she knew of people who were actively looking for non-executive positions.

Ms Clark announced that the Board were considering inviting a local GP to join the Board to enable more clinical input. She added that she hoped the associate post would result in a broader representation of skills and backgrounds.

Mr Johnson invited further questions.

Ms Clark noted that the executive team had returned unanimous support the non-executive directors in their annual review.

Mr Palethorpe advised that this review was fed back to Governors via the Chairman's presentation to the Appointment and Remuneration Committee.

Mr Johnson confirmed the committee's support for the membership of the Board and invited those present to support the recommendations to approve:

- The continuation of Mr Fellows for the last year of his third term up to 31 December 2017
- The continuation of Mrs Becke for the last year of her third term up to 31 October 2017
- The appointment of Mr Miner for a second three year term from 1 October 2016 to 30 September 2019
- The continuation of Mr Atkins for the remaining 2 years of his first term up to 3 January 2019
- The remuneration of the NEDs and Chair and to remain at the current levels.

Those present agreed to approve all items without abstention.

Mr Johnson thanked the Council for their comments.

[Mr Fellows, Mrs Ord, Mr Atkins, Mr Miner re-entered the room at this point]

COG 16/23.0 Standing reports - Finance and Performance report Q1, 2016/17 (enclosure 7)

19:16 Mr Fellows presented the report given as enclosure seven on behalf of Mr Taylor and highlighted the following:

Financially, the Trust had had a reasonable first four months, with a cumulative surplus of £3.3m – £62k ahead of budget. Mr Fellows noted that this did not include the first instalment of STP funding of £2.6m and added that a potential £10.5m could be available if targets were met.

Mr Fellows advised that this period included some non-recurring income and highlighted that the Trust's underlying run rate was actually under plan due to high costs of agency staffing required to cover vacancies and manage delayed transfers of care. He advised that achieving a £9.7m surplus would be challenging.

The Council heard that the Trust's Cost Improvement Programme (CIP) had £11.9m of savings planned but was £1m short of the target. Mr Fellows noted it was difficult to make savings year after year, reminding governors of the £16m savings in 2014/15.

Mr Fellows noted continued good performance against targets and added that the Trust was one of the best performers nationally against the four-hour emergency access and Referral to Treatment standards. He noted that the 62-day cancer standard remained a challenge and noted that diagnostic waits had also risen as a result of increased demand. Mr Fellows confirmed that plans were in place to ensure improvements in both areas.

Mr Fellows invited questions.

Mr Palethorpe noted that the Finance and Performance report was covered in further detail by the Governance Committee.

Ms Clark commented that the Trust's performance against the 62-day cancer target had fluctuated and advised that improvements were in progress. She noted that Trust teams had visited Sandwell and West Birmingham NHS Trust, who consistently achieve the target, to learn from their processes, pathways and management. She confirmed that sustaining a good performance in this area was a priority.

Mr McMenemy commented that Governors would now receive more detailed updates on workforce via the Governance Committee following their request.

Mr Johnson welcomed this

Mr McMenemy confirmed he would attend the next meeting on 29th September

Mrs Ord thanked Mr Fellows for his report.

COG 16/23.1 FT Membership report Q1, 2016/17 (enclosure 8)

19:22

Mr Palethorpe presented the report given as enclosure eight on behalf of Mrs Board and asked the Council to note that the total number of public members was within the 13k target required to meet the Trust's terms of authorisation. He invited Governors to recommend a friend to become members of the Trust.

Mr Palethorpe noted a slight decrease in membership and attributed this to aforementioned data cleansing.

Mrs Ord asked the Council to note the report

The report was noted

COG 16/23.2 Board Secretary update including Governor Effectiveness review actions, Terms of Reference for approval Appointments & Remuneration Committee, Strategy Committee and Governor Development Group (enclosure 9)

19:24 Mr Palethorpe reminded governors that elections were being held over the coming months for the vacancies listed in his report. He stressed that there was a strict timetable to follow for those wishing to nominate.

Mr Palethorpe informed the Council that, in response to feedback, the nomination pack had been expanded to provide more information about commitment expectations and a summary of the support available from the Trust.

Mr Palethorpe acknowledged issues accessing this information in 2015, with some candidates receiving late or not at all. He assured the Council that ongoing communication with the Electoral Reform Service would ensure information was available this year.

Mr Palethorpe confirmed that results would be presented at the next Full Council of Governors meeting where new members would be ratified.

Mr Palethorpe informed Governors that there had been changes only to the Terms of Reference for the Appointments and Remuneration Committee, which had been updated to reflect the committees merging. He advised that the two committees had the same membership and already operated together.

There were no changes to the Terms of Reference for the Strategy Committee and Governor Development Group.

The Council of Governors was asked to approve the three reviewed Terms of Reference as highlighted above.

Mr Palethorpe advised that, in response to feedback, future training for new governors would be condensed to allow them to hit the ground running. He added that a buddy system would be introduced and invited governors to contact Mrs Board if they wished to be a buddy or wished to have a buddy.

Mr Palethorpe advised governors that arrangements had been put in place to ensure the portal would be updated regularly. He advised that Mrs Board would update governors outside the meeting on the progress of the governor chat room facility, adding that a Facebook pilot would soon take place.

Mr Palethorpe asked the Council to note the election arrangements, approve the Terms of Reference and note the actions in his report.

Mrs Ord thanked Mr Palethorpe for his report.

Viv –agreed that buddies would be beneficial to new governors.

Mrs Phillips invited any governors who had questions in the meantime to contact her.

Mr Johnson added that governors could also contact his if needing support

Mrs Ord asked the Council to note and approve the items in the report,

The Council noted and approved without abstention.

Mrs Ord thanked the Council.

COG 16/23.3 Council of Governors and Committee meeting calendar 2017 (enclosure 10)
19:31

Mr Palethorpe presented his report given as enclosure 10 and noted that December's Governance Committee would meet on 21st of the month, not the 28th as stated in the papers. He apologised for the error.

Mr Palethorpe summarised the calendar, highlighting the Annual Members Meeting, Quality and Safety Group and Patient Experience Group.

Mr Palethorpe reminded governors that they were welcome to attend Board of Directors meetings. He invited Governors to read Board papers and advised that those unable to attend could ask questions via him.

Mrs Phillips highlighted that the Governor Development Group and Patient Experience Group had been arranged for the same date in February and asked whether they would be held at different times.

Mr Palethorpe confirmed that the two meetings would be held separately.

Mr Palethorpe invited those present to approve the proposed meeting calendar for 2017 with the exception of the 28th December which he reminded would be amended to state 21st December.

The present approved the calendar without abstention and noted the correction.

ACTION: Correct calendar and recirculate

COG 16/24.0 Quality - Lessons Learnt From Incidents, Complaints and Claims. Report Q1, 2016/17 (enclosure 11)

19:34

Mr Palethorpe presented his report and advised that all feedback was used by the Trust as an opportunity to learn and improve. He summarised his report, highlighting an increase in local resolution meetings and consistency in acknowledging complaints within three working days.

He noted that there has been an increase in the number of complainants expressing they had been dissatisfied, and advised that this was being looked into. He added that the Trust encourages dissatisfied complainants to contact the Ombudsman.

He explained that, when complaints are upheld, patients receive a full and frank apology and an explanation of the improvements made in response.

Mr Palethorpe reminded governors of the Communicate, Connect, Care video they had been shown which had been produced to encourage positive communication. He added that communicating with families was also important.

Mr Palethorpe drew the attention to page 5 which showed the Trust compared favourably in comparison with local Trusts for the number of complaints against the number of patient safety incidents.

Mr Palethorpe added that complaints account for 0.04% of patient activity whilst compliments account for 0.8% and advised that complaints information was fed back in more detail via the Patient Experience Group and CQSPE.

Mr Palethorpe advised there had been six inquests in the first quarter and that none had resulted in actions required from the Trust.

Mr Palethorpe added that the Trust worked closely with NHS Litigation Authority to settle quickly where appropriate but also to challenge claims when it is important to do so.

Mr Palethorpe invited questions

Mr Johnson remarked that the table on page 4 listing the number of complaints in comparison to other trusts was not useful and suggested that the bar chart on the same page which gave complaints as a percentage of admissions was far more useful.

Ms Clark confirmed that the frequency table could be removed from future reports

Dr Gee agreed

Mr Palethorpe explained that the Trust chose to record this information to track numbers of complaints.

Mrs Ord agreed that the information was only useful if the provided with detail on the size of trusts.

Dr Gee asked for clarification regarding the value of claims paid out on behalf of the Trust to claimants.

Ms Clark explained that the sums paid were dependent on each individual case. She highlighted that, in cases where patients required continuing care such as obstetric and maternity claims, the values can be extremely large, whereas in other areas they are relatively small.

Mr Palethorpe confirmed that claims can range from few thousand to over a £1m.

Ms Clark continued to explain that some payments are staged over a number of years, some over the course of a patient's life. She explained that this and the fluctuation in claims, meant that year on year comparison were difficult to undertake.

Mr Palethorpe confirmed that the total paid for the year relates to claims settled in the year, not necessarily raised in that year, adding that some of these were three to five years old, whilst others were up to 21 years after incident occurred.

Mr Palethorpe assured Governors that efforts were made to settle quickly to ensure money was paid to families and not towards legal fees as soon as possible.

Mrs Ord clarified that NHSLA was the NHS's Litigation Authority; the body which indemnifies Trust's with regards clinical issues that have arisen in treatment.

Mr Palethorpe added that NHSLA covered the Trust for clinical negligence as well as accidents.

Ms Clark explained that, in situations where the Trust believes it is right to do so, it will defend itself against claims. She added that although it is often cheaper to settle, sometimes it is important in principle to continue to defend.

Mr Gee agreed that the Trust ought to defend itself so as to not set a bad precedent.

Mr Palethorpe assured the Council that the Trust always acted as advocates for patients to agree a quick settlement and makes efforts to ensure patients are not disadvantaged in the interim.

Dr Gee commented that this was pleasing to note.

Mrs Phillips highlighted page six of the report and asked for clarification as to what was meant by the term 'partly upheld'

Mr Palethorpe explained that the term relates to complaints where the Parliamentary and Health Service Ombudsman (PHSO) identified some areas where recommendations were required. He added that these were usually complaints where multiple issues have been raised.

Mrs Ord thanked Mr Palethorpe for his report.

COG 16/24.2 Patient Experience report Q1, 2016/17 (enclosure 12)
19:47

Ms Clark advised governors that the full patient Experience Group report was available on the governor portal.

Ms Clark presented the report, presented as an info graphic, and highlighted a number of areas.

Ms Clark noted that, in most areas, the Trust had compared favourably against national benchmarking. She assured governors that poor Friends and Family Test (FFT) response rates in A&E should improve with the introduction of a new SMS service which the Trust's IT Department would begin working on during September.

Ms Clark acknowledged that outpatient areas were still not on target to achieve desired scores and advised that an improvement programme was currently underway. Ms Clark highlighted suggestions such as improving the booking process and the introduction of telephone follow-up appointments.

Ms Clark was pleased to note the Trust's latest combined maternity score for FFT of 99% and added that the Trust continued to compare favourably with local peers.

Ms Clark raised the topic of food and drink, explaining that it had been a long standing area for improvement which the Trust had worked hard to improve.

Ms Clark advised that the meal pre-ordering system was being rolled out onto all wards and that this would result in patients receiving their meal of choice and less waste being produced. She acknowledged that temperature of food remained an issue

Ms Clark advised that feedback continued to focus on the importance of good communication.

Ms Clark invited questions

Mrs Phillips commented that it was pleasing to see 83 compliments had been received relating to food and drink.

Ms Clark agreed that many inpatients gave very positive feedback about food but confirmed that the Trust's aim was to please more patients, more consistently.

Mrs Ord thanked Ms Clark for her report.

COG 16/24.3 Chief Nurse update including Quality Priorities (enclosure 13)
19:52

Mrs Wardell presented her report given as enclosure 13 and summarised performance against the Trust's Quality Priorities (QPs)

QP 1: Patient Experience

Mrs Wardell announced that FFT scores for June were equal to or better than the national average for the first time (outpatients had previously not met this target).

Mrs Wardell explained that, although pain management scores were now recorded for more patients, further work was needed to ensure the efficacy of analgesia was being monitored. She assured governors that the Trust was introducing a new standardised monitoring document to avoid recording inconsistencies.

QP 2: Pressure Ulcers

Mrs Wardell reminded governors that this QP had retained its targets from the previous year and acknowledged that work was required in this area. She highlighted the following developments:

- Work was in progress to improve the investigations process which determines avoidability and identified learning
- A pressure ulcer review group, led by Deputy Chief Nurse Jenny Bree, was currently reviewing cases
- Staff training was being delivered in the community and efforts were being made to raise awareness with patients.
- A new wound management initiative – Wound Care Wednesday – had been introduced

QP 3: Infection Control

Mrs Wardell highlighted that in Q1 there had been seven cases of C diff. Of the two cases reviewed, one had been apportioned to a lapse in care against a target of 29 for the year. She advised that learning relating to c diff is shared across the Trust fortnightly.

Mrs Wardell reported that there had been no MRSA cases since September last year, and added that she hoped this performance would continue.

QP 4: Nutrition and Hydration

Mrs Wardell noted that this target had been retained to maintain and improve the number of patients having MUST assessments and advised that the assessment process was being improved.

QP 5: Medication

Mrs Wardell noted the target to ensure all medication is signed and dated and that reasons for medication not being given are always recorded. Mrs Wardell noted inconsistencies between wards in recording these reasons and confirmed that Trust

would focus efforts on area that were struggling She advised that a Safer Medicines Group was looking into reasons for medications not being administered.

Mrs Wardell summarised Nursing Care Indicator performance, highlighting that the indicators were made more challenging in October 2015. She added that just one area was rated as 'red' and that an action plan was in place for this area.

Mrs Wardell noted that although there were currently 120 nursing vacancies, there were no midwife vacancies following successful recruitment. She noted the national nurse shortage and advised efforts to improve retention were ongoing.

Mrs Wardell advised that 36 nursing graduates would shortly be starting with the Trust and noted that there was a recruitment day planned for Sat 24 September. She noted that there were also 42 nurses in the Philippines yet to pass the required tests that the Trust would continue to support.

Mrs Wardell acknowledged the issue of temporary staffing and advised the Trust was working to extend its internal bank in an attempt to reduce agency use. She assured governors that the Trust was very strict with regards the conduct of agency staff, advising them that agency staff who had concerns raised about them did not return to the Trust.

Mrs Kerry asked whether many bank staff became permanent.

Mrs Wardell explained that most joined the bank due to the flexibility offered and noted that the Trust had recently received applications to join from staff who have previously worked with the Trust through an agency

Mrs Glynn commented that although some QPs reflected the roles of a range of health professional, some related mainly to nursing. She asked whether QPs could be introduced for AHPs.

Mrs Wardell confirmed that the Trust's AHP lead was working on NCI-style standards for AHPs to measure quality. She reminded governors that each year the Trust asks for feedback about QPs and welcomes suggestions.

Mr Brookes asked whether there was a dedicated pain control team in the Trust.

Mrs Wardell explained that there was a pain service with some specialist nurses who provided guidance on the new scoring system and give sessions to staff on pain management.

Ms Clark confirmed that this service was for inpatients and not chronic pain patients

Mrs Ord commented that this topic had been brought up at the AMM

Mr Brooked asked about access to pain services via GPs or A&E

Mrs Wardell confirmed that, as a specialist area of practice, referrals should be made by GPs into the service.

Mrs Phillips if the use of photos of pressure ulcers had been considered as a deterrent?

Mrs Wardell confirmed that education as very important but added that photos were not always suitable as they were very graphic and could upset some patients.

Mrs Ord noted that the Patient Story presented at the September Board Meeting had highlighted the issue of self-care in preventing pressure ulcers.

Ms Piggott asked why there would be situations where there was no stock of a particular medication item.

Mrs Wardell explained that could include situations where medication has recently changed and the ward is waiting on delivery or when patients are admitted during the night and need specialist medication they haven't brought their own supply of.

Mrs Wardell assured governors that medications should only be out of stock once and that all missed medicated should be reviewed. She advised that access to a variety of more specialist medication out of hours was available for urgent cases.

Mrs Ord thanked Mrs Wardell for her report.

COG 16/25.0 Annual Members Meeting (AMM) draft minutes (enclosure 14)
20:15

Mr Palethorpe drew attention to the draft minutes of the AMM and invited comments and accuracy corrections. He noted that a number of questions which were not answered at the meeting and had been covered in the minutes.

Mr Palethorpe asked governors to consider the draft minutes from the Annual Members Meeting for accuracy and invited comments. He highlighted that a number of questions were raised by the public for which full responses were not available on the day. Answers to these questions had been added to the minutes

Dignity Charter

Mrs Wardell confirmed she was in discussion with the member of the public who asked this question via email.

Change in role – housekeeper/domestic

Mr Palethorpe noted that there has now been some research into ensuring a coordinated and controlled service and assured Governors that, during the recent pilot, the change in service had had no detrimental impact on cleanliness.

Accessible Information Standard

Mr Palethorpe reminded Governors that a member of the public had asked if appointment information would be sent via email in future based on the requirement to be complaint with the Accessible Information Standard.

Mr Palethorpe assured the Council that the Trust is complaint with the Standard but explained that this did not require appointment information to be sent via email. Mr Palethorpe added that a working group had been tasked with developing ways to use technology to engage patients with accessibility requirements.

Mr Palethorpe asked for approval of the supplementary questions and answers and invited comments on the minutes to be fed back before the next AMM.

Dr Gee reflected on some of the individual experiences raised at the AMM and praised Ms Clark for her handling of questions during the AMM, particularly those relating to poor experiences of A&E.

Mr Palethorpe advised governors that the draft minutes would be uploaded to the website to allow feedback

ACTION: AMM minutes to be uploaded to website HB

COG 16/26.1 Any Other Business (to be notified to the Chair)
20:20

There had been none formally notified.

COG 16/26.2 Close of meeting and forward dates
20:21

2016
1st December
2017
2nd March, 4th May, 7th September, 7th December

The meeting closed at 8.21pm. The next meeting of the Full Council of Governors would be held on 1st December 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 September 2016

Item No	Subject	Action	Responsible	Due Date	Comments
16/22.1	Trust website, Governor Webpages	Add more content and provide more links	HB/AF	01/12/16	
16/23.3	CoG and Committee meeting calendar 2017	Correct calendar and recirculate	GP	01/12/2016	
16/25.0	Trust Website, AMM Minutes	Minutes to be uploaded.	HB	01/12/2016	