Ashford and St. Peter's Hospitals
NHS Foundation Trust

OPEN MEETING OF THE COUNCIL OF GOVERNORS
6th June 2018, Chertsey House, St Peter's Hospital

PRESENT:	Simon Bhadye	Public Governor – Spelthorne	**SB**
	Keith Bradley	Public Governor – Woking and Guildford	**KB**
	Brian Catt	Public Governor – Spelthorne	**BC**
	Maurice Cohen	Public Governor – Woking and Guildford	**MC**
	Melaine Coward	Appointed Governor – University of Surrey	**MCo**
	Richard Docketty	Staff Governor – Hospital Volunteers	**RD**
	Lilly Evans	Public Governor – Runnymede, Windsor and Maidenhead	**LE**
	Godfrey Freemantle	Public Governor – Hounslow, Kingston and Richmond	**GF**
	Arun Gupta	Staff Governor – Medical and Dental	**AG**
	Sue Harris	Staff Governor – Nursing and Midwifery	**SH**
	Chris Howorth	Appointed Governor – Royal Holloway University	**CH**
	Deborah Hughes	Appointed Governor – Woking Borough Council	**DH**
	Steve McCarthy	Public Governor – Elmbridge	**SMc**
	Bhagat Singh Rupal	Public Governor – Hounslow, Kingston and Richmond	**BSR**
	Andrew Ryland	Public Governor – Runnymede, Windsor and Maidenhead	**AR**
	John Sermon	Staff Governor – Ancillary, Admin, Clerical and Managerial	**JS**
	Danny Sparkes	Public Governor – Runnymede, Windsor and Maidenhead	**DSp**
	Matt Stevenson	Staff Governor – Allied Health Professionals	**MS**
APOLOGIES	Maureen Attewell	Appointed Governor – Spelthorne Borough Council	**MA**
	Andy Field	Chairman	**AF**
	Mark Maddox	Appointed Governor – Runnymede Borough Council	**MM**
	Judith Moore	Public Governor – Woking and Guildford	**JM**
	Denise Saliagopoulos	Public Governor – Spelthorne	**DS**
	Bertie Swan	Public Governor - Elmbridge	**BS**
IN ATTENDANCE			
	Mike Baxter	Non-Executive Director	**MB**
	Neil Hayward	Non-Executive Director	**NH**
	Chris Ketley	Non-Executive Director	**CK**
	Simon Marshall	Director of Finance and Information	**SM**
	Keith Malcouronne	Non-Executive Director	**KM**
Chair	Hilary McCallion	Non-Executive Director	**HMc**
	Louise McKenzie	Director of Workforce Transformation	**LMc**
	Suzanne Rankin	Chief Executive	**SR**
	Giselle Rothwell	Head of Communications	**GR**
	Tom Smerdon	Director of Operations, Unplanned Care	**TS**
	Meyrick Vevers	Non-Executive Director	**MV**
	Marcine Waterman	Non-Executive Director	**MW**
	Russell Wernham	Deputy Chief Nurse	**RW**
SECRETARY:	Anu Sehdev	Membership and Engagement Manager	**AS**

Minute **Action**

COG-17/18 **Apologies and Introduction**

Apologies as listed on previous page.

Hilary McCallion advised that she would be chairing the meeting in the Chairman's absence.

Hilary welcomed Marcine Waterman, the Trust's new Non-Executive Director, to her first Council meeting. Hilary also welcomed Deborah Hughes, the Council's new Appointed Governor from Woking Borough Council. Deborah had replaced David Bittleston.

Hilary then congratulated Sue Harris for completing 35 years in nursing and thanked Sue, on behalf of the Council, for her for service and dedication to the NHS. Andrew Ryland presented Sue with a bouquet of flowers and Trust paperweight.

COG-18/18 **Declarations of Interests in the Proceedings**

None

COG-19/18 **Minutes of the Meeting on 7th March 2018**

The minutes of the meeting held on 7th March 2018 were AGREED as a correct record. The updated Action Log was noted.

COG-20/18 **Matters Arising**

Freedom to Speak Up Guardian - Provide numbers for the comparison against other trusts

The Deputy Chief Nurse advised that he did not have the data to hand but would send to Governors in the next week. **RW**

FEEDBACK FROM GOVERNORS

COG-21/18 **Governor Activities**

Andrew Ryland, Lead Governor, welcomed the record of activities undertaken by the Governors since the last Council meeting. Andrew highlighted the Pride in Nursing Day which he had attended. He had found both the Chief Nurse and chief speaker, Philip Darbyshire, to be inspirational. Andrew advised that he was buzzing after the event.

The Council NOTED the report.

COG-22/18 **Patient Experience Group Report**

Keith Bradley, Chair of the Patient Experience Group, advised that the Group had met once since the last Council meeting. The Associate Director of Quality's attendance had been very useful to the Governors. The Group had also visited the Radiology Department and this was its second visit (previously visited in February 2014) after major structural change.

The Council NOTED the report.

Minute **Action**

COG-22/18 **Membership and Community Engagement Group Report**

Danny Sparkes, Chair of the Membership and Community Engagement Group advised there had been one meeting since the last Council meeting. Danny advised that she was particularly pleased with the number of members' events that had been arranged. She added that recruitment in the main entrance during the NHS 70th anniversary week was due to take place.

As suggested by Hilary McCallion it was agreed to update the action log.

The Council NOTED the report.

COG-23/18 **Membership Strategy**

Danny Sparkes advised that the Membership and Community Engagement Group had gone through the Membership Strategy and amendments were highlighted in the attached paper.

The Council members suggested some amendments which Danny agreed to take forward to the next Membership and Community Engagement Group meeting. **DS**

In response to the Director of Workforce Transformation, Andrew Ryland advised that analysis of members' ages were already available via the membership database. The Membership and Engagement Manager advised that she had connected with Renee Santos, Staff Recruitment and Retention Officer, and they often attended school/college careers' fairs together spreading the word about careers in the NHS as well as recruiting new members. Chris Howorth advised he would be happy to help with linking up with the Royal Holloway's Fresher's Fair. **CH**

Council members discussed collaborating with other member organisations in light of the Surrey Heartlands project when this became more embedded.

Maurice Cohen added that it was important to inform the public that Ashford and St Peter's may not be the first choice for all services and that patients may need to attend another hospital for specialist treatment.

Finally, it was advised that the GDPR information being sent to members had been signed off and would be sent imminently.

Council APPROVED the Membership Strategy in light of the suggestions highlighted.

STATUTORY

COG-24/18 **Council of Governor Elections**

The Membership and Engagement Manager updated Council on the elections that were due to take place later that year.

COG-25/18 **Revisions to the Trust Constitution**

Steve McCarthy presented the paper in the absence of the Chairman.

The Council APPROVED the merging of Surrey Heath with Runnymede, Windsor

and Maidenhead.

The Council APPROVED the securing of an Appointed Governor from Surrey County Council.

Steve advised that the Chairman had agreed to undertake a review of Appointed Governors.

Steve further advised that the number of public governors was reviewed during election years using a formula relating to the number of new outpatient attendances. This methodology used to assess the number of seats on the Council were:

- 15% or greater – 3 seats
- 5-14% - 2 seats
- 2-4% - 1 seat
- Less than 2% - no seats

Steve confirmed that no changes had been resulted this year.

Steve further advised that Terms of Reference for the Constitution Committee had been drawn up. These were draft at this stage as the Chairman needed to speak with the Chief Executive about the possibility of having an Executive Director on the Committee.

Steve advised that the Committee had discussed the potential of extending the three terms Governors could serve on the Council and it had been considered that was not in the best interests of the Council.

Finally, Steve advised that the Chairman was looking at how to ensure the Council was effective.

Richard Docketty queried why there was no requirement for a staff governor. Steve advised that having a staff governor had not come up but assumed it was due to public governors representing the public. However, this could be looked at in the future.

Brian Catt queried whether the Council would be looking for an elected councillor or an executive from Surrey County Council. Steve advised that this had been discussed. Maurice added that executives would struggle to attend meetings due to time constraints. Chris Howorth considered it made sense to secure an elected councillor as they represented the views of the public. Deborah Hughes added that councils generally elected representatives for a limited time and these positions were rarely longer than a year.

STRATEGY AND PERFORMANCE

COG-26/18 **Assurance Report**

The Chief Executive began by showing the video on the Trust's new strategy. All the people featuring in the video were staff members. The strategy was launched on 22nd May and over 1,000 staff members attended. The strategy had been the result of a period of 18 months engaging with the team. The strategy would be monitored going forward to ensure the vision, aims and objectives were delivered.

Andrew Ryland considered the Trust Strategy document to be excellent and very easy to digest. Lilly Evans queried whether extra copies were available to place in local libraries etc. The Chief Executive considered this was something the Trust could do. The Chief Executive added that a link would be shared with stakeholder colleagues and an app was to be developed too.

The Chief Executive advised that the centre pages of the Strategy document covered how benefits of the Strategy would be measured. It was hoped that every patient would comment:

- I was treated with compassion;
- I was involved in a plan for my care which was understood and followed; and
- I was treated in a safe way, without delay.

And every member of the team would feel able to give their best and feel valued for doing so.

The Chief Executive moved to the Stroke update and commended the Director of Operations, Unplanned Care on the work he and his team had undertaken and the progress made.

The Chief Executive touched upon the financial position which was the best ever outturn for the Trust. A lot of this was due to the Trust's hard work and it was also supported by sustainability and transformation funding.

The Chief Executive moved to the Local Audit Indicator for Testing as chosen by the Governors and mentioned that a review of the indicators and performance results in March/April had been undertaken by the auditors and the team was working to address gaps in data capture.

In response to Maurice Cohen the Director of Finance and Information advised that clinical negligence claims were nationally on the rise and amounted to almost half of the NHS budget. The Trust still did better than other trusts but contributions were rising year upon year. Claims were not just about negligence in care but loss of earnings. Claims often took some time to resolve so it was important to promote learning at the litigation stage, ie by following the Get It Right First Time (GIRFT) initiative. It was added that a small amount of maternity cases made up the bulk of claims and hence the Trust was looking at the care given to expectant mothers and had put targets in place.

Godfrey Freemantle queried what was envisaged for Wordsworth Ward and the Chief Executive advised that there was nothing planned yet but the Trust was clear that it offered flexibility and enabled work on the estate. Ashford Hospital's role was very important to the Trust as well as the community. The Director of Operations, Unplanned Care added that staff were looking at Wordsworth Ward to see how it could be utilised.

In response to Brian Catt it was advised that patients who resided in the Guildford area that had a stroke were brought by ambulance to either Ashford and St Peter's or Frimley. Ashford and St Peter's was nearer and stroke treatment was time sensitive. Andrew Ryland queried whether the Board was happy with progress and Chris Ketley advised that it was in line with the Trust's business plan and the Director of Operations (Planned Care) agreed it made strategic sense.

The Chief Executive confirmed that the headlines of the staff survey had been shared with Governors at the last Council meeting. The paper which went to Trust Board in April would be shared with Governors. The Director of Workforce Transformation advised that she would share what had been done so far at the Council meeting in September. It was advised that the headlines were good and similar to 2016 which meant the Trust had maintained improvements. The CQC was due to visit and areas of focus included appraisals and instances of violence and aggression. A group had been set up giving staff the opportunity share how they felt about working in a team and a lot of good ideas had resulted. **AS LMcK**

The Council NOTED the report.

COG-27/18 **Performance Report (including A&E)**

The Director of Operations, Unplanned Care, advised that the A&E target achieved in April was 91.4% which was an improvement and above the trajectory set. The Trust was continuing with the improvement programme including the SAFER bundle outlined at previous Council meetings. Patients were being discharged earlier in the day to ensure a smooth discharge process and better flow through the hospital.

Lilly Evans advised that she had recently attended the NHS Providers Governor Focus Conference 2018 where it had been highlighted the national average was 84%. Lilly congratulated the Trust on its achievement.

The Director of Operations, Unplanned Care, advised that the 18 week Referral To Treat (RTT) target was recorded at 89.86% which was a little short of the 92% target. This had dropped during the winter period but had since improved. There had been improvements in Dermatology and iMSK and additional capacity had been arranged with Runnymede BMI. Overall the Trust was comparing well against other trusts.

Neil Hayward advised that the Trust had to stop elective activity over the winter period longer that it had wanted to. Meyrick Vevers advised that he had recently visited the Dermatology Department where the 22 week wait for appointments had been reduced to 8 weeks. This was due to the effort of the whole team and working differently with GPs with patients not having to attend for treatment; using photographs instead. Meyrick added that the Finance Committee was analysing the recovery of the RTT target and what the primary drivers were.

The Director of Finance and Information added that iMSK had been discussed at the recent performance masterclass and how it was compliant with the RTT. There was a reduced need for patients to attend clinic and there had been fewer cancellations. Resources in trauma were being used more efficiently.

The Director of Operations, Unplanned Care, advised that cancer targets were all compliant except the 31 day standard.

The Council NOTED the report.

COG-28/18 **Winter Pressures**

The Director of Operations, Unplanned Care advised that the winter plan had worked well. The Trust had declared black status on 2nd January 2018 but this

was within the plan and was de-escalated quickly. There had been no crude mortality spike this time and generally the Trust had managed better than others. To help deal with demand GP appointments and more GP coverage on 111 had been enabled. Additional training for care home staff had been provided on falls and catheters which had been well received. This had seen some reduction in A&E attendances. The red bag scheme for discharge had also helped.

An area that the Trust had done poorly in was staffing. Escalation areas could not be opened due to lack of staff. Incentives for working on bank had helped. Going forward more focus on leave and rota planning was needed. Overall the Director of Operations, Unplanned Care had been happy with the level of planning.

The Council NOTED the update.

COG-29/18 **Performance Masterclass – Elective Care**

Hilary McCallion advised that masterclasses were regular sessions taking place after Trust Board meetings and the one in May had been on Elective Care led by the Director of Operations for Planned Care. Non-Executive Directors had found this session particularly helpful.

Chris Ketley advised that he had been "buddying" the Director of Operations for Planned Care and had learnt that all pathways had been dissected and received consistent attention. Since April referrals had been paperless and there had been very few issues.

Mike Baxter highlighted that manpower continued to be a problem with holidays/bank holidays having a knock on effect. The six week rule of arranging annual leave was being strictly adhered to.

Keith Malcouronne added that the A&E target had not been met during 2017/18 but the RTT target had been met and had received a clean opinion by the auditors.

COG-30/18 **Board Committees**

The Chief Executive advised the Well Led Review had recognised the Trust was doing good work and was a dynamic organisation. The governance structure required some re-working in order to demonstrate requirements were being fulfilled. This had been undertaken and the Chairman had agreed chairing roles with non-executive directors at Board. The new structure would not be in place when the CQC arrived but ideas would be shared.

COG-31/18 **Any Other Business**

In response to Brian Catt's query on feedback the Chief Executive advised that the Trust's main way to acquire feedback was through the Friends and Family Test (FFT) but unfortunately the Trust was not able to secure enough feedback in this way and evidence was not credible due to the insignificant numbers. The Medical Director had spoken to colleagues about utilising the IWantGreatCare feedback platform but there was no great take-up. The Trust was looking at an IT solution to become the main means of feedback.

Brian highlighted the lack of provision for raising informal concerns and Chris

Ketley advised that he had raised Governors' concerns with the Chief Nurse and the whole area was under review. Chris understood there being several misconceptions about the service and the Chief Nurse would be coming back with an update.

Maurice Cohen raised concerns about hospital letters arriving up to 5 weeks after appointments had taken place. Maurice understood that clinical staff dictated letters within 48-72 hours of the appointment and could not understand why there was such a delay. The Medical Director advised that clinicians also needed time to read the typed letters to ensure these were correct before they were sent. The Director of Finance and Information was monitoring the situation.

COG-32/18 **Questions from the Public**

Rosemary Moore, Trust member and previously a Governor for Surrey and Borders Partnership Foundation Trust, highlighted that she considered the Governor photographs display an excellent initiative. Rosemary considered that more young people should be encouraged to attend Board meetings. Rosemary further added that she was not entirely sure the red bags were working well.

Further Dates for 2018

Wednesday 5th September, 6-8 pm, Ashford Hospital
Wednesday 5th December, 4-6 pm, St Peter's Hospital

Signed……

Hilary McCallion
Senior Independent Director

5th September 2018

KEY	
✔	Complete
ND	Not due
---	On track

Summary Action Points

Meeting Date	Minute Ref	Topic	Action	Lead	Due Date	Update	Status
7.3.18	**COG-10/18 + COG-20/18**	**Freedom to Speak Up Guardian**	Provide numbers for the comparison against other trusts	RW	ASAP	Received 14 June and sent to Governors on 20 June 2018	✔
6.6.18	**COG-23/18**	**Membership Strategy**	Take suggested amendments to MEG	DS	11.7.18	On the agenda for the next meeting	✔
6.6.18	**COG-23/18**	**Membership Strategy**	Help link up with Royal Holloway's Fresher's Fair	CH	ASAP		
6.6.18	**COG-26/18**	**Assurance Report**	Send National Staff Survey Board paper with Governors	AS	ASAP	Sent 11 June 2018	✔
6.6.18	**COG-26/18**	**Assurance Report**	Share what has been done so far as a result of the National Staff Survey at the next Council meeting	LMcK	5.9.18	On the agenda for 5 September	✔