Ashford and St. Peter's Hospitals
NHS Foundation Trust

OPEN MEETING OF THE COUNCIL OF GOVERNORS
4th December 2019, Education Centre, Ashford Hospital

PRESENT:	Edwin Addis	Public Governor – Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**EA**
	Miranda Alcock	Public Governor – Woking and Guildford	**MA**
	Derek Barnes	Public Governor – Spelthorne	**DB**
	Tracey Bradshaw	Staff Governor – Nursing and Midwifery	**TB**
	Melaine Coward	Appointed Governor – University of Surrey	**MCo**
	Andy Field	Chairman	**AF**
	Óscar Garcia-Casas	Staff Governor – Medical and Dental	**OG**
	Shirley Holmes	Public Governor – Woking and Guildford	**SH**
	Colin Hood	Public governor – Spelthorne	**CHo**
	Chris Howorth	Appointed Governor – Royal Holloway University	**CH**
	Deborah Hughes	Appointed Governor – Woking Borough Council	**DH**
	Hina Malik	Public Governor - Hounslow, Kingston-upon-Thames and Richmond-upon-Thames	**HM**
	Chris Marks	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**CM**
	Sinead Mooney	Appointed Governor – Surrey County Council	**SM**
	Helen Pernelet	Public Governor – Elmbridge	**HP**
	Julian Ruse	Staff Governor – Ancillary, Admin, Clerical and Managerial	**JR**
	Michael Smith	Public Governor – Woking and Guildford	**MS**
Lead Governor	Danny Sparkes	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**DSp**
	Matt Stevenson	Staff Governor – Allied Health Professionals	**MS**
	Bertie Swan	Public Governor - Elmbridge	**BS**
APOLOGIES	Neal Adolphus	Public Governor – Spelthorne	**NA**
	Tom Allan	Staff Governor – Hospital Volunteers	**TA**
	Maureen Attewell	Appointed Governor – Spelthorne Borough Council	**MA**
	David Carpenter	Public Governor – Elmbridge	**DC**
	Iftikhar Chaudhri	Appointed Governor – Runnymede Borough Council	**IC**
	Lilly Evans	Public Governor – Runnymede, Surrey Heath, Windsor and Maidenhead	**LE**
IN ATTENDANCE			
	David Fluck	Medical Director	**DF**
	Chris Ketley	Non-Executive Director	**CK**
	Andrea Lewis	Interim Chief Nurse	**AL**
	Keith Malcouronne	Non-Executive Director	**KM**
	Sal Maughan	Associate Director of Corporate Affairs and Governance	**SMa**
	Louise McKenzie	Director of Workforce Transformation	**LMcK**
	Yvonne Obuaya	Associate Non-Executive Director	**YO**
	Suzanne Rankin	Chief Executive	**SR**
	Tom Smerdon	Director of Strategy and Sustainability	**TS**
	James Thomas	Chief Operating Officer	**JT**

SECRETARY: Anu Sehdev Membership and Engagement Manager **AS**

Minute		**Action**
COG-49/19	**Apologies and Welcome** Apologies as listed on the previous page. The Chairman welcomed the new Governors to their first Council meeting. He also introduced Andrea Lewis who would be taking over as Interim Chief Nurse when the Chief Nurse left the Trust, initially on secondment, on 13th December 2019. The Director of Workforce Transformation advised that the results of Team Member of the month for November had been decided by a multi-disciplinary panel and that there were two runners up. It was the first time the Governors as a collective had nominated anyone and she was pleased to announce that the Membership and Engagement Manager had been nominated and had been selected as one of the runners-up. The Director of Workforce Transformation read out the nomination and the Membership and Engagement Manager was congratulated by Council members.	
COG-50/19	**Declarations of Interests in the Proceedings** None	
COG-51/19	**Minutes of the Meeting on 4th September 2019** The minutes of the meeting held on 4th September 2019 were AGREED as a correct record. The updated Action Log was noted.	
COG-52/19	**Matters Arising** <u>Provide an update on the Emerge Improvement Project</u> It was advised that had been included in the Assurance Report <u>Provide an update on Patient Care Experience Co-ordinators</u> These positions were being monitored to see the impact they had on timely discharge, improving patient flow and patient experience. If they were successful, rolling them out to other areas would be considered.	
	FEEDBACK FROM GOVERNORS	
COG-53/19	**Governor Activities** Danny Sparkes, Lead Governor, welcomed the new Governors to their first meeting. She advised that the Governor Activities paper provided a comprehensive list of what Governors had undertaken since the last Council meeting in September. Danny requested that new Governors read the Patient Experience Group and Membership and Community Engagement Group's Terms of Reference and to contact the Membership and Engagement Manager if they were interested in becoming a member of either of these groups. The Council NOTED the report.	

Minute		Action

COG-54/19 **Patient Experience Group Report**

Chris Howorth, Interim Chair of the Patient Experience Group, advised that two sets of minutes were included in the report and that the last meeting had included a tour of Ophthalmology. It had been extremely enlightening to see the work being undertaken and despite not having a great deal of space, it was a service that was very well run and utilised the space efficiently. Chris encouraged newer Governors to join the Group as it was a great way to learn about the Trust and visit areas of the Trust. Deborah Hughes queried whether the Governors spoke to patients on their visits and it was advised that patients were not generally disturbed and that Group members largely spoke to members of staff. Many Governors had experience of being a patient and also gained feedback from their constituents, which was shared with the Group.

The Council NOTED the report.

COG-55/19 **Patient Experience Group Annual Report and Terms of Reference**

Chris Howorth, Interim Chair of the Patient Experience Group, advised that only one change had been made to the Terms of Reference and this was to state that either a public or appointed Governor could chair the Group. He also stated that attendance at meetings was good except where there was illness or work commitments clashed. Group members were hard working and work was very interesting. The Chairman advised that it was an important group and urged new Governors to join the Group.

COG-56/19 **Membership and Community Engagement Group Report**

Danny Sparkes, Chair of the Membership and Community Engagement Group, explained that the Membership and Community Engagement Group looked at recruiting and engagement with members. Danny added that members' events were arranged and very well received. If new members were interesting in joining the Group they should contact the Membership and Engagement Manager.

The Council NOTED the report.

COG-57/19 **Membership and Community Engagement Group Annual Report and Terms of Reference**

Danny Sparkes, Chair of the Membership and Community Engagement Group, presented highlights from the report including the Careers Day and members' events. It was advised that 370 new members had been recruited over the year but that 206 had also been lost, the vast majority of which were deceased. The Group's efforts over the coming year included recruiting younger members and engaging with members of the public. The Chairman referred to the staff that were employed from the Royal Holloway and the Director of Workforce Transformation advised that staff were automatically enrolled as members. Chris Ketley referred to the anchor strategy and it was advised that the forward plan included a reference to this work. The Chairman highlighted the healing arts group and considered that anyone who came into the Trust in relation to the work carried out here should be recruited as a member.

Minute **Action**

STATUTORY

COG-58/19 **Membership of the Council of Governors**

The Membership and Engagement Manager presented the report which outlined the changes as a result of the recent Council of Governor elections. It was advised that David Carpenter, Bertie Swan and Matt Stevenson had been re-elected and they were congratulated as well as the ten new Governors.

In response to the Chairman, it was advised that average turnout figures for the public elections had increased to 21% from 18% from the previous year and this was mainly due to all members receiving postal ballot papers and increased communications. In 2018, where members had shared their email addresses, (around 50% of members) they had received electronic ballots. There was still some way to go to achieving the 28% turnout figure of 2016.

The Council NOTED the report.

COG-59/19 **Council of Governors Evaluation Survey**

The Chairman advised that this was an anonymous survey of the Governors carried out in October to evaluate the effectiveness of the Council of Governor meetings and Governors being able to perform their duties. The findings were detailed within the report and the majority of the feedback was very positive. Governors had the chance to include additional comments and these were also provided in the report. The Chairman advised that the survey provided good assurance that the Council of Governors was able to carry out its duties.

Chris Marks referred to question 11 which mentioned engagement and representing the views of the membership and queried how Governors could improve their engagement with the public. The Chairman advised that members' events provided good opportunities to engage with members. Other initiatives had been trialled including "surgeries" and although well publicised, were not generally taken up by members. Chris agreed that the public only engaged when they needed the NHS but considered it important to use the public to help shape services. The Chief Executive advised that engaging with the public was part of the work the Director of Strategy and Sustainability was undertaking to become an anchor organisation. The Director of Strategy and Sustainability queried whether members were surveyed and the Chairman advised that their views on events were sought. The Chairman considered that going forward members could be utilised when seeking views in relation to the anchor organisation work.

Miranda Alcock referenced the number of individuals from diverse backgrounds that had nominated themselves in the recent Council of Governor elections and how importance was placed not on the 250 words, necessarily, but which candidate the voter felt an affiliation for. Helen Pernelet considered that the 250 words were important as voters were interested in what nominees said about themselves. Helen suggested seeking feedback from Patient Participation Groups (PPGs) and the Chief Executive advised that the Trust already engaged with PPGs. The Community Day had been a great example of engaging with members of the public. The Chief Executive advised she was looking at how Governors could assist with enabling the workforce being more reflective of the Trust's demography. It was important that staff could relate to their patients. Chris Howorth advised that he would give diversity his consideration and

Minute **Action**

come up with ways of helping. Hina Malik advised that she was also happy to help as she was a diversity champion in Hounslow and had developed ways of engaging with communities.

The recommendations were that the survey should be undertaken annually and an evaluation of the Induction Day be carried out. The Council AGREED with these recommendations.

STRATEGY AND PERFORMANCE

COG-60/19 **Assurance Report**

The Chief Executive advised the Council of Governors that this was a report which provided an update on the Trust's strategic objectives. She particularly wished to draw the Governors' attention to the Collaborate strategic objective which referred to the Trust becoming an anchor organisation. The Chief Executive advised that current ways of working were not sustainable and it was the Trust's mission to provide more sustainable healthcare. The Trust had been working with Well North Enterprises and in particular, Lord Mawson, for 12 months now. The Trust was now undergoing a period of reflection and decisions would need to be made on how to reach out to members of the public. The anchor institution philosophy revolved around going out to the community and highlighting the health risks when people did not look after themselves. Another factor was reducing waste. It was intended to spend money more locally to reduce the Trust's carbon footprint. It was about understanding the opportunities in the community which may help with the workforce issues currently being experienced. The Chief Executive encouraged Governors to look up the work being undertaken at Bromley by Bow at https://www.bbbc.org.uk/ Tom Smerdon, Director of Strategy and Sustainability, was leading on the work and would be interested in hearing any ideas and/or experience of working in commerce and communications.

Physiotherapy services were now provided at River Bourne Health Club and the Medical Director advised this had come about when the existing area had to be vacated due to the need for additional inpatient beds. It was suggested that an area closer to the community was needed. River Bourne Health Club met the requirements with many patients needing to travel less. Effects had been impressive. Staff enjoyed working in a nicer environment. A compliment had been received from a patient who advised the move had transformed his life as previously he had never left the house. He had now joined the gym and his son would also be joining him. Staff had been overwhelmed by this letter.

The Chief Executive referred to the land sale and how this provided a once in a lifetime opportunity for the Trust. Previously it had been considered that a larger A&E needed to be built but Lord Mawson had challenged this thinking. Efforts were now focused on building something that was therapeutic and enhanced the patient experience. The Director of Strategy and Sustainability advised that Lord Mawson was very well networked and this would be extremely helpful to the Trust. Building something that was justifiable to the community and tax payers would be important. The plan was to create something similar to Bromley by Bow by making better use of the site and incorporating health and wellbeing. The Director of Strategy and Sustainability reminded Governors of the session being held on 16th December on the Integrated Care Partnership which he would also be attending to cover the transformation plan.

Sinead Mooney advised she had heard about the partnership work and queried whether

Minute **Action**

the Trust was working with borough councils. The Chairman advised that he had met with Tim Oliver, Leader of Surrey County Council a number of times including at the Chairs Forum and that the Chief Executive regularly met with Joanna Killian, Chief Executive of Surrey County Council, including at System Board meetings. The Chief Executive advised that she regularly met with colleagues at the local authorities and had in fact met with Joanna recently, as well as chief executives from other organisations. They were working very closely together on delivering the long term plan. In response to Sinead, it was advised that supported accommodated and independent housing had also been discussed with Runnymede Borough Council. The Medical Director reinforced that organisations were working more closely together. Governors too had an important part here as a vehicle for engaging and feeding back what the community needed.

Deborah Hughes referred to joint working and the discharge board and queried whether vulnerable people were picked up by social care. She referred to the opening of Woking supported housing which allowed for adaptations and aids to allow people to stay in their own homes. The Chairman referred to the Integrated Care Partnership session taking place on 16th December which would cover this.

The Council NOTED the report.

COG-61/19 **Performance Report**

The Chairman announced that the Chief Operating Officer and Director of Strategy and Sustainability had taken part in Movember which involved staff growing moustaches to raise awareness of men's illnesses and raise money at the same time. This year staff had raised £6,500. The Council of Governors congratulated them both and all those that had got involved.

The Chief Operating Officer presented the Performance Report and advised that the 4 hour wait in A&E had improved by 0.2% and was now at 87.2%. Neighbouring trusts had gone into higher escalation states more frequently whereas the Trust had coped relatively well. Ambulance handover times had decreased and regionally the Trust was leading on this. Patients were also being moved less around the hospital.

The Chief Operating Officer advised that the reset week had produced good performance and there had been social care support to enable flow through the hospital. Patients that needed more attention were directed more effectively to the right place. This had improved safety in A&E and reduced queues. PRISM's work would be coming to an end just before Christmas and the Trust would be continuing the work in-house.

The Chief Operating Officer advised that the level of activity was increasing but the Trust continued to achieve the 18 week standard and was out-performing other trusts. Cancer was compliant in all standards except for one, due to patient choice.

The Chief Operating Officer referred to Endoscopy and explained that this was a national problem. The service was being provided six days a week and activity the Trust was unable to fulfil was outsourced. Deborah Hughes queried whether this was the result of the change in national guidance. The Chief Operating Officer confirmed there had been a referral threshold change and that there had been a delay in setting up diagnostic centres as detailed in the 10 Year Plan.

Minute **Action**

Hina Malik queried the 30% rise in cancer and the Medical Director advised that the cancer rate, itself, had not risen but referrals had gone up. 50% of cancers were diagnosed in A&E which was much later than in Europe. Nationally there was a drive to refer in order to improve patient outcomes. Edwin Addis queried whether later diagnosis in the UK was linked with problems with getting a GP appointment. Óscar Garcia-Casas advised the difference he has seen between the UK and Europe was simply that patients in the UK are less likely to complain and more likely to accept health concerns.

The Council NOTED the report.

COG-62/19 **Surrey Heartlands Governance Structure**

The Chairman advised that the structure was not currently legislated and talked through each component explaining the Trust sat to the right of the structure under organisational oversight and assurance. The Clinical Commissioning Groups covered by Surrey Heartlands would be merging. The structure was overseen by the Surrey Health and Wellbeing Board.

The Chairman advised that he had pushed for a Surrey Heartlands Chairs Group so that Trust Chairs could represent the views of their Governors. The Surrey Heartlands Accountable Officers System and Oversight and Assurance Group (SOAG) was regarded as the operational board. Non-executive directors had influence in the middle section of the structure. It was advised that a lot of work was being undertaken at Integrated Care Partnership (ICP) level where resources, for example in IT and Estates, were being shared.

The Chairman advised that the structure was not set in stone and could change. Chris Marks found the explanation helpful. Sinead Mooney advised she had prior knowledge of the structure and considered the model was working well but that individuals were still learning. The Chairman agreed that the ICP was working well and this was mainly due to members realising that it needed to work effectively to ensure sustainability. The Chief Executive considered the structure was currently overly complicated and somewhat bureaucratic. There were a lot of meetings but these were to help develop trust between partners. Chris Ketley advised it was not clear how entities would be linked but progress was being made.

Chris Marks queried where the Surrey Health and Wellbeing Board reported into and it was considered since it sat above Surrey County Council that it would be the Department of Health. Chris Marks queried whether NHS England and NHS Improvement would be merging and it was advised that the teams had already merged but that currently there were still two chairs.

The Council NOTED the update.

COG-63/19 **Any Other Business**

The Chairman wished to, on behalf of the Council of Governors; thank Sue Tranka, Chief Nurse, for the outstanding work she had undertaken since being in the role for just over two years. Sue had a wonderful secondment opportunity and the Chairman wished her all the best in her new role.

Minute		**Action**
COG-64/19	**Questions from the Public** David Mason referred to page 13 in the Patient Experience Group minutes where it was stated mortality reviews would improve once the medical examiner was in post. The Medical Director advised that the job description had been finalised and funding was yet to be agreed. David Mason highlighted digitisation and queried whether when the 20 month EPR implementation would begin. The Chairman advised that the Digital Committee would be meeting that week and would be looking at the contract. The implementation stage would begin once the contract had been agreed. The Chairman clarified that the next Council meeting would be taking place at Ashford Hospital again due to the works being undertaken on car parking at St Peter's Hospital. **Meeting Dates for 2020** 4th March, 4-6 pm, Ashford Hospital 3rd June, 4-6pm, St Peter's Hospital 2nd September, 4-6pm, St Peter's Hospital 2nd December, 4-6pm, St Peter's Hospital	

Signed……

Andy Field
Chairman

4th March 2020