

**Minutes of the Public Meeting of the Council of Governors of the
Royal United Hospitals Bath NHS Foundation Trust
Monday 6th March 2017
RUH Boardroom, Oasis Centre, RUH**

Present:

Brian Stables, Chairman		
Public Governors	Staff Governors	Stakeholder Governors
Amanda Buss Chris Callow James Colquhoun Nick Houlton Anne Martin Mike Midgley Jane Shaw Jan Taylor Michael Welton Helen Rogers	Julie Scriven Phill Lunt Shaun Lomax David Chodkiewicz Hassan El-Wakeel	Andrew Girdher Mark Humphriss Cllr Vic Pritchard

In attendance:

Helen Blanchard, Director of Nursing and Midwifery (*item 19 only*)
 Joanna Hole, Senior Independent Director
 Lesley Jordan, Consultant Anaesthetist and Patient Safety Lead (*item 19 only*)
 Helen Mullinger, Board of Directors' Secretary
 Roxy Poultney, Membership & Governance Manager
 James Scott, Chief Executive

CG/17/03/01 Chairman's Welcome and Apologies

The Chairman welcomed Shaun Lomax, Staff Governor to his first meeting.

The Chairman noted that apologies had been received from:

Public Governors	Staff Governors	Stakeholder Governors	Non-Executive Directors
Bill Aiken	None	Ian Orpen Keith Humphries	Moira Brennan Nick Hood Jane Scadding Nigel Sullivan

CG/17/03/02 Declarations of Interest in items on the agenda

There were no declarations of interest noted.

CG/17/03/03 Minutes of the Council of Governors Meeting held on 6 December 2016

The minutes were approved and would be signed by the Chair as a true record of the meeting.

CG/17/03/04 Action List and Matters Arising

All action updates were agreed as presented, the following items were discussed:

CG107 – Helen Rogers, Public Governor confirmed that she would liaise with the Membership and Governance Manager in order to close this item. The Council of Governors agreed that CG107 could be closed.

CG108 – The Council of Governors accepted the update and requested a further update and closure of the action at the next meeting in June.

CG114 – The Chairman stated that if any Governors wished to become observers for the assurance committees, they should express their interest in writing to the Membership and Governance Manager.

CG123 – The Chairman stated that although he had sent a letter on behalf of the Council of Governors regarding Arriva Transport on 12th January 2017, he had not received a response from Dr Ian Orpen, Chair, BaNES CCG. The Chairman added that he had reminded Dr Orpen of the letter at their last meeting and a response should be received in due course.

CG/17/03/05 Chief Executive’s Update Report

The Chief Executive presented the update report and highlighted:

- The Trust continued to be extremely busy.
- The Trust was currently in black escalation following a period of red escalation.
- As at 2nd March, there were 70 Delayed Transfers of Care. An additional 100 patients were “green to go”.
- The impact on staff during these continued busy times was concerning, but the Trust was not unique in its performance trajectory.
- Clostridium Difficile - A visit from NHSI took place on 7th February 2017, with the Lead Nurse for Infection Control and Quality Lead visiting the Trust. NHSI were invited to the Trust to provide advice on reducing the incidence of Clostridium difficile infections. A formal report was expected in a few weeks and would be taken to the Infection Prevention and Control Committee for development of an action plan.
- The Board of Directors was confident that the Trust would deliver a £9.7M surplus.
- The Chairman on behalf of the Chief Executive read aloud a thank you letter from a patient, the extract can be seen below:

I spend my working life trying to get organisations to treat customers (and their staff) like human beings, to put them at the centre of all they do and to recognise the importance of emotion. If I could have filmed your team I’d have the most powerful case study possible – an exemplar of how to do it right. If I could bottle their ability to be caring, decent, kind and human I could change the way the commercial sector treats customers. Everyone I met went beyond their clinical job description and, I suspect,

they do so most days without even realising how special they are.

Thank you to each and every one of them. They're remarkable people doing a remarkable job.

Mike Midgley, Public Governor, questioned whether staff absences were growing. The Chief Executive stated that staff absences were not increasing and highlighted that the figures which demonstrated that sickness absence was “normal” with no issues with clinical staff could be seen within the Board of Directors Papers.

Amanda Buss, Public Governor, sought clarity on the definition of black escalation. The Chief Executive confirmed that a new system had been introduced at a national level in autumn 2016 known as OPELs (Operational Pressures Escalation Levels). He added that the Trust used a scale from green to black, and black was defined as the Trust being in a critical position.

Amanda Buss, Public Governor, questioned whether there was a role for Governors in raising concerns more widely regarding DTOCs. The Chief Executive stated that it was difficult for Public Governors to have influence on this issue.

Cllr Vic Pritchard, Stakeholder Governor, BaNES Council, stated that rather than being sent home, patients could be inappropriately placed into residential accommodation if it was available. He added that the cost of residential accommodation was expensive, whereas a home initiative gave patients a purpose and opportunity to recuperate.

Mark Humphriss, Stakeholder Governor, University of Bath sought clarity on when the Trust would be able to address the surgical waiting list. The Chief Executive stated that the Trust did not currently have the capacity to manage surgical demand as a consequence of the pressure from emergency medical patients.

The Council of Governors noted the update.

CG/17/03/06 Sustainability and Transformation Plan (STP) Update

The Chief Executive presented the update on the BaNES, Swindon and Wiltshire Sustainability and Transformation Plan. He highlighted:

- All partners within the STP were working together focusing on the agreed priorities.
- Urgent care was at the top of priority list. The other priorities included: Planned Prevention, Mental Health (now a separate workstream), Estates, Acute Collaboration, Finance, Communications and engagement
- The Alzheimer’s Society would be meeting with the Chief Executive as they were interested in supporting the STP.

Mike Welton, Public Governor, questioned how the Trust would be involved in Somerset’s STP. The Chief Executive stated that the Trust was involved with the Somerset’s Leadership Group.

Jan Taylor, Public Governor, stated that the STP priorities included estates generally, but did not mention the use of existing community hospitals and existing buildings beyond acute hospitals regarding radiology services. The Chief Executive stated that talks were ongoing regarding the delivery of more radiology capacity in the community.

Mike Midgley, Public Governor, questioned whether the Trust had historic PFI. The Chief Executive confirmed that there was no PFI on the RUH site.

Jane Shaw, Public Governor, stated that she attended Warminster's Health and Social Care Group and questioned whether the STP had discussed how to involve and incorporate community groups. The Chief Executive stated that the STP did not have a framework for engagement currently but highlighted that one was currently being developed.

Dave Chodkiewicz, Staff Governor, stated that he understood the STP would require consolidation of back-office functions and questioned when a restructure was likely to take place as staff were already concerned. The Chief Executive stated that it was likely that some elements of back office functions would be consolidated. He added that although the acute hospitals know which services would be included, a full engagement and consultation process would be followed.

Helen Rogers, Public Governor, questioned whether Governors could use their constituency meetings to have an open and honest conversation with constituents regarding health promotion and STP. The Chief Executive stated that this was a good idea and agreed to arrange for an information pack to be given to Governors to enable consistency across all meetings.

The Council of Governors noted the update.

CG/17/03/07a Confirmation of the Lead Governor Appointment

The Chairman presented the report to Governors which was presented for information.

The Council of Governors noted the update and confirmed the appointment of Chris Callow as Lead Governor.

CG/17/03/07b Lead Governor Update

Chris Callow, Lead Governor, provided a verbal update to the Council of Governors and highlighted:

- NHSI had asked all NHS Foundation Trusts to nominate a “lead governor” who would liaise between NHSI and the Council of Governors if required.
- He met with the Chairman on a bi-monthly basis and encouraged Governors to get involved to shape the general direction of the CoG meetings.
- He was happy to be contacted directly or via the Membership Office.

The Council of Governors noted the update.

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CG/17/03/08 Report from Joint Board of Directors and Council of Governors Strategic Planning Away Day

The Chairman presented the report to Governors which was presented for information.

The Council of Governors noted the update.

CG/17/03/09 Council of Governors Annual Review

The Chairman presented the report and highlighted:

- The 2017/18 Council of Governors Priorities were:
 - Strengthen our relationships with stakeholders ⇔ STP development
 - More interaction with Stakeholder Governors → seminar interaction
 - To devise ways to better understand STP and potential effect on patients, staff members and the RUH as a corporate body.
- The Council of Governors needed to come back to the priorities to discuss how to take them forward.

Action: Council of Governors

The Council of Governors noted the update and agreed the priorities.

CG/17/03/10 Staff Governor Feedback

Hassan El-Wakeel, Staff Governor presented the report on behalf of all Staff Governors.

The Council of Governors noted the feedback from the Staff Governors.

CG/17/03/11 Public Governor Feedback

The Chairman stated that the report provided the Council of Governors with an overview of the feedback received from public members and the general public during the past 3 months. He asked the Council of Governors if any of the feedback raised concern. There were no concerns raised.

Nick Houlton, Public Governor, stated that he had received some feedback within the past week which related to the endoscopy suite, he highlighted that the feedback was extremely positive, staff introduced themselves and everything was well communicated. The Chairman asked the Membership and Governance Manager to feed this back to the clinical team.

Action: Membership and Governance Manager

Dave Chodkiewicz, Staff Governor, stated that he was surprised to read that there were no sanctions that the Trust could apply to members of the public who were smoking. The Chief Executive stated that in the past smoking had been banned from the Trust site and nationally hospital sites were expected to be non-smoking. He added that the Trust was unable to enforce non-smoking and decided to have smoking shelters in order to enable smokers to use a designated area to smoke. Mike Midgley, Public Governor, added that by banning smoking on site, the Trust would simply push the smoking problem elsewhere in the local community.

The Council of Governors noted the Public Governor feedback.

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CG/17/03/12 Stakeholder Governor Feedback

The Chairman asked the Stakeholder Governors present to inform the Council of Governors about any issues pertinent to the RUH.

Dr Andrew Girdher, Stakeholder Governor, Wiltshire CCG

- Wiltshire CCG was looking to move ultimately to an accountable care system as it was becoming increasingly evident that current systems weren't a sustainable way of working. The CCG was currently engaging with GPs in order to understand how an accountable care system could be established.

Cllr Vic Pritchard, Stakeholder Governor, BaNES Council

- The Council was currently looking to strengthen the Health & Wellbeing Boards and their system leadership role in order to build a more holistic approach that would enable a better delivery of packages to residents.
- Everything was on track for Virgin Care to take over the running of Community Services from 1st April.

Mark Humphriss, Stakeholder Governor, University Secretary

- No update.

The Council of Governors noted the update.

CG/17/03/13 Board Monitoring Group Update

Amanda Buss, Public Governor, presented the report which highlighted the recommended actions proposed by the Council of Governors Board Monitoring Group during the past 3 months. She highlighted the two actions she felt were most important:

- CoG should consider obtaining reassurance from Virgin Health in relation to procedures and timing for the movement of patients from RUH into community services
- The Board Monitoring Group were concerned that performance targets were being missed in relation to cancer. She suggested that the QWG should seek reassurance that these would come back into alignment.

Amanda Buss and Mike Welton, Public Governors, stated that the Board Monitoring Group was still made up of the two of them and encouraged other Governors to attend. The Chairman endorsed Amanda's suggestion and encouraged the Council of Governors to attend the Board of Directors Meeting. The Membership & Governance Manager confirmed that she circulated the dates of all Board meetings with the Governor Monthly Round-Up.

The Council of Governors noted the update.

CG/17/03/14 Working Group Actions arising out of feedback

The Chairman asked the Council of Governors if there were any concerns raised by members which should be passed to a working group to look at in more detail.

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The Council of Governors discussed the suggested recommendations and asked the Chair of the Quality Working Group to work with the Membership & Governance Manager to establish a way forward with the recommended actions.

**Action: Membership & Governance Manager
Chair, Quality Working Group**

The Chairman stated that assurance regarding cancer performance would be discussed at the next Board of Directors Meeting. He suggested that Amanda Buss, Public Governor could raise this at the next Quality Working Group if assurance was not addressed.

Action: Amanda Buss, Public Governor

The Chairman suggested that the Strategy & Business Planning and Membership and Outreach Working Groups could review the STP material that would be produced in order to help the Trust & Governors to communicate to members.

**Action: Strategy & Business Planning Working Group &
Membership and Outreach Working Group**

The Council of Governors identified no additional issues that should be passed to the working groups.

CG/17/03/15 Strategy & Business Planning Working Group Update Report

The Chair of the working group presented the report and stated that the method of seeking assurance from the most appropriate NED was working well.

The Council of Governors noted the update report.

CG/17/03/16 Quality Working Group Update Report

The Chair of the working group presented the report and highlighted:

- The Medicines to Go work stream was progressing well and the number of wards which dispensed TTA packs had been increased. She added that electronic prescribing would be rolled out later this year.
- The working group had discussed the proposed Quality Accounts priorities that the Trust had chosen for 2017/18 and endorsed them.
- The working group had been asked to select one local indicator to be audited as part of the annual process. The working group debated the two proposed items and had chosen the “2 week GP referral to first outpatient appointment” as the local indicator.

The Council of Governors noted the update report and agreed the 2 week GP referral to first outpatient appointment as the local indicator for audit as part of the Quality Accounts.

CG/17/03/17 Membership & Outreach Working Group Update Report

The Chair of the working group presented the report and highlighted:

- Julie Scriven, Staff Governor and Mike Midgley, Public Governor had confirmed that they would join the Membership and Outreach Working Group.
- The Membership & Governance Manager would be working with Wiltshire College students in order to produce a video promoting membership. It was suggested that the final videos could be played at the Council of Governor seminar in June.
- The Membership Office had achieved the Membership target for the year.
- The Working Group proposed that each Governor should recruit just 3 members per month which over the year would increase public membership by 756 members.

The Council of Governors:

- a) Approved the invitation for students to play their membership video at the June Seminar.
- b) Agreed to recruit at least 3 new members per month per Governor.

Action: Council of Governors

- c) Noted the update report.

CG/17/03/18 Governors as Observers – Assurance Committee Update

Amanda Buss, Public Governor, presented the update on her attendance at the Non Clinical Governance Committee meetings held on 14 November 2016 and 9th January 2017 and Joint Clinical/Non-Clinical Governance Committee meeting held on 14 November 2016. She highlighted:

- The observation was very useful and informative and provided an opportunity to see both NED's and Executives addressing key issues and risks for the Trust.
- The observation had enabled her to gain a greater understanding of the systems and processes that the Trust used.
- She had been reassured that risks were being identified and planning was generally in place to mitigate risks.

Nick Houlton, Public Governor, presented the update on his attendance at the Clinical Governance Committee meetings held on 28th November 2016 and 23rd January 2017.

He highlighted:

- The meetings were lively and informative; he had been made welcome and glad to see the NEDs and Executives at work in some detail that had not been observed before.
- He was generally reassured that risks were identified and robust procedures were in place where necessary.
- He had found the meetings interesting, but welcomed attendance from another Governor in order to ensure there were no contradictions between his understanding and the minutes of the meeting.

The Chairman agreed that Governors as Observers was working well from his perspective and agreed that this was something that should continue. The Chairman agreed to gather feedback on this matter from the Board of Directors.

Action: Chairman

The Council of Governors agreed that they were comfortable for Nick Houlton and Amanda Buss, Public Governors to continue observing on behalf of the CoG and agreed to contact the Membership and Governance Manager if they wished to observe a meeting.

The Council of Governors noted the update.

CG/17/03/19 Nursing Priorities

The Chairman welcomed Helen Blanchard, Director of Nursing and Midwifery and Lesley Jordan, Consultant Anaesthetist and Patient Safety Lead, to the meeting who presented on nursing and patient safety priorities and highlighted:

- The 5 Patient Safety Priorities included Falls, Pressure Ulcers, Clostridium Difficile, National Early Warning Score (NEWS), Sepsis, and Acute Kidney Injury.
- The 5 Executive sponsored projects included National Safety Standards for Invasive Procedures (NatSSIPS), the movement of patients, Pressure Ulcers, Emergency Department safety, and Insulin Safety.
- All patient safety priorities were presented within the monthly Board of Director reports, at the Trust’s Quality Board meeting and also at the Governor Quality Working Group.

Helen Rogers, Public Governor, sought clarity on the profile of patients who were having falls. The Director of Nursing and Midwifery confirmed that it was the older cohort of patients with comorbidities.

Nick Houlton, Public Governor, questioned why Senior Sisters were held to account regarding falls. The Director of Nursing and Midwifery stated that Senior Sister accountability was key to their role and they were held to account via the ward triangulation chart which included ward leadership which was critical.

Jane Shaw, Public Governor, questioned what proportion of inpatients needed to be screened for sepsis and whether this was a significant workload for staff. The Consultant Anaesthetist and Patient Safety Lead stated that sepsis was a significant piece of work which had an impact on staff workload and added that all patients whose NEWS score had changed needed to be monitored.

Mike Welton, Public Governor, questioned why the Trust had lapsed in its focus of pressure ulcers. The Director of Nursing and Midwifery stated that this was a result of sustainability as a large proportion of the work related to nurse education.

The Council of Governors noted the update.

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CG/17/03/20 Governor Areas of Interest

There were no items reported this quarter.

CG/17/03/21 Items for future work plan

The Chairman asked all Governors to think about future agenda items.

Action: All Governors

The Chairman asked the Council of Governors how they wanted to engage with the Stakeholder Governors ahead of Prof Julian Hughes first meeting in June. He stated that he would discuss this with the Chairs of the Working Groups and Lead Governor at their next meeting.

Action: Chairman

CG/17/03/22 Meeting Review

The Council of Governors felt that the meeting had run well.

The Chairman advised that had Cllr Keith Humphries, Stakeholder Governor, Wiltshire Council, been in attendance this would have been his last meeting. Keith would not be seeking re-election during the local elections in May. The Chairman thanked Keith for his contribution during his time as a Governor and for his contribution at the working groups.

The Chairman advised the Council of Governors that we would be entering into a period of Purdah for Council elections in the Mendip area of Somerset and Wiltshire. The Membership & Governance Manager confirmed that she would circulate guidance regarding purdah to the Governors.

Action: Membership & Governance Manager

The Chairman thanked Mark Humphriss, Stakeholder Governor, University of Bath, for all he had done on behalf of the University of Bath and the Council of Governors, particularly for his input into the Nominations and Remuneration Committee and valued contribution at meetings. He added that Professor Julian Hughes would join the Council of Governors from 1st April 2017 as the new University Stakeholder Governor formally representing the University of Bristol.

CG/17/03/23 Resolution into private meeting

The Chairman resolved that the Council of Governors would now meet in private due to the confidential nature of the business to be transacted. The following items were discussed in private:

- Appointment of a Non-Executive Director
- Chairman's Objectives

The meeting closed at 17:05

The next Council of Governors meeting is due to be held on 8th June 2017.

SignedDate

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