

**Minutes of the Public Meeting of the Council of Governors of the
Royal United Hospitals Bath NHS Foundation Trust
Tuesday 5th September 2017
RUH Boardroom, Oasis Centre, RUH**

Present:

Brian Stables, Chairman		
Public Governors	Staff Governors	Stakeholder Governors
Bill Aiken Amanda Buss Chris Callow James Colquhoun Nick Houlton Anne Martin Mike Midgley Jane Shaw Jan Taylor Michael Welton	Shaun Lomax Julie Scriven	Andrew Girdher Julian Hughes Ian Orpen Vic Pritchard

In attendance:

Xavier Bell, Board of Directors' Secretary
 Jocelyn Foster, Commercial Director *(item 21 only)*
 Joanna Hole, Senior Independent Director *(from 11:10)*
 Moira Brennan, Non-Executive Director
 Roxy Poultney, Membership & Governance Manager
 James Scott, Chief Executive
 Michelle Hopton, Senior Manager, Deloitte *(item 7 only)*
 Gus Myer, Senior Auditor & Partner, Deloitte *(item 7 only)*

CG/17/06/01 Chairman's Welcome and Apologies

The Chairman welcomed Michelle Hopton, Senior Manager, Deloitte and Gus Myer, Senior Auditor & Partner, Deloitte to the meeting. It was agreed that item 7 would be taken first on the agenda.

The Chairman noted that apologies had been received from:

Public Governors	Staff Governors	Stakeholder Governors	Non-Executive Directors
Helen Rogers	Dave Chodkiewicz Hassan El-Wakeel Phill Lunt	None	Jeremy Boss Jane Scadding Nigel Sullivan

CG/17/09/02 Declarations of Interest in items on the agenda

There were no declarations of interest noted.

CG/17/09/03 Minutes of the Council of Governors Meeting held on 8 June 2017

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

CG/17/09/04 Action List and Matters Arising

All action updates were agreed as presented, the following items were discussed:
CG131 – The STP had not progressed since the last meeting, but it was hoped that material would be produced post October. Action to remain open.

CG132 – It was disappointing to learn that Governors had only recruited 19 members to date (out of a possible 216 had all Governors completed the action). The Council of Governors agreed to leave this action open.

CG137 – It was agreed that the Council of Governors would receive an update on Research and Development at the Trust at their meeting in June 2018.

CG/17/09/05 Chief Executive’s Update Report

The Chief Executive presented the update report and highlighted:

- 4 hour performance remained below the national standard of 95% (94.2% in July – although performance was better than other Trust’s nationally). 4 hour performance continued to be the highest operational performance risk for the Trust. A detailed improvement plan had been developed, a system wide improvement plan was also required to be led and monitored by the A&E Delivery Board in recognition that all partners played a role in improving patient flow.
- C difficile performance to July was 8 cases (worst case) or 7 cases (best case). There was still work to be done, but performance was improving showing progress on this fundamental issue.
- Roll-Out of the Electronic Patient Record (EPR) would take place in November with the Trust deploying three new systems at the same time. The following additional functionality would be added into the Trust EPR (Cerner Millennium) in November 2017:
 - Electronic Prescribing & Medications administration (EPMA);
 - Emergency Department – full replacement of Patient First with Millennium version (FirstNet);
 - Requesting & endorsing radiology & Pathology in Millennium (Order Comms).
- The current proposal was to implement the roll-out over a two week go-live period. During the implementation, 4 hour performance could deteriorate and some Trusts who followed a similar implementation had significant deterioration which lasted a month. He added that there was a small clinical risk, but the performance risk was significant.
- The final planning approval for the RNHRD and Therapies Centre had been approved and building works would begin in October.
- The Trust had exchanged contracts on sale of the RNHRD building as Bath and North East Somerset Council had turned down the application submitted by the

Bath Preservation Trust to have the building listed as an 'Asset of Community Value'.

- Claire Buchanan, Director of Human Resources, would be leaving the Trust at the end of September as she had been appointed as Director of Human Resources at the University of Bristol.
- Sarah Truelove, Director of Finance & Deputy Chief Executive would be leaving the Trust in January to take on the role of Chief Financial Officer and Deputy Chief Executive for the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Groups.

The Chief Executive invited all Governors to the Atrium after the meeting as Parking Eye were demonstrating the new, easy to use parking machines which would notify the driver of the payment due. The Chief Executive confirmed that he had been to see the machines which were better than what was currently in place.

The Council of Governors noted the update report.

CG/17/09/06 Sustainability and Transformation Plan (STP) Update

The Chief Executive provided a verbal update on the BaNES, Swindon and Wiltshire Sustainability and Transformation Plan and highlighted:

- He had stepped down from Senior Responsible Officer post and the Programme Director had stood down at the same time.
- The BSW STP was expected to interview for a permanent Senior Responsible Officer at the end of September. Bidgid Musselwhite had been appointed as the new Programme Director and was based at St Martins Hospital.
- The STP had not progressed during the past few months, but more was expected to happen after mid-September.
- The Trust was still leading on the Estates work stream.
- The team were looking at governance arrangements regarding the engagement of Chairs, NEDs and Governors and there would be a strategy refresh taking place on 15 September in order to identify priorities going forward.
- In July NHSE produced a league table of STPs – the BSW STP was in advanced category.
- Somerset STP had invited the Commercial Director to participate in stakeholder meetings but the initial meeting had been postponed to November.

Amanda Buss, Public Governor questioned whether it would be difficult to develop the Trust's Strategy when the STP programme had been delayed. The Chief Executive stated that the Strategy belonged to the RUH and was an important piece of work. He added that it did not rely on the STP, but the Trust was engaging with the wider community.

James Colquhoun, Public Governor questioned whether the Government would be ensuring that the STP agenda progressed. The Chief Executive stated that the 'coalition of the willing' was being turned into an opportunity to ensure partners worked closer together. He added that future capital income would come from STPs which meant that

the Trust would need a sensible capital plan as money would be given to those with the “best” plan.

Bill Aiken, Public Governor questioned whether it was the right time for the Trust to look at back office solutions internally, as these would also be considered as part of STP. The Chief Executive stated that it was better for the Trust to continue with system leadership to develop a solution.

The Council of Governors noted the update.

CG/17/09/07 The Annual Audit Letter

Michelle Hopton, and Gus Myer, presented the report and highlighted:

- The report was prepared for the Governors to detail the work undertaken on the Trust’s annual report and accounts for 2016-17.
- The report included the opinion on the accounts, the approach taken to review the accounts, and the assessment of risk within the Trust.
- Deloitte had provided an unqualified audit opinion on value for money and the annual accounts.
- Based on the current status of audit work, a clean quality report opinion had been issued.
- The Trust reported an overall surplus for the year of £4.4m, including STF income of £10.2m. The Trust exceeded their planned control total of £0.9m (excluding £8.8m of STF income), achieving £1.6m on a like for like basis. This was a very strong performance nationally.
- The Trust has a Single Oversight Framework segmentation of 1 which was an improvement against the planned position of 2. It was not currently subject to any regulatory action from either NHSI or the Care Quality Commission (CQC).

Amanda Buss, Public Governor stated that a large proportion of non-recoverable income came from patients/organisations outside the area. She questioned whether there was a national system which would help when recovering costs. The Senior Auditor & Partner stated that it was not uncommon for organisations to dispute invoices, particularly at year end. He added that the Trust had a good track record of ensuring that the correct income was received and acknowledged that at the time of producing the annual accounts it did not look like a strong position.

Andrew Girdher, Stakeholder Governor, Wiltshire CCG questioned whether there were any particular nuances which showed why the RUH had performed so well financially this year. The Senior Auditor & Partner confirmed that the Trust had worked hard with commissioners despite the number of increasing disputes which is a key driver. The second factor focuses on the delivery of the Trust’s QIPP programme.

The Chairman thanked the team from Deloitte for the presentation. The Council of Governors noted the update.

Author: Roxy Poultney, Membership & Governance Manager	Date: 10 October 2017
Document Approved by: Brian Stables, Chairman	Version: 1.1
Agenda Item: 3	Page 4 of 12

CG/17/09/08 Process for Governors to sit on working groups

The Chairman presented the report and highlighted:

- At the Council of Governors meeting in September 2016, the Council of Governors approved a draft procedure that had been modified to suit the needs of the RUH Council of Governors in enabling new Governors to become members of the established Committee and Working Groups.
- As the Trust was now conducting its second constituency wide election, the Council of Governors were required to agree the process/procedure for managing the allocation of committee and working group membership and suggest any improvements that could be made for future application.

There were no suggested improvements; the Council of Governors approved the current arrangement.

CG/17/09/09 ITEM WITHDRAWN

The Chairman stated that the Council of Governors Annual Report had been removed from the agenda as the Membership & Governance Manager’s workload had not enabled her to complete this item on time. He added that the report would be circulated to the Council of Governors via email as soon as possible prior to the AGM for approval.

The Chairman asked all Governors to confirm their attendance at the AGM to the Membership & Governance Manager.

Action: Council of Governors

CG/17/09/10 Staff Governor Feedback

Shaun Lomax, Staff Governor presented the report on behalf of all Staff Governors. He highlighted:

- Staff Governors had attended very few team meetings during the last quarter.
- The Staff Governors would be based outside the Lansdown Restaurant during the Election period to meet with staff in order to encourage them to vote during the election.
- Shaun Lomax would be re-standing in the election, but Phill Lunt and Hassan El-Wakeel would be stepping down at the end of their terms. The Staff Governors thanked them for their service to this Council.
- Dave Chodkiewicz was on paternity leave until January 2018.
- Feedback had been received from different sources regarding the on-site accommodation offered to employees, including locum doctors. The concerns related to the cleanliness of the living spaces which could make the RUH a less attractive place to work for temporary staff.

The Chief Executive stated that he was aware the concerns regarding staff accommodation and added that the Estates team had begun working with a third party to see if resource was available to make improvements.

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

Author: Roxy Poultney, Membership & Governance Manager	Date: 10 October 2017
Document Approved by: Brian Stables, Chairman	Version:1.1
Agenda Item: 3	Page 5 of 12

CG/17/09/11 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 apologised for the postponement of the Governor Constituency meetings scheduled for May as a result of purdah but added that they had now all been rearranged.

The Chairman invited the Governors who had attended other organisations AGMs to provide feedback, the following feedback was noted:

- Chris Callow and Jane Shaw, Public Governors had attended Wiltshire CCG’s AGM in Devizes. They stated that they were encouraged hearing the developments in community care services and the positive approach. Jane Shaw added that there was a lot to learn about Wiltshire wide developments.
- Amanda Buss, Public Governor had attended BaNES CCG’s AGM in Keynsham. She highlighted:
 - The event followed a similar format to the Trust’s AGM and it had been chaired by Ian Orpen.
 - They used a good system of taking questions on a computer screen which could be considered for use at the Trust’s AGM.
 - Ali Khavandi (an RUH Consultant) was in attendance and presented on “The Cardiologist’s Kitchen” which was well received.
 - Other presentations included updates from the CEO, Finance Officer, Chief Medical Officer and Virgin Health and Care. The presentations were focused heavily on measures being taken to address DTOCs which was presented in such a way that the CCG and Virgin claimed the Home First initiative as their own rather than giving the RUH credit. She added that there was a degree of “RUH bashing” which she felt was inappropriate and colleagues did little to defend the Trust in public arena.

Ian Orpen, Stakeholder Governor stated that Amanda had fed her concerns back to him after the meeting. He apologised on behalf of the CCG that Amanda felt that there had been considerable “RUH bashing” which was not the intention.

- Mike Welton, Public Governor had attended a meeting on how to engage the people of Somerset with the Somerset STP. He highlighted:
 - Somerset STP team were making a determined effort to engage with the public
 - The meeting was very well attended and was chaired by Pat Flaherty, Chief Executive of Somerset CCG whose role is to coordinate all the organisations involved with health and social care in Somerset to make the STP work.
 - He had put his name forward to be a member of the Acute work stream.

The Chairman questioned how often the People’s Panel would meet. Mike Welton, Public Governor confirmed that this had not been agreed at present. The Chairman stated that the Council of Governors would look forward to future feedback.

The Chairman stated that it had been a busy summer of constituency meetings. He asked the Governors who had hosted meetings to provide feedback:

Amanda Buss & Mike Midgley provided feedback following the City of Bath Constituency Meeting held on 15th June 2017:

- There had been a good turnout of approximately 50 attendees.
- Feedback regarding the presentations was good, but the Q&A went on for too long.
- One specific item of feedback to note was regarding the lack of information for support groups and counselling for cancer patients with young children.

Nick Houlton provided feedback following the North East Somerset Constituency meeting held on 21st June 2017:

- The meeting took place on the hottest day of the year in a venue with no air conditioning which was unfortunate.
- There had been a good turnout of approximately 25 members.
- Feedback regarding the presentations was good and the focus was about keeping people fit and healthy (and out of hospital).
- The next meeting was taking place on 13th September and would focus on food and nutrition.

Jane Shaw and James Colquhoun provided feedback following the South Wiltshire Constituency meeting held on 27th June 2017:

- The meeting was well attended and was well received by all in attendance.
- The focus of the meeting was dementia care and living well with dementia.
- The Q&A and discussion section of the meeting was very good as the audience was made up of a number of key people from the community who could offer advice and also talk about their own organisations.
- The final South Wiltshire meeting for 2017 was scheduled for next week.

Mike Welton and Anne Martin provided feedback following the Mendip Constituency meeting held on 29th June 2017:

- The meeting was well attended with approximately 30 attendees.
- There were several RNHRD patients in the audience who appreciated the Chief Executives presentation which focused on the RNHRD and Therapies Centre and service relocations.
- Regitse Lewis, Joint Clinical Lead Home First also attended the meeting to provide an update on the Home First initiative which was really well received.

The Council of Governors noted the Public Governor feedback.

CG/17/09/12 Stakeholder Governor Feedback

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

Dr Ian Orpen, Stakeholder Governor, BaNES CCG

- The CCG were working on a 3 year transformation programme and had key milestones coming up including:
 - A single IT portal which would enable GPs to have a better look at patient records. This portal was on track to be implemented next year.
 - A single point of access – Care Coordination Centre which would look to coordinate care for patients.

Prof Julian Hughes, Stakeholder Governor, University of Bristol

- Bristol University had recently relaunched Bristol Medical School which would be changing how they taught medical students (case based learning).
- Relating directly to his role in Care of Older People at the RICE Centre, he added that whilst RICE did not provide clinical services to Wiltshire, they did take patients for research.

Andrew Girdher, Stakeholder Governor, Wiltshire CCG

- Consultant connect which was launched in May 2017 had received extremely positive feedback from GP Clinicians. As a result of the feedback, more specialties would be added as it was changing the way GPs worked.

Jan Taylor, Public Governor stated that Consultant Connect sounded like a brilliant scheme and questioned what impact the service had on ED referrals. Ian Orpen, Stakeholder Governor, BaNES CCG stated that the impact had been huge and there was good evidence to show it had reduced ED admissions and was why more specialties were being introduced.

Vic Pritchard, Stakeholder Governor, BaNES Council

- The Director for Integrated Health had advised that mental health provision would have a higher profile within the STP.
- Avon and Wiltshire Mental Health Partnership were looking at developing two centres of excellence for mental health with the intention of closing Hillview Lodge which was based on the RUH site. Although plans were in their infancy, the centres of excellence were likely to be based in Wiltshire and Swindon.

The Council of Governors noted the update.

CG/17/09/13 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.

The Chairman sought clarity on whether the feedback from the City of Bath constituency meeting regarding terminal cancer related to one person or a group of patients. Amanda Buss, Public Governor confirmed that she believed it related to just one patient.

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

CG/17/09/14 Strategy & Business Planning Working Group Update Report

Amanda Buss, Public Governor who had chaired the working group presented the report and highlighted:

- The working group requested that they receive an update on the Trust’s financial position in relation to the Trust’s delivery of the Business Plan as a standing item.
- The working groups draft annual report was attached at appendix one for approval.

The Council of Governors noted the update report and approved the working groups Annual Report.

CG/17/09/15 Quality Working Group Update Report

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

- The working group had reviewed their self-assessment and discussed the frequency and timing of the meetings. It was agreed that the frequency of meetings would not be increased, but they would trial moving the start of the meeting to 4pm.
- The working groups draft annual report was attached at appendix one for approval.

The Council of Governors noted the update report and approved the working groups Annual Report.

CG/17/09/16 Membership & Outreach Working Group Update Report

The Chairman presented the working groups update report as the Chair of the meeting had sent apologies. He highlighted:

- The working groups draft annual report was attached at appendix one for approval.
- The working group was seeking Council of Governor approval to use the following questions as part of the focus groups at the Annual Members Meeting:
 1. What changes have you seen at the RUH over the last five years?
 2. What would an outstanding RUH mean for you?
- The working group was seeking Council of Governor approval to use the questions for the Governor Focus Groups.

The Council of Governors noted the update report and approved the working groups Annual Report and questions for use at the AMM.

CG/17/09/17 Board Monitoring Group Update Reports

Amanda Buss, Public Governor presented the report and highlighted:

- If re-elected she would ensure that the report was less repetitive in the future.
- The Board Assurance Framework should be presented to Governors as part of a seminar in order for Governors to understand the major risks that related to the Trust.
- Governors should request criteria for a NIST (Nursing Intensive Support Team) referral.

The Chairman confirmed that NIST was included in the monthly Quality Board of Directors Report.

The Council of Governors noted the update report.

CG/17/09/18 Governors as Observers – Assurance Committee Update

The Council of Governors noted the report.

CG/17/09/19 Working Group Actions Arising Out of Update Reports

The Chairman asked the Council of Governors whether there were any working group actions arising from the reports presented. It was agreed that there were no further recommendation other than those already agreed.

CG/17/09/20 Lead Governors Update Report

Chris Callow, Lead Governor provided a verbal update and highlighted:

- He had recorded a radio interview for the hospital radio which promoted membership and the role of a Governor.
- He had participated in atrium recruitment with the Membership Team and had personally recruited 12 new members. He encouraged all Governors to take part and spend 30 minutes talking to patients and visitors in the Atrium about membership and their experiences.
- He extended his thanks to Governors who regularly attend the Board of Directors meeting.
- Membership information would be included within the free Devizes newspaper which would be distributed to over 7000 households. He added that Bishops Canning Parish Council had distributed the same information earlier in the year and he encouraged all Governors to contact their local colleagues to see whether they could include similar information within their constituencies.

The Council of Governors noted the update.

CG/17/09/21 Commercial Update

The Chairman welcomed Jocelyn Foster, Commercial Director to the meeting. She presented the update and highlighted:

- An overview of key commercial and major development projects which had taken place over the last 12 months.

- The Trust had bid in a tender to run Bath Urgent Care Centre based within the RUH Emergency Department which was currently run by BaNES Doctors Urgent Care (BDUC). The Trust had been chosen in a partnership (as the lead bidder) with BEMS+, the BaNES GP Federation as the preferred provider.
- There was lots of work to do regarding Private Patients and a Private and Overseas Patient Manager had been appointed. The Private Patient and Top Up Patient Policies had been updated.
- If the Trust increased its private patient income by 5%, Governors would be required to approve this.
- The Trust's current strategic plan was out of time and no longer fit for context, so a new strategic plan for 2018 – 2021 would be created. Work had begun, with a view to finalising the draft plan by November 2017. Updates would be taken to the Governor Strategy & Business Planning Working Group.
- The Trust would be engaging with patients, staff, public members, partners and other stakeholders.

Nick Houlton, Public Governor sought clarity on the requirement for Governors to approve an increase in private patient income. The Chairman stated that he would look into this and confirm via email after the meeting.

Action: Chairman

Mike Welton, Public Governor questioned where the Trust could expand its private patient work. The Commercial Director stated that any additional private patient work would not impact on NHS patients. She added that departments, particularly those with large pieces of equipment may want to work out of hours to provide services. Ian Orpen, Stakeholder Governor stated that patients often preferred this as a choice of treatment as it meant that they could be treated locally much quicker.

The Council of Governors noted the update.

CG/17/09/22 CCG's to present on how they are addressing DTOCs

Ian Orpen and Andrew Girdher, Stakeholder Governors delivered separate presentations focusing on how the CCGs were addressing DTOCs.

Mike Midgley, Public Governor stated that he had read in a newspaper article that the Government were relying on a reduction in DTOCs to free up beds and questioned whether this suggestion was optimistic. Ian Orpen, Stakeholder Governor stated that whilst demand fluctuated, this was a very optimistic suggestion.

Amanda Buss, Public Governor questioned how much it cost the Trust per patient per DTOC. Ian Orpen, Stakeholder Governor stated that it was very expensive but it was a complicated cost to calculate as it was dependent on how long the patient's spell was. He added that it was not the money that was the issue, but the concern was for the amount of time the patient was staying in hospital.

Amanda Buss, Public Governor stated that she could not see how DTOCs could be sustainable until the STP took more of a lead. Ian Orpen, Stakeholder Governor stated that STP was not the answer, but Accountable Care Organisations should help. Andrew Girdher, Stakeholder Governor stated that although STP may be a driver for change, shared learning across all organisations was key. The Chairman added that NHSE was now publicising best practice and system shared learning.

Jan Taylor, Public Governor stated that often delays were encountered at the care homes who insist that they need to undertake their own assessment, which often takes up to a week to complete. Andrew Girdher Stakeholder Governor stated that this was an issue everywhere and highlighted that the Home First initiative would be looking at ways in which one assessor could lead on assessments in order to speed up the process.

The Chairman thanked Ian Orpen and Andrew Girdher for their presentations. The Council of Governors noted the update.

CG/17/09/23 Items for future work plan

The Council of Governors noted the future work plan.

CG/17/09/24 Meeting Review

The Council of Governors felt that the meeting had run well and that there were no issues of concern.

The Chairman stated that nine members of the Council of Governors terms would be expiring on 31st October 2017. He extended his sincere thanks to Phill Lunt and Hassan El-Wakeel, Staff Governors and to Jane Shaw and Bill Aiken, Public Governors who would not be seeking re-election.

The Chairman advised that the deadline for receipt of all nominations was 5pm on 12th September. He wished all Governors who were standing for re-election good luck and confirmed that voting would run from 4th to the 24th October.

CG/17/09/25 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 meeting closed at 12:50

The next Council of Governors meeting is due to be held on 5th December 2017.

SignedDate

Author: Roxy Poultney, Membership & Governance Manager	Date: 10 October 2017
Document Approved by: Brian Stables, Chairman	Version:1.1
Agenda Item: 3	Page 12 of 12