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**COUNCIL OF GOVERNORS
MINUTES OF
MEETING HELD ON
16th MARCH 2016**

**BOARDROOM
EDUCATION CENTRE
ARROWE PARK HOSPITAL**

Present:

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| Michael Carr | Chairman |
| Paula Clare | Staff Governor |
| Mandy Duncan | Stakeholder Governor |
| Steve Evans | Public Governor |
| Paul Harris | Public Governor |
| Robert Howell | Public Governor |
| Eileen Hume | Public Governor |
| Evelyn Hurren | Public Governor |
| Sue Mitchell | Public Governor |
| Rosemary Morgan | Staff Governor |
| Norman Robinson | Staff Governor |
| Carol Skillen | Staff Governor |
| Len Smith | Public Governor |
| Angela Tindall | Public Governor |
| George Wadham | Public Governor |

In attendance:

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| Cathy Bond | Senior Independent Director |
| Mike Coupe | Director of Strategy |
| Andrea Hodgson | Non-Executive Director |
| Graham Hollick | Non-Executive Director |
| Gareth Lawrence | Acting Director of Finance |
| Evan Moore | Medical Director |
| John Sullivan | Non-Executive Director |
| Carole Self | Director of Corporate Affairs |
| Julie Adley-Sweeney | Membership Manager |
| James Mawrey | Director of Workforce |
| Chris Oliver | Interim Director of Operations |
| Stephen Nixon | Grant Thornton |
| Karen Murray | Grant Thornton |

Foundation Trust Members:

John Davies
Barbara Kerr

Apologies:

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| Fleur Flanagan | Public Governor |
| Derek Hampson | Public Governor |
| Fadil Hannan | Stakeholder Governor |
| Kathy Hodson | Stakeholder Governor |
| Rohit Warikoo | Public Governor |
| David Allison | Chief Executive |
| Mark Blakeman | Director of Infrastructure & Informatics |
| Gaynor Westray | Director of Nursing and Midwifery |
| Cathy Maddaford | Non-Executive Director |
| Jean Quinn | Non-Executive Director |

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| CoG 15- 16/065 | <p>Apologies for Absence</p> <p>Apologies were noted as above.</p> |
| CoG 15- 16/066 | <p>Declarations of Interest</p> <p>There were no interests declared</p> |
| CoG 15- 16/067 | <p>Minutes of the Previous Meeting</p> <p>The minutes of the previous meeting held on the 9th December 2015 were approved as an accurate record.</p> |
| CoG 15- 16/ 068 | <p>Matters Arising</p> <p>The Chairman raised the following:</p> <p>Minute 15 – 16/050 – Matters Arising</p> <p>The Council was advised that an appointment had been made to the role of Chief Operating Officer and that Mrs Janelle Holmes would take up her new role on 1st April 2016.</p> |
| CoG 15- 16/ 069 | <p>Chairman's Business</p> <p>The Council was advised that the Trust had taken part in the Patient Experience Network National Awards (PENNA) and had been short listed in five categories and had won two awards.</p> <p>The first was for the Trust's work on the Listening into Action (LiA) initiative and the second was awarded to Mr Mark McKenna, Interim Head of Patient Experience who won the Patient Experience Professional of the Year. The CoG extended its thanks to the teams involved.</p> <p>The Chairman updated the Council on a recent Diabetic Consultant appointment, Dr Srnivas-Shankas.</p> <p>The Chairman advised the Council of the upcoming dates for Junior Doctors industrial action for April and assured the Council that the Trust would endeavour to minimise the impact upon patient care.</p> <p>The Council was provided with a copy of the feedback letter from Monitor which detailed their analysis of the Trust's Q3 submissions. The Council was informed that the Trust had a Financial sustainability risk rating of 2 and a Governance rating of Red.</p> <p>The Council noted the formal feedback letter.</p> |
| Governance | |
| CoG 15- | Care Quality Inspection Programme |

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| 16/ 070 | The Chairman provided an insight into the newly established internal Care Quality Inspection Programme. This would replace the previous Board Walkabouts with a newly devised structure based upon the mock inspections previously undertaken by the Trust. Training was to be provided prior to the inspections, with the first session being held on 13th April. The Chairman encouraged Governors to join the inspection teams. |
| CoG 15- 16/ 071 | <p>Grant Thornton - Introduction</p> <p>Mrs Karen Murray and Mr Stephen Nixon provided a presentation on the role of an auditor and how they intended to support the Trust. The Council was advised of the responsibilities and principles required to undertake this in accordance with the code of practice issued by the National Audit Office (NAO) in April 2015. The Council was provided with the timetable of reporting and an overview of the procedure required in preparing the audit report on the content of the Quality Report.</p> |
| CoG 15- 16/ 072 | <p>Quality Accounts – Determination of Local Indicators</p> <p>The Medical Director presented a report on the Quality Account, including progress during this year and priorities for next year. The Council was informed of the three main priorities in 2015/16, these being: Patient Experience; Clinical Effectiveness and Safety. Each of these priorities having a number of areas and targets within them as follows:</p> <p>Dementia Care:</p> <ul style="list-style-type: none"> • Training provided to approximately 1800 clinical staff and partners such as nursing homes. • Launch of Dementia Strategy. • 85% of dementia patients have completed a “This is Me” booklet, signed by their carer. <p>Eating and Drinking:</p> <ul style="list-style-type: none"> • Initiatives established such as, snack packs; ward nutrition boards; flexible visiting and mealtime co-ordination. • Spot audit in January provided good results. <p>Pressure Ulcers:</p> <ul style="list-style-type: none"> • Although the Trust will not be able to meet its target in Q3, January and February had seen improvement in the number of pressure ulcers at grade 2. • New tissue viability nurse and assistant posts created. • Purchasing of new profile beds • New Pressure Ulcer Prevention Policy currently being drafted. <p>Missed Medications:</p> <ul style="list-style-type: none"> • Addition of critical medicines to ward stock lists where necessary and appropriate. • Nursing Millennium Ambassadors to support colleagues in using the system correctly <p>Mortality:</p> <ul style="list-style-type: none"> • Initiatives such as Advancing Quality, seven day specialist review and a new framework for mortality reviews are helping to drive improvement. • HSMR continuing to reduce month-by-month and better than the National average • Mortality for patients admitted at weekends, now not statistically higher than those admitted during the week. <p>Readmissions:</p> |

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| | <ul style="list-style-type: none"> • A redesigned audit tool to improve the quality of data for whether readmissions were unavoidable. • Earlier intervention in the last year of life such as, Community Geriatrics working with nursing homes and emergency healthcare plans and advanced directives. <p>The Medical Director advised the Council of possible new priorities for next year and the continuation of some existing priorities which had not yet been achieved.</p> <p>The Council was advised that the priorities mortality and dementia care would be discontinued and replaced with End of Life Care and the SAFER bundle to improve patient flow.</p> <p>The Council was informed of the two key areas for External Audit, these being Referral to Treatment (RTT) and A&E 4 hour standard which would be in addition to a local performance indicator chosen by the Council.</p> <p>The Council selected the Malnutrition Universal Screening Tool (MUST) as their local indicator.</p> |
| CoG 15- 16/ 073 | <p>CQC Inspection Report</p> <p>The Council was provided with the full Care Quality Commission Report of the inspection which took place in September 2015.</p> <p>The Medical Director also presented an overview of the inspection, informing the Council of the overall rating of "Requires improvement". He provided an insight in to the methodology used, to rate the Trust and each of the areas identified.</p> <p>The Council was advised of each of the five categories which the inspection was based upon and then were each service had been rated.</p> |
| Performance | |
| CoG 15- 16/ 074 | <p>Report from Governor workshop</p> <p>A report was provided by the Lead Governor regarding the workshop which took place on the 17th February 2016.</p> <p>He reported that this had been delivered in two distinct sections. The first of these was a presentation by Senior Nurse, Debbie Mills who provided an overview of the work undertaken within the Cardiovascular Diagnostic Services.</p> <p>This was followed by a visit to the department and a question and answer session.</p> <p>The second section of the workshop was a joint Board session. The Director of Corporate Affairs provided information on the structure of the NHS as previously requested.</p> <p>Governors were asked to provide feedback regarding their development and induction training, along with their opinions concerning future workshops and pre- CoG meetings.</p> <p>Louise Taylor, CQC Compliance Manager provided a presentation on the internal Care Quality Inspection Programme, which the Trust had undertaken in preparation for the CQC visit in September 2015. The Trust was keen for this style of inspection to become a regular occurrence, replacing the previous Board Walkabouts.</p> |

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| <p>CoG 15- 16/ 075</p> | <p>Trust Performance</p> <p>The Council received a presentation from the Acting Director of Finance on behalf of the Chief Executive. He provided information on the Trust's performance in relation to key targets. In areas where the Trust was failing a target, further narrative and information was provided in terms of action being taken.</p> <p>The Acting Director of Finance informed the Council that with regard to cancer targets they had all been met and remained green. The A&E 4 hour standard and Never Events remained red with A&E reaching 81.70% against a target of 95% and the Trust reported 3 Never Events against a tolerance of zero. The Council was advised of a more detailed analysis of A&E showing activity levels including both self - presenting attendances and ambulance arrivals.</p> <p>The Council was advised that the Trust trajectory for 2015/16 was 29 avoidable toxin positive C.Difficile infections and as at January 2016 it had seen 35. The Trust was awaiting confirmation from NHS England re the trajectory for 2016/17.</p> <p>All key actions which had been identified in the plan submitted to Monitor were now completed, such as:</p> <ul style="list-style-type: none"> • A robust HPV programme • Daily side room review • Weekly C. diff report to senior management • Post infection review to include presentation to Director of Infection Prevention & Control <p>The result being that the Trust had not reported any avoidable C. diff cases since January.</p> <p>The Council received information regarding RTT high level actions undertaken including:</p> <ul style="list-style-type: none"> • A Deep-dive review into the RTT process • Weekly activity meetings now include RTT assurance • Refocus from validation to pathway management and activity delivery with additional resource within outpatient clinics <p>The Acting Director of Finance was pleased to report that Patient Satisfaction in Friends and Family In-Patients Test remained green with 993 respondents having taken part in January 2016.</p> <p>The staff survey 2015 had shown significant improvements and the Staff Engagement score was the highest in the last 7 years.</p> <p>The Council was provided with an overview of the Trust's strategic objective to achieve financial, commercial and operational excellence and advised that the Trust's cash position remained above plan.</p> <p>The Council was assured that with regard to the junior doctor strike, the Trust had taken a pragmatic safety based approach to minimise impact.</p> |
| <p>CoG 15- 16/ 076</p> | <p>Finance Business Performance and Assurance Committee Report</p> <p>Mr Graham Hollick, Chair of the Finance, Business Performance and Assurance Committee presented a report to the Council on the work of the Committee. He provided an overview of the purpose and structure of the Committee, in providing assurance to</p> |

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| | <p>the Board of Directors for the financial and operational performance of the Trust.</p> <p>The Council was advised of a number of aspects undertaken within the work of the Committee, such as:</p> <p>Delivery of the financial plan; ratifying and reviewing policies for effective management of finance and performance; reviewing business cases where appropriate.</p> <p>The Council was provided with further information regarding the Trust's financial performance for 2015/16 and an insight into its current position. This included a forecast deficit of £15m with a CIP program of £13m. The previous three year period had seen the Trust deliver a CIP in excess of £30 m worth of savings.</p> |
| <p>CoG 15- 16/ 077</p> | <p>Board of Directors' Meeting Minutes 27th January 2016</p> <p>The Council received the minutes of the above meeting.</p> |
| <p>CoG 15- 16/ 078</p> | <p>Board of Directors' Meeting 24th February 2016, Update</p> <p>The Chairman provided a verbal update from the most recent Board of Directors' Meeting this included a report from the quarterly meeting with Monitor, a review of C.diff and CIP for 2015/16, a portion of which was recurrent and had not been achieved for 2016/17.</p> |
| <p>Strategy & Development</p> | |
| <p>CoG 15- 16/ 079</p> | <p>Sustainability and Transformation Plan</p> <p>The Director of Strategy provided a presentation on the delivery of the 5 Year Forward View 2016-2021. He explained the various planning outputs contained in this such as; Strategic Recovery plan / WUTH 2020; Operational Plan 2016/17 and Sustainability Plan 2016/2021.</p> <p>He highlighted a number of challenges to overcome in order to improve health and wellbeing, quality and development of new models of care and improving efficiency to achieve financial balance.</p> <p>The Council was provided with information surrounding Healthy Wirral and the benefits of integrated care. It was advised of the need to redesign care pathways for an aging population with more complex needs and a greater demand for critical care.</p> |
| <p>Membership and Engagement</p> | |

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| CoG 15- 16/ 080 | <p>The Public Perception of Arrowe Park Hospital</p> <p>Mrs Barbara Kerr, a Trust Ambassador and a long standing member of the Membership and Engagement Committee provided the Council with feedback on the activities that she had undertaken. She had attended a number of meetings held by community groups across Wirral, encouraging people to take an interest in the hospital and its services in a positive way. She also provided the Council with examples of the type of questions most frequently asked by the public.</p> <p>Mrs Kerr's work led to a significant number of attendees becoming members of the Trust.</p> |
| Standing Items | |
| CoG 15- 16/ 081 | <p>Annual Plan Advisory Committee (APAC) Minutes</p> <p>The Council noted the minutes and the work of the Annual Plan Advisory Committee.</p> |
| CoG 15- 16/ 082 | <p>Any Other Business</p> <p>The Chairman informed the Council that this would be the final meeting for Mr Gareth Lawrence as Acting Director of Finance and thanked him for his input at Council Meetings.</p> <p>The Chairman thanked the Council and members of the public for their attendance and closed the meeting.</p> |
| CoG 15- 16/ 083 | <p>Date and Time of Next Meeting</p> <p>Wednesday 15th June 2016 at 4.00pm.</p> |

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Chairman

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Date