

Council of Governors – Public Session

Minutes of the meeting held on Wednesday 14th March 2018 from 14:30-15:30, in Lecture Theatre 1 Education Centre, Princess Royal University Hospital

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| Ian Smith | Trust Chair |
| Elected: | |
| Paul Cosh | Patient Governor |
| Emmanuel Forche | Patient Governor |
| Rosemary Andrews | Bromley |
| Diana Coutts-Pauling | Bromley |
| Penny Dale | Bromley |
| David Jefferys | Bromley |
| Sam Waterson | Lambeth |
| Chris North | Lambeth |
| Barbara Goodhew | Lambeth |
| Alfred Ekellot | Lambeth |
| Victoria Silvester | Southwark |
| Jane Allberry | Southwark |
| Pam Cohen | Southwark |
| Stephanie Harris | Southwark |
| Kevin Labode | Staff Governor – Administration and Clerical |

Nominated/Partnership Organisations:

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| Phidelma Lisowska | Joint Staff Committee |
| Charlotte Hudson | South London & Maudsley NHS Foundation Trust |

In Attendance:

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| Dr Shelley Dolan | Chief Operating Officer & Chief Nurse |
| Alan Goldsman | Chief Financial Officer |
| Prof Julia Wendon | Medical Director |
| Dr Alix Pryde | Non-Executive Director |
| Faith Boardman | Non- Executive Director |
| Abigail Stapleton | Director of Strategy |
| Siobhan Coldwell | Trust secretary and Head of Corporate Governance |
| Sao Bui-Van | Director of Communications |
| Erik Nordkamp | Non-Executive Director |
| Jane Bond | Director of Capital, Estates & Facilities |
| Dawn Brodrick | Director of Workforce Development |
| Lisa Hollins | Director of Transformation and ICT |
| Dale Rustige | Corporate Governance Officer |
| Jane Badejoko | Assistant Board Secretary (Minutes) |

Apologies:

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|------------------------|--|
| Nick Moberly | Chief Executive |
| Sue Slipman | Deputy Trust Chair |
| Cllr Kieron Williams | Southwark Council |
| Heather Weir | Staff Governor – Nursing and Midwifery |
| Carole Olding | Staff Governor – Nursing and Midwifery |
| Craig Jacobs | Patient Governor |
| Fungisai Chirochangu | Patient Governor |
| Susan Wise | Lambeth |
| Prof Ghulam Mufti | Non-Executive Director |
| Derek St Clair Catrall | Patient Governor |
| Chris Stooke | Non- Executive Director |
| Prof Richard Trembath | Non-Executive Director |
| Prof Jonathan Cohen | Non-Executive Director |
| Dr Noel Baxter | Southwark Clinical Commissioning Group (CCG) |
| Dr Sandru Kheraj | Lambeth Clinical Commissioning Group (CCG) |

Prof Anne Marie Rafferty
Nicola Bates
Ashish Desai
Claire Saha

King's College London
Patient Governor
Staff Governor – Medical & Dentistry
Staff Governor - Allied & Health Professionals

| Item | Subject | Action |
|---------------|---|---------------|
| 018/01 | Welcome & Apologies Apologies received were noted. The Chair welcomed Charlotte Hudson the newly appointed South London and Maudsley NHS Foundation Trust representative, Roger Paffard stepped down from this role in February. | |
| 018/02 | Declarations of Interest There were no declarations of interest. | |
| 018/03 | Chair's Action There were no Chairs actions. | |
| 018/04 | Minutes of Previous Meeting The minutes of the meeting held on 14 December 2017 were approved. | |
| 018/05 | Matters Arising/Action Tracking There were no matters arising. The action tracker was noted. | |
| 018/06 | Reflection Session on Board of Directors Meeting The Governors reflected on the earlier Board meeting. The following points were discussed and noted: The Governors expressed disappointment that there were no clinical non-executive directors (NEDs) present on the day. The Council were informed that unfortunately it is a busy time for esteemed clinicians with a number of professional conferences taking place around this time. The Chair informed the Council that the Trust's financial position remained extremely challenging. This was further complicated by an under-resourced financial team which was feeling very stretched with the demand on its time. The PwC work on ascertaining the cause of the financial decline was ongoing and that they may need to expand the review beyond 2017/18 in order to be confident in the numbers. Regulators were supportive of the Trust at this time and the Financial Special Measures (FSM) regime was viewed as an opportunity to get things right by the Trust. The Council were informed that with regulator support the Trust will be employing short-term consultancy support to help strengthen the finance function but also to improve financial reporting and enhance the Trust's financial governance structures. | |

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The Trust was also looking to improve the quality of the activity data and accuracy of coding. Good quality data would serve as evidence in the Trust's efforts to secure payment for activity carried out from commissioners.

The Chair and NEDs were asked if they felt confident in the level of senior management resource available to steer the Trust during this difficult period. The Chair assured the Council that while there may be less senior managers available, there was sufficient skill and experience amongst the most senior team to address the needs around the financial recovery plan, which is currently in draft, and there would be substantive recruitment taking place shortly.

A Governor advised the Board to structure its agendas to allow a more focused discussions supported by reports with more analysis and key headlines. An example was that there was not enough discussion around Cancer waiting times at Board level. The Chief Operating Officer/Chief Nurse confirmed that the Cancer pathway was discussed in detail at a number of Board Sub Committee and Executive level meetings, such as the Quality Assurance and Research Committee (QARC), the Executive Quality Committee and Planning and Delivery Board where Divisional teams were held to account.

NEDs echoes Governors concerns and noted that they too would like more analytical reports with easy to access headlines.

The Chair thanked everyone for their input.

FOR REPORT

018/07 CQC Update

The Chief Operating Officer and Chief Nurse, Shelley Dolan, reported that results of the CQC inspection in September 2017 were published at the end of January 2018. The Trust was still identified as '*requiring improvement*' although the report found that many services had improved since the Trust was inspected in 2015.

The report identified a number of areas where improvements were needed. The Trust's Planning and Delivery Board would receive a copy of the action plan and maintain oversight of progress on it.

Governors indicated that they would like sight of the action plan with clear timelines once it was completed, a good forum for the plan would be the Patient Experience and Safety Committee (PESC).

The Chief Operating Officer and Chief Nurse reported that some of the findings on estates that required correction would be more challenging to put right as these would require financial expenditure and others were still under construction like the Critical Car Build.

Governors enquired if the Trust was aware when the next CQC inspection would likely take place, the Trust was not aware but suspected it would likely be the following year.

The Chief Operating Officer and Chief Nurse informed the Council that at the next CQC inspection the Trust will also be inspected on NHSI '*use of resource*'

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parameters which would be problematic for the Trust given its financial position.

018/08 Draft Quality Priorities and Indicators

The Chief Operating Officer and Chief Nurse informed the Council that the Trust is required to draft and consult on a Quality Accounts. This provided the public with the opportunity to scrutinise the Trust’s work and help shape its priorities. The current draft was presented as a progress update and to provide governors with the opportunity to give feedback. The final draft would be presented to the next PESC meeting.

Of the proposed quality priorities for next year, some were rolled forward from last year and other were long term. The new priorities for this year are: Patient safety -Falls prevention; Patient Outcomes – improving outcomes of people having a hip replacement and improving outcomes for people with heart failure.

The new priorities were selected in consultation with patients and the public during two events on both major sites in December 2017.

The Council of Governors selected the National Emergency Laparotomy Audit (NELA) indicator as the Governors choice for the coming year 2018/19.

018/09 Trust Wide Objectives

The Council of Governors noted the list of Objectives.

018/10 Carter Productivity work in Orthopaedics

The Chief Operating Officer and Chief Nurse, Shelley Dolan, reported that as part of the FSM regime, the Trust was given the opportunity to work with Lord Carter and Professor Tim Briggs. Their productivity initiative will be focused on Orthopaedics and Ophthalmology in the first instance with the potential to roll it out to other areas.

The programme of work was for 6 months, with a tight deadline, and managed on a daily bases by Chloe Cox (Divisional Director) and Leoni Penne (Medical Director both in Urgent, Planned Care and Allied Clinical Services Division).

The Council noted that this is an excellent opportunity to create an efficient elective service based out in Orpington. However they were concerned with the length of the programme and how that would affect the Clinical body in those services.

The Chief Operating Officer and Chief Nurse confirmed that this was a joint programme of work between clinicians and operational staff and all decisions were jointly agreed. The Clinical engagement in the programme was positive.

The Chairman confirmed that he was encouraged by the teamwork he had observed, he stated that it would be helpful to invite the leadership of the programme to present at a future meeting.

Shelly Dolan

The Council noted the report.

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| 018/11 | Financial Special Measures(FSM) Update | |
| | <p>The Interim Chief Financial Officer, Alan Goldsman, reported that the work on identifying the full scale of the financial position was ongoing. The Trust was also learning lessons from last year and carrying out a detailed bottom-up planning exercise for 2018/19.</p> <p>The Trust and NHSI were working closely together to on all financial aspects of the Trust's accounts.</p> <p>The Council noted the report.</p> | |
| | Feedback CoG Committees | |
| 018/12 | Membership and Community Engagement | |
| | <p>The Council received the Membership and Community Engagement report from the Committee Chair, Penny Dale.</p> <p>She reported that the Committee would focus on facilitating better engagement between Governors and their constituencies, but also to find a mechanism by which Staff Governors could engage with their constituency.</p> <p>The Council noted the report.</p> | |
| 018/13 | Patient Experience and Safety | |
| | <p>The Council received the Patient Experience and Safety Committee Report from Victoria Silvester.</p> <p>The PESC Chair commended Jessica Bush for her presentation of various reports on behalf of absent colleagues at the last meeting on 23 February.</p> <p>The Committee had a detailed discussion on the progress with the Outpatient transformation and stated that there were interested in receiving an overview of the Transformation Programme in outpatients and milestone achieved.</p> <p>The Council noted the report.</p> | |
| | FOR INFORMATION | |
| 018/14 | Sub- Committee – Confirmed Minutes | |
| | <ul style="list-style-type: none"> • Patient Experience and Safety • Membership and Community Engagement | |
| | <p>The Council NOTED the report.</p> | |
| 018/15 | Any Other Business | |
| | <p>Governors asked for documentation sent out to them to be kept in easy to open PDF format as some struggled with decrypting secure files containing the council papers.</p> | |

Item

Subject

Action

DATE OF NEXT MEETING

Council of Governors, 10th May 2018 (17:30-18:30) in Boardroom, Hambleden Wing, Denmark Hill