

AGENDA

Meeting	Public Council Of Governors
Time of meeting	18:00 – 19:30hrs
Date of meeting	Thursday 12th December 2019
Meeting Room	Ortus Centre, Grove Lane, London, SE5 8SN
Site	Denmark Hill

			Encl.	Lead	Time
1. Standing Items				Chair	18:00
1.1. Welcome and Apologies					
1.2. Declarations of Interest					
1.3. Chair's Action					
1.4. Minutes of Previous Meeting – 17 th October 2019	FA	Enc.			
1.5. Matters Arising / Action Tracker	FR	Enc.			
2. Integrated Heart Failure and Palliative Care Pilot Service	FD	Enc		Dr M Albarjas	18:05
3. Discussion of the Board Meeting and Papers	FD	Oral		Chair	18.25
• Finance					
• Performance					
4. Reducing Violence and Agression	FD	Oral		N Ranger	18.45
5. Nomination's Committee Report	FA	Enc		Chair	19.00
6. Governor Involvement & Engagement					19.10
6.1. Governor Engagement & Involvement Activities	FR	Oral		Jane Allberry	
6.2. Patient Experience & Safety Committee (PESC)	FR	Enc.		Victoria Silvester	
6.3. Membership & Community Engagement Committee (MCEC)	FR	Enc.		Penny Dale	
6.4. Governor Strategy Committee	FR	Enc.		Mr Ashish Desai	
7. For Information				Chair	19.25
7.1. Sub-Committee – Confirmed Minutes	FI	Enc.			
7.1.1. Patient Experience & Safety Committee	FI	Enc.			
7.1.2. Strategy Committee	FI	Enc.			
7.1.3. Membership & Community Engagement Committee	FI	Enc.			
8. Any Other Business				Chair	19.30
9. Date Of Next Meeting					

Key: *FE: For Endorsement; FA: For Approval; FR: For Report; FI: For Information*

Council of Governors Membership

Sir Hugh Taylor	Trust Chair
Elected: Jane Clark Diana Coutts-Pauling Penny Dale David Jefferys Alfred Ekelot Barbara Goodhew Marcus Ward Susan Wise Paul Cosh Emmanuel Forche Billie McPartlan Jane Allberry Hilary Entwistle Stephanie Harris Victoria Silvester Mr Ashish Desai Mick Dowling Kevin Labode Carol Olding Claire Wilson	Bromley Bromley Bromley Bromley Lambeth Lambeth Lambeth Lewisham Patient Patient Patient Southwark Southwark Southwark Southwark Staff – Medical & Dental Staff – Nurses & Midwives Staff – Administration, Clerical & Management Staff – Nurses and Midwives Staff - Allied Health Professionals, Scientific & Technical
Nominated/Partnership Organisations: Dr Dianne Aitken Cllr. Jim Dickson Cllr Robert Evans Charlotte Hudson Richard Leeming Phidelma Lisowska	Lambeth CCG Lambeth Council Bromley Council South London & Maudsley NHS Foundation Trust Southwark Council Joint Staff Committee
In attendance: Faith Boardman Prof Jonathan Cohen Prof Ghulam Mufti Sue Slipman Chris Stooke Prof Richard Trembath Prof Clive Kay Bernie Bluhm Beverley Bryant Dawn Brodrick Prof Nicola Ranger Prof Julia Wendon Dr Kate Langford Lorcan Woods Caroline White Sao Bui-Van Siobhan Coldwell Tara Knight Nina Martin	Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Chief Operating Officer Chief Digital Information Officer Chief People Officer Chief Nurse Chief Medical Officer – Clinical Strategy Chief Medical Officer – Professional Standards Chief Financial Officer Executive Director of Integrated Governance Director of Communications Trust Secretary and Head of Corporate Governance Corporate Governance Officer (Minutes) Assistant Board Secretary
Apologies: Kirsty Alexander	Patient Governor
Circulation to: Council of Governors and Board of Directors	



Council of Governors Meeting – Public Session

Minutes of the Council of Governors (Public Session) meeting held on
Thursday 17th October 2019 at 18:00hrs
Boardroom, Hambleton Wing, King's College Hospital, Denmark Hill

Chair:

Sir Hugh Taylor Trust Chair

Elected Governors:

Jane Clark	Bromley Governor
Penny Dale	Bromley Governor
David Jefferys	Bromley Governor
Barbara Goodhew	Lambeth Governor
Chris North	Lambeth Governor
Paul Cosh	Patient Governor
Emmanuel Forche	Patient Governor
Andrea Towers	Patient Governor
Jane Allberry	Southwark Governor
Pam Cohen	Southwark Governor
Stephanie Harris	Southwark Governor
Victoria Silvester	Southwark Governor
Ashish Desai	Staff Governor – Medical & Dental
Kevin Labode	Staff Governor – Administration and Clerical
Carole Olding	Staff Governor – Nursing and Midwifery
Claire Saha	Staff Governor – Allied Health Professionals

Nominated/Partnership Organisation Governors:

Dianne Aitken	Nominated/Partnership Governor – Lambeth CCG
Charlotte Hudson	South London & Maudsley NHS Foundation Trust
Phidelma Lisowska	Nominated/Partnership Governor – Joint Staff Committee

In Attendance:

Prof Jonathan Cohen	Non-Executive Director
Prof Ghulam Mufti	Non-Executive Director
Alix Pryde	Non-Executive Director
Chris Stooke	Non-Executive Director
Prof Richard Trembath	Non-Executive Director
Dr Clive Kay	Chief Executive Officer
Nicola Ranger	Chief Nurse
Julia Wendon	Chief Medical Officer (Clinical Strategy)
Rachel Williams	Deputy Chief Operating Officer
Lorcan Woods	Chief Financial Officer
Claire Culpin	Improvement Director
Siobhan Coldwell	Trust Secretary and Head of Corporate Governance
Tara Knight	Corporate Governance Officer (Minutes)
Jonathan Gooding	Deloitte - External Auditors
Julie Lowe	South East London STP Chief Operating Officer
Sonia Case	Observer – newly elected Patient Governor
Kirsty Alexander	Observer – newly elected Public Bromley Governor

Apologies:

Diana Coutts-Pauling	Public Bromley Governor
Alfred Ekellot	Public Lambeth Governor
Cllr Robert Evans	Bromley Council, Nominated Governor
Anne-Marie Rafferty	King's College London, Nominated Governor
Susan Wise	Public Lewisham Governor

Item	Subject	Action
19/26	<p>Welcome and Apologies</p> <p>Apologies for absence were noted.</p> <p>The Chair acknowledged that this was the final meeting for the following Governors:</p> <ul style="list-style-type: none"> • Pam Cohen • Chris North • Andrea Towers <p>The outgoing Governors were thanked for their work and contributions during their terms of office at the Trust.</p> <p>The Chair thanked all Governors who attended the Annual Members Meetings this year.</p>	
19/27	<p>Declarations of Interest</p> <p>No declarations of interests were made.</p>	
19/28	<p>Chair's Action</p> <p>There were no actions noted for the Chair.</p>	
19/29	<p>Minutes of the Previous Meeting</p> <p>The minutes of the last meeting held on 9th May 2019 were not reviewed.</p>	
19/30	<p>Matters Arising / Action Tracker</p> <p>This item was not discussed.</p>	
19/31	<p>OHSEL STP Response to the NHS Long Term Plan</p> <p>The Council received and noted the presentation from Julie Lowe on the STP response to the NHS Long Term Plan.</p> <p>Our Healthier South East London STP is a partnership of NHS Providers, Local Authorities and Clinical Commissioning Groups serving the boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark. The Council was informed that from April next year, the 6 CCGS were likely to merge to become one Commissioning Group.</p> <p>In January 2019, the NHS Long Term Plan was published, setting out expectations for the next 10 years. In response, OHSEL is preparing a delivery plan which should</p>	

Item	Subject	Action
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be:

- clinically led and locally owned
- financially balanced
- based on realistic workforce assumptions
- able to deliver the entirety of the Long Term Plan
- phased activity over 5 years based on local need

OHSEL is required to submit a final response to the targets outlined in the Long Term Plan in November. The full response will be published on the website.

There is a people plan to go alongside the Long Term Plan, which is yet to be published. There is currently a debate on affordability, training the workforce and how to plan ahead to offer sensible career paths.

Julie was asked to what extent the collective work could be integrated considering the CCGS, LAs and NHS Providers have very different approaches and economic resources. The Council was informed that decision making requires a specific approach to each component and narrow definitions of particular areas have been taken. A balanced view must be taken when considering whether something can be legitimately carried out within the borough boundaries.

The way in which delivery from collaborative work is held to account was also queried. One of the issues with integrated care systems is that they are not an actual legal entity. There is an agreement to work in partnership but plans are put in place to ensure that the work of the group is not jeopardised should any partner become unable to deliver.

The NHS is now increasingly working through integrated care systems. In light of this, the Chair suggested that we ought to have an annual joint Governors meeting across GSTT and Lewisham & Greenwich starting in the new year, every March.

SC

19/32	Report from the External Auditors	
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Jonathan Gooding of Deloitte (external auditors), presented the findings and recommendations from their review of the Trust's Quality Report for 2018/19. The following indicators were tested:

- A&E 4 hour waiting time
- 62 day cancer waiting time
- Mortality Index

Auditors found the report to be consistent with the set requirements in terms of content and indicated an improvement on last year's performance.

The external auditors also presented their report on the audit of the Financial Statements for 2018/19. Their opinion was that the financial statements gave a true and clear view on the Trust's income and expenditure and that the statements were prepared in accordance with requirements set out by NHSI.

The auditors made recommendations to improve the efficacy of the Trust's arrangements for its use of resources in identified areas. Improvements have already been made and there have been positive changes in the Finance Team.

Item	Subject	Action
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Overall, things were moving in the right direction but much work is still required. The size of the deficit remains the most significant risk.

19/33 Discussion of the Board Meeting & Papers

Performance

Rachel Williams, Deputy Chief Operating Officer, gave an overview of the Trust's performance in the following areas:

Diagnostics

The current system is not delivering results on the cancer pathway. This pathway has become more complex in terms of the scanning and tests. There are pressures on the Trust's sites in terms of diagnostic equipment and workforce. Working in a more networked way is one of the best solutions. There is a strong action plan in place across south east London for improving diagnostics within the cancer pathway.

There was concern about the Endoscopy Service at the PRUH. The CEO assured the Council that a plan is in place. Nationally, within this Service, there has been an increased demand and there is an issue of capacity in terms of staff and diagnostic equipment.

Emergency Care Standard

There have been a number of new initiatives which have not necessarily shown improvement in performance data. Questions were asked about how the new initiatives are evaluated. The council heard that performance trajectories have been built on some key assumptions and the impact is evaluated by looking at the correlation between any given initiative and the impact and moving the recovery plan to a continuous improvement approach based on key national best practice standards. The approach has been multi-professional, evidence based, looking at national best practice and then developing a practical recovery plan. The Trust will concentrate on listening to staff on the ground to establish best practice and ensure delivery of the plan by holding the relevant people to account.

There has been good work in reducing the number of 52 week waits particularly in specialty areas. Improvements have been made in terms of governance, management and Executive oversight.

It was noted that there was a significant number of 'on the day' theatre cancellations. Professor Wendon, Chief Medical Officer (Clinical Strategy), informed the Council that a deep dive had been completed and there were various reasons for the short notice cancellations. Some of these included a lack of beds, lack of staff to deliver on the day and new medical problems with the patient which made it unsafe to perform surgery.

19/34 Improving Emergency Care

- **PRUH**

Nicola Ranger, Chief Nurse, presented the report on improving services for patients in ED at the PRUH. The PRUH had received a poor report from CQC this year. To promote ownership, the improvement plans have been

Item	Subject	Action
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developed with front line staff to establish best practice.

The Council were informed that non clinical spaces in the resuscitation area are no longer used for patient care under any circumstances and that one of the Emergency Department consulting rooms has been transformed into a dedicated mental health room and is no longer used for any other purpose.

There remains a national problem in managing the care of mental health patients. Emergency Departments in the Trust are being used inappropriately, which has been raised at national level.

The Trust currently runs a joint acute care clinic with SLAM for known patients with psychiatric illness to help monitor and prevent the deterioration of physical health.

- **Denmark Hill**

Claire Culpin, Improvement Director, presented the Council with the report on improvement plans for the ED at Denmark Hill. Claire discussed the challenges in changing culture within the department. Again, the improvement plans are models developed and owned by the staff to help improve this area of practice.

The Ambulatory Medical Care Unit opened on the 1st July. Since then, over 1500 patients have been seen there. This Service has had a small impact on the 4 hour wait. 85% of patients are retrieved from A&E within 4 hours. Patients can be discharged overnight and given a next day appointment with the appropriate clinical team.

This week, as another alternative pathway to treatment in the ED, the Surgical Ambulatory Clinic was opened, which is currently a nurse led service as there is difficulty to staff the Service with doctors. Five patients have been seen since its opening.

Claire was reminded about a particular working area in the Emergency Department that nurses have repeatedly reported to be inappropriate. Nurses are concerned that their registration may be at risk, as they believe there is no privacy or dignity for the patients, and maintaining confidentiality is difficult as the working area is essentially in a corridor. Some of the nurses have said they no longer wish to work there due to their concerns with patient care and that there does not appear to be any oversight. In preparing rotas, it has been noted that 14 nurses will be leaving the department between now and the Christmas period. The issues outlined are some of the contributing factors.

The Chief Nurse informed the Council that this issue has been raised by medical and nursing staff and a listening event has taken place with the clinical staff that work in this area. Work has already begun with the Chief Operating Officer to find solutions.

19/35 **Governor Elections 2019: Election Results and Update**

The Trust Secretary gave an update on the recent Governor Election results. Announcements were made at the Annual Members Meetings, which took place on

Item	Subject	Action
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the 19th and 24th September.

The following announcements were made:

Patient Governors

- Dr Kirsty Alexander
- Mrs Billie McPartlan

Public: Bromley

- Dr David Jeffreys
- Mrs Sonia Case
- Dr Devendra Singh Banker
- Mr Tony McPartlan

Public: Lambeth

- Mr Marcus Ward

Public: Lewisham

- Mrs Susan Wise

Public: Southwark

- Dr Hilary Entwistle

Staff: Nursing & Midwifery (uncontested seat)

- Mr Mick Dowling

The terms of office for the Lambeth, Patient, Southwark and Staff Governors begin on 1st December. The Bromley and Lewisham Governors will begin their terms on 1st February. There will be a series of induction events for the new Governors.

GOVERNOR INVOLVEMENT AND ENGAGEMENT

19/36

1. Governor Engagement & Involvement Activities

Jane Allberry, Lead Governor, briefed the Council on the range of engagement activities carried out. A large number of Governors participate in regular volunteering and are involved in events such as the King's Star Awards, Dignity Awards, and PLACE visits. At Board, it was noted that Governors will be involved in Executive team ward visits, which Governors are enthusiastic about.

Many thanks were given to the Governors that attended the Annual Members Meetings.

2. Patient Experience & Safety Committee (PESC)

Victoria Silvester reported three main concerns that have been raised through the Patient Experience & Safety Governors Committee:

1. The Committee were advised that PALS has been integrated with the complaints team, but there remains a large number of complaints still outstanding, which is partly due to staffing. No timeline has been given as to when the process will be fully functioning. The Committee has been informed for the past two years that the Complaints process will improve, however little progress seems to have been made.

CW

Item	Subject	Action
	2. The Committee would like to know who is now leading the re-organisation of Outpatients Transformation as there have been recent staff changes.	BB
	3. There is no lead for disability and equality for patients. This has been highlighted by two Public Governors. The Committee would like to know when someone will be appointed as there are a number of matters that have been raised.	NR
	A response will be sent to Victoria and Governors directly before the next Patient Experience & Safety Governors Committee, which is on 14 th November.	
	3. Membership & Community Engagement Committee	
	Penny Dale informed the Council that there were very few Governors in attendance at the Annual Members Meeting. The Council were reminded that the AMMs are an opportunity to meet the people that voted for them. Governors represent the members and not enough Governors were in attendance. Governors were encouraged to attend the AMMs next year.	
	Penny also added that the Volunteering Service is well embedded at Denmark Hill and the PRUH. There is a new Volunteers Manager at the PRUH who will help to expand the Service.	
	4. Governor Strategy Committee – Summary of the last meeting	
	Ashish Desai gave a brief summary of the last Governor Strategy Committee and looks forward to working with the new Executive Lead for Strategy. The CEO was invited to attend the next Committee meeting to give an update on the Trust Strategy.	
	FOR INFORMATION	
19/37	Confirmed Minutes of Governor Sub-committees	
	The Council noted the following minutes:	
	a) Patient Experience & Safety Committee (PESC), 11/04/2019	
	b) Strategy Committee, 11/04/2019	
19/38	ANY OTHER BUSINESS	
	In view of the Trust's Flu Vaccine Campaign, a request was made by Governors to arrange for them to receive the Flu Vaccine at the next Council of Governor Meeting.	NR
19/39	Date of next meeting	
	Thursday 12 th December 2019, 6:00 – 7:30pm	
	ORTUS Centre, 82-96 Grove Lane Camberwell London, SE5 8SN	

Council of Governors Action Tracker – 17.10.2019

Date	Item No	Action	By Whom	Due Date	Notes
DUE					
17.10.2019	19/36 - 1	Patient Experience & Safety Committee (PESC) PESC were advised that PALS has been integrated with the complaints team, but a large number of complaints still remain outstanding. PESC requests a timeline as to when the process will be fully functioning.	C White	12.12.2019	
17.10.2019	19/36 - 2	Patient Experience & Safety Committee (PESC) PESC would like to know who is now leading the re-organisation of Outpatients Transformation as there have been recent staff changes.	B Bluhm	12.12.2019	Update: Kayley Taggart – Programme Lead, Patient Flow/Planned Care
17.10.2019	19/36 - 3	Patient Experience & Safety Committee (PESC) There is no lead for disability and equality for patients. This has been highlighted by two Public Governors. The Committee would like to know when someone will be appointed as there are a number of matters that have been raised.	N Ranger	12.12.2019	
17.10.2019	19/38	Flu Vaccine Campaign In view of the Trust's Flu Vaccine Campaign, a request was made by Governors to arrange for them to receive the Flu Vaccine at the next Council of Governor Meeting.	N Ranger	12.12.2019	
NOT YET DUE					
17.10.2019	19/31	OHSEL STP Response to the NHS Long Term Plan The NHS is now increasingly working through integrated care systems. In light of this, the Chair suggested that we ought to have an annual joint Governors meeting across GSTT and Lewisham & Greenwich starting in the new year, every March. Trust Secretary to arrange.	S Coldwell	31.12.2019	

Integrated Heart Failure and Palliative Care Pilot Service

Dr M Albarjas
PRUH CARDIOLOGY

December 2019



What did we set out to do?

- Starting Point – No Integrated Community Heart Failure Service in Bromley
- CCG / St Christophers - funded 1 year pilot
 - HF/PC Advanced Nurse Practitioner
 - Admin support
- Supported by
 - Cardiology Consultants at Princess Royal University Hospital, Kings College
 - Palliative Care Consultants at St Christophers Hospice
- Six GP practices expressed interest/selected to take part
 - Patients referred in by GPs (broad referral criteria)
 - Discussed at weekly MDM Triage meeting(s)
 - Assessed by ANP
 - Discussed at MDM meetings to agree management plan

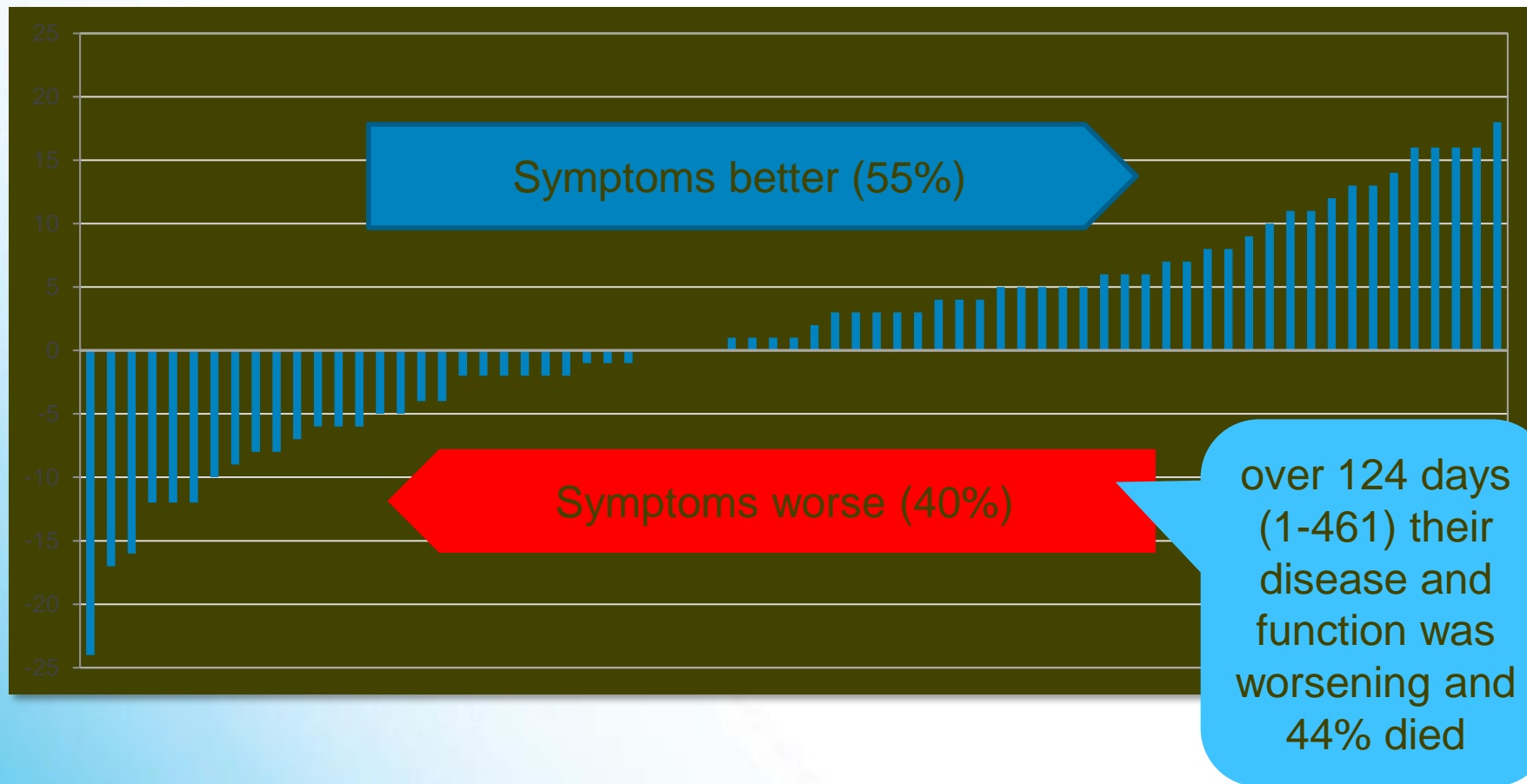
Assessments:

- ✓ AKPS, Phase of illness
 - ✓ MAGGIC score
- ✓ Needs Assessment Tool HF
 - ✓ IPOS score
 - ✓ HADS score
- ✓ Zarit Carer Wellbeing assessment
 - ✓ Views on Care

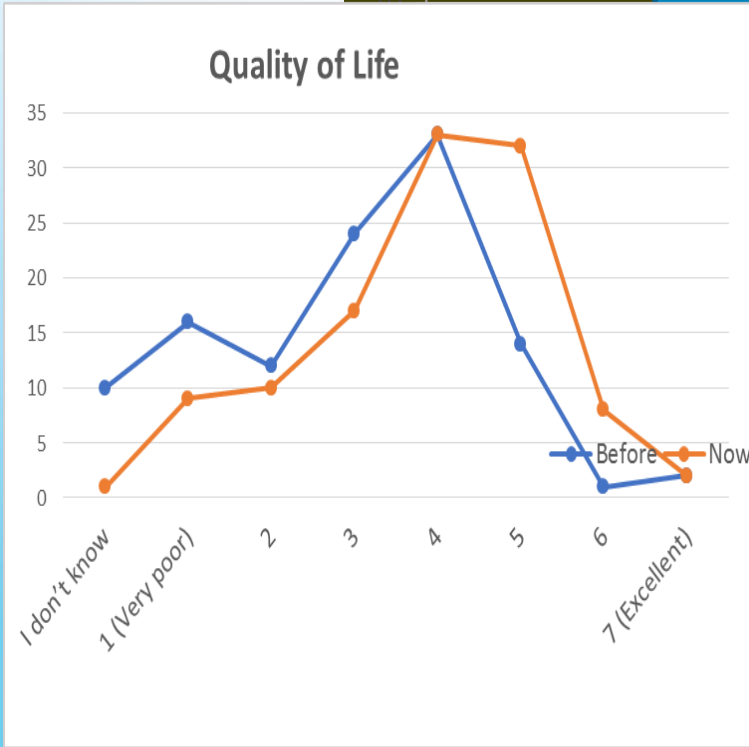
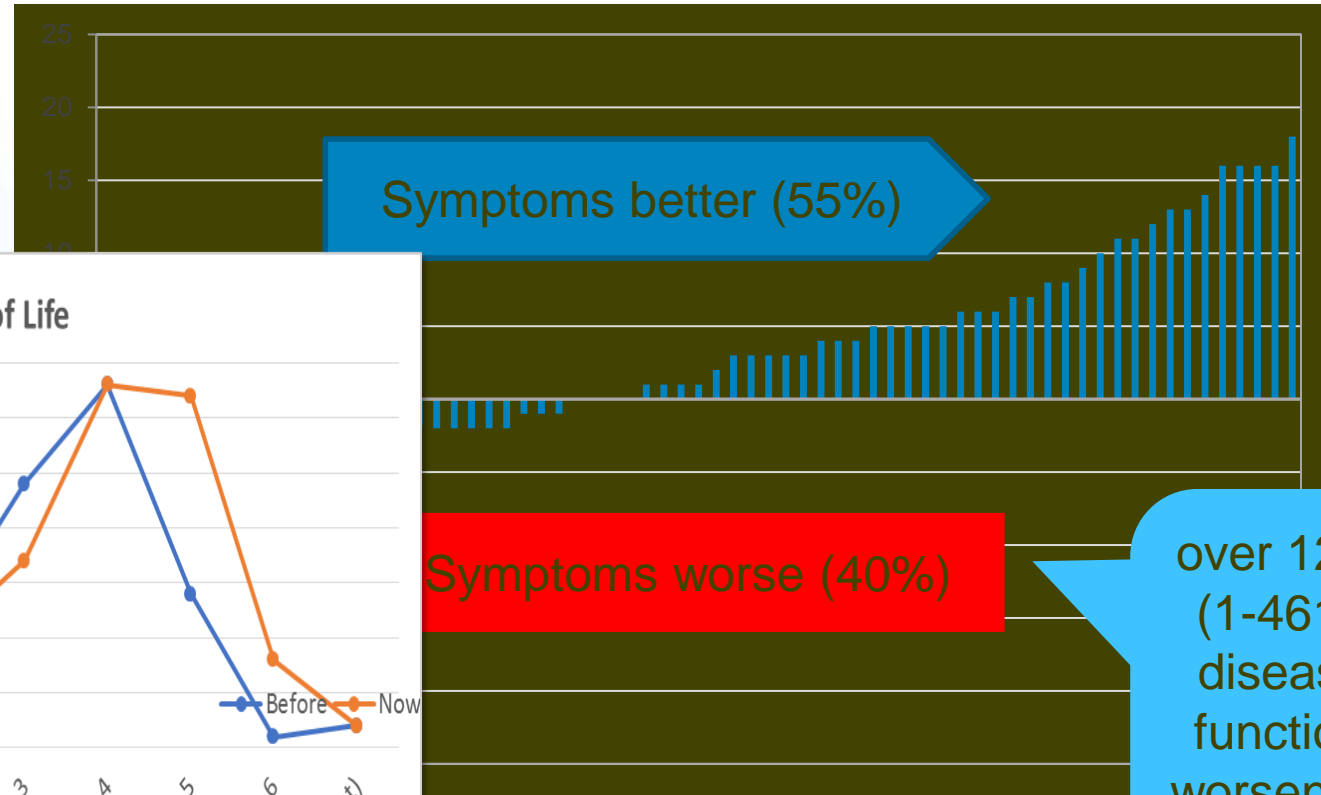
Referral Criteria:

- ✓ Clinical Diagnosis Heart Failure
 - ✓ ECHO not always available
- ✓ Palliative – likely to be in last year of life

Outcomes: complexity Overall change in iPOS



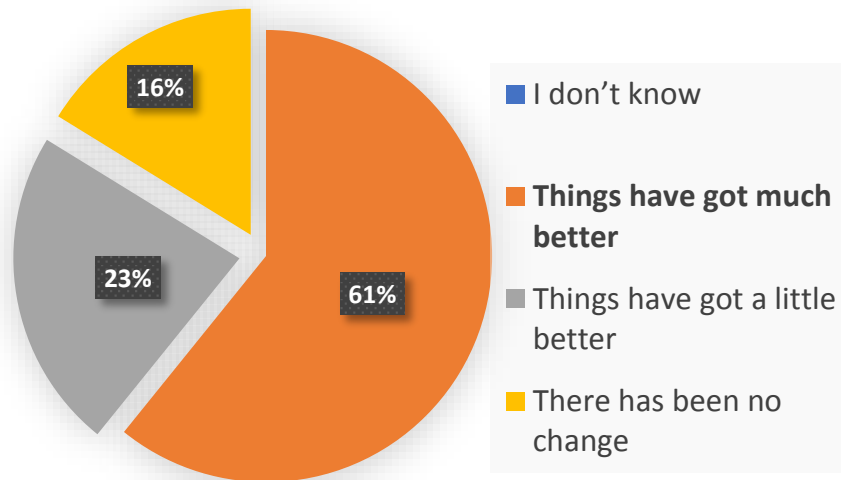
Outcomes: complexity Overall change in iPOS



over 124 days (1-461) their disease and function was worsening and 44% died

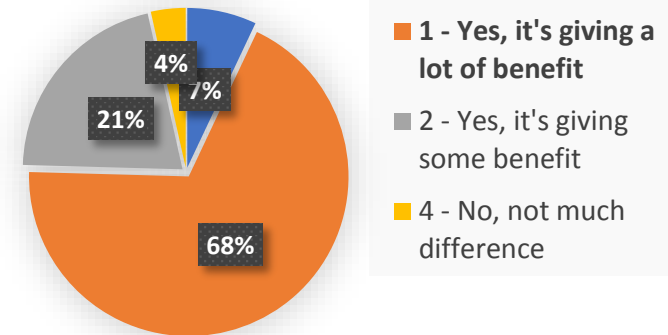
Views on Care: during and afterwards

What's happened to your main problems and concerns?

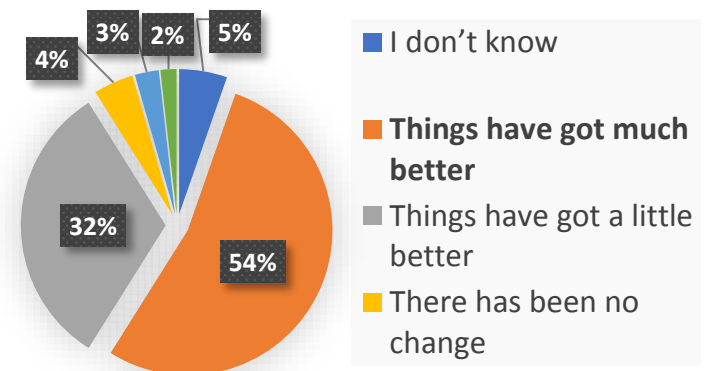


Is Pall Care Making a Difference n=57

(Zarit) ■ 0 - I don't know



Has Palliative Care made a difference? (VoC)



Communication with primary care

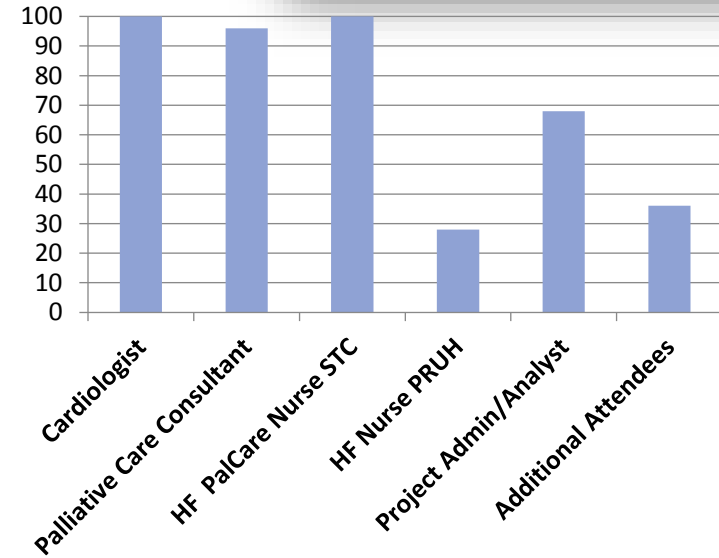
- Updates by letter/telephone following assessments
- GP access to ANP for advice
- Coordinate my care records to share ACP with GP and OOH services



Joint Working

Flexibility to do things differently

- Cardiologist V scan in community
- CSCI furosemide in community
- ANP working across settings (one day at PRUH)
- Rehab – hospital, hospice, home
- Access to additional support eg St Christophers Clinical Ethics Committee



2/3 MDM at PRUH 1/3 at Caritas

- **IT linking essential**
- **Initially Face to Face**
- **Regular meetings**
- Comprehensive assessment and access to scans/results
- Communication of MDM outcomes
- Access to one stop cardiology review
- Linking with other HCP

Communication with primary care

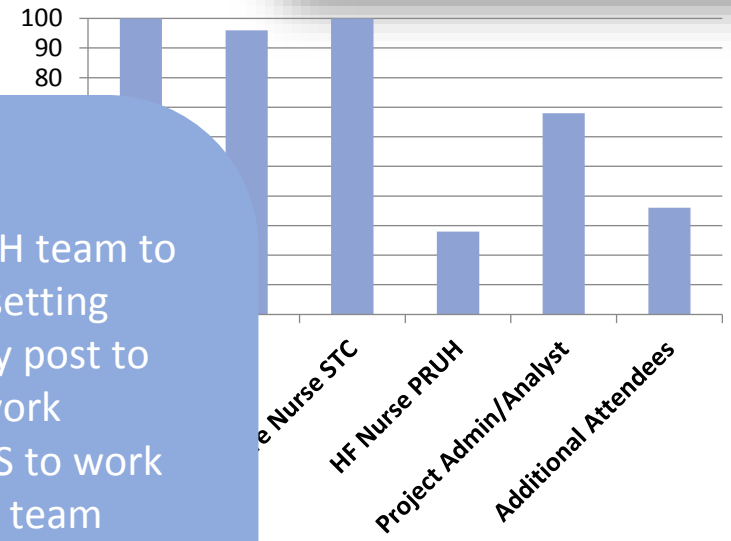
- Updates by letter/telephone following assessments
- GP access to ANP advice
- Coordinate my records to share with GP and other services

Flexibility to do things differently

- Cardiologist V scans community
- CSCI furosemide community
- ANP working across settings (one day at PRUH)
- Rehab – hospital, hospice, home
- Access to additional support eg St Christophers Clinical Ethics Committee

Moving Forward:

- ✓ Funding for 3 HF CNS in PRUH team to work in the community setting
- ✓ Funding for cons cardiology post to support community work
- ✓ Funding for HF/Pal Care CNS to work with the St Christophers team
- ✓ We would like to set up a community of learning of professionals working with end-stage HF patients to share experiences and learn together
- ✓ Look at how this model of joint working can be expanded
 - ✓ Across Bromley for HF patients
 - ✓ Other disease groups



3 MDM at PRUH 1/3 at Caritas

- **IT linking essential Initially Face to Face**
- **Regular meetings**
 - Comprehensive assessment and access to scans/results
 - Communication of MDM outcomes
 - Access to one stop cardiology review
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Council of Governors

Report to:	Council of Governors
Date of meeting:	12 th December 2019
Presented by:	Sir Hugh Taylor
Prepared by:	Foundation Trust Office
Subject:	Report from the Nominations Committee
Action Required:	For noting

5

Summary

In line with the provisions of the Trust Constitution, the Nominations Committee has led the process:

1. To reappoint Professor Jon Cohen for a further 4 years as a Non-Executive Director.
2. To extend Chris Stooke's term until the 2019/20 Annual Report/Accounts and audit are completed (concurrently we will be running a recruitment for 3 new NEDs)
3. To fill a non-executive vacancy on the Board of Directors. This report briefly outlines the process that has been followed and provides a summary of the process and outcome of the interviews that were held on 11th November 2019.

Action Required

The Council is asked to:

- a) **NOTE** that the nominations will be recruiting 2-3 NEDs in the new year.
- b) **RATIFY** the decision to reappoint Professor Jon Cohen for 4 years.
- c) **RATIFY** the decision to extend Chris Stooke until the 2019/20 Annual Report/Accounts and audit are completed.
- d) **RATIFY** the decision to appoint Mr Nicholas Campbell-Watts to the Board of Directors.
- e) **APPROVE** the proposal to co-opt Steve Wiener to the King's Board for up to 12 months.

MAIN REPORT

1. Non-Executive Director Recruitment

Dr Alix Pryde's four year term has recently ended and she decided not to seek re-appointment. Chris Stooke, Faith Boardman and Sue Slipman's are reaching the end of their second four year terms The Committee will be seeking replacements in the new year. The Committee will prioritise the appointment of NED with the appropriate skills and experience to chair the audit committee.

2. Reappointment of Professor Jon Cohen for 4 years

Professor Cohen's term of four years has come to an end. He expressed an interest in serving a second term. In order to ensure some Board resilience, the Nomination Committee was asked to reappoint Prof Cohen for a further term of four years

Professor Cohen was appointed to the Board as one of two clinical Non-Executive Directors on the Board. Since that time, he has been an active member of the Board, as a member of the Quality Assurance and Research Committee, which he has latterly chaired, and as the Non-Executive lead for the Trust's Learning from Death Committee. The Trust currently has eight non-executive directors, including the Chair. There is also one vacancy. Of the existing Board members, three have served two terms and must therefore step down within the next eight months. Dr Alix Pryde's first term has also concluded and she has chosen not to seek a second term.

The Board has been through significant change in recent months, with a number of new executive appointments. As noted above, there will be a number of new non-executive directors. Whilst turnover is to be welcomed, as it brings new skills and experience, the importance of corporate history should not be underestimated. It is therefore recommended that Prof Cohen is reappointed for a further four years

Action required

The Council is asked to ratify the reappointment of Prof Cohen for a further 4 years.

3. Ratification of the decision to extend Chris Stooke until the Annual Report/Accounts and audit are completed (concurrently we will be running a recruitment for 3 new NEDs)

Chris Stooke has been an active member of the Board since his appointment in November 2011. He served as Audit Committee Chair prior to Dr Alix Pryde's appointment in 2015. Following which he took over as the Chair of the Finance and Performance Committee. With Dr Pryde's departure in October of this year, Chris reprised his role as Chair of the Audit Committee, while Sue Slipman undertook the role of Chair of the Finance Committee. He has completed the requisite two terms in office but as highlighted above the importance of corporate history needs to be appreciated in light of the significant Board changes over the last few months.

To support continuity during this period of transition, the Nomination Committee agreed to extend Chris' term of office until the completion of the 19/20 annual report/accounts and audit. Chris has agreed to extend his term and to support the Trust for this period. The Trust will concurrently be recruiting for 3 new NEDs.

Action required:

The Council is asked to ratify the extension of Chris Stooke's term of office until the completion of the annual report/accounts and audit.

4. Ratification of the decision to appoint Mr Nicholas Campbell-Watts to the Board of Directors.

The nominations committee had discussed the composition of the Board with the Chair and agreed that there were a number of gaps on the Board. They agreed that identifying candidates whose experience is rooted in the local health and social care economy, and who are representative of the diverse communities the Trust serves, should be prioritised. The Trust engaged Green Park, a search company that specialises in this area, to conduct a search on behalf of the Trust. Five candidates were shortlisted and the nominations committee met to assess the applications and agree which candidates would be brought forward for interview. The Nominations Committee agreed the shortlist and interviewed five candidates.

Following discussion the committee agreed that Nicholas Campbell-Watts, should be recommended to the Council of Governors. Mr Campbell-Watts is currently the Strategic Director of Operations at Certitude. Certitude, based in Lambeth is London's leading adult social care provider for people living with learning disabilities, autism, mental health support needs and their families and carers.

Action Required:

The Council is asked to ratify the decision the appointment of Mr Nicholas Campbell-Watts to the Board of Directors.

5. Temporary co-option of Steve Wiener from the Guy's and St Thomas' Board to support the Board's leadership and oversight of major projects. .

The committee discussed a proposal to co-opt Steve Wiener, a NED at Guy's and St Thomas' (GSTT), to join the King's Board for a short period (up to 12 months). Mr Wiener was, until recently, the Financial Controller at Unilever. The Chair noted that the Board currently lacks major projects and financial experience and this proposal will address that gap until substantive appointments are made. The committee agreed this should be progressed but with clear communication as to the rationale

Action required

The Council is asked to approve the decision to co-opt Steve Wiener to the King's Board for a 12 month period.

Meeting: Council of Governors

Date: 12.12.2019

Title: Summary of the Patient Experience and Safety Committee (PESC) Meeting – 14th November 2019

Action: The Council is asked to note the summary for information

1. PATIENT SAFETY AND RISK MANAGEMENT

a. Quality Report

Concerns were raised about the backlog of waits in Endoscopy, Dermatology and Ophthalmology. The Committee were informed that harm reviews in each of these services were still being conducted and a number of measures had been put in place to ensure sustainable management of the waiting lists. Reports from QARC meetings on these concerns were included in PESC papers for this meeting.

The Committee enquired about what support staff were receiving to deal with violent and aggressive behaviour and were informed that the Chief Nurse is leading on a piece of work to develop a strategy in conjunction with front line staff. A paper was tabled at the King's Executive meeting this week. An update will go to the Council of Governors meeting in December.

b. National Inpatients Survey

The Committee noted that 10 out of 11 categories were rated as amber and no categories were rated green. The Trust is red rated as worse than other Trusts in Operations and Procedures.

The Committee discussed the Trust's score on patients getting enough to drink whilst in hospital. A deep dive into this area will be carried out.

c. Safeguarding Adults & Children – Annual Report

Both the Adult and Child Safeguarding teams were challenged in terms of personnel last year, but they are now fully staffed. The Safeguarding Committee is a joint Committee which has benefited both teams in terms of joint learning.

There is currently no provision for children with Learning Disabilities within the Trust and the Trust recognises the gap. There is a national crisis in terms of CAMHs referrals.

d. CQC Action Plan Update

The Quality Governance Manager explained the new improvement framework for monitoring CQC action plan improvement across the Trust. The Actions were now split into three areas; high level actions, Divisional actions and Transitional actions.

The Committee noted the following from the report:

- Improvement in Duty of Candour compliance
- Upward trend in Friends and Family Test scores at Denmark Hill

e. National Maternity Survey Action Plan and Unexplained Deaths in Maternity

The Director of Midwifery informed the Committee that Maternity Services were currently undergoing a significant transformation. The Government have recognised that the still birth rate is too high and have set a national target to reduce the rate of still birth, neonatal death and brain injury by 50% by 2025.

In order to achieve this target, the Trust is working collaboratively with Lewisham and Greenwich Trust and Guy's and St Thomas'. The focus is now on continuity of care and the expansion of the case loading model. Three new teams will be launched at the PRUH.

The Committee heard that many parents do not consent to a post-mortem for their baby and so the death will be recorded as 'unexplained'. Post-mortems on babies are conducted by specialist doctors for whom there is a significant waiting list. All women are offered a range of support pathways, including psychological support. Despite interventions to prevent pre-term births, some may, unfortunately, result in unexplained deaths.

6.2

2. PATIENT EXPERIENCE

a. Patient Experience Report

The Committee noted the following:

- Since the quarter 1 report, the number of overdue complaints has increased significantly.
- Doctors talking in front of patients as if they were not there – average score of 77 against target of 90 with 9 out of 13 care groups red rated.
- ED and Outpatients FFT remain outliers compared to both London and national averages.
- No wards at the PRUH were red rated.
- Two volunteers received awards from Southwark Council.

b. Quality Priorities (2019/20) Update

Improving Patient Discharge Process

Progress has been made in discharge services at the PRUH and Orpington. Complaints have decreased. Queries were raised regarding how well the One Bromley project was working.

Improving Cancer Services

The Committee observed that the metrics in the report on Improving Cancer Services have changed and did not appear to capture immediate ways of assessing progress.

Improving Patient Experience in Outpatients

There has been a 5% reduction in DNA rates with the introduction of two way text messaging. Patients' responses are now being linked to the re-booking team so that a new appointment can be arranged for them.

Due to required technology that will need additional finances, there may be a delay in new clinic outcome letters.

c. Outpatients Transformation Update

The Head of Engagement & Patient Experience informed the Committee that Outpatients is now part of the Trust strategy so will have a prioritised focus. The work will be led by the Chief Operating Officer and the Outpatient Lead in Financial Recovery.

Meeting: Council of Governors
Date: 12th December 2019
Title: Summary of the Membership & Community Engagement Committee (MCEC) Meeting – 14th November 2019
Action: The Council is asked to note the summary for information

1. COMMUNITY & STAKEHOLDER ENGAGEMENT

a. Communications Update

There are serious parking pressures at the PRUH which has led to increased traffic and congestion on the site and both staff and patients struggle to park. In response to this issue, the Trust has developed a proposal for a new car parking deck to create a minimum of 90 additional car parking spaces for staff only at the PRUH. The proposal is to be submitted to Bromley council for planning permission and a request for views from local residents, staff and Governors has been made.

There has been a successful result from the business case submitted to the Department for Transport by Network Rail for a Denmark Hill Station enhancement project, including a new additional exit. The next stage is to secure local consents and planning for an appropriate design.

b. Governor Elections Update

The Trust held elections for its Council of Governors for 11 out of 34 seats. The results were officially announced at the Annual Members Meetings, which took place on the 19th September (Southwark) and 24th September (Bromley). The terms of office for the Lambeth, Patient, Southwark and Staff Governors begin on 1st December. The Bromley and Lewisham Governors will begin their terms on 1st February.

2. MEMBERSHIP ENGAGEMENT

a. Membership Update

The Committee received the Membership Update report. The following was noted:

- Membership has increased slightly, in line with agreed targets.
- Currently developing a Mental Health Strategy.
- The A&E Improvement membership event at Denmark Hill was successful with 34 members attending. 39 people will be attending the same event at the PRUH next week. Notes from the sessions will be published next week.
- The annual Patient Led Assessments of the Care Environment (PLACE) visits to assess the care environment took place in September and October. Approximately, 70 patients, governors, members and volunteers participated.

There is currently limited capacity in the Communications team, which has meant the @King's publication is on a hiatus. The Governors are being sent the Pulse Magazine instead. The Head of Engagement and Patient Experience will explore having a section on membership in the Pulse.

b. Annual Members Meeting

There were less Governors in attendance this year, which could have been due to late circulation of the dates due to changes at Board level. The Committee felt it would be useful for the Head of Engagement and Patient Experience to explore the reasons as to why Governors were unable to attend the AMM this year.

The Committee were concerned that, due to lack of funds, there was still no provision for deaf people at AMMs, Board and Council of Governor meetings, which is a legal requirement. More concerning was that there appeared to be no lead for equalities in disabilities for patients and that the Trust equalities document does not mention patients. The Committee was informed that the Chief Nurse is now responsible for Equality.

c. Future of the Membership & Community Engagement Committee

The Committee discussed the possibility of merging MCEC with the Patient Experience and Safety Committee (PESC) as there was significant overlap. Members noted that the meetings were poorly attended and that discussions at MCEC were very closely linked to patient experience. A decision is to be made in discussion with the Trust Chairman.

Meeting:	Council of Governors
Date:	12 December 2019
Topic:	Summary of the Strategy Committee Meeting, 21 November 2019
Action:	For Information

HORIZON SCAN

Focus on NHS Long Term Plan and STP

The Committee discussed the scan which highlighted the wider issues influencing healthcare delivery and looked at emerging issues that could have an impact on King's. The scan covered:

a. Five areas with the following key highlights:

- **Political, policy and legal**, particularly, the heightened risk of a no deal EU Exit. The Integrated Care Bill underpins the NHS long-term plan with the aim of removing competition among providers. The Healthcare Safety Bill would invest HSIB with statutory powers to investigate patient safety. They would be working together with the CCGs.
- **Economic – NHSE/I** have published the 2020 tariff engagement document, informing healthcare budgets for next year. Current government appears committed to estates with £4.6b announced for 6 new hospital builds and 21 upgrade projects, and a commitment to streamline future capital projects NHS infrastructure plan – could reduce autonomy by setting capital envelopes for all providers, including FTs
- **Social** – PHE had launched Every Mind Matters to support mental health self-care. Trusts had been advised to address the pension crisis to mitigate against winter staff shortage.
- **Technological and medical** – The launch of the innovation acceleration was highlighted to support integration of technology in health and social care. Randomised control trials had been piloted but this was still being evaluated.
- **Partnerships** – The NHS London Procurement Partnership was linked to the innovation accelerator. The Procurement guidelines would need to be met and assessed.

b. **A deep dive into Anchor Institutions** (The Imperial College Model) – The aim of these institutions is to reduce health inequalities and build healthier communities.

c. The Committees also received **deep dives** into the **12 December election** and campaign pledges of the three main parties. There was also an update on a deep dive into **Advanced technology in the NHS**.

TRUST STRATEGIC FOCUS

Trust Strategy Update (Operational Planning update)

The Deputy Director of Strategy presented an update on the Operational and Business Plan. The Trust was developing an increasingly collaborative approach and closer working between GSTT and KCH was evidenced in the following areas:

- Clinical and estates strategy
- Digitisation
- Workforce

Joint appointments was supporting collaboration and there had been early commitment to developing a joint clinical strategy through building on previous strategy and clinical strategy work within both trusts, as well as our joint work programmes.

The Operational plan was a “Must Do” for NHS organisations and the Trust would be held accountable for its performance against the operational plan. A steering group was working to ensure the timely development and submission of a plan.

Governors' Patient Experience & Safety Committee

Minutes

Minutes of the Patient Experience & Safety Committee (PESC) meeting held on Thursday 11th July 2019 at 17:30-19:30 in the Dulwich Meeting Room, King's College Hospital, Denmark Hill.

Present:

Victoria Silvester	Public Governor (Chair)
Jane Allberry	Public Governor
Penny Dale	Public Governor
Barbara Goodhew	Public Governor
Chris North	Public Governor / Lead Governor

In attendance:

Siobhan Coldwell	Trust Secretary and Head of Corporate Governance
Ashley Parrott	Director of Quality Governance
Paul Chandler	Deputy Director of Operations – Planned Care (part meeting)
Jane Clark	Public Governor
Dr Paul Donohoe	Corporate Medical Director (Quality, Governance and Risk) (part meeting)
Dale Rustige	Corporate Governance Officer (Minutes)

Apologies:

Jessica Bush	Head of Engagement & Patient Experience
Pam Cohen	Public Governor
Ashish Desai	Staff Governor
Shelley Dolan	Acting Deputy Chief Executive / Chief Nurse
Stephanie Harris	Public Governor
Claire Wilson	Staff Governor AHP

Item	Subject	Action
19/31	Welcome and Introductions Apologies for absence were noted.	
19/32	Declarations of Interest None.	
19/33	Chair's Action None.	
19/34	Minutes of the Previous Meeting The minutes of the last meeting held on 11 th April 2019 were approved as an accurate record.	
19/35	Action Tracker and Matters Arising The Committee reviewed the action tracker. It was noted that the following actions would be looked into and an update would be provided either offline or at the next meeting:	

Item	Subject	Action
	<ol style="list-style-type: none"> 1. 11/04/2019 (19/23): Statistics on patient self-discharge 2. 14/02/2019 (19/05): Overstaying Visitors 3. 23/02/2018 (18/04): Maternity service 	
	PATIENT SAFETY AND RISK MANAGEMENT	
19/36	Quality and Performance Report	
	<p>The Committee received and noted the Quality and Performance Report covering data from April and May 2019.</p>	
	<p>The Committee noted the following updates:</p>	
	<ul style="list-style-type: none"> • A new general manager was appointed for the ophthalmology service. • The appointment of a rehabilitation coordinator at the PRUH has made an impact. • Work was being done to improve the response rates for the friends and family tests. 	
	<p>There was a discussion regarding whether it was appropriate for PALS to manage complaints or issues regarding appointment booking problems. It was noted that this was the appropriate route. The PALS team would escalate issues to the relevant service.</p>	
	<p>The Committee discussed the reporting processes for serious incidents and never events and it was noted that the Trust had a formal structure in place to monitor these.</p>	
19/37	Quality Priorities 2019/20 – Update	
	<p>Mr Parrott informed the Committee that a formal report on the progress with the Trust's Quality Priorities was in development and would be reviewed through the Executive Quality Board meeting in August 2019. The report would be brought to the next Committee meeting for an update on progress.</p>	
	PATIENT EXPERIENCE	
19/38	Patient Story: Jane Clark – Outpatient Experience	
	<p>The Committee welcomed Jane Clark, Public Governor for Bromley. Mrs Clark presented her recent experiences as a patient at King's. The particular services concerned in her patient story were the Pain Clinic and the Day Surgery unit. Paul Chandler, Deputy Director of Operations for Planned Care, was present to take feedback away and investigate if necessary.</p>	
	<p>Mrs Clark informed the Committee that she had been suffering from extreme pain from her sciatica, which required her to be in a wheelchair. She had visited her GP, who referred her to the Pain Clinic at King's. Following the referral, she had experienced errors and mismanagement with her bookings; she was subsequently told by the Pain Clinic that she actually needed to be referred on to the Day Surgery unit. She then heard nothing back for several months.</p>	
	<p>Mrs Clark eventually received a letter in the post confirming that she had an appointment date booked in for April 2019. She was not available for the date as she would be out of the country, so she called the service to move the</p>	

Item	Subject	Action
	<p>appointment.</p> <p>She then did not hear back from the service for a long period. She was then contacted by her GP to let her know that the bookings team at King's had written to her GP that they were discharging her from their list as she had missed her appointment. She noted that she had not received any letters or calls from the hospital directly regarding this. She had contacted the hospital about the issue and to let them know that she did call to cancel the initial appointment and was wrongfully discharged. Furthermore, Mrs Clark wrote directly to the relevant consultant doctor at King's responsible for her treatment regarding the issue and was ignored. She eventually got through to the bookings team, who informed her that she would have to be put on a waiting list and would not be seen until after October 2019.</p> <p>Mrs Clark informed the Committee that it was only after she had threatened to make a formal complaint that she got a call from King's on the same day. She was immediately offered an appointment slot that was available within a week.</p> <p>Mr Chandler apologised on behalf of the Trust to Mrs Clark for her experience and noted that it should not have happened. He mentioned that the Trust had clear policies and processes for managing appointment bookings that did not appear to have been followed. For instance, Mrs Clark should have been offered a selection of available dates for her initial appointment, not just given an appointment date and obligated to attend.</p>	
	<p>Action: It was agreed that Mr Chandler would investigate the issue and provide feedback directly to Jane and the Committee.</p> <p>The Committee enquired about how widespread this type of issue would be across the Trust. Mr Chandler noted that his team regularly monitored processes and performance and this did not appear to be a widespread issue.</p>	<p>Paul Chandler</p>
19/39	<p>Patient Transport Issues: Dialysis Service</p> <p>The Committee received and noted a report on the patient transport issues for renal dialysis patients on the Denmark Hill site.</p> <p>Dr Paul Donohoe, Corporate Medical Director (Quality, Governance and Risk), provided a verbal update.</p> <p>He informed that Committee that a lot of work had been done and mitigating actions put in place to resolve the issues. Monthly meetings were held with the transport company. The company was also involved with engagement work, which included listening to concerns from the patients.</p> <p>Recent data had shown that complaints and adverse incidents had dropped in the service. There was also a reduction in long wait figures.</p>	
19/40	<p>Patient Experience Report Quarter 4</p> <p>The Committee received and noted the report.</p> <p>Mr Parrott provided the Committee with the following updates:</p> <ul style="list-style-type: none"> • Work was being done on further improving complaints compliance figures; the aim was to get the figure of overdue complaints to zero. • The data shows that most complaints received related to timeliness and processes. 	

Item	Subject	Action
	<ul style="list-style-type: none"> • He noted that improvements with access targets had an impact on reducing the number of complaints received. • Improvements were being made to the PALS function so that it is more closely integrated with the Complaints pipeline. • National figures show that King's was in the middle of the list in terms of response rates for the Friends and Family Test (FFT). 	
19/41	National Inpatient Survey Results	
	<p>The Committee noted that the new National Inpatient Survey Results should be ready for next Committee meeting in November 2019.</p>	
19/42	Patient Leaflets: PRUH & South Sites	
	<p>The Committee received and noted a selection of patient information materials that were issued at the PRUH and South Sites. It was noted that the materials appeared clear and informative.</p>	
	<p>The Committee noted a comment that some of the leaflets posted up in the wards in the PRUH appeared to be out-of-date or inconsistent. It was noted that it was the responsibility of individual wards to monitor patient information materials being posted. It would be challenging and unfeasible for the Trust to monitor this centrally. Mechanisms were in place to inform wards of their responsibilities relating to this.</p>	
	GOVERNOR FEEDBACK	
19/43	Commissioners Quality Review Group (CQRG)	
	<p>The Committee received and noted the summary of the CQRG meeting on 23/04/2019 from Jane Allberry, Governor Observer on the Group.</p>	
19/44	Chair's Summary of the Quality Assurance & Research Committee (QARC) meetings	
	<p>The Committee noted the meeting summary from the QARC meeting on 21/05/2019.</p>	
19/45	Update from Committee Members and Governors in attendance on activities	
	<p>The Committee received and noted a verbal update on governor activities relating to patient experience and safety:</p>	
	Victoria Silvester	
	<ul style="list-style-type: none"> • 18 April - Food tasting for summer menu for patients • 1 May - Food audit with patients on Byron ward • 7 May - Patient Experience meeting • 8 May - Outpatients workshop re patient letters • 21 May - QARC meeting • 3 June - Patient Experience meeting • 5 June - Food audit with patients on Dawson ward • 5 June - Presented award at Volunteers Awards • 13 June - Governor workshop on CQC Report 	

Item	Subject	Action
	<ul style="list-style-type: none"> • 27 June - Potential governors awareness session at Denmark Hill • 3 July - Food audit with patients on Fisk and Cheer ward 	
	<p>Stephanie Harris</p> <ul style="list-style-type: none"> • April 19 - Joined Lucy Hamer in a "sit and see" visit of Fisk and Cheere ward • April 19 - Mind & Body Advisory Panel • May 19 - Patient letters workshop • May 19 - King's Health Partners Mind & Body Board meeting • June 19 - King's Mental Health Strategy meeting • June, July, August 19 - Monthly KCH Mental Health Board 	
	<p>Jane Allberry</p> <ul style="list-style-type: none"> • Attended CQRG meetings • Attended new cancer patient experience programme of work • Attended End of Life Care meeting • Attended members meeting on outpatients letters • Attended Governor workshop on CQC report • Potential governors awareness session at Denmark Hill 	
	<p>Penny Dale</p> <ul style="list-style-type: none"> • 30 April - Health talk at PRUH • 20 May - Manned information stand at PRUH for Dementia Action week • 21 May - Manned cake stall as 20 May • 24 May - Older Persons Committee • 13 June - Governor workshop on CQC action plan • 19 June - Membership and Engagement Committee • 25 June - Health talk at PRUH • 4 July - Potential Governor awareness sessions at PRUH 	
	<p>Barbara Goodhew</p> <ul style="list-style-type: none"> • 08/05/2019 - Outpatients workshop re patient letters • 20/05/2019 - Attended local PPG meeting • 06/06/2019 - Commendations Panel meeting • 12/06/2019 - Assisted at PPG Awareness Week at local surgery • 13/06/2019 - Governor briefing re CQC report • 19/06/2019 - MCE meeting • May/June/July - Assisted at Parkinson Singing Group Sessions 	
19/46	ANY OTHER BUSINESS	
	<p>1. Accessibility for disabled patients</p> <p>There was a discussion regarding the provision of accessibility for patients with disabilities and special requirements. The Committee was informed that there was scope for further work and improvement on this area across the Trust.</p>	

Item	Subject	Action
	<p>The Committee was informed that this will be an area of focus at the next Patient Experience Committee. Once work on this is agreed, scoping work would be undertaken to identify areas requiring improvement. A working group would be established to monitor process and Governors can be invited to get involved.</p>	
19/47	DATE OF NEXT MEETING	
	<p>Thursday 14th November 2019, 11:15am – 1:15pm Dulwich Room, Hambleton Wing, Kings College Hospital</p>	

Governors' Strategy Committee

Minutes

Minutes of the Meeting of the Governors' Strategy Committee held on Thursday 18th July 2019, 5.30-7.00pm in the Dulwich Room, Hambleton Wing, Denmark Hill

Members Present:

Ashish Desai	Chair
Chris North	Lambeth Public/Lead Governor
Carole Olding	Staff Governor
Penny Dale	Bromley Public Governor
Stephanie Harris-Plender	Southwark Public Governor
Jane Allberry	Southwark Public Governor
Kevin Labode	Staff Governor

In Attendance:

Victoria Silvester	Southwark Public Governor
Nina Martin	Assistant Board Secretary (minutes)
Siobhan Coldwell	Trust Secretary
Heather Gilmour	Interim Deputy Director of Strategy
Jasper Clouting	Strategy Analyst
Annabel Appleby	Our Healthier South East London

7.1

Item	Subject	Action
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STANDING ITEMS

019/21 Welcome and Apologies
Welcome and apologies were noted.

019/22 Minutes of the Previous Meeting – 11 April 2019
The minutes of the previous meeting were agreed as an accurate record.

019/23 Matters Arising and Action Tracker
The Committee noted the actions and all were either closed or not due.
The Chair updated the Committee that Heather Gilmour was now leading the Strategy work for the Trust following the resignation of Abigail Stapleton.

HORIZON SCAN

019/24 Focus on NHS Long Term Plan and STP
Jasper Clouting updated that the purpose of the scan was to highlight the wider issues influencing healthcare delivery and to look at emerging issues that could have an impact on King's. The scan covered five areas:

- Political, policy and legal, particularly, the heightened risk of a no deal EU Exit. Fortnightly EU Exit planning meetings were being held by the Trust. There are changes to the NHSE/I Oversight Framework and CQC Well-led assessment and therefore changes in how the Trust is regulated. Additionally, there was the impact of the NHSI/E merger which could see the loss of 1 in 7 jobs.

Item	Subject	Action
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- Economic – The underlying deficit for Trusts in the NHS had grown to £5bn and funding cuts to public health, social care and the voluntary care sector continue to add to the strain on the NHS.
- Social – A 10-year people plan is to be published by the end of the calendar year by NHSI/E to support the NHS becoming an excellent employer.
- Technological and medical – There was increasing focus on the digital agenda. There would be a roll out of the NHS app for self-care and self-management.
- Partnerships – Partnerships should not only focus on care, but innovation also needs to be a key focus. SEL is the first ICS in London and Andrew Bland leads this. A Pritchard is the Deputy Chief Executive of NHSI/E

Given that the Committee had previously been informed that King's was a leader in technological innovation, the Chair asked if the Trust would work collaboratively with NHSI/E in this area. The Deputy Director of Strategy updated that the Head of Improvement, Informatics and ICT had successfully bid for IT funding which would support the Trust staying at the forefront in technology. However, we are limited by FSM in what we can take forward. The ICS was taking a lead with the long term digital agenda.

There was a discussion around workforce capacity. Ms Lisowska highlighted that the nursing shortage was made worse by loans and the shift from the bursary model to attract staff. It was possible that bursaries may be re-introduced and become part of the Trust's workforce plan. The training cost model for dentistry would also continue to serve as a deterrent to uptake.

The Committee discussed the potential impact of an EU exit on the Trust. One area of concern was around the pharmacy service. The Trust was working with the STP to develop partnerships and to utilise community pharmacists if needed.

The Trust was taking national guidance in its EU Exit preparedness plans.

019/25 NHS Long term plan and development of the SEL ICS

Annabel Appleby from Our Healthier South East London (OHSEL) presented this update and the Committee noted the presentation. Regarding prevention and health inequalities, there was a move toward a cohort and population health model; improving care quality and outcomes for major conditions; support for NHS staff, better use of data and digital technology and ensure optimisation of taxpayers' investment in the NHS. The Implementation plan framework sets out foundational requirements for rapid improvement in the first few years

SEL was presently drafting its response to the long-term plan. An initial draft would be submitted in September and a finalised version in November. The response would build on the foundation of work previously carried out.

The Committee noted that prevention and inequalities were not new discussions, however, but the emphasis was on getting acute providers to collaboratively focus on these areas. The Committee added that reduced funding would impact on the plans for prevention and noted that the community infrastructure was also not as resourced as previously.

There was a discussion around finances and the STP move toward shared funding and concerns about the willingness of our partners to take on King's huge deficit.

Item	Subject	Action
	<p>The Committee heard that there has been no immediate move toward shared funding but there would be an approach towards collectively managing financial risk.</p> <p>The ICS should not be perceived as an end in itself but as an enabler to the delivery of transformation and improvement.</p> <p>There was a discussion around how to communicate the ICS agenda to the public and relevant stakeholders and the Committee heard that the OHSEL Communications and Engagement Team had planned engagement events which would be rolled out to facilitate a co-production approach to developing the plans. The emphasis would be less on structure and more on outcomes such as improved service and the delivery of sustainable, high quality care.</p> <p>It was noted that GP access challenges would need to be addressed if there was to be a tangible improvement in A&E performance and the Committee heard that work was ongoing to address variation in GP access across SEL.</p> <p>Ms Allberry added that measurable success metrics was needed as a tool to measure and evaluate improvement.</p> <p>The Chair queried the level of integration among the ICS delivery models and the Committee heard that this could be approached through the joint working of the Boards of each of the models.</p> <p>Ms Lisowska reminded of the KHP Mind and Body project adding that the positive and tangible outcomes of this piece of work should not be lost. Other comments:</p> <ul style="list-style-type: none"> • Linking with the Renal oncology teams at St George's re their expertise in this area. • Concern was expressed that long term conditions seemed de-prioritised • Culture of poor staff retention and leadership instability contributed to the challenges the Trust was facing and needed to be addressed. 	
019/26	<p>TRUST STRATEGIC FOCUS</p> <p>Trust strategy update</p> <p>The Deputy Director of Strategy presented an oral update on the Trust Strategy to the Committee.</p> <p>With the appointment of new Trust leadership there was a need to strengthen Board engagement with the Trust strategy. The version of the strategy presented to the Committee in April was in use internally and being embedded for example, through staff objectives. A Trust wide launch of the strategy would support staff engagement and morale.</p> <p>The Chair updated that there was a general air of uncertainty among staff regarding the strategic thrust of the Trust. Further to the discussion, it was confirmed that the strategy framework and four outcome areas was reflected in the Chief Executive's briefing on the trust's annual objectives and priorities Ms Lisowska also added that staff had concerns about the impact of the strategy on divisions and service delivery as it relates to funding cuts, so clarifying and disseminating messages of reassurance would be important for staff morale. Heather Gilmour clarified that overall our funding was not being cut and had increased year on year. However, in order to manage many cost pressures, including new medical interventions and models of care, and increasing demand, we have to achieve a target level of Cost Improvement each year.</p>	

Item	Subject	Action
	<p>Ms Lisowska further added that given the CQC findings, staff awareness and ownership of the strategy needed to be prioritised. This would support staff preparedness for future visits and queried the strategy for engaging staff on the strategy. The Committee heard that the strategy was embedded during appraisals and objective setting and that the operational plan was being cascaded to departments. There was a need to test and evaluate the level of visibility and awareness as this would inform the next level of engagement.</p> <p>A partnership approach was being taken with the mental health strategy, the draft of which had been developed and was being engaged on at the Mental Health Board.</p> <p>Sarah Middleton asked about the plan for communicating with the public and the meeting heard that regular meetings were held with the STP Communications and Engagement team of which provider communication teams were a part. Ms Middleton also raised concerns around the messaging of the hubs as against advice of comms colleagues in each of the SEL boroughs, the hubs each have different names and reminded that people do not live in boroughs, they live in neighbourhoods.</p> <p>There was a discussion that the pace in progress of the STP and ICS was too slow given the immediate needs and challenges of the providers. The OHSEL lead added that the Acute Based Care Board was comprised of providers. Relationships are at an early stage but as partners continue to work together, any concerns and anxiety around pace could be voiced and addressed at this forum.</p> <p>The Committee heard that the ABC Board had helped to provide focus and clarity to the work of the STP and partnership working.</p> <p>The Chair queried the prospect of the South East London Integrated Care System (ICS/STP) becoming a legal entity and the Committee heard that this would depend on national legislation</p> <p>Ms Allberry queried the deliverability of the strategy given the present budget constraints and the Committee highlighted the need for pace in taking forward the strategic plans.</p> <p>The Chair proposed inviting the Chief Executive to discuss the Strategy at a future Committee meeting.</p>	
	<p>Action: Extend an invitation to the Chief Executive to update on progress with the strategy.</p>	
019/27	ANY OTHER BUSINESS	
	No other business was noted.	
019/28	DATE OF NEXT MEETING	
	The next meeting is scheduled for Thursday 21 November 2019, 9.00am, Dulwich Room, Hambleton Wing.	

Governors' Membership & Community Engagement Committee (MCEC)

Minutes

Minutes of the Membership & Community Engagement Committee meeting held on Wednesday 19th June 2019 between 17:30-19:30, in the Dulwich Meeting Room, King's College Hospital, Denmark Hill

Present:

Penny Dale	Public Governor (Committee Chair)
Jane Allberry	Public Governor / Lead Governor
Barbara Goodhew	Public Governor
Stephanie Harris	Public Governor
Chris North	Public Governor

In attendance:

Jessica Bush	Head of Engagement and Patient Experience
Siobhan Coldwell	Trust secretary and Head of Corporate Governance
Lucy Hamer	Patient Engagement and Experience Manager
Sarah Middleton	Head of Stakeholder Relations
Dale Rustige	Corporate Governance Officer (<i>Minutes</i>)

Apologies:

Sao Bui-Van	Director of Communications
Craig Jacobs	Patient Governor
Ashley Parrott	Director of Quality Governance

Item	Subject	Action
19/12	Welcome and Introductions	
	Apologies for absence were noted.	
19/13	Declarations of Interest	
	There were no declarations of interest.	
19/14	Chair's Action	
	There no Chair's actions to report.	
19/15	Minutes of the Previous Meeting	
	The minutes of the last meeting held on 7 th February 2019 were approved as accurate.	
19/16	Action Tracker / Matters Arising	
	The Committee noted the action tracker and noted the following updates:	
	1. Governor Engagement with Trust Service Changes	
	The Committee was informed that work was underway to develop and improve mechanisms that would ensure staff and key stakeholders are included in the	

7.1

Item	Subject	Action
	engagement process concerning service changes.	
	Governors would be involved in the service change engagement pipeline. It was noted that engagement work would be reported into the Committee.	

MEMBERSHIP ENGAGEMENT

19/17 King's Membership Update

The Committee noted the membership update paper. Ms Lucy Hamer provided a verbal update and highlighted the following:

- Current membership numbers were in line with the membership strategy. There had been a slight decline due to members moving away from the catchment area or becoming deceased.
- Strategy focus group meetings had been held and the outcome of these would help shape the strategy moving forward.
- Engagement events had been held with a focus on areas such as quality priorities, patient discharge and mental health services.
- Quality reviews were being held across the Trust and had been receiving positive feedback from participants.
- Information had gone out to all members on the governor elections that is underway, with details on how they can stand for election.
- The dates for the Annual Members' Meeting were being finalised. These would be held towards the end of the calendar year. There would be two separate sessions – one at Denmark Hill and another in Bromley – as the format worked well in the previous year.

COMMUNITY FOCUS

19/18 Communications Update

The Committee noted the communications update paper. Sarah Middleton gave a verbal update and highlighted the following:

- The Trust hosted a high-profile visit from the Home Secretary to the emergency department. The visit was linked to the Trust's partnership with the Redthread and Metropolitan Police initiatives on reducing youth violence.
- The 24-hour emergency service access for the Denmark Hill helipad is fully operational, with an average of one landing per week.
- The Trust had launched a trans-clinic, which is the first in London.
- A wifi service for patients had been introduced across the Trust, which received positive feedback.
- The communications team had been arranging engagement meetings between the new CEO and political stakeholders.
- The Trust had been featured in national news, which included news stories such as the keyhole surgery performed on a baby still in the womb.
- There were proposals for a business case to be developed to open a second entrance for Denmark Hill Station to help ease passenger congestion.
- The One Bromley work was progressing. A report on the One Bromley work so far

Item	Subject	Action
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was due to be produced, which should be available for wider circulation in due course.

19/19 King’s Volunteers Update

The Committee noted the 2018/19 King’s Volunteers Annual Report. The following points were noted:

- It was noted that there had been 33,000 hours of volunteer time received through the volunteering service during the past year.
- The service was well embedded at the Denmark Hill site.
- Funding had been approved for new volunteering programme for younger people aged 16-25.
- Staff and volunteers had received awards from the last National Volunteers Day

The Committee had a discussion regarding concerns with cases of negative treatment received by volunteers from hospital staff. It was commented that more awareness could be raised by management on the role of volunteers across the Trust.

GOVERNORS IN THE COMMUNITY

19/20 Governors’ Report on Community Engagement Activities

Penny Dale - Public Governor, Bromley

- 13th Feb - PEC
- 14th Feb - PESC
- 26th Feb - Health talk at PRUH
- 6th March - BOD/COG
- 7th March - Kings Stars quarterly panel
- 25th March - PEC
- 26th March - Health talk at PRUH
- 28th March - Governor Development day
- 4th April - Kings Stars quarterly award ceremony
- 5th April - End of Life committee
- 11th April - PESC and Strategy committee
- 30th April - Health talk at PRUH
- 20th and 21st May - Dementia information stand and cake stall at PRUH
- 24th May - End of Life committee and Older Person's committee
- 13th June - Governor workshop

Barbara Goodhew - Public Governor, Lambeth

Note: Community activities in blue

To end April - Surgery + recuperation from knee operation

- 02/05/2019 - Joint Governors workshop, Grove Lane
- 08/05/2019 - Outpatients workshop re patient letters
- 09/05/2019 - Governor Meetings
- 20/05/2019- Attended local PPG meeting**
- 05/06/2019 - Informal Governor session with Chairman



Item	Subject	Action
	<p>06/06/2019 - Commendations Panel meeting 12/06/2019 - Assisted at PPG Awareness Week at local surgery 13/06/2019 - Governor Briefing re CQC Report 19/06/2019 - MCE meeting Fortnightly through May/June/July - Assisted at Parkinson Singing Group Sessions</p>	
19/21	<p>ANY OTHER BUSINESS</p> <p>1. Pulse Magazine - Circulation to Governors</p>	
	<p>It was noted that some governors had not received the recent edition of the Pulse Magazine.</p>	
	<p>Action: The FTO team would look into this and ensure that the magazine was circulated to the governors.</p>	FTO team
19/22	<p>DATE OF THE NEXT MEETING</p>	
	<p>Thursday 14th November (09:00-11:00), Dulwich Meeting Room, Hambleton Wing.</p>	

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