

MINUTES OF THE COUNCIL OF GOVERNORS (PUBLIC MEETING)

26th April 2016

Hyde Park Room, Hunter Wing, St George's Hospital

Present:	Kathryn Harrison (KH)	Yvonne Langley (YL)
	Sue Baker (SB)	Felicity Merz (FM)
	Sheila Eden (SE)	Doulla Manolas (DM)
	Hilary Harland (HH)	Dr Patrick Bower (PB)
	Mia Bayles (MB)	Jenni Doman (JD)
	Robin Isaacs (RI)	Dr Dagan Lonsdale (DL)
	Jan Poloniecki (JP)	Brian Dillon (BD)
	David Flood (DF)	Will Hall (WH)
	Derek McGee (DMG)	Dr Val Collington (VC)
	Mike Grahn (MG)	Cllr Philip Jones (PJ)
	Anneke de Boer (AdB)	David Kirk (DK)

Sir David Henshaw, Chair (DH)
Dr Paula Vasco-Knight, Acting Chief Executive (PVK)
Sarah Wilton, Deputy Chair (SW)
Luke Edwards, Board Secretary (LE)
Rob Elek, Director of Strategy, (RE)
Prof Jennie Hall, Chief Nurse (JH)
Prof Jenny Higham, Non-Executive Director (JMH)
Richard Coxon, Membership & Engagement Manager (RC)

Apologies:	Dr Tim Hodgson	Cllr Sarah McDermott
	Stuart Goodden	Gail Adams
	Noyola McNicolls- Washington	Dr Frances Gibson

1.1 DH welcomed everyone. Tim Hodgson, Noyola McNicolls-Washington, Sarah McDermott, Gail Adams, Stuart Goodden and Frances Gibson all sent their apologies.

1.2 Declarations of Interest

None.

1.3 Minutes of the last meeting

The minutes from the previous meeting on the 26th January 2016 were approved as an accurate record subject to agreed amendments.

JP asked when DH had started his contract and if a 'fit and proper person' check had been completed. SW confirmed that she had undertaken the check and reported her findings to NHSi. DH confirmed that his contract had been broadly agreed but was in the

process of being finalised. It would be backdated to 15 March 2016.

JP some concerns with the wording of the NHSi press release announcing DH's appointment. The Board discussed the issue and concluded that the press release was consistent with the discussions.

DH confirmed that Sir Norman Williams officially starts on the 1 May 2016 and that he had attended the Board Strategy away day on the 21 April.

2.1 Chair's Report

DH confirmed that Miles Scott has been seconded to NHSi to work on a national project with immediate effect. Dr Paula Vasco-Knight is now Acting Chief Executive.

The Board Strategy away day took place on the 21 April where a wide range of issues were discussed in more depth including finance, estates, ICT, staff engagement and the CQC inspection. KH and SB attended.

DH has agreed an extension of a month to submit financial plans for 2016/17 to NHSi. He has also agreed with them to meet once a month to reduce the reporting burden.

At the away day the condition of the estate was discussed. The buildings are all in need of repair and updating a review is being undertaken to establish how much needs to be done. Richard Hancock, the new interim Director of Estates and Facilities has started and is looking at space for temporary buildings where services can be moved while essential works are carried out. Queen Mary's is also being looked at for available space.

ICT remained very challenging and this was caused by long term under investment. The Head of IT has left and the Deputy Head of IT leaves this week and a new interim Head of IT starts next week. This will be an area of significant focus over the next few months with the rollout of Cerner a key priority.

The staff survey was very disappointing and DH and PVK are trying to get around the Trust to speak to as many staff as possible. The training stats are a good indicator that more work needs to be undertaken.

The CQC will inspect us on the 21 June and in anticipation we undertook a mock inspection two weeks ago which gave disappointing results. We have brought in additional help to tackle the problems highlighted. The approach will be to resolve the problems over the long term rather than the changes being seen as 'a sticking plaster'. We will be having full engagement with staff to

tackle the issues. The preferred approach was to acknowledge to CQC where problems exist and have good plans in place to tackle them.

We now have more of a grip on our finances although it will remain an ongoing challenge. DH has discussed getting additional financial help from NHSi to deal with our estate and IT problems. They are sympathetic as many trusts are having difficulties and NHSi needs to help them in ways they have not previously done.

JP asked about whether there will be more clinical involvement within the trust and the extent of contact the Trust has with local CCGs. DH agreed that clinicians would have more involvement in key decisions in the future and that we meet with local CCGs regularly.

VC asked about Quality Inspections and whether there was an action plan to implement changes in line with best practice. PVK responded that there was such a plan. One of the problems was that the policies and procedures on the intranet are either out of date or hard to find. Staff will take on if they know it's their responsibility.

FM asked whether the intranet improvements had been budgeted for. DH confirmed that they had but other things had been started and then stopped so we are carrying out an audit to find out what needs to be done.

DH stated that the Trust needed to assess what services it could provide rather than bidding for everything. NHSi are undertaking a review of acute services in England. PVK has met with St Helier and CCGs about how we can work together provide services locally.

DL asked whether it was being considered that we would no longer be a teaching hospital. JMH confirmed that St George's University had no plans to change this and it was a priority to keep the interface and academic links. PVK agreed that being a teaching hospital was part of our brand but that it was important to plan ahead for next 10 – 20 years.

JD asked about holding a community open day at the hospital as they had been such a success in the past. It was agreed that this would be a great idea.

2.2 Quality Reports

SW introduced the Quality & Risk and Finance & Planning report summaries and reminded Governors that they were welcome to attend any meeting with advance notice as there was only space for two or three extra people. PVK stated that under Workforce, staff confidence in the organisation remains a problem with emphasis being put on personal communication rather than relying solely on email.

2.3 Business Planning and Annual Report update

RE reported that the draft business plan for 2016/17 incorporating Governors feedback will be circulated for comment in mid-May. The financial plan will be taken to the Finance & Planning meeting tomorrow.

DH suggested that the Governors have a joint session with the Board in July. This would enable Governors to understand the direction of travel of the trust, what will be delivered when, and be more effective in holding the Board to account and enable them to judge whether the Board had delivered against their objectives. One option was to use the afternoon on the 7th July Board for the joint session, with the public board being held in the morning, The Annual Members Meeting on the 7 July should also be moved back to September to taken in feedback from the CQC inspection starting on 21 June. This was agreed.

2.4 Quality Account Voluntary Indicators/CQC Inspection

JH presented a consultation paper on the Quality Account Voluntary Indicators for 2016/17. The Governors are required to write a statement for the final Quality Account report that reflects upon the Trust's quality outcomes from last year and priorities (i.e. the indicators we select) for improvement for 2016/17. After a broad ranging discussion it was agreed that JH would include the suggested additions to her consultation paper and circulate to Governors for a final decision on voluntary indicators to be chosen for 2016/17.

In relation to the CQC inspection starting on the 21 June, Governors are encouraged to get involved [in the Quality Inspections?] and contact CQC. RC to re-circulate details.

2.5 NED/Governors

DH reported that through conversations with KH he wanted to bring closer involvement between Governors and NEDs. This would be to have more open conversations with a shared view of where the organisation is heading and a good basis for appraisal of NEDs. The aforementioned Governor away day would be a very good opportunity. KH responded to say that regular opportunities over the last year have not materialised but was pleased things were changing.

DH also repeated that any Governor was invited to attend any meeting at the Trust as long as confidentiality was respected.

JP stated that he was unsure of the standard of NED performance expected and how this could be benchmarked? DH responded that there should be 360 degree accountability with transparency and team building.

PVK stated that she was keen to meet with the five staff Governors to discuss how we can better engage with staff.

3.1 Feedback from Strategy Away day

KH reported that she and SB had attended the strategy away day and had found it very useful. The majority of topics had already been covered and there was nothing further to add.

3.2 Governors Review of First Year

RC had circulated a draft paper which had incorporated the views of the twelve Governors who had responded about what they feel has been achieved in the first year of being an FT. Anyone who had not yet responded could still do so and it was suggested that the Governors hold a workshop to discuss in more detail. This was agreed. The next step was to turn this into a clear action plan. This would include development of a Governors forum.

4.1 Any other business

JP asked about the Junior Doctors pay dispute and imposing pay arrangements. DH responded that there was ongoing discussion about the legalities of imposing the new contract. This was a national issue and that discussions were on going at that level. PVK invited DL to meet with her and Prof Simon Mackenzie to get his input.

DH highlighted that he is exploring options for bringing in a NED with finance experience from another trust and we may have another NED due to a change in circumstances for another NED. This will be reported in detail to the next Noms & Rems meeting.

Questions from the public:

Dr Mike Squires asked how much is the Trust now in deficit with all the capital expenditure and outstanding loans. SW replied that the relevant figures are all in the April Board papers with end of year figures likely to be £55m deficit.

Barbara Bohanna stated that reports in press of Croydon University Hospital's £36m deficit was is very worrying. PVK noted that we are working with Croydon to see how we can work closer together to meet the needs of local people.

Thomas Salter asked to what extent the membership numbers have increased since the Trust was authorised as an FT. RC responded that the 12,500 figure had been maintained taking into account deaths and members moving out of the area.

4.2 Date of Next Meeting

The next meeting will be on the 19 July 2016 at 1pm.