

Council of Governors

Public Minutes of the meeting held at 5.30pm on
Thursday 10 April 2014, in Public, at
Post Graduate Medical Centre, Leighton Hospital

PRESENT

Mr D Dunn	Chairman <i>in the chair</i>
Mrs B Beadle	Public Constituency, Crewe & Nantwich
Mr C Betteley	Patient & Carers Constituency, Patient
Miss C Birch	Staff & Volunteers Constituency
Mrs C Cooper	Public Constituency, Crewe & Nantwich
Mrs J Creed	Public Constituency, Vale Royal
Mr K Dawson	Patient & Carers Constituency, Patient
Mr P Faulkner	Public Constituency, Congleton
Professor N Fowler	Appointed Governor, Manchester Metropolitan University
Mr M Hadfield	Public Governor, Vale Royal
Mr N Harris	Public Governor, Vale Royal
Mr J Lyons	Patient & Carers Constituency, Patient
Dr R Okell	Staff & Volunteers Constituency, Medical
Mr J Park	Public Governor, Crewe & Nantwich
Mrs G Phillips	Patient & Carers Constituency, Patient
Mrs E Price	Staff & Volunteers Constituency, Qualified Nursing & Midwifery Staff
Mrs J Roach	Public Governor, Crewe & Nantwich
Mr B Walton	Staff & Volunteers Constituency
Dr A Wilson	Appointed Governor, Clinical Commissioning Group

IN ATTENDANCE

Dame Pat Bacon	Non-Executive Director
Mr J Barnes	Non-Executive Director
Mr D Bone	Former Governor - Public Constituency
Mrs Tracy Bullock	Chief Executive Officer
Mr M Davis	Non-Executive Director
Mr N Dibben	Former Governor Patient & Carers Constituency
Dr P Dodds	Medical Director & Deputy Chief Executive
Mrs D Frodsham	Chief Operating Officer
Mrs L Gresty	Associate Director of OD& Learning (<i>to Item 14.05</i>)
Mr David Hopewell	Non-Executive Director
Mrs R McNeil	Non-Executive Director
Mr David Pitt	Director of Service Transformation & Workforce
Mrs J Smart	Former Public Governor
Ms M Steele	Acting Trust Secretary

APOLOGIES FOR ABSENCE

Mr P Colman	Appointed Governor, South Cheshire Chamber of Commerce
Ms A Cunningham	Staff & Volunteers Constituency, Clinical Support Staff
Ms G Fairhurst	Public Governor, Vale Royal
Cllr Dorothy Flude	Appointed Governor Cheshire East Council
Dr J Griffiths	Appointed Governor, Clinical Commissioning Group
Cllr E Moore-Dutton	Appointed Governor, Cheshire West & Chester Council
Mrs J Ollier	Public Governor, Congleton
Mr A Ritchings	Staff & Volunteers Constituency, Other Qualified Medical Staff

The Chairman opened the meeting noting his delight at being appointed as Chairman of the Trust. The Chairman affirmed his belief in the Trust and the progress it has made over recent years, noting the future of the local health economy was in partnership working.

The Chairman welcomed those newly elected, re-elected, re-appointed and current Governors to the first meeting of the new term. The Chairman also welcomed the members of the public in attendance.

GOVERNORS' INTERESTS

No Governor declared, or has declared, any change to his/her interests since the previous meeting of the Council.

MINUTES OF THE LAST MEETING

After discussion, it was

Resolved to

- **To sign the minutes as an accurate record of the Meetings held on 30 January subject to noting**

Apologies for the meeting were received from Mrs Ruth McNeil and Mr Mike Davis, Non-Executive Directors and

Under *Agenda Item CoG13.69 – Governor Planning Event* the date of the event should have read 6 November 2013 rather than 2014 as noted.

- **To sign the minutes as an accurate record of the Meetings held on 28 March subject to noting**

Under *Agenda Item 14.26 – Appointment of a Chairman*, Mr Park requested the duration of Mr Dunn's tenure as Chair be included. It was noted Mr Dunn's tenure was for a three year term commencing 1 July 2014.

MATTERS ARISING FROM PREVIOUS MINUTES

CoG14.17 Governor Discussion Topic

The Chairman noted an update on the work of the Connecting Care Board was due to be received at the Council of Governors meeting of 10 April 2014. The Chairman advised it had been agreed at the Governor Agenda Setting Meeting that it would be more appropriate for Mrs Eden to present to the Council of Governors meeting scheduled for 31 July 2014 and this had subsequently been agreed with Mrs Eden.

CoG14.18 Clinical Services Strategy Event – October 2013

The Chairman noted at the Governor Agenda Setting meeting it had also been agreed an update on Cancelled Appointments and the Outpatients Rationalisation Programme would come to the Council of Governors meeting of 31 July 2014.

The Chairman advised that those current members of the Governor Strategy Committee would be invited to the Trust's Clinical Services Strategy Event on 9 May 2014. The Chairman noted those Governors to be invited were Mrs Christine Cooper, Mr John Lyons, Mr Mike Hadfield and Cllr Eveleigh Moore-Dutton.

CoG14.26 Appointment of a Chairman

Mrs Bullock confirmed Mr Dunn's appointment as Chairman noting Mr Dunn was to start substantively in post, effective 1 July 2014. Mrs Bullock noted, following discussion with the Governor Nomination & Remuneration Committee, it had been proposed the interim arrangements would see Mr Dunn acting as Interim Chair and available for Trust business one day a week. Mrs Bullock advised Mr David Hopewell would support the Interim Chairman role until Mr Dunn's substantive appointment. Mrs Bullock advised Monitor have been advised of the proposed interim arrangement and they are satisfied with same.

Mrs Bullock requested Council approval of the proposed interim arrangements and in the discussion that followed, it was agreed to endorse the arrangement.

The Chairman thanked the Trust for accommodating the transitional arrangement and also thanked Manchester Metropolitan University for the flexibility as regards his notice period.

Resolved

- **To note and approve the interim arrangements for the role of Chairman pending Mr Dunn's substantive appointment effective 1 July 2014**

CHAIRMAN'S REPORT

CoG14.28 Workshop Feedback

The Chairman referred to the Workshop session which had taken place prior to the formal Council of Governors meeting. The Chairman noted the session had been very productive with good discussion taking place.

The Chairman noted the points raised would inform the discussion at the next Governor/Non-Executive Director meeting which would be scheduled to take place in June/July 2014. The Chairman advised an update would be brought to the Council of Governors meeting of 31 July 2014.

CoG14.29 Council of Governor Vacancies

The Chairman noted that following the Governor elections there remained four vacancies on Council. The Chairman advised the Trust would work to fill the vacancies, however, noted the on-going difficulty in filling the vacancies in the Class of Carer. The Chairman suggested that should the vacancies remain, a review of the Constitution would be undertaken to reconsider Constituency/Classes in an attempt to avoid perpetual vacancies.

In relation to the role of Lead Governor, the Chairman noted Mr Lyon's tenure concluded that day (10 April 2014) and advised Mr Lyons had kindly agreed to extend his tenure until the July meeting of Council. Mr Lyons confirmed he was happy to remain as Lead Governor if the Council of Governors supported the decision. Mr Lyons encouraged Governors to stand for the role of Lead Governor going forward, however, noted he would be happy to stand again should no expressions of interest be received.

CoG14.30 Committee Appointments

The Chairman referred to the Governor Induction Handbook that had been shared with Governors at the Induction Day (8 April 2014) and the reference to Committees contained therein. The Chairman asked Governors to consider those Committees on which they would like to be involved and in doing so, not just consider their background and skills but their interests. The

Chairman noted that he would consider the expressions of interest and meet with Mr Lyons, as Lead Governor, to determine the membership with a report back to the July Council of Governors Meeting for ratification.

Mr Park noted there should be more involvement of Council in appointments to the Committees and the Chairman agreed it would be appropriate to have broader Council engagement in the process. The Chairman advised he would give consideration to same with appointments to be presented to the July Council of Governors meeting for ratification.

In the Review of the Meeting (following the formal Council of Governors meeting), the following process was agreed:

- Governors to express an interest in which Committee they would like to be involved
- The Chairs of the Committees, Lead Governor and Chairman would meet to consider the composition
- Communication regarding the composition to Council prior to the July Council of Governors meeting
- Discussion at the Council meeting in July to ratify the appointments.

Resolved

- **To note the Chairman's Report**
- **To appoint Governors to Committees in line with the process agreed above**
- **To agree to the extension of Mr Lyons' tenure as Lead Governor to 31 July 2014**

CoG14.31 STAFF SURVEY RESULTS

Mrs Gresty presented the survey results detailing the background to same and noting in particular the survey covers the four pledges in the NHS Constitution. Mrs Gresty noted the Trust's improved response rate and the key findings.

Mrs Gresty detailed the Trust's top five ranking scores which included the 'Percentage of staff reporting errors, near misses or incidents' and 'Percentage of staff appraised in the last 12 months'.

Mrs Gresty also provided detail of the bottom five ranking scores noting that in relation to staff receiving Health & Safety and Equality & Diversity Training in the last 12 months, staff receive training in these areas every other year so the Trust will never achieve 100%.

Mrs Gresty noted the areas of significant improvement including 'I would recommend this organisation as a place to work', 'If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation' and 'Care of patients/service users is my organisation's top priority'. Mrs Gresty noted the importance of these improvements particularly in light of recent national reports such as the Francis Report, Care Quality Commission inspections and the Friends and Family Test.

In relation to the response to the question as to whether staff would recommend the Trust as a place to work, Mrs Gresty noted the increase in positive responses. Mrs Gresty noted additional areas of improvement advising that there is always more that can be done to improve. Mrs Gresty noted the comparative scores against previous years and also current scores with local Trusts.

Mrs Gresty noted those areas for development in particular providing detail on the Trust's score for violence against staff and staff experiencing discrimination. Mrs Gresty detailed the actions being taken in these areas.

Mrs Gresty also noted the Trust's score for 'Communication between Managers & Staff' and 'Staff feeling under pressure to attend work when feeling unwell' noting in particular the majority of staff advised they put themselves under pressure to come to work when feeling unwell.

Mrs Gresty concluded noting the key areas of focus for 2014 and the next steps.

Mr Dawson noted the Trust had scored in or around the national average for Communication between Senior Managers & Staff and asked what actions were being taken to improve communication. Mrs Gresty advised of an on-going programme of work with senior staff within the Divisions regarding how they communicate and ensuring they make time for team meetings. Mrs Gresty noted the importance of listening to staff was also being highlighted.

Mr Park congratulated the Trust on the increased level of participation and enquired as to whether a target level had been set for the future. Mrs Gresty noted the Trust strives to improve the level of participation year on year, however, noted it is difficult to establish a target level as different staff receive the survey questionnaire each year.

In response to Mr Park's enquiry as to those areas where the Trust is consistently scoring well and those where it is consistently scoring low, Mr Pitt advised that in relation to the themes there has been improvement overall however one area for further development is information and communication.

Mr Lyons noted the Trust must be congratulated on the improvements, however, must not become complacent.

Mrs Gresty noted the work being undertaken to improve the scores, however, noted the improvement needs to be gradual in order to be sustainable. Mr Dunn noted the Trust did not aspire to be average and would continue to work to improve its scores.

Resolved

- **To note the Staff Survey Results**

CoG14.05 GOVERNOR SELF-APPRAISAL

Mr Hopewell presented the Governor Self-Appraisal results following the survey which had been completed by Governors in February 2014.

Mr Hopewell noted the questions had been grouped under five headings – Roles and Duties, External Engagement, Skills & Performance, Internal Relationships and Council Meetings.

In relation to the Governor Role, Mr Hopewell noted the Governor Induction Day and information pack should increase Governor awareness of their role and responsibilities.

In relation to External Engagement, Mr Hopewell noted the results had been reflected in the workshop discussion prior to the Council meeting and should be a priority for 2014/15.

Mr Hopewell also presented the results for Skills & Performance particularly focusing on the question as to whether Governor skills suited Committees. Mr Hopewell suggested Governor participation in Committees should reflect Governor interests more than skills.

In relation to Council Meetings, Mr Hopewell noted the positive result in relation to being informed of Trust operations which reinforced the Trust's principles on openness and transparency. In relation to a relevant agenda for the Council Meetings, Mr Hopewell encouraged Governors to attend the Governor Agenda Setting meeting to submit suggestions for future meetings.

Mr Hopewell provided a comparison of the results for the preceding five years and it was noted the results have plateaued on last year. Mr Hopewell noted this reflected a maturing Council and it was agreed results would not always increase year on year. Mr Hopewell did note, however, it was important the results did not decline.

- **Resolved**
To note the presentation

CoG14.32 LEAD GOVERNOR REPORT

Mr Lyons advised he had attended a number of Board of Director meetings since the last Council of Governors meeting and advised of no issues of concern to be raised. Mr Lyons noted that overall the Trust's performance is positive in what is a difficult economic environment. Mr Lyons reflected on the Patient stories presented providing detail of same.

In relation to the appointment of the Chairman, Mr Lyons noted the process had been very rigorous and professional.

Resolved

- **To note the Lead Governor's Report**

CHIEF EXECUTIVE'S REPORT

Mrs Bullock advised that under the Health & Social Care Act, Council of Governors could require one or more of the Executive Directors attend a Council meeting to obtain information about performance of the Trust's functions. Mrs Bullock advised that Executive Directors are keen to engage with Council and as such regularly attend Council of Governor meetings. Mrs Bullock introduced those Executive Directors who were in attendance at the meeting.

Mrs Bullock provided an outline of the purpose of the Chief Executive briefing paper and presentation and hoped the report would provide Governors with enough information to enable them ask relevant questions or to request information through subsequent Governor Agenda Setting Meetings.

CoG14.33 Confirmation of Quarter 3 Monitor Governance Rating

Mrs Bullock confirmed that the rating for Quarter 3 was Green. Mrs Bullock referred to the potential rating of Narrative or Red

detailed at the Council of Governors meeting of 30 January 2014 and noted this had been as a result of the Trust's performance in relation to *Clostridium difficile*. Mrs Bullock advised Monitor had given consideration to the Trust's performance and whilst the Trust had failed the standard, the Trust remained in the upper quartile of performance nationally in relation to *Clostridium difficile* and on that basis had been rated Green.

CoG14.34 Quarter 3 Performance

Mrs Bullock referred to the performance targets and standards, circulated in the Briefing Pack, for Quarter 4 noting the Trust's provisional rating of Narrative or Red.

Mrs Bullock advised the Trust had failed the 4 hourly waiting target in addition to the *Clostridium difficile* target and this would impact on the Trust's rating.

CoG14.35 Financial Position

Mrs Bullock confirmed the Trust's financial position for Month 11 (end of February) was level 3 with a Continuity of Service rating of 4.

In response to Professor Fowler's enquiry as to whether the increase in income from elective activity had been at the expense of the Non-Elective Activity, Mrs Bullock confirmed this was not the case and in fact the norm was for non-elective activity to impact adversely on elective activity.

In response to Mr Park's enquiry in relation to the Cost Improvement Programmes and what proportion of the overall programme is the shortfall to the end of February, Mr Pitt noted the Trust was achieving 90% delivery against its Cost Improvement Programme.

CoG14.36 Patient Experience, Quality & Safety Update

AQuA (North West Advancing Quality Alliance) Mortality Review

Mrs Bullock referred to the draft report prepared by AQuA following their review of the Trust's mortality data. Mrs Bullock assured Governors there were no issues raised of which the Trust was not aware. Mrs Bullock advised the Trust's Mortality Reduction Group was considering the recommendations outlined in the report whilst the Board Development Away Day scheduled for 28 April 2014 would be used to consider the report in more detail and the Board's role in leading on the recommendations.

Mrs Bullock advised once the Trust was in receipt of the final report same would be shared with the Council of Governors.

Patient Survey

Mrs Bullock noted the initial results of the patient survey for 2013 have now been received and a brief summary of highlights was provided in the Chief Executive briefing pack. Mrs Bullock confirmed a full presentation of the results is due to be received at the Council of Governors meeting on 31 July 2014.

CoG14.37 Visits of Accreditation and Inspection

Mrs Bullock provided detail of the visits of accreditation and inspection.

In response to Mr Hadfield's enquiry as to the apparent similarities between the Care Quality Commission and AQuA, Mrs Bullock provided detail of each organisation and the work undertaken by each.

Resolved

- **To note the Chief Executive's Report**

CoG14.38 DISCUSSIONS, THEMES & FEEDBACK FROM MEMBERS

Mr Park presented the paper which had been prepared by Mr David Pitt, Director of Service Transformation & Workforce. Mr Park detailed the background to the paper, the key engagement themes noted and the proposed reporting mechanism. Mr Park noted that Governors were free to suggest additional topics.

The Chairman noted it can be difficult to engage with the Membership but the Council of Governors supported by the Trust needed to be proactive in this regard.

Resolved

- **To note the paper**

REPORTS FROM COUNCIL OF GOVERNORS' COMMITTEES

CoG14.39 Membership & Communications Committee – 13 January, 10 February and 10 March

The minutes were presented and no comments or questions were raised.

Resolved

- **To note the minutes of 13 January, 10 February and 10 March 2014**

CoG14.40 Governor Strategy Committee – 3 February 2014

The minutes were presented. No comments or questions were raised.

Resolved

- **To note the minutes of 3 February 2014**

REPORTS FROM COMMITTEES WITH GOVERNOR REPRESENTATIVES

CoG14.41 Infrastructure Development Committee – 10 March 2014

The summary report was presented. No comments or questions were raised.

- **To note the report of the meeting of 10 March 2014**

CoG14.42 Strategic Integrated Governance Committee – 10 February and 10 March 2014

The summary report was presented. No comments or questions were raised.

Resolved

- **To note the summary report of 10 February and 10 March 2014**

CoG14.43 QuESt Committee – 16 February and 20 March 2014

The summary report was presented. No comments or questions were raised.

Resolved

- **To note the summary report of 16 February and 20 March 2014**

CoG14.44 Patient Experience Committee – 6 February 2014

The summary report was presented and no comments or questions were raised.

Resolved

- **To note the minutes of 6 February 2014**

CoG14.45 Workforce Assurance Committee – 7 March 2014

The summary report was presented and no further comments or questions were raised.

Resolved

- **To note the minutes of 7 March 2014**

ANY OTHER BUSINESS

CoG14.46 Governor Only Meetings

Mrs Steele referred to the discussion at the Governor Induction Day on 8 April 2014 regarding Governor Only meetings. Mrs Steele advised Governors were keen to continue with these meetings and Governors had been asked to give consideration to the most appropriate day/time of same. In the discussion that followed it was agreed an hour meeting prior to the Agenda Setting Meeting would be appropriate with a small number of half day meetings also to be scheduled. It was agreed the first meeting should take place before the Council of Governors Agenda Setting Meeting scheduled to take place in June 2014.

The Chairman closed the public meeting.

TIME, DATE AND PLACE OF NEXT MEETING

Thursday, 31st July 2014 @ 5.30pm,
Lecture Theatre, Post Graduate Medical Centre