

**Minutes of the Council of Governors meeting held on
22 July 2019 in the Board Room**

Present:

Mary Clunie	Public Governor
Jonathan Cullis	Staff Governor
Lucinda Herklots	Public Governor
William Holmes	Public Governor
Raymond Jack	Public Governor
Pearl James	Staff Governor
Alastair Lack	Public Governor
Jenny Lisle	Public Governor
John Mangan	Lead Governor
Lee Phillips	Staff Governor
Jan Sanders	Public Governor
Jonathan Wright	Staff Governor

In Attendance:

Nick Marsden	Chairman
Cara Charles-Barks	Chief Executive
Fiona McNeight	Director of Corporate Governance
Isabel Cardoso	Membership Manager (Minute taker)
Andy Hyett	Chief Operating Officer
Lorna Wilkinson	Director of Nursing
Michael von Bertele	Non-Executive Director
Rachel Credidio	Non-Executive Director
Paul Miller	Non-Executive Director
Justine McGuinness	Head of Communications
Sarah Evans	Deputy Head of Communications

Apologies:

Richard Clewer	Nominated Governor
Jenny Erwin	Nominated Governor
Chris Horwood	Nominates Governor
John Parker	Public Governor
Christine Wynne	Public Governor
Jayne Sheppard	Staff Governor

ACTION

OPENING BUSINESS

CG22/07/01 Welcome and apologies

Apologies were noted as above.

CG27/07/02 Minutes of the Council of Governors meeting held on 20 May 2019

The minutes were agreed as a correct record.

CG22/07/03 Action Log and Matters Arising

All actions were completed with the exception of items:

CG19/11/10 - Clinical Ethics Committee – discussed at CMB and Christine Blanchard looking to reinstate this committee with Fiona Hyett.

CG18/02/02 – signs and letter heads – Justine McGuinness to look into and take forward.

STRATEGY

CG22/07/04 Corporate Communications Strategy

Justine McGuinness (JMcG), Head of Communications distributed a paper with the Trusts Corporate Communications for 2019/20 to 2024/5.

The document outlined the overarching strategy of the communications department in regards to Corporate Communications, these being:

- To be 'Outstanding' and to achieve an 'Outstanding ' rating from the CQC
- To embed our values
- To create internal culture change

JMcG informed the Governors of the purpose of reforming the Corporate Communication in a way that delivers the Trusts strategic message to all its audiences, and to move away from reacting to events but rather to creating and controlling our own news.

An overarching discussion was had about the importance of communication and how important it is to use it effectively especially in promoting the Corporate Branding of the Trust, so that a consistent approach was used for the same message to be distributed although using different formats of delivery.

JMcG said that the Trust was using social media more and more to ensure that the Trust is letting people know about Salisbury District Hospital. JcM to distribute list of all the links to social media accounts to the Governors.

ACTION

JMcG

The Governors received the document and noted the information.

PERFORMANCE and FINANCE

CG22/07/05 Integrated Performance Report

The Council received the Integrated Performance report for May 2019 (month 2).

The Governors received the Integrated Performance Report in its new format. This reports new format uses data and commentary available for performance in May 2019.

The Chief Executive, Cara Charles-Barks (CCB) informed the Council that the Trust was performing positively against a number of indicators, and was continuing to meet the referral to treatment target of 92% for patients waiting less than 18 weeks for elective treatment. The Trust also met 6 out of 8 cancer standards in May; recovery of 62 day standards remains a focus. The Trusts performance against the emergency access (4hr) fell to 88.8% in May, below the trajectory for the month and a fall from April (92.5%). Bed closures for infection control were a contributing factor; workforce planning and focus on the Patient Flow Programme remain key areas to drive improved performance. The Trust also failed to deliver the diagnostic waiting time standard by 1.6% with primary challenges remaining in Endoscopy capacity.

CCB informed the Council that the Trust had maintained the Stroke performance indicators, but that as a team they are looking at the stroke indicators, by doing lots of recruiting and are confident that this will improve over the coming months.

CCB said that the Trust had delivered against its financial control total in May 2019, reporting a control total deficit of £0.7m, releasing additional payments of

£513k for MRET funding, PSF, and FRF.

John Mangan asked if there were going to be any changes in the long term for Gastroenterology clinical approach in regard to partnerships with other organisations, as we were talking local partnerships but now CCB had mentioned Swindon. CCB replied that it depends on the solution that is being looked for. For example, with Southampton that would be joined positions with consultants travelling between both sites. But what the Trust needs to look at would be the most cost effective solution for the Trust but that doesn't mean that Southampton is not an option. There could be an internal solution through an establishment of a joined surgical medical unit which then means the Trust has got better virtual resilience as we have a strong surgical team. The Trust wants the best solution for our local population.

Jan Sanders asked if the Trust was increasing the nurse's roles in Gastroenterology so that they are doing more. Lorna Wilkinson (LW); Director of Nursing answered that the Trust has been doing so over time but that there still needs to be Consultants to supervise. LW informed the Council that the workforce was being looked at in its entirety.

The Council noted the Integrated Performance Report.

QUALITY and RISK

CG22/07/06 Patient Experience Report – Quarter 4

Lorna Wilkinson (LW), Director of Nursing presented the Patient Experience Report for quarter 4 highlighting the following:

- Complaints over time have decreased slightly
- Response times are not where the Trust wants to be
- Looking at the Complaint Handling policy and tailoring it around the complainant and the complexity of each complaint. So different time frames will be work to depending on the complexity of the complaint (25 days, 40 day and 60 days) agreed with the complainant
- PALS meeting with all the directorates every month and linking in with the ward teams
- Kat Glaister has been made substantive as Head of PALS
- Kat Glaister is running a drop-in session at one of the GP surgeries to get feedback from patient
- Patient engagement events being held around the campus with Laurence Arnold

The Council noted the Patient Experience Report

Infection Rates and Hospital Cleanliness

LW informed the Council that in regard to the PLACE inspection this year the Trust does not know what this year's standards look like. The assessment will be in September.

CG22/07/07 CQC inspection results grid

Lorna Wilkinson (LW) took the Council through the presentation on the CQC Inspection results.

- Where we were in 2016 – 4 services that they came to see, with requires improvement
- Where we are now – Urgent and emergency care as well as surgery were classified as good, Intensive/Critical care is outstanding and Spinal Centre still requires improvement.

LW informed the Council that Safe remains at 'Requires Improvement', because if the CQC doesn't re-inspect the service it keeps its previous rating.

Therefore, as some of our services were not re-inspected they retained the 'Requires Improvement' rating, and also because of how the CQC aggregate their ratings.

LW shared some of the positive observations that were made by the CQC:

- Staff recognised incidents and reported them appropriately. These were investigated and lessons learned with the whole team and wider
- Patients care and treatment was planned and delivered in line with evidence-based guidelines
- Staff involved patients and those close to them in decisions about their treatment
- Staff spoke positively about multidisciplinary working within teams and this was observed

LW also shared some of the things that that CQC said we should improve on, for example

- SSEU function and processes – this areas use needs to be clearer.
- Care of children in ED – environment and competencies
- IT systems – more user friendly , reduce the risks of not being able to effectively monitor and improve quality of care

LW said that the Trust now needs to celebrate its success, take action on feedback and work towards outstanding.

Alastair Lack asked if the inspectors inspired her with confidence as a few questions have been raised about the CQC inspections. LW responded that she thought that they were hugely variable but does welcome their new approach which is much more around the relationship and meetings in between inspections. LW also said that the Trust has a new regional manager and that the local team has changed. CQC are moving more towards gathering intelligence over the course of the three years between the inspections, rather than just over the days that they are here on an inspection. LW feels that the new approach is giving more balance to the inspections.

The Council noted the CQC report presentation.

ASSURANCE

CG/22/07/08 Auditors Report – Grant Thornton UK

The Chairman, Nick Marsden welcomed Barrie Morris (BM) from Grant Thornton UK who presented their report to the Council of Governors.

Barrie Morris informed the Council of Governors that the Annual Audit letter summarises the key finding from the work that Grant Thornton carried out for the Trust to year end 31 March 2019., whereby they audited the 2018/19 accounts; assessed the Trust's arrangements for securing economy, efficiency and effectiveness in the use of resources. They also reviewed the Trust's Quality Report.

This was the first year that Grant Thornton audited the Trusts accounts, and this was a steep learning curve for both sides. The finance team were very helpful and co-operative. The audit was planned on focusing on the key areas of risk and Grant Thornton adopted a materiality level of £3.4m which represented 1.5% of the Trusts gross operating costs.

The following key risks were identified:

- Going concern – although after the Foundation Trust out-turn and improved arrangements in the future this was re-considered in the final work

- Management override of controls
- Improper revenue recognition
- Valuation of land and buildings
- Valuation of intangible assets

Barrie Morris let the Council know of the following audit outcomes:

- Number of audit adjustments and disclosure changes were made
- There was one unadjusted item (£1m) relating to the impact of a change in asset lives on the calculation of depreciation
- Raised a number of recommendations to improve the financial control environment and financial processes at the Trust.

Barrie Morris informed the Council that they had provided an unqualified limited assurance opinion on the Trust's Quality Report.

The Council noted the Auditors report.

GOVERNOR BUSINESS

CG22/07/09 Feedback – NHS Providers conference ‘Governor Focus 2019’ – Lucinda Herklots

The Council was provided with a report from Lucinda Herklots on her attendance at the Governor Focus 2019 conference.

CG22/07/10 Website Report – Alastair Lack (AL)

Alastair Lack provided the Council of Governors with an updated report about the Website. Alastair said that the most important part of the draft report was the general comments and observations on page 202 of the report. AL also informed the Council that there was going to be a meeting with the Communications department on the 9th August to discuss these and finalise the report, and Governors are asked to submit their suggestions on this document to Alastair Lack

CG22/07/11 Committee / working group reports

The Council received to note the following minutes from Governor Committees and Trust led committees:

- Membership and Communications Committee
- Patient Experience Group Reports on – Organ Donation; End of Life Care Strategy Steering Group; Stroke Strategy Steering Group; Food and Nutrition Steering Group and Food Forum

CG22/07/10 Any other Business

Pearl James said that she had gone to see dermatology and wanted to know what the Trust was doing in regard to the shortages in Dermatology. CCB responded that nationally there was a massive shortage of dermatologists but the Trust has been proactive and have the skin service plastic surgeons working jointly with the dermatology department.

William Holmes would like it recorded that the Staff were very happy with the Staff BBQ.

Date of Next Meeting

The next public meeting of the Council of Governors is 18 November 2019 at 4pm, in the Trust Boardroom.