

**Council of Governors Meeting
Minutes of the Meeting held in Public
Thursday, 26 April 2018
at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe**

Present

Mr D Dunn	Chairman
Dr K Birch	Lead Governor and Public Governor (Vale Royal)
Mr M Perry	Public Governor (Vale Royal)
Mrs B Beadle	Public Governor (Crewe and Nantwich)
Mrs J Roach	Public Governor (Crewe and Nantwich)
Mr B Selby	Public Governor (Crewe and Nantwich)
Mrs J Ollier	Public Governor (Congleton)
Mr D Fricker	Patient and Carer Governor
Mrs M Leverington	Patient and Carer Governor
Mrs N Moores	Patient and Carer Governor
Mr R Stafford	Patient and Carer Governor
Cllr J Clowes	Partnership Governor (Cheshire East Council)
Dr J Griffiths	Partnership Governor (South Cheshire CCG)
Dr G Pearson	Partnership Governor (Manchester Metropolitan University)
Mrs H Piddock- Jones	Staff Volunteer Governor
Ms C Birch	Staff Governor
Mr N Boyce-Cam	Staff Governor
Mr R Platt	Staff Governor
Mr R Sutton	Staff Governor

In attendance

Dame P Bacon	Non-Executive Director (to item CoG/18/10/16)
Mrs T Bullock	Chief Executive
Mr J Barnes	Non-Executive Director (to item CoG/18/04/16)
Ms L Butcher	Non-Executive Director and Deputy Chair (to item CoG/18/04/16)
Mr J Church	Non-Executive Director and Deputy Chair (to item CoG/18/04/16)
Mr M Davis	Non-Executive Director (to item CoG/18/04/16)
Dr P Dodds	Medical Director and Deputy Chief Executive (to item CoG/18/04/16)
Mr D Hopewell	Non-Executive Director (to item CoG/18/04/16)
Ms L Massey	Non-Executive Director (to item CoG/18/04/16)
Mr M Oldham	Director of Finance (to item CoG/18/04/16)
Mr C Oliver	Chief Operating Officer (to item CoG/18/04/16)
Mrs J Tunney	Director of Nursing and Quality (to item CoG/18/04/16)
Mrs K Dowson	Trust Board Secretary
Mrs F Nixon	Ward Manager 21B (to item CoG18/04/03)
Mrs R Heaton	Divisional Head of Nursing and Healthcare Professions (to item CoG18/04/03)
Mr A Holloway	Director, Cheshire Dance (to item CoG18/04/03)

Apologies

Mr T Ashcroft	Public Governor (Vale Royal)
Mrs G Alasadi	Public Governor (Crewe and Nantwich)
Mr J Pritchard	Patient and Carer Governor
Mrs P Psaila	Patient and Carer Governor
Mrs J Martin-Jackson	Staff Governors (Nursing and Midwifery)
Mr P Colman	Partnership Governor (Chambers of Commerce)
Dr J Griffiths	Partnership Governor (Vale Royal CCG)
Cllr S Burns	Partnership Governor (Cheshire West & Chester)
Miss E Carmichael	Director of Workforce and OD
Mr D Hopewell	Non-Executive Director

- CoG18/04/1**
18/04/1.1 **Welcome and Apologies for Absence**
The Chairman welcomed everyone to the meeting, in particular Ms Lorraine Butcher and Ms Lesley Massey who were attending their first meeting as Non-Executive Directors.
- 18/04/1.2 The Chairman noted apologies for absence.
- CoG18/04/2**
18/04/2.1 **Interests to Declare**
There were no new interests declared and no interests declared in relation to any open items on the agenda.
- CoG18/04/3**
18/04/3.1 **Patient Story – Cheshire Dance**
The Chairman advised that, at the request of Governors, a patient story has been included in the Council agenda for the first time. The Chairman explained the purpose of listening to a patient story and asked Governors to provide feedback if they thought it was a useful addition to the agenda.
- 18/04/3.2 Mrs Tunney introduced the video 'In This Moment' created by Cheshire Dance as part of a collaborative with Ward 21B, Elmhurst and Cheshire East Council. Mrs Tunney outlined the benefits of dance and movement to aid healing, support rehabilitation and to reduce the risk of the onset of dementia. A full team of staff, students, dance ambassadors and therapy leads participate in each session. Mrs Tunney thanked Sister Nixon and Mr Holloway for attending the meeting to present this film.
- 18/04/3.3 Mr Fricker commented on the benefits of dance classes for those with Parkinson's noting that there are three such classes running locally. The Chairman asked how the project had got started. Mr Holloway explained that Cheshire East Council had approached Cheshire Dance as they were keen to support the aging population and the relationship with the Trust as part of this collaborative had been crucial. Mr Holloway advised that there are twelve other sessions taking place regularly in the community all of which have waiting lists. Mr Holloway outlined the physical, mental, social and creative benefits felt by participants.
- 18/04/3.4 Ms Nixon explained that Cheshire Dance come into Ward 21B and Elmhurst Intermediate Care once a week, the same person leads the sessions which will also include listening to music. Ms Nixon agreed that there is a holistic benefit for participants and relatives have commented on the improvements seen. Mrs Ollier asked how long funding is confirmed for the collaboration with the Trust. Mr Holloway replied that Cheshire East have agreed to carry on supporting this project but with a greater community focus. Mr Holloway added that Big Lottery funding had been received as part of a falls prevention programme across Cheshire East.
- 18/04/3.5 Mr Holloway added that an Arts Council bid had been unsuccessful. Mr Davis asked whether the Mid Cheshire Hospitals Charity could provide any support. Mr Church observed that improving wellbeing is essential and the Trust should consider ways of supporting this project. The Chairman thanked Cheshire Dance and Sister Nixon for the presentation and video.
- Resolved:** The Council noted the presentation and the positive work taking place to support the rehabilitation of patients through dance, movement and music.

CoG18/04/4
18/04/4.1

Governor Discussion Topic – Use of Resources Assessment

Mr Oldham presented an overview of the new Use of Resources Assessment (UoR) and explained how it fits into the CQC inspection process. Mr Oldham explained that in March the Trust was one of the first to undergo the UoR which will form part of the overall CQC assessment of the Trust.

18/04/4.2

Mr Oldham reminded Governors that the Single Oversight Framework (SOF) is already in place which gives the Trust a scoring for financial sustainability including assessing income and expenditure, distance from control total, agency spend, liquidity, cash reserves and its capacity to service capital investment. Mr Oldham noted that with the improved end of year position the forecast SOF rating for the Trust is 1 which is the highest possible score.

18/04/4.3

Mr Oldham summarised the presentation given as part of the UoR which outlines the areas where the Trust is achieving excellence, its challenges and constraints across finance, clinical, people and operations. All of these factors are taken into account for the UoR assessment which is then aggregated into the final report.

18/04/4.4

The Chairman thanked Mr Oldham for his presentation and noted the significant amount of work and detail behind this. From the presentation Mrs Ollier picked up a number of points for clarification. Mr Oldham responded that the increase in emergency readmissions is being audited to understand why these are rising. Mersey Internal Audit are supporting this work and early indications are that the Trust is doing well compared to peers and that differences may be due to data classification.

18/04/4.5

Mrs Tunney responded that bank nurse rates are close to other local Trusts and the agreed rates. However, some Trusts are paying enhanced rates to fill gaps. Mrs Tunney added that the priority for the Trust is to use bank nurses rather than agency. Mrs Tunney advised that international recruitment of nurses has declined; this is partly due to tighter controls on requirements for visas and English language tests. Mr Oliver explained that the over 70's triage meeting is arranged as soon as a patient is medically optimised and ready for discharge. This meeting takes place at 9am every morning for each of these patients, with an integrated discharge team attending. This includes therapists, care homes, social services as well as Trust staff. This group decides on the best care pathway for each patient and puts plans in place to facilitate this. This has been very successful with the Trust exceeding its targeted improvement trajectory for delayed transfers of care.

Resolved: The Governors noted the presentation and discussion session and thanked Mr Oldham and his team for all the work on this.

CoG18/04/5

Minutes of the Last Meeting

The minutes of the last meeting held on 25 January 2018 were agreed as a true and accurate record of the meeting.

CoG18/04/6
18/04/6.1

Matters Arising and Action Update

The Chairman noted that there were no outstanding actions or matters arising.

CoG18/04/7
CoG18/04/7.1

Chairman's Report
Board Committee Reviews

The Chairman advised that the annual Board Committee reviews have now taken place. The Chairman explained that the Chair of each Board Committee met with himself, Mrs Bullock and Mrs Dowson to assess the Committee's performance. This report is provided to the committees and the overarching report, which includes any generic lessons or opportunities, was discussed at a recent Board away day.

CoG18/04/7.2

Chat with the Chairman

The Chairman reported that he had met informally with several Governors on 21 February for a useful discussion. This meeting had been well attended and topics for discussion included the CQC inspections, UoR, the ongoing association with University Hospitals of the North Midlands and its importance going forward. NED recruitment, potential new uses for the Manchester Metropolitan University site in Crewe and the planned joint organisational development sessions with the CCG were also discussed.

CoG18/04/7.3

NED/Governor Meeting held on 12 March 2018

The Chairman reported that notes of this meeting have been circulated to Governors and the Board previously. The Chairman noted that this meeting was a good opportunity for Governors to feedback what they are hearing from their constituencies to NEDs. It was clear from this that A&E performance is a concern and Mr Davis was able to describe the work taking place in PAF to meet these demands and challenges.

CoG18/04/7.4

Governor Committee Membership

The Chairman was pleased to report that Mr Tim Ashcroft has joined the Nominations and Remuneration Committee and Mrs Helen Piddock-Jones has joined the Membership and Communications Committee.

CoG18/04/7.5

Governor Resignation

The Chairman advised that Mr John Osuagwu has taken a new job at another Trust and therefore has resigned his position as Staff Governor for Clinical Support Staff. This vacancy will roll forwards to the forthcoming Governor elections.

CoG 18/04/8

Governor Elections

The Chairman asked the Governors to note the paper provided on the forthcoming Governor elections and the proposed timetable which will begin in early June. The Chairman asked Governors to attend the Meet Your Governor events leading up to the elections if possible.

Resolved: The Governors approved the process outlined.

CoG18/04/9
18/04/9.1

Core Skills for the Governor

Mr Selby presented an overview of the Governwell Core Skills course led by NHS Providers that he had attended in March. Mr Selby explained that this was a useful foundation course, well attended by a mixture of newer and more experienced Governors. The course covered a brief history of the NHS and included several e-learning modules.

18/04/9.2

Mr Selby advised that the course explained the professional boundary of the role of the Governor, as a critical friend, rather than helping run the Trust. The role of the Governor as a link between the community and the

Trust was also highlighted. Mr Selby reflected that the importance of meeting with the NEDs was a learning point for him and in the future he would be trying to attend the NED/Governor meetings where possible.

18/04/9.3

The Chairman asked if the course had given him a sense of his role as a Governor at the end of his first year. Mr Selby said that it has been very helpful and had helped him understand further the wider context of the NHS and the hierarchy within the Trust. The Chairman asked if he had any sense from other Governors about the level of engagement Governors have with their Trust. Mr Selby replied that he felt the level of engagement at the Trust was a lot stronger than for others. The Chairman thanked Mr Selby and suggested that this was a good course for all newer Governors to consider or even those more long-standing Governors as a refresher.

Resolved: The Council noted the feedback provided on the NHS Providers Governwell Core Skills Course.

CoG18/04/10

18/04/10.1

Board Effectiveness Survey

Mrs Bullock thanked the Governors for the excellent response which had been the best ever received with 26 of 27 Governors responding. Mrs Bullock summarised the results of the Council of Governors survey on Board Effectiveness noting that the paper provided the results in detail. Mrs Bullock reported that generally the responses were very positive with only a couple of answers reflecting a more mixed response.

18/04/10.2

Mrs Bullock acknowledged that shaping the future direction of the organisation is challenging given the regional approach within the Health & Care Partnership for Cheshire & Merseyside (H&CP) and the gap between this body and Governors. Mrs Bullock thanked Governors for the excellent and insightful comments and agreed that there is limited opportunity to engage and drive the strategy of the Trust and the health economy. Mrs Bullock noted that Governors feel well informed but that they are not influencing the strategy.

18/04/10.3

The Chairman endorsed Mrs Bullock's comments and recognised the frustration for Governors of the lack of consultation and the way and pace by which the future direction of the Trust is being shaped. The Chairman thanked the governors for the feedback and noted the positive response. Dr Birch reflected that there is a tension in the role of the Council of Governors; yes the Governors are actively engaged, they have the opportunity to talk to staff and patients and can influence key internal priorities, but not the broader strategic H&CP. Dr Birch welcomed the commitment by the Board to keep the Governors as involved as possible.

CoG18/04/11

18/04/11.1

Committee Experience – A Governor View

Mrs Ollier presented a reflection on her positions on the Executive Patient Experience Group (EPEG), the Complaints Review Group (CRG) and Trustee Sub Committee as Governor representative. Mrs Ollier described the work of each committee and the role of the Governor within this. EPEG receives all aspects of patient feedback, including Friends & Family and national surveys and puts improvements in place to improve patient experience. CRG reviews every closed complaint and picks up themes, with leads for areas invited in for discussion.

18/04/11.2 Mrs Ollier explained that the Trustee Sub Committee is chaired by Mr Hopewell and oversees the operation of the hospital charity including all donations and distributions of funds. Mrs Ollier noted that it would be helpful to have a deputy representative for these committees for when she cannot attend. The Chairman acknowledged that the membership of these committees is under review and thanked Mrs Ollier for the excellent overview. The Chairman suggested that the notes should be typed up and circulated to council.

ACTION: Mrs Ollier's notes to be circulated to council for information (Mrs Dowson)

18/04/11.3 Dr Birch added her thanks and observed that this report highlights the wide range of Trust activity that goes on below Board level. It is good for Governors to be aware of this and to understand the level of complexity and thoroughness of work that takes place and which provides assurance to the Council.

CoG18/04/12 Lead Governor Report on Activity

18/04/12.1

Dr Birch presented the Lead Governor report, noting the breadth of engagement of colleagues over the past quarter, from formal opportunities at the Council of Governors and observing Board, to engagement with Members in constituencies. Dr Birch noted the variety of engagement with stakeholders which is comprehensive. The Chairman agreed adding that there were also many spontaneous activities that do not get recorded.

18/04/12.2

Cllr Clowes noted that she had attended a Trust patient event at Sandbach Town Hall which had been excellent and included the Virtual Fracture Clinic. Mr Boyce Cam replied that the VFC is being promoted at the moment and is having very positive feedback including a national award nomination. Mr Boyce Cam noted the positive impact on 'did not attend' (DNA) rates, patient satisfaction and effective streaming to the right pathway. Mr Boyce Cam commented that it had been a very positive project with the CCG and Dr Wilson agreed noting it as an example of how things can be delivered differently.

CoG18/04/13

Register of Governor Enquiries to Board and Committee Chairs

The Chairman asked the Council to note the recent response provided to an enquiry raised by a Governor. Mr Fricker thanked the Trust for the response noting that he had checked and the suggested improvements had been put into place.

Resolved: The Council noted the response made to a Governor enquiry.

CoG18/04/14

18/04/14.1

18/04/14.1.1

Council of Governor Committees

Membership and Communications Committee – 9 April 2018

Mrs Beadle, Chair of Membership and Communications Committee, asked the Council to note the minutes of the meeting. Mrs Beadle highlighted the discussion held on the changes to data protection with the introduction of the General Data Protection Regulations from 25 May. Mrs Beadle advised that work is underway to advise Members about the data the Trust holds on them, how it is used and who has access to it.

18/04/14.1.2

All Members will be sent a Fair Processing Notice which is being developed with Information Governance. Members will also be reminded of the

benefits of membership and how it supports the Trust. This information will be sent out by email where possible or by post. Members will be asked to check their information and update it where incorrect. Members will also be given the opportunity to unsubscribe from the database, so membership numbers may go down. Mrs Beadle added that this process will also clean up the database and allow for a more focused approach to engagement.

18/04/14.2

Membership and Communications Committee Terms of Reference

Mrs Beadle asked Governors to approve the proposed amendments made to the Terms of Reference for the Committee noting a small change regarding membership communications.

Resolved: The minutes of the Membership and Communications Committee were noted and the Terms of Reference approved.

CoG18/04/15

18/04/15.1

Chief Executive's Update Report

Mrs Bullock presented the Chief Executives update advising that the report contains a lot of information and that her presentation assumes that the paper has been read in advance.

18/04/15.1.2

Quarter 4 Performance

Mrs Bullock confirmed that since the last meeting the NHS Improvement (NHSI) Quarter 3 rating had been validated and had remained as a 2. This rating is likely to remain for Quarter 4 and will be confirmed at the next meeting. Mrs Bullock advised that the 4-hour transit time remains the biggest challenge for the Trust in regard to the national pressures. Mrs Bullock advised that numbers presenting at A&E across Cheshire & Merseyside appear to be subsiding and the Trust has closed its escalation ward this week.

18/04/15.2

18/04/15.2.1

Financial Position

Mrs Bullock updated the Board on finances, noting the report reflects performance to the end of February 2018. Mr Oldham added that he is now able to report the year end position and that the Trust has delivered the control total for the year end. Due to accounting methods including a £10m addition to the balance sheet as a result of the revaluation of the estate, the bottom line will be a £16.5m surplus which is a difficult message when funds have been so challenged in the year.

18/04/15.2.2

Mr Oldham advised that the Trust received £6.1m of Sustainability and Transformation Fund (STF) in total. This includes the national money released for winter pressures at the end of 2017 and additional money because the Trust has a better than expected end of year position. The Trust had a planned deficit of £5.3m before STF money was applied. The Trust delivered a £4.5m deficit which was £800k better than plan. £600k of this was the A&E money received in December. Mr Oldham noted that the accounts are therefore better than forecast and this is an achievement as many other organisations did not deliver their control target and therefore would not have received the additional end of year STF. The Trust was successful in this regard as the Cost Improvement Plans (CIP) were well worked through and achievable. Mrs Bullock added that the Trust received an addition £1 bonus for every £1 achieved better than plan.

18/04/15.3
18/04/15.3.1

Central Cheshire Health Economy Challenge

Mrs Bullock reminded Governors that the local health economy financial gap in 2017-18 was £34m. £10m of saving were identified by partners and a further £15m was identified through the Capped Expenditure Programme. The agreed control total was a £3.5m deficit and the system as a whole has improved on this by £1.5m which is a very positive position. Mrs Bullock noted that the system had performed incredibly well although the system is still in deficit.

18/04/15.3.2

Health and Care Partnership for Cheshire and Merseyside (H&CP)

Mrs Bullock updated Governors on the Acute Sustainability workstream. Mrs Bullock explained that there are three key areas, Women and Children's, Urgent and Emergency Care and Elective work and two further workstreams developing service change proposals focusing on the sustainability of East Cheshire NHS Trust and Southport and Ormskirk Hospital NHS Trust. This work is being led by KPMG and the NHS Transformation Unit and will report by 20 July. Following strategic review by NHSI the work will move into the development of a pre-consultation business case.

18/04/15.3.3

Dr Birch recognised that some proposals might be contentious from a public point of view and asked at what point would these plans go out to consultation. Mrs Bullock explained that it was unlikely to be before 2019 as proposals and scenarios need to be developed through the pre-consultation period into a business case which tests scenarios. Stakeholders are already being engaged but there will need to be more of this activity. Mrs Bullock warned that the only exception to this would be if the service change proposal finds services that are unsafe and NHS England may need to take action quickly.

18/04/15.3.4

Mrs Bullock advised that there are local elections planned for May 2019 and therefore it would not be appropriate to launch a consultation during purdah. Cllr Clowes agreed that this was essential as any consultation will become politicised and that it would be difficult to get the consultation completed before this time and the Local Authority would prefer the consultation to take place after May. Cllr Clowes added that any proposed major clinical service change must go to the Health and Scrutiny Committee and a joint committee may be the best solution. Dr Birch suggested that it would be good for Governors to meet with those from other local Foundation Trusts to discuss plans and Mrs Bullock agreed that this would make sense. Mrs Bullock noted that a joint commissioning committee is being created with all CCGs who are impacted by the proposals including those outside immediate borders and that something similar could be done for Governors.

18/04/15.4
18/04/15.4.1

Capital Programme Update

Mrs Bullock asked the Governors to note the proposed capital programme for 2018-19 which does not include any large-scale projects but there are a number of investments planned including additional car parking spaces.

18/04/15.5
18/04/15.5.1

CQC inspection

Mrs Bullock advised that the CQC inspection started with the UoR in March followed by the acute unannounced inspection on the 20 March for three days. Community services were inspected on 17 April for three days and the Well Led inspection is scheduled for 8-10 May 2018.

18/04/15.5.2 Mrs Bullock advised that only limited feedback has been provided but one serious concern was raised in regard to the administering of analgesia for paediatrics between 6.30pm and 10pm at the Minor Injuries Unit at Victoria Infirmary (VIN). There is only one nurse on duty and two are required to sign off drugs required for children. Mrs Bullock advised that the GP on call for out of hours can be the second signatory but that there are times when there is no GP available.

18/04/15.5.3 Mrs Bullock noted that the Trust were aware of this issue and had risk assessed it previously and the front of house business case provides a longer term solution for this. Providing another nurse is difficult to justify as there are so few attendances during this time period but the Trust is looking at this again and will provide a response to CQC. Mrs Bullock advised that there had only been one case where a child had to be transferred to Leighton Hospital without pain relief as a result of this. Dr Birch suggested that an unregistered staff member could be trained to be the second checker, but Mrs Bullock explained that while there is a Healthcare Assistant on duty, they are not allowed to take on this role.

18/04/15.5.4 Mrs Bullock advised that other more minor issues were raised verbally but following the corroboration meetings CQC had decided to put these into writing to seek assurance. The Trust will need to respond by 4 May covering some infection prevention and control issues and the understanding of the mental capacity act and documentation.

Resolved: The Council noted the Chief Executive's Report.

CoG18/04/16 **Governors' Questions and Non-Executive and Executive Answer Session**
The Chairman invited the Council to ask any additional questions to the Board.

CoG18/04/17 **Any Other Business**
18/04/17.1 Cllr Clowes reminded the Council that the consultation on mental health reconfiguration is open until 9 May.

Mr Stafford, Non-Executive Directors and Executive Directors with the exception of Mrs Bullock left the meeting.

CoG18/04/18 **Chief Executive Briefing in private**
18/04/18.1 There were no further questions for the Chief Executive.

CoG18/04/19 **Evaluation of Meeting Effectiveness (in private)**
18/04/19.1 Mr Sutton reviewed the meeting which he stated had been interesting and informative. Mr Sutton welcomed the inclusion of a patient story and as an Occupational Therapist he was particularly pleased to hear about the use of creative methods to aid rehabilitation. Mr Sutton summarised the various aspects of the meeting, highlighting the presentations from fellow Governors and the encouragement for Governors to attend development opportunities. The Board Effectiveness Survey results had been positive with an excellent response and some very good results as well as the acknowledgement that Governors currently have a limited ability to influence strategic development that is taking place beyond the Trust.

18/04/19.2 Mr Sutton noted the positive aspects of the Chief Executive update and the sign of a decrease in non-elective activity and a positive end of year financial position. Mr Sutton echoed the comments of Mrs Bullock that these things did not indicate that the Trust is no longer under significant pressure but that a more positive picture than expected had been given. Mr Sutton thanked Mrs Bullock for the open and honest discussion on long term sustainability and the service change proposals that are being developed.

18/04/19.3 Mr Sutton observed that the CQC inspection remains current and that he shared Mrs Bullock's disappointment that some of these issues were noted by inspectors but that it was reassuring to note the action taking place in response. Mrs Bullock added that additional feedback had been received this week on the Community Services inspection and there had been no significant issues raised and no requests for assurance. There was some confusion around the complexity of the partnership arrangements but CQC recognised that this is the direction of travel for many Trusts so CQC need to understand these arrangements.

CoG18/01/20

Date and Time of Next Meeting

The next meeting is scheduled to take place on Thursday, 26 July 2018 at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe.

The meeting closed at 7.40pm.