

Council of Governors Meeting Minutes, 1 December 2011 Minutes

Prof. Sir Christopher	Edwards	Chairman		CE
Chris	Birch	Patient		CBir
Christine	Blewett	Public	Hammersmith and Fulham 2	CBLe
Nicky	Brown	Appointed	The Royal Marsden NHS Foundation Trust	NB
Anthony	Cadman	Patient		ACad
Fergus	Cass	Appointed	NHS Kensington & Chelsea	FC
Alan	Cleary	Patient		ACle
Rosie	Glazebrook	Appointed	PCT NHS Hammersmith and Fulham	RG
Anne	Hodson- Pressinger	Patient		AH-P
Melvyn	Jeremiah	Public	Westminster 2	MJ
Martin	Lewis	Public	Westminster 1	ML
Kathryn	Mangold	Staff	Nursing and Midwifery	KM
William	Marrash	Patient		WM
Susan	Maxwell	Patient		SMax
Wendie	McWatters	Patient		
Henry	Morgan	Public	Wandsworth 1	HM
Cyril	Nemeth	Appointed	Westminster City Council	CN
Sandra	Smith- Gordon	Public	Kensington and Chelsea 2	SS-G
Frances	Taylor	Appointed	Royal Borough of Kensington and Chelsea	FT
Maddy	Than	Staff	Support, Admin & Clerical	MT
Alison	While	Appointed	King's College	AW

IN ATTENDANCE:

Sir John Baker	Non-executive Director	JB
Jeremy Loyd	Non-executive Director	JL
Sir Geoffrey Mulcahy	Non-executive Director	GM
Charlie Wilson (in part)	Non-executive Director	CW
Heather Lawrence	Chief Executive	HL
Mike Anderson	Medical Director	MA
Lorraine Bewes	Director of Finance	LB

Mark Gammage	Director of HR	MG
Catherine Mooney	Director of Governance and Corporate Affairs	CM
Axel Heitmueller	Director of Strategy and Business Development	AHe
Matt Akid	Head of Communications	MAk
Anthony Pritchard	Interim Deputy Chief Nurse	TP
Vida Djelic	Foundation Trust Secretary	VD

The meeting observed one minute's silence for World AIDS Day.

1 GENERAL BUSINESS

1.1 Welcome & Apologies

CE

CE welcomed the two new governors to the Council and congratulated SS-G on being re-elected. (See 1.2)

Apologies were received from Cass J. Cass-Horne, Edward Coolen, Jenny Higham, Jacinto Jesus and Taryn Youngstein.

CE informed governors that David Finch, appointed governor from Wandsworth PCT resigned from the Council due to the constraints of his role as Joint Medical Director for SW London cluster. We will seek a replacement.

CE also informed governors that Charlotte Mackenzie Crooks, Staff Governor - Support, Admin & Clerical resigned due to moving house and having a baby. He noted her contributions re volunteer services and wished her well.

CE informed governors that the Chelsea and Westminster Hospital NHS Foundation Trust has been named the best hospital in England in the Dr Foster Hospital Guide for low mortality rates in the four indicators measured. ML thanked staff and the executive directors for the excellent performance. A copy of the relevant extract from the Dr Foster publication was tabled.

1.2 Announcement of results of elections

CE

CE informed governors that the results of the election were published on 25 November and the results are as follows:

- Anne Hodson-Pressinger – Patient Governor
- Sandra Smith-Gordon Public Governor – Kensington and Chelsea 2 re-elected
- Maddy Than – Staff Governor – Support, Admin and Clerical

- 1.3 Code of Conduct Acceptance** **CE**
- VD noted that the Code of Conduct acceptance had been sent to new governors to sign and return. These have been received.
- 1.4 Declaration of Interests** **CE**
- None.
- 1.5 Minutes of Previous Meeting held on 15 September 2011** **CE**
- Minutes of the previous meeting were accepted as a true and accurate record of the meeting with the following changes:
- p. 1 HM represents the public constituency - Wandsworth Area 1
 - p. 8 Dr Azadian Berge should read Dr Berge Azadian
 - p. 8 should read 'meet a governor'
- Action: VD to amend minutes in line with comments received.** **VD**
- ACle commented on the previous minutes with ref. to item 2.7/Sep/11 and 7 areas of his concern for patients which was presented in his written report at the last meeting and said he had hoped to see reference to these points in the minutes.
- ACle also commented with ref to his question on money spent on prevention he had expected a more detailed answer. He wanted to know if the proportion of money spent on prevention vs treatment was adequate.
- HL responded that it would be difficult to indicate whether or not it is adequate. This would depend on the specialty, for example in HIV a significant amount is spent on prevention. She pointed out that our main role within the Trust is not prevention.
- ACle also commented that the 'Fit for the Future' Report and 'Quality Oversight' should be debated by governors.
- 1.6 Matters Arising** **CE**
- 1.4/Sep/11 Room request from governors
- VD said that Helen Elkington, Head of Facilities and Estates had found a suitable room on the ground floor of the hospital and that it will be available in January 2012. The room will have a filing cabinet, desk, two chairs, some shelves and coat rack.
- 2.5/Sep/11 Governors' generic email account proposal
- VD said that Bill Gordon, Acting Director of IT confirmed that IT are currently testing a solution which will be much more workable for governors. This will be a Hotmail or Gmail web based solution like most people use at home for their personal email. Access will be directly via a webpage to a secure Web Email Server and the users would logon similarly to Hotmail or Gmail. The email

address will be in the format of 'firstname.surname@governors.chelwest.nhs.uk' and will allow easy access without the need to login to our remote access.

Some governors will be invited to test the solution before Christmas (MJ, ML, CB volunteered). **Action: Governors to be invited to test the new solution.** **VD**

MJ also provided feedback on his experience from using the chelwest account.

All other items were noted as being completed.

1.6.1 Performance evaluation

CE outlined the background of the questionnaire circulated and stressed the importance of a periodic assessment of governors' performance. Relevant questions have been taken from Monitor's Governors Survey 2010 and governors were invited to discuss and agree the questionnaire.

The governors discussed and agreed the questionnaire with the following changes:

- p5 remove question 5.8

CBir queried the value of the exercise. CE responded that this will assess performance and allow to benchmark ourselves with the Monitor survey results.

Action: VD to circulate the questionnaire to the governors to complete and send back by 19 January 2012. **VD/All**

1.7 Chairman's Report **CE**

CE reported on the tragic death of a young technician employed by the Trust who was found in a laboratory on the 5th floor of the St Stephen's Centre. This is space leased to the International AIDS vaccine initiative supported by Imperial College. A detailed investigation is being undertaken.

There are currently no significant risks and the laboratory is functioning. Re-education about the use of nitrogen has been set up for all staff working with nitrogen.

CE reported that he and HL attended a meeting chaired by Lord Darzi re establishing an Academic Health Sciences Partnership (AHSC) including Imperial College.

CE explained that there is £1 billion education and training budget held by the SHA. When the SHA is disbanded, money will be held by Local Education Training Boards (LETB). HL said that she will be setting up the NW London LETB. There will be an independent Chair and an independent CEO. The LETBs will be responsible for 1/3 of the London budget and this is separate from the clinical budget.

2 ITEMS FOR DISCUSSION/DECISION/APPROVAL

2.1 Terms of Reference of Agenda Sub-Committee* CE

This item was starred and therefore taken as read.

2.2 Report on the Chairman appraisal JB

CE and the Board of Directors left the room.

Sir John Baker, Vice Chair of the Board and Senior Independent Director introduced the item and invited Charlie Wilson, former Vice Chair and Senior Independent Director to present feedback on the Chairman's appraisal.

CW thanked all governors who had provided comments to Brian Gazzard, the Deputy Chair of the Council of Governors. CW said he collated all the comments including from the Board members and shared these with the Chairman. He described areas of excellence and areas where some improvement is needed.

CW said that he shared the comments with the Chairman who was thankful for the feedback.

There was some discussion emphasising the need to focus on strategy and more interaction with the Non-executive Directors.

ACle queried if the Chairman was appraised based on the last year's performance or the future performance. He commented he was told it based on both but he was not convinced.

JB clarified that the Chairman's performance review is based on his performance during the past and current year and taking into account looking forward.

The Chairman and Board of Directors returned.

JB left the room.

2.3 Remuneration for the Senior Independent Director and Chair of Audit Committee CE

CE outlined the paper and highlighted the need to consider remuneration for Sir John Baker as he has undertaken the post of the Chairman of Audit Committee and the role of the Senior Independent Director.

The Council of Governors agreed to the proposed remuneration of £20,000 for JB as the Chairman of Audit Committee and being the SID.

2.4 Council of Governors Funding Report VD

CE outlined the funding report.

MAk presented bids for funding of the membership engagement and communication activities which had been supported by the Membership Sub-

Committee.

MAk highlighted the existing activities planned for 2011/12 outlined in paper 2.12 and proposals for 2012/13.

WMW commented that the Open Day is an excellent event and suggested that the opening is done by a celebrity as it is likely to get a wide media coverage.

HL commented that if we wished to advertise the event wider we would need to expand the budget.

The Council of Governors agreed to support funding of £11,648 for the engagement activities in 2011/12 as outlined in the paper.

The Council of Governors agreed to support additional funding of £22,592 for engagement activities in 2012/13 as outlined in the paper.

MAk outlined the funding request for a dedicated blog system as a method of communicating with members via the website.

The Council of Governors agreed to support funding of a dedicated blog system for £2,520.

MAk outlined a proposal for the Trust Open Day 2012 and said that it was presented to the Membership Sub-Committee at its meeting on 8 November. The sub-committee supported the proposal.

The Council of Governors agreed to support funding of the Open Day 2012 for £15,000.

ACle queried if we were going to involve sixth form schools and graduates in these activities.

RMB responded that we plan to engage with young people on a wider scale next year and there is already a partnership with the Westminster School.

SS-G suggested we should also invite the Chelsea Academy.

TP outlined the proposal for funding for health bus recruitment activities which was presented to the Membership Sub-Committee on 8 November. The sub-committee supported the proposal and the request was put to the Council for funding.

The Council of Governors agreed to support the funding for the recruitment activities totaling £3,300 for the remainder of the financial year.

2.5 Governors' Questions

HL

- 2.5.1 Does the C&W NHS Foundation Trust have any obligations under the PFI (Private Finance Initiative) legislation? Harry Morgan

HL responded that the Chelsea and Westminster Hospital NHS Foundation Trust is not in the Private Finance Initiative (PFI) scheme and therefore there is no obligation. We were one of the last hospitals to be built without a PFI.

2.5.2 In the light of recent concerns over nursing, would the hospital consider setting up its own training scheme for both nurses and health care assistants, over and above regular training updates, and that lead to a, possibly unique, qualification in bedside care? Sandra Smith-Gordon

HL responded that the Chelsea and Westminster Hospital NHS Foundation Trust provides training to pre-registration students and there are essential skills as part of their curriculum training. We work closely with universities to achieve these standards.

Not all nurses are trained via our system. Staff who are not registered healthcare assistants are required to go through a programme and there is potential to widen the programme for other groups of staff. The training and standards need to be integrated into the day to day job.

SS-G said she felt that the Chelsea and Westminster Healthcare NHS Foundation Trust should develop its own qualification.

HL responded that we could do it for care assistants, however, under the current arrangements we would not be able to provide nurses training.

MT said that the Trust provides the BEACH course for the HCAs and we also provide alert courses for doctors including external staff.

CE said that the health education in England is changing with the Academic Health Sciences Partnerships and referred to raising the academic profile of the Trust with Imperial College Local Education and Training Boards (LETB).

2.6 Audit of Governors Skills SS-G

SS-G introduced the paper as a useful way of understanding governors' knowledge, skills and experience in order to help the hospital management deciding how to make best use of its governors.

SS-G provided a draft sample skills audit and suggested that the audit is conducted annually.

CE said that VD will circulate the skills audit to governors.

Action: VD to circulate the skills audit to governors. VD

2.7 Governor/Senior Nurse Patient Rounds Update TP

ML apologised for not providing a report following the visit to Burns Unit on 19 October.

TP outlined the main highlights of the visits.

2.8 Proposal for Governor Engagement in Senior Nurse and Midwifery Clinical Half Days TP

TP outlined a proposal for governor engagement in Senior Nursing and

Midwifery Clinical Half days as an opportunity to participate in the assessment of core clinical standards based on the Care Quality Commission standards, as an alternative to the current senior nurse/governor rounds.

TP said that designated leads work with Matrons, Ward Sisters, General Managers and other staff to assess the standards of care and treatment within wards and clinical departments. They observe the clinical environment through discussing care and treatment with patients, families and staff.

TP proposed that the Senior Nurse and Midwifery Clinical Half Days replaces the current senior nurse/governor rounds.

HL suggested this should also be arranged at weekends. CBlew also suggested a visit at night.

This was agreed.

Action: TP to organise.

TP

2.9 Feedback from 24 November Away Day

CE

Due to time constraints CE suggested that VD circulates notes of the Away Day to governors and this can be discussed at the next meeting.

Action: VD to circulates notes of Away Day to governors

VD

Action: VD to add to February Council of Governors agenda.

VD

2.10 Quality Sub-Committee report - draft minutes of 16 November 2011 meeting

MA

CM highlighted the key points from the Council of Governors Quality Sub-Committee meeting held on 16 November 2011.

CM asked the Council of Governors to confirm the choice of the surgery objective as the local indicator for external audit.

CM noted that the Quality Sub-Committee agreed that the meetings of the sub-committee continue to be chaired by Dr Mike Anderson, Medical Director.

CM said that the sub-committee reviewed the priorities and these will probably be as follows:

- VTE – 6 cases to date against a target of zero.
- Surgery – good performance on waiting times but no data yet on nil by mouth time and communication with patients.
- Patient experience- good progress but a large objective and always recognised it would take some time.
- Patient experience/workforce - appraisal rates are less than we would like so progress could be better.

Council of Governors agreed to the surgery waiting time indicator as the local indicator for external audit.

Council of Governors agreed that the Quality Sub-Committee meetings continue to be chaired by Dr Anderson.

2.11 Membership Sub-Committee report - draft minutes of 8 November 2011 meeting ML

ML highlighted the main issues discussed and these were as follows:

- MA presented proposals for engagement with members
- CBir presented a paper on the Information Zone and how it is managed and recognised that it has not been managed well and is not fit for the purpose
- Governors' chelwest email account was discussed and the need for each governor to have one and the responsibility to communicate with members
- WMW had some comments on Capita recruiters

2.12 Proposals for membership engagement and communication 2012 MAk

This item was discussed earlier in the meeting ref. item 2.4.

2.13 Calendar of membership engagement and communication events 2012 MAk

This item was discussed earlier in the meeting ref. item 2.4.

2.14 Open Day 2012 – proposals RMB

This item was discussed earlier in the meeting ref. item 2.4.

2.15 Membership Report* TP

This item was starred and therefore taken as read.

3 ITEMS FOR INFORMATION

3.1 Finance Report – October 2011 LB

This item was taken as read.

3.2 Performance Report – October 2011 AP

This item was taken as read.

3.3 Council of Governors meeting dates for 2012 VD

This item was taken as read.

4 ANY OTHER BUSINESS CE

Chitra Dun, a public member who attended the meeting commented on the meeting being very well run. He said that he would like to offer help re saving money in IT budget.

SS-G to reminded governors that the Friends Christmas raffle is on Wednesday, 14 December.

ACle said he would like to record his opposition to the Agenda Sub-Committee as he felt it acts as a blocking committee rather than ensuring that the meetings are productive. CE noted that this committee and its terms of reference had been agreed by the Council of Governors.

5 DATE OF THE NEXT MEETING

The next meeting of the Council of Governors will be held on 9 February 2012.

Signed by

A handwritten signature in blue ink, appearing to read "Christopher Edwards".

**Prof. Sir Christopher Edwards
Chairman**