

## Council of Governors Meeting Minutes, 13 December 2013

### Attendees:

|  |   |   |  |   |
|--|---|---|--|---|
| Prof Sir<br>Christopher<br>Walter                                | Edwards<br>Balmford   | Chairman<br>Patient   |  | CE<br>WB                                  |
| Chris<br>Christine<br>Nicky                                      | Birch<br>Blewett<br>Browne  | Patient<br>Public<br>Appointed  | Hammersmith and Fulham 2<br>The Royal Marsden NHS<br>Foundation Trust  | CBir<br>CBle<br>NB                        |
| Anthony<br>Tom<br>Dominic<br>Caroline                            | Cadman<br>Church<br>Clarke<br>Fenwick   | Patient<br>Patient<br>Staff<br>Staff                                    | Management<br>Allied Health Professional,<br>Scientific and Technical  | ACa<br>TC<br>DC<br>CF                     |
| Prof Brian<br>Rochelle<br>Angela<br>Anna                         | Gazzard<br>Gee<br>Henderson<br>Hodson-<br>Pressinger                            | Staff<br>Staff<br>Patient<br>Patient                                    | Medical<br>Contracted  | BG<br>RG<br>AH<br>AH-P                    |
| Melvyn<br>Kathryn<br>Susan<br>Wendie<br>Tom<br>Sandra<br>Frances | Jeremiah<br>Mangold<br>Maxwell<br>McWatters<br>Pollak<br>Smith-Gordon<br>Taylor | Public<br>Staff<br>Patient<br>Patient<br>Patient<br>Public<br>Appointed | Westminster 2<br>Nursing and Midwifery<br><br>Kensington and Chelsea 2<br>Royal Borough of Kensington<br>and Chelsea | MJ<br>KM<br>SM<br>WMW<br>TP<br>SS-G<br>FT |

### IN ATTENDANCE:

|                           |  |     |
|---------------------------|--|-----|
| Sir John Baker            | Non-executive Director   | JB  |
| Tony Bell                 | Chief Executive  | APB |
| Lorraine Bewes            | Chief Financial Officer  | LB  |
| Elizabeth (Libby) McManus | Executive Director of Nursing and Quality                      | LM  |
| Zoe Penn                  | Medical Director   | ZP  |
| David Radbourne           | Chief Operating Officer  | DR  |
| Susan Young               | Director of Human Resources and<br>Organisational Development  | SY  |
| Catherine Mooney          | Director of Quality Assurance                                  | CM  |
| Fleur Hansen              | Interim Director of Corporate Affairs and<br>Company Secretary | FH  |
| Patricia Gani             | Healthwatch representative                                     | PG  |
| Guy Mathew                | Healthwatch representative                                     | GM  |
| Layla Hawkins             | Head of Communications and Marketing                           | LH  |
| Vida Djelic               | Board Governance Manager                                       | VD  |

## **1 GENERAL BUSINESS**

### **1.1 Welcome & Apologies**

**CE**

CE welcomed the newly elected Governors to the meeting, along with Patricia Gani and Guy Mathew from Healthwatch.

CE noted that FH will be going on maternity leave this month and Layla Hawkins, Head of Communications and Marketing, will oversee the corporate affairs function in her absence.

Apologies were received from Governors Edward Coolen, Martin Lewis, Jenny Higham, Charles Steel, Maddy Than, Allison While and Steve Worrall. Apologies were also received from Sir Geoff Mulcahy and Sian Nelson.

CE updated the Council of Governors on the fact that the constitution review would be undertaken following any decision on partnership working with WMH.

### **1.2 Announcement of election results**

**CE**

A copy of the December election results was tabled.

CBir commented that the December election results in the patient constituency were more disappointing compared with July's election results.

TP commented that, considering the election process is anonymous, interaction between candidates and members is limited and that this makes it difficult to vote for people you do not know.

FH noted that for the December election we had 12 patient candidates, more than previous years. However, the overall turnout is not satisfactory and we need to look into this, considering that we had electronic voting in addition to postal voting and a better turnout was forecasted. We will feedback a number of failures to the external provider.

TP suggested when we review the constitution it might be good to look at our constituencies. MJ stated that we have a lot of provisional points we are working on in respect of the constitution review.

### **1.3 Declaration of Interests**

**CE**

None.

### **1.4 Minutes of Previous Meeting held on 19 September 2013**

**CE**

The minutes of the previous meeting were accepted as a true and accurate record of the meeting.

CE addressed some main points from the minutes of the previous meeting:

#### Mary Seacole plaque

FH said that an extensive search has taken place. If the plaque is not found we

may have to look at recreating it.

#### Ron Johnson Ward

FH said that temporary art work is in place and more permanent artwork will be in place shortly. Governors are invited to participate in this work.

#### Opening of the Ron Johnson Ward

It was noted that the HIV Ambassador for London was unavailable and the Mayor of London has now been approached with some dates with the aim to have an official opening in the Spring.

### **1.5 Matters Arising**

**CE**

It was noted that matters arising which were completed were noted in the paper.

#### CQC report on Governors engagement

FH clarified that this relates to the CQC Governors engagement project and it was noted that CM will lead on this. Interested Governors had previously put their names forward to be involved and newly elected Governors were invited to advise VD if they are interested in joining this project.

#### CIP Quality Risk Assessment template

FH advised Governors that she had spoken to HA, Deputy Chief Nurse, who developed the template and this is currently under revision hence the delay in sending Governors the revised template. This will be sent to Governors in time for the May meeting (new financial year).

#### Governors meeting with Non-executive Directors

FH noted that a meeting will be organised in late January/early February. VD will advise Governors of the final date.

### **1.6 Chairman's Report (oral)**

**CE**

CE noted that he had recently met with the Chair of the Royal Brompton and discussed how potential partnership working is progressing.

C&W will need to work on optimising private patient income and raising its profile in this area.

FT raised the recent media attention on dementia and that hospitals will have to do more research into dementia. She queried if C&W is considering this. CE responded that this has been considered and diagnostic imaging will help with recognising early signs and identifying high risk people.

WMW queried if RBH move their respiratory and cardiac services to C&W what happens if, in the future, they decide to change location. CE responded that C&W have very good facilities to provide what is required by these services and that RBH will invest money in the development of the C&W estate.

### **1.7 Chief Executive's Report (oral)**

**DR**

Shaping a Healthier Future – APB noted that we are proceeding with the

programme and a Business Case to consider our response will be developed early next year.

West Middlesex Hospital – APB noted that further analysis on the benefits for patients, how this might support our Clinical Services Strategy and an Outline Business Case needs to be developed and presented to the Board in February.

Dean Street (sexual health) – It was noted that this service is very popular, efficient and well run. In terms of payment the commissioning arrangement has changed and we have written to NHS England and Public Health England to reiterate the consequences to the Trust.

LB updated Governors on the financial position and noted that C&W is behind plan with a granular recovery plan in place. There are some other factors impacting on the plan including CIP not being achieved as expected.

APB highlighted that this issue will be discussed at Monday's Executive meeting attended by divisional directors of operations and senior managers.

Dr Foster provided the Trust with a highly commended award for most improved readmission rates.

APB thanked the Governors involved in organising the Christmas at C&W event.

## **1.8 Feedback from Board**

**RK**

Richard Kitney, Non-executive Director, gave a brief overview of the IT strategy. CF queried if the new system will provide a link with other community partners. DK responded that the system is based on international health standards.

SM said that she was part of the pilot group which looked at the proposed patient portal and was impressed with the system functionality.

## **2 ITEMS FOR DECISION/APPROVAL**

### **2.1 Council of Governors performance evaluation – proposed questionnaire**

FH noted that the questions remained the same as last year and invited Governors to advise on any comments on the questionnaire itself.

CBir queried whether the results of the Governors performance questionnaire is shared with Monitor. VD responded that in accordance with the Monitor Code Foundation Trusts are required to ensure that the Council of Governors periodically assess their collective performance.

CBir queried which other organisations may look at this. VD responded that the Council of Governors papers are available on the website, the performance questionnaire and subsequently the results form part of the Council of Governors papers and any organisation or a member of the public can view them.

## **3 ITEMS FOR DISCUSSION/UPDATE**

### **3.1 Feedback from Away Day 17 October 2013**

**CE**

CE noted the day and invited Governors to comment on any positive aspects and to suggest any improvements.

It was noted that some Governors would prefer more frequent away days and this will be addressed with the new Chairman.

SS-G said that the Away Day worked very well and a good improvement on last year due to the fact that the Away Day was organised on a day different from the Council of Governors meeting. She suggested it could be organised earlier in the year.

### **3.2 Council of Governors Quality Awards presentation**

**CE**

CE welcomed the quality award winners and suggested a pearl badge could be considered to be given to winners.

The Governors introduced the quality awards winners. These were:

- Emergency Department staff and the HIV testing group from the Medicine and Surgery Division
- The Medical and Pharmacy Teams and Ellesmere House teams from the Clinical Support Division
- Burns Outreach Therapy Service Team from the Medicine and Surgery Division
- Medical Records Team from the Clinical Support Division

There was one final category of highly commended that the Governors wished to recognise - the Emergency Surgery Firm.

### **3.3 Governors' Questions**

APB noted the question on the newly introduced CQC Intelligent Monitoring system. APB highlighted that he has sent a letter to the Chief Executive of CQC refuting areas where C&W has been graded very low. A copy of the letter was circulated to Governors for information. APB also sought a clarification on the indicators used. The CQC response is outstanding which the Trust was pursuing.

APB noted that C&W subsequently met with the Chief Executive of the CQC to discuss C&W's response to the new monitoring regime.

LM highlighted that the 3 key areas we are refuting are:

- Elective C-Section
- Whistleblowing
- Potential underreporting

ACad was concerned about the reputational damage to C&W. CE noted that other Foundation Trusts are also affected.

MJ said that it was helpful that C&W received a very positive report following unannounced CQC inspection in September.

In relation to a question re if C&W have made plans about increasing the number of nursing staff to deal with winter pressures DR said that C&W has the right capacity to deal with any patient attendance increases. He noted that there are already existing initiatives including MediHome, in-reach and ambulatory care to ensure patients are discharged promptly.

**3.4 Senior Team Visits to Clinical Areas HA**

LM encouraged Governors to visit wards and said she would welcome their views.

FH invited Governors to let VD know dates of their visits to wards so that she can maintain a log of Governors visits to wards. **All Governors to let VD know.** All

FH also invited Governors to advise on the best feedback mechanism for visits to clinical areas. **All Governors to let VD know.** All

**3.5 Council of Governors Funding Report – update**

The Council of Governors noted the revised funding report. FH said she will circulate to Governors a template for funding and that funding requests may be channelled through the Agenda Sub-Committee in future. **FH to circulate to Governors a template for funding and that funding requests may be challenged through the Agenda Sub-Committee.** FH

**3.6 Quality Sub-Committee report (oral) LM**

This paper was taken as read.

**3.7 Membership Sub-Committee report WB**

This paper was taken as read.

**3.8 Membership engagement and communication – update LH**

FH noted the updated list of events and invited Governors to provide any comments to Katie Drummond-Dunn.

LH noted the Christmas at C&W event held on 10 December and invited feedback from the Council of Governors on their view in respect of this event.

**3.9 Membership Report FH**

FH noted the revised membership report following comments received from the Membership Sub-Committee.

**4 ITEMS FOR INFORMATION**

Noted.

**5 ANY OTHER BUSINESS**

**CE**

SM queried if C&W has considered buying some of land from the RBH sale. APB responded that the building is not fit for our purpose and if we were to refurbish it, would be costly.

SS-G raised the importance of the Patient Support Co-Ordinator and the contract ending in January 2014. APB responded that this issue will be discussed outside the meeting.

CE wished all Governors a Merry Christmas and a Happy New Year.

**6 DATE OF THE NEXT MEETING**

The next meeting of the Council of Governors will be held on 6 March 2014.