

Council of Governors Meeting Minutes, 15 May 2014

Attendees:

Sir Tom	Hughes-Hallett	Chairman		TH-H
Chris	Birch	Patient		CBir
Christine	Blewett	Public	Hammersmith and Fulham 2	CBle
Dr Anthony	Cadman	Patient		ACa
Tom	Church	Patient		TC
Capt Edward	Coolen	Public	Kensington And Chelsea 1	EC
Caroline	Fenwick	Staff	Allied Health Professional, Scientific and Technical	CF
Sam	Culhane	Public	Hammersmith and Fulham 1	SC
Prof Brian	Gazzard	Staff	Medical	BG
Rochelle	Gee	Staff	Contracted	RG
Angela	Henderson	Patient		AH
Anna	Hodson- Pressinger	Patient		AH-P
Melvyn	Jeremiah	Public	Westminster 2	MJ
Martin	Lewis	Public	Westminster 1	ML
Susan	Maxwell	Patient		SM
Wendie	McWatters	Patient		WMW
Cllr Cyril	Nemeth	Appointed	Westminster City Council	CN
Tom	Pollak	Public	Wandsworth 1	TP
Sandra	Smith-Gordon	Public	Kensington and Chelsea 2	SS-G
Charles	Steel	Patient		CS
Maddy	Than	Staff	Support, Admin and Clerical	MT
Cllr Frances	Taylor	Appointed	Royal Borough of Kensington and Chelsea	FT
Steve	Worrall	Public	Wandsworth 2	SW

IN ATTENDANCE:

Sir John Baker	Non-executive Director	JB
Prof Richard Kitney	Non-executive Director	RK
Jeremy Loyd	Non-executive Director	JL
Karin Norman	Non-executive Director	KN
Tony Bell	Chief Executive	APB
Lorraine Bewes	Chief Financial Officer	LB
Elizabeth McManus	Chief Nurse and Director of Quality	EM
Zoe Penn	Medical Director	ZP
David Radbourne	Chief Operating Officer	DR
Susan Young	Director of Human Resources and Organisational Development	SY
Patricia Gani	Healthwatch representative	PG
Sian Nelson	Membership Manager	SN
Melanie van Limborgh	Head of Quality and Assurance	MvL
Layla Hawkins	Interim Head of Corporate Affairs	LH
Aiden O'Neill	Commercial Director	AON
Vida Djelic	Board Governance Manager	VD

Agenda items were taken in this order as decided by the Chairman: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 2.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 5.1, 5.2, 6 and 7.

1 GENERAL BUSINESS

1.1 Welcome & Apologies

TH-H

Sir Tom Hughes-Hallett welcomed all attendees to the meeting.

Apologies were received from Walter Balmford, Nicky Brown, Jenny Higham, Dominic Clarke, Andrew Lomas and Kathryn Mangold.

Sir Tom Hughes-Hallett noted that the requirement for a suitable meeting room for Council of Governors meetings will be explored further and any feedback from today's meeting lay out would be appreciated.

Governors to provide feedback about the meeting room to Layla Hawkins.

All

1.2 Declaration of Interests

TH-H

There were no declarations of interests received.

1.3 Minutes of Previous Meeting held on 6 March 2014

TH-H

Sir Tom Hughes-Hallett apologised for the fact that minutes of the previous meeting were not circulated earlier and noted that in the future they will be circulated within ten working days where possible.

Minutes of the previous meeting were accepted as a true and accurate record of the meeting subject to the following changes:

- implementing Chris Birch's comments submitted via email on 10 May 2014
- p. 1 attendees, Tom Pollak to be titled 'public governor Wandsworth 1'

1.4 Matters Arising

TH-H

The Council of Governors noted that most actions have been dealt with and those which have not will be addressed later in the meeting.

Martin Lewis said that he has recently visited the Dean Street Express clinic and noted the excellent facilities and service they provide. Chris Birch said that he also had been greatly impressed and had been four times, taking different friends to see it.

Cost Improvement Programme Quality Risk Assessment Form

It was noted that a copy of the current Cost Improvement Programme Quality Risk Assessment form will be circulated to governors.

Layla Hawkins to circulate to governors.

LH

1.5 Chairman's Report (oral)

TH-H

In addition to his written report Sir Tom Hughes-Hallett stated that, in order to get regular feedback from governors, in future he will invite small groups of governors to attend lunch with him. This will be coordinated by Ally Maffey and governors will be rotated to ensure the group provides a diverse mix of opinions at each session.

1.6 Chief Executive's Report (oral)

APB

Royal Opening of Chelsea Children's Hospital – Tony Bell thanked those governors who supported and attended, the communications department and other key staff that were involved in organising such a successful event.

Intelligent Monitoring Report – Tony Bell said that the grading has been adjusted and the Trust is given the best risk banding possible (band 6) in their latest report.

Tony Bell noted that the CQC will conduct a formal visit to the Trust in July 2014. The executive lead is Elizabeth McManus.

Star Awards – Tony Bell noted that Sophie Ellis Bextor will be compering the event later in the evening. The event celebrates staff who have provided excellent and compassionate care to patients over the past year, with 600 nominations received.

Open Day – Tony Bell said that the event will be held on 14 June and will be officially opened by Joanna Lumley, thanks to the support of governor Wendie McWatters.

Annual PLACE assessment – Susan Maxwell noted that the annual assessment took place at the end of March. Five patient representative and three independent representatives from Healthwatch were involved in the audit. 12 wards, 4 outpatient departments and 3 meal services were audited. Feedback was positive and areas where there could be improvement an action plan is being developed. The official results will follow later in the year.

Emergency Department redevelopment – Tony Bell noted that the redevelopment work continues and Chelsea and Westminster Health Charity is raising funds in order to support the redevelopment project.

Patricia Gani was thankful for the opportunity for Healthwatch to be invited to be involved in the redevelopment project.

Tony Bell noted awards received by staff.

Steve Worrall asked if the John Hunter clinic will soon be refurbished. Prof Brian Gazzard responded that the Trust is aware of the need for upgrading and an alternative space is being looked at.

Tom Pollak queried how the cost of redeveloping A&E under the *Shaping a Healthier Future* programme will be met. Lorraine Bewes noted that there was a need for a refurbishment of A&E quite apart from *Shaping a Healthier Future*. Loan capital will be requested for the refurbishment. Interest on the loan would be met by

the Clinical Commissioning Groups with repayments of the principal being met by the Trust. However, it was still possible to public dividend capital might be made available, though it seemed unlikely.

CORE ITEMS

2.1 **Financial Strategy (presentation)** **LB** **Chelsea and Westminster Hospital 2014/15 Annual Plan – update**

Lorraine Bewes highlighted that the five year plan will be submitted to Monitor on 30 June 2014. A summary of the detail contained within the plan was provided in the presentation. She invited governors views on the assumptions made in the presentation.

Lorraine Bewes gave a presentation on the Financial Strategy and Monitor plan. She thanked Walter Balmford and Dr Anthony Cadman for their input into the Financial Strategy.

The highlights include:

- financial rating assessment by Monitor
- Trust's financial objectives and strategic plan
- development of specialised services and as part of it considering the potential acquisition of West Middlesex University Hospital
- the opportunity to grow private patient income
- challenges with implementing our Cost Improvement Programme (CIP) targets
- our ambitious investment plan

In response to a question from Capt Edward Coolen regarding private patient income growth Lorraine Bewes said that the current private patient income is £14m and the plan is to double it over the next 5 years.

Christine Blewett asked how the Trust balances CIPs while maintaining quality. Tony Bell responded that the Cost Improvement Programme Quality Risk Assessment is signed off by the Medical Director and Chief Nurse and Director of Quality to ensure quality of care is maintained.

Cllr Cyril Nemeth queried if the Trust negotiates patient fees with insurance companies. APB responded that insurance based payment is reducing in the UK and we are currently in discussions with the private insurance sector.

Martin Lewis queried if the Trust has a Private Patient Marketing Strategy. Tony Bell responded that the Trust has a private patient marketing plan and a session on this will be held with governors. **Aiden O'Neill, Commercial Director, to present at a future Council of Governors meeting on a private patient marketing plan.**

Sir Tom Hughes-Hallett noted that governors will be given the opportunity to attend a variety of topic based workshops.

Charles Steel queried the total income on slide 5. Lorraine Bewes responded that comparative income was presented in slide 12.

Prof Brian Gazzard said that contract negotiation is very important to our financial health and what was the logic of accepting block elements. Lorraine Bewes commented that if we believe that commissioners will move activity out of hospital a block payment will provide cover while we adjust our work flow and cost base. Prof Gazzard suggested that Lorraine Bewes present the financial strategy more widely to clinical staff.

Prof Brian Gazzard said that contract negotiation is very important to our financial health. Lorraine Bewes commented that contract negotiation at the Trust is good and we are working in partnership with other providers to ensure patients only come to hospital when they clinically need to.

Christine Blewett asked if we are assured around clinical assessment of balancing clinical quality with CIPs. Zoe Penn responded that a clinical staff summit is planned for June and Lorraine Bewes will present to staff at the event so that they understand what drives the requirements for CIPs.

Cllr Cyril Nemeth asked if a progress report can be provided at a future date. Sir Tom Hughes-Hallett responded that a further update can be presented at a future away day.

Sandra Smith-Gordon asked if a simple account could be given of the different sources of funding and income to the hospital. Sir Tom Hughes-Hallett responded that this will be provided.

Lorraine Bewes to provide a simple account of the different sources of funding and income to the hospital. **LB**

2.2 Quality Account overview **EM**

Elizabeth McManus thanked governors represented on the Quality Sub-Committee who contributed to the production of the Quality Account 2013/14.

Sir Tom Hughes-Hallett thanked Melanie van Limborgh for her valuable work on the Quality Account.

Approval of the Governors Commentary **MJ**

Melvyn Jeremiah provided the background of the governors commentary.

Sandra Smith-Gordon queried if there is a link between the individual appraisal and pay increase. Tony Bell commented that there are some advantages to linking individual performance to reward and said that pay increments now need to be earned as a result of national pay negotiations by NHS Employers.

The Council of Governors approved the commentary.

Sir Tom Hughes-Hallett thanked Melvyn Jeremiah for producing the commentary on behalf of the Council of Governors.

2.3 West Middlesex – update **APB**

	Tony Bell noted that work continues on due diligence and with the NHS Trust Development Authority. A tour of the site is being arranged. Layla Hawkins to arrange a tour of the site.	LH
2.4	Staff survey – results and action plan	TH-H
	Chris Birch referred to section 1.3 where it states that the Trust use Capita to collate the report. He asked if the Trust experienced any problems with collating their reports as the Membership Sub-Committee had experienced considerable problems with Capita. Tony Bell responded that he was not aware of any issues.	
	Chris Birch queried section 3.2, point 2 re hand washing material availability. Tony Bell responded that clarity needs to be obtained on the result. Elizabeth McManus pointed out that this does not reflect negatively on infection and prevention control procedures within the Trust. Karin Norman commented that a number of additional gel dispensers have been provided since this was highlighted as an issue but survey continues to reflect concern despite the widespread availability of dispensers. Susan Young to provide a response to governors.	SY
	Chris Birch queried section 3.2, point 4 regarding discrimination at work in the last 12 months and if the Trust was aware what type of discrimination it relates to. Sir Tom Hughes-Hallett responded that this point needs to be further explored. Susan Young to provide a response to governors.	SY
	Sandra Smith-Gordon queried figures appearing in brackets and what they meant. Susan Young to provide a response to governors.	SY
	Sir Tom Hughes-Hallett concluded that clarity will be sought on the above points and an update will be provided at a future meeting with regards to staff experiencing discrimination at work.	
2.5	Open Day 2014 – update	LH
	Layla Hawkins noted that the key points were highlighted under the Chief Executive’s Report.	
	Layla Hawkins said that last year’s feedback from visitors was very positive.	
	Layla Hawkins thanked Wendie McWatters for securing Joanna Lumley to officially open the event.	
	Layla Hawkins highlighted that the event is funded from the Council of Governors budget and invited governors to take away promotional posters and display them in their constituencies.	
	Martin Lewis queried if there is a sufficient number of governor volunteers for the governor stand on the day. Layla Hawkins said she was unaware of any problem but would email governors in respect of their support on the day.	
	Capt Edward Coolen commented that it would be desirable to receive promotional material 6 weeks in advance of the event. Layla Hawkins confirmed that promotion has been underway for some time, including substantial publicity in the Trust News	

distributed to all 15,000 members.

Capt Edward Coolen queried if politicians should be invited to the event. Sir Tom Hughes-Hallett responded that the event is not of a political nature.

Sandra Smith-Gordon said that in previous years the Open Day posters in the hospital had been quite small and suggested that larger posters should be used. Layla Hawkins responded that copies of that size are available.

Patricia Gani suggested that the promotional material is sent to Healthwatch who could advertise the event to their members. Tony Bell thanked her for this suggestion.

Angela Henderson asked if it would be possible to have the hospital logo on the posters more prominent. Layla Hawkins responded that there is national guidance in respect of NHS branding which we have to adhere to.

UPDATES

3.1 Governors' Questions

The governors noted the questions and responses provided.

Sir Tom Hughes-Hallett highlighted that any questions received passed the deadline date will be dealt with at the next meeting.

3.2 Governors Visits to Clinical Areas

EM

Elizabeth McManus noted that governors feedback is very useful and it helps with improving patient care. **Governors to provide feedback to EM.**

All

3.3 *Council of Governors Funding Report – update

LH

This item was starred and therefore taken as read.

3.4 *Membership Engagement and Communication – update

KD-D

This item was starred and therefore taken as read.

3.5 *Membership Report

SN

This item was starred.

4 REPORTS FOR INFORMATION

4.1 *Quality Sub-Committee report

EM

This item was starred and therefore taken as read.

4.2 Membership Sub-Committee report – no report

WB

Chris Birch and Martin Lewis generously offered to re-join the committee, because

of the frank discussion they had with Tony Bell and the assurances he had given them. The Chairman thanked them.

Chris Birch highlighted the need to have a committee which focuses on engagement with members and hopes that the sub-committee will be reconstituted.

5 ITEMS FOR INFORMATION

- 5.1** A copy of the Finance and Performance Reports are available via Board papers which are available on the website at the following link: <http://www.chelwest.nhs.uk/about-us/organisation/trust-meetings> and a hard copy of the board pack in the governors' room

This item was for information.

- 5.2 The Foundation Trust Governors' Association (FTGA) National Development Day – 26 March 2014** **EC**

This item was for information.

6 ANY OTHER BUSINESS

Council of Governors Handbook

Sandra Smith-Gordon suggested that it would be useful for the Governors handbook to include information on governors' skills, experience and contact details. She noted that Chris Birch will lead on reviewing the handbook and its content on behalf of the Council of Governors.

7 DATE OF THE NEXT MEETING

The next meeting of the Council of Governors will be held on 17 July 2014.