

**Minutes of the meeting in public of the Council of Governors held on
Wednesday 5 April 2017 at 1.40pm in Lecture rooms A and B, Education Centre,
Chesterfield Royal Hospital**

Present:

Chairman	Dr H Phillips, Chair
Public Governors	Mrs S Bean, Public Governor, Chesterfield constituency Mr J Burton, Public Governor, Southern Derbyshire and West Nottinghamshire constituency Dr L Clarke, Public Governor, High Peak constituency Mr A Crow, Public Governor, Chesterfield constituency Mrs R Grice, Public Governor, Chesterfield constituency Mr J Kirby, Public Governor, North East Derbyshire constituency Dr J Reece, Public Governor, North East Derbyshire constituency Mr J Rigarlsford, Public Governor, Derbyshire Dales and North Amber valley constituency Mrs M Rotchell, Public Governor, Chesterfield constituency Mrs D M Weremczuk, Deputy Chairman and Public Governor, Bolsover constituency Mr B Whittleston, Public Governor, Bolsover constituency
Staff Governors	Miss E Bradley, Staff Governor, All Other Staff Dr M Luscombe, Staff Governor, Medical and Dental Mrs J Smith, Staff Governor, Nursing and Midwifery
Appointed Governors	Mrs M Brown, Appointed Governor, Education Partners Mrs T Moore, Appointed Governor, Education Partners Mrs A Parnell, Appointed Governor, Voluntary Sector Partners Mrs L Tory, Appointed Governor, Voluntary Sector Partners
In attendance	Ms L Andrews, Director of Nursing and Patient Care Mrs L Challis, Non-Executive Director Mrs G Collins, Medical Director Mr S Hackett, Director of Finance and Contracting Mrs Z Lintin, Acting Director of Workforce and Organisational Effectiveness Mrs A McKinna, Non-Executive Director Mr S Morritt, Chief Executive Dr D Pickworth, Non-Executive Director Mrs J Reay, Corporate Governance Manager Mrs S Rudd, Foundation Trust Secretary Mrs N Smith, Governor and Membership Officer Ms B Webster, Non-Executive Director
Member apologies	Mrs G Bartle, Public Governor, Bolsover constituency Cllr S Brittain, Appointed Governor, Local Authority Partners Cllr K Caulfield, Appointed Governor, Local Authority Partners Dr J Connolly, Appointed Governor, Hardwick Health CCG Mr M Gibbons, Public Governor, North East Derbyshire constituency Mr S Green, Public Governor, South Sheffield and Rotherham constituency Dr M Grundman, Public Governor, Derbyshire Dales and North Amber valley constituency Mrs R Ludford, Public Governor, Chesterfield constituency Dr D Lyon, Public Governor, Chesterfield constituency Mr D Millington, Public Governor, North East Derbyshire constituency Cllr B Murray-Carr, Appointed Governor, Local Authority Partners Mr B Parsons, Public Governor, Chesterfield constituency Mrs J Stringfellow, Appointed Governor, North Derbyshire CCG Mr P Whitehouse, Staff Governor, Allied Health Professionals, Pharmacists and Scientists
Attendee apologies	Mr T Campbell, Chief Operating Officer Mr P Severs, Non-Executive Director Mr D Urpeth, Non-Executive Director Dr J Wight, Non-Executive Director

- CG25/17** **Chairman’s Welcome and Note of any Apologies (Verbal)**
- Dr Phillips welcomed the members and attendees to the meeting.
- The apologies for absence were received and noted.
- CG26/17** **Declaration of Interests (Enclosure A)**
- The Council received the register of Governors’ interests for March 2017.
- Dr Phillips advised that her husband – Mr Adrian Belton – had been appointed as Chair of Stockport NHS Foundation Trust.
- CG27/17** **Verbal Questions and Comments from the Public (Verbal)**
- No questions were raised by the members of the public in attendance.
- CG28/17** **Minutes of the Meeting held on 1 February 2017 (Enclosure B)**
- The Council received and approved the minutes from the meeting held in public on 1 February 2017.
- CG29/17** **Matters Arising from the Minutes (Enclosure C)**
- The Council received and noted the report on matters arising from previous meetings.
- CG30/17** **Governors success criteria against Trust priorities (Enclosure D)**
- The Council received and noted the update for quarter three of 2017.
- Non-Executive Directors highlighted the following points:
- CG30/17(i)** **CQC**
- Mrs Challis advised that the Quality Assurance Committee continued to monitor the CQC action plan and was satisfied with progress. Thanks were noted to staff who had supported the recent CQC re-assessment of the Well-Led domain, the outcome of which was expected after 7 April 2017.
- Post meeting note :-**
On 17 May 2017 the Trust was delighted to receive the formal announcement of a revised CQC rating of ‘good’.
- CG30/17(ii)** **Patient Experience**
- Mrs Challis advised that the Patient Experience Report was received at each Quality Assurance Committee meeting and Board of Directors. The Trust was working towards real time reporting.
- Each Non-Executive Director of the Quality Assurance Committee attended Divisional meetings to encourage improvements throughout the organisation.

- CG30/17(iii) Quality Strategy
Mrs Challis advised that regular updates were provided to the Quality Assurance Committee on progress against the refreshed Quality Strategy.
- CG30/17(iv) Transformation and Savings from Core Services
Mrs Challis advised that the Board had been reassured on progress against the objectives in the Trust's Clinical Services Strategy. The Trust was working within the two STPs to identify core and sustainable services.
- CG30/17(v) Investment in ED
Mrs Challis advised that work to provide an Urgent Care Village at the Trust remained in Derbyshire's STP and that the Board had agreed an interim investment to make improvements for patients.
- Governors queried how satisfied the Board had been on the procurement approach, project timescales and budget. The Board had raised these queries prior to approving the scheme and reassurance had been provided that suitable contingencies had been included in the plans to complete the works in mid-December 2017. A 'Procure 21 Plus' approach to the contract was to be taken and this would allow for openness and working together to gain efficiencies.
- CG30/17(vi) Environment / Partnership Working
Mrs McKinna highlighted the complex working environment – including the STPs - which were rapidly developing. The Trust's current Clinical Services Strategy refresh would assist the Board in looking forward.
- CG30/17(vii) People
Dr Phillips advised that work was taking place to address the findings of the Health Needs Assessment which had recently been undertaken on Trust staff.
- The Board was focused on the People priorities and on improving the staff experience, not least in response to the staff survey results. The Board had received a report on the Trust's approach to actions with leadership and monitoring at Board level and a unified approach and support at Divisional level.
- A draft Engagement Framework and a draft Communications Strategy had been provided to the private Board meetings on 29 March 2017 and would be discussed at the public meeting in April 2017.
- CG30/17(viii) Finance
Ms Webster advised that the Trust had achieved its forecast to the end of quarter three and had obtained its S&T funding (reduced by £0.5m due to the non-achievement of waiting time targets). The Trust had a current risk of £3.6m underachievement of year end plan at the end of quarter four and mitigations were being examined to rectify this and outturn on plan.

CG30/17(ix)

Well-led

Ms Webster advised that an update from the action plan arising from the self-assessment undertaken in May 2016 would be provided to the April 2017 Board meeting and, following publication of a revised 'Well-Led' Framework, consideration would be given to the timing of the next review.

NHS Improvement was not using pilot sites for the new assessment process but Mrs Rudd was contributing to the reference group to develop the guidance.

CG31/17

Integrated Performance Report (Enclosure E)

The Council received the report to 28 February 2016. Mr Campbell highlighted the following points as being of particular note:

- ED performance against the four hour waiting target;
- Cancer performance against 62 day target;
- Continued pressure on Trust finances.

Further detail was provided by Board Members and the following points were noted:

CG31/17(i)

Quality

Governors welcomed compliance with the IG Toolkit and noted that an internal audit had provided significant assurance on the self-assessment.

Complaint closures within month had deteriorated but this did not affect the overall position.

Mortality indicators had improved with a 'deep dive' on a past spike in numbers not highlighting any unexpected findings or concerns.

CG31/17(ii)

Workforce

The percentage of appraisals completed remained behind plan. Executive Directors and Divisional Directors have been asked to refocus plans to improve appraisal completion in their areas.

CG31/17(iii)

Finance

- A deterioration in month of £1m had occurred;
- The Trust was £1.3m behind plan;
- Technical adjustments (change to depreciation calculations) could provide £1.6m worth of recurrent savings;
- The Trust was awaiting the March outturn.

Governors queried to what extent the deterioration in finances had been affected by external factors. Mr Hackett responded that the outturn had been entirely predictable given that the growth in national funding was outstripped by demographic requirements. This real term reduction in budget had resulted in a consistent reduction in surpluses and there would be no relief going forward in terms of allowances and activity. The Governors acknowledged that the Trust's finances compared well against the national position.

CG32/17

CIP 2017/18 (Enclosure F)

Governors noted that cost improvement programme delivery continued to be identified as a high level risk against the 2016/17 programme.

Given a £10.3m savings target for 2017/18 (4.7% of operational expenditure) and an identified scheme shortfall of £2,669, CIP delivery remained a significant risk against the delivery of the Trust's 2017/18 financial plan.

The key areas of focus in the plan remained consistent from prior years – reductions in agency staffing, ward space and bed numbers, expenditure on back office and a 2% saving from all areas on running costs. As an area of good performance in prior years, a higher target had been set for savings in procurement.

The Council received and noted the CIP savings target for 2017/18.

CG33/17

Issues from the Governors' pre-meeting (Verbal)

CG33/17(i)

Royal Primary Care (RPC)

Governors had raised a number of issues relating to the Trust's GP services, in particular access to, and the quality of services provided at the practices.

Mr Morrill provided a brief update of the current position and the Trust's future ambitions. Actions to improve the services were in place.

A review of Executive portfolios has resulted in RPC moving from the Director of Finance and contracting to the Chief Operating Officers remit.

CG34/17

Quality Assurance Committee (Enclosure G)

The Council received an update from the Quality Assurance Committee meeting held on 27 March 2017 and noted that:

- The committee had heard that the sepsis CQUIN was off track due to delays in administration of antibiotics following identification of sepsis and were therefore not assured. The one hour administration of antibiotics in ED was managed well but education and work to improve responsiveness in areas of inpatient care required progressing;
- The Trust's safeguarding teams had been brought together with benefits to both patients and staff;
- Staffing levels were deemed to be safe but pressures on staff were increasing and effects on morale were adverse.

CG35/17

People Committee Update (Enclosure H)

The Council received an update from the People Committee meeting held on 8 March 2017 and noted that:

- Actions from the staff survey were to be progressed;
- Actions from health needs assessment needed to be determined;
- A temperature check on workforce metrics was to be developed.

Staff Survey Results (Enclosure I)

The national embargo on the results had been lifted on 7 March 2017 and they were immediately shared throughout the organisation.

The published results were very disappointing and the Board had sent a clear and visible message that this was not acceptable and to confirm a key Board priority to improve staff experience.

A different approach to action planning on a local and corporate level had been introduced. This would bring consistency and scrutiny to the approach and a 'fewer themes / higher impact' approach would be implemented.

A specific risk had been added to the Board Assurance Framework as a result of the disappointing results.

Governors commented that ward visits highlighted pockets of good experience, for example excellent team working and support. There appeared to be a focus in discussions on nursing staff but Governors highlighted that other staff groups had also responded negatively to the survey.

There was an acceptance that leadership was key to improving and maintaining a good staff experience in all areas of the Trust and for all disciplines. Governors queried whether there were sufficient sanctions or actions taken on poor management or performance.

It was clear that staff felt unheard with many issues repeated from prior years. Governors felt that some of the issues raised were concerned with the basic fundamentals of care and Board Members agreed that these were completely in the Trust's gift to improve and that this should be done quickly.

Governors stressed their disappointment in the results, particularly as action had been promised in prior years – the longest serving Governors cited that this matter had been a priority for a number of years and that no progress had been made.

Mr Morrith assured the Governors of his commitment to these improvements. The Chief Executive's objectives were built around these priorities and he would personally lead on improving staff engagement.

The Council was clear that it would hold the Board to account on improving the staff experience and future survey results.

The Council received and noted the results of the Staff Survey and the actions that the Trust was taking to improve the staff experience.

Chair's Items (Enclosure J)

The Council noted the Chair's recent schedule of meetings and events.

CG38/17 **Chief Executive’s Briefing (Enclosure K)**

The Council noted the following information from the update:

- CG38/17(i) Well-Led
An update from the action plan arising from the self-assessment undertaken in May 2016 would be provided to the April 2017 Board meeting and, following publication of a revised ‘Well-Led’ Framework, consideration would be given to the timing of the next review.
- CG38/17(ii) NGS Macmillan Unit
The handover of the unit to the Trust was expected by Easter. Work would continue to ensure that the Trust gained maximum operational benefits from the resource.
- CG38/17(iii) Assistant Medical Director
Governors were pleased to note that Mr Kevin Sargen had been appointed with effect from 3 March 2017.
- CG38/17(iv) Workers Memorial Day
The event was highlighted to all with an open invite for attendance.
- CG38/17(v) Government Mandate to NHS England 2017/18
A link was provided to the published mandate.

CG39/17 **Feedback from the Joint Non-Executive Director and Governor Meeting (Verbal)**

Mrs Holland had attended the meeting in February 2017 to provide an update on the Trust’s work on infection control and sepsis. This session had been welcomed as extremely valuable and the cross boundary work with other organisations and in the community had been noted.

Attendees had raised concerns on the Trust’s IT infrastructure and approach and had discussed how this could be improved.

The format of future meetings would be a one hour presentation and a further hour for joint discussions on current topics.

The Trust’s contract for external audit services had recently been awarded to KPMG and the partner - Mr Andy Bostock – would attend the next joint meeting in May 2017 to provide information on the services to be provided and how KPMG would work with the Council of Governors.

Mrs Jenni Fellows – the Trust’s Freedom to Speak Up Guardian – would attend the joint meeting in July 2017 to provide information on her role in the Trust.

The Council received and noted the update from the joint meeting and the programme for upcoming sessions.

CG40/17 **Governor Feedback**

- CG40/17(i) NHS Hardwick CCG Commissioning Group Notes (Enclosure L)

A financial recovery plan had been presented to NHSE.

An STP pilot called 'Care Home Surge' to test the CCGs plan of better care in the home was to commence. The 12 week pilot would focus on frail elderly patients and would be supported by staff from provider organisations including the Royal.

The Falls Partnership had been disbanded.

A discussion at the most recent Health and Well-being Board had highlighted the potential for greater fire service support for non-life threatening issues.

The Council received and noted the feedback from Governors.

CG41/17 **Items for information (Enclosures M – Q)**

- CG41/17(i) High level risk report (Enclosure M)
The Council received and noted the high level risk report for information.
- CG41/17(ii) Minutes of the PPI Committee held on 6 February 2017 (Enclosure N)
The Council received and noted the minutes of the PPI Committee for information.
- CG41/17(iii) Quality Account Draft Summary (Enclosure O)
The Council received and noted the draft summary of the Quality Account for information.
- CG41/17(iv) Minutes of the Corporate Citizenship Committee held on 15 December 2016 (Enclosure P)
The Council received and noted the minutes of the Corporate Citizenship Committee for information.
- CG41/17(v) Work Programme (Enclosure Q)
The Council received and noted the programme for information.

CG42/17 **Date and Time of Next Meeting**

The next meeting of the Council was scheduled for:

Date: Wednesday 12 July 2017
Time: *12.30pm – 4.00pm
Venue: Lecture Rooms A and B, Education Centre

*The open session would commence at 1.30pm.

CG43/17 **Any Other Business (Verbal)**

- CG43/17(i) Mrs Rotchell
Mrs Rotchell was congratulated on her appointment as Chair of the PPI Committee.
- CG43/17(ii) Mrs Lintin
Mrs Lintin was congratulated on her appointment as the Director of Workforce and Organisational Development.

- CG43/17(iii) Mr Hackett and Mrs Reay
This was the last meeting for Mr Hackett and Mrs Reay who had both been appointed to posts outside of the Trust. Governors thanked Mr Hackett and Mrs Reay for their contributions and support and wished both well in their new employment.
- CG44/17** **Review of the Meeting (Verbal)**
Finished ahead of time.
- CG45/17** **Collation of Written Questions from Members of the Public**
There were no written questions from members of the public.
- CG46/17** **Close of Meeting**
The meeting closed at 3.30pm.