

UNCONFIRMED

MINUTES

**Council of Governors' Meeting
Held on 17th November 2016
In the Transformation Zone, Papworth Hospital**

Present - Governors

John Wallwork (JW)	Chairman	Richard Hodder (RHo)	Public Governor
Frank Butcher (FB)	Public Governor	Keith Jackson (KJ)	Public Governor
Barry Crabtree-Taylor (BC-T)	Public Governor	Graham Jagger (GJ)	Public Governor & Lead Governor
Julia Dunncliffe (JD)	Public Governor	John Lodge (JL)	Public Governor
Glenn Edge (GE)	Public Governor	Peter Munday (PM)	Public Governor
Caroline Edmonds (CE)	Appointed Governor	Cheryl Riotto (CTR)	Staff Governor
John Fiddy (FJ)	Public Governor	Helen Rodriguez (HR)	Staff Governor
Julia Fleming (JF)	Public Governor	Tony Williams (TW)	Staff Governor
Gill Francis (GF)	Public Governor		

In Attendance - Others

Stephen Posey (SP)	Chief Executive
Tracy Bentley (TB)	EA (minute taker)
Roy Clarke (RC)	Director of Finance
Joanne Dale (JSD)	Interim Director of Operations
Roger Hall (RMOH)	Medical Director
Elizabeth Horne (EH)	Director of Human Resources
Mary MacDonald (MMac)	Trust Secretary
Josie Rudman (JRu)	Director of Nursing
Claire Tripp (CT)	Deputy Chief Executive

Apologies - Governors

Caz Dyer (CD)	Staff Governor
Rob Graham (RG)	Public Governor
Ann-Marie Ingle (AMI)	Appointed Governor
Ian Macgregor (IM)	Public Governor
Helen Munday (HM)	Staff Governor
Katrina Oates (KO)	Staff Governor
Harvey Perkins (HP)	Public Governor
Adrian Shelton (AS)	Public Governor
Bob Spinks (BS)	Public Governor
Peter Topping (PT)	Appointed Governor
Stephen Webb (SW)	Staff Governor

Apologies - Others

Karen Caddick (KC)	Non-executive Director
Dave Hughes (DEH)	Non-executive Director
Susan Lintott (SEL)	Non-executive Director
Mark Millar (MM)	Non-executive Director
Nick Morrell (NM)	Non-executive Director
Ron Zimmern (RZ)	Non-executive Director

Agenda Item

Action by whom	Date by when
-----------------------	---------------------

1 Welcome, apologies and opening remarks

The Chairman welcomed everyone to the meeting. The Chairman welcomed and introduced Stephen Posey the new Chief Executive. The Chairman also updated on recent events:

- Topping out ceremony at the new Papworth Hospital on the 28th October 2016.
- Visit with the Duke of Edinburgh at Buckingham Palace.
- Science Magazine article regarding cross infection with Cystic Fibrosis Patients.

2 Declarations of Interest

There were no Declarations of Interest.

3 Minutes of Previous Meeting and Matters Arising

Approved: Minutes of the Part 1 and Part 2 meetings held on 15th September 2016 were approved.

chairman

4 Board to Council Governance

The Council of Governors received a presentation on the Papworth Integrated Performance Report (PIPR) September 2016 from the Executive Directors which included the spotlight sections listed below:

Spotlight on Registered Nurse Vacancies

JR presented the spotlight on registered nurse vacancies which highlighted red on the performance summary. JR confirmed that this is still a top priority.

The Trust maintained its safe staffing levels in September.

A recruiting strategy is in place covering areas such as:

- Appointing other agencies as the current agency was unable to supply the required number and level of agency staff.
- Recruitment from overseas, specifically India and the Philippines where we have had success in the past, and also have an established community and support for new staff. Europe is also being considered.

Other events took place around the recruitment of nursing staff, with an open day on the 15th October and the monthly recruitment days continuing. There are 10 new nurses starting in March/April 2017 as a direct result of the recruitment days.

Nurses appointed from overseas will need to achieve a level 7 International English Language Test (IELT) which is a standard set by the Nursing and Midwifery Council (NMC).

**Agenda
Item**

Action by whom	Date by when

The Board Assurance Framework (BAF) risk rating for safe staffing is currently 20. The rating does identify a major impact if staff are not appointed; JR reassured the Governors that the recruitment strategy in place will ensure a major impact on safer staffing does not occur.

Staff recruitment is a national issue especially around the cardio physiologist. Band 4 Nurse Practitioners have been in place at Papworth, and this has not impacted on quality.

Retention of staff is still a concern. The move to the new hospital is attracting some staff but also raises concerns with other substantive members of staff. Further information will be given in People and Management spotlight.

A discussion took place around retaining staff at New Papworth Hospital by funding additional travelling expenses. JR confirmed that there is nothing currently in place. EH confirmed that nothing is in place currently but this something that Papworth is looking into.

Spotlight on Effective

JD confirmed that the Higginson Ward will remain closed. Theatre utilization remains within target. Length of Stay has deteriorated this month. Work continues with Nurse Practitioners, along with the pre-operative work and discharge arrangements, along with effective communication with the patient and family to ensure discharge plans are carried out in the agreed timescales.

Spotlight on Same Day Admissions (SDA)

JD discussed with the Governors the ongoing work around same day admissions and the suitability of patients for same day admissions. The need to ensure that accurate data is recorded around same day admissions in both Cardiac and Thoracic was highlighted.

JD confirmed that we are half a day out of target, but we are continually improving

CT referred to slide 9 of the Papworth Integrated Performance Report (PIPR) and the length of stay entries and how we have decreased to 4.35 which is the lowest record since April 16.

GF asked how many 'bounce backs' (patients readmitted after discharge). JD responded to say that this information is not collated currently as the admission may be in another hospital.

RMOH confirmed that any patients who were readmitted after discharge would be seen in a District Hospital who would give the patient a full medical work up. If there is a medical need then identified, they would be readmitted to Papworth.

CT confirmed to the Governors that there is a national project looking at local digital roadmaps being undertaken which looks at the links between Trusts and local authorities. CT is currently working on this project.

**Agenda
Item**

Action by whom	Date by when

Spotlight on Patient experience (PALS)

JR confirmed that Friends, Family and Patients recommending Papworth as a place for treatment remains above the target of 95%. JR updated the team on the feedback on Patient experience and was pleased to confirm that the compliments still outweigh the complaints. The Patients Advice and Liaison Service (PALs) received 421 compliments from all across the Hospital in September. JR that confirmed at the next Council of Governors meeting there will be a deep dive into complaints.

Spotlight on In House urgent transfers to treatment.

62 day cancer wait has improved, JD reminded Governors that due to the low numbers, just one patient can tip the trust to a failing target. Theatre cancellations remain below target. We still remain outside of the 95% set target for 7 days acceptance, September we reached 69.04%. A mobile MRI scanner has been on site since October and is now up to full capacity. Concerns around the image quality had been raised but it was confirmed that the quality has improved and there are no concerns. MRI activity has increased by 16%. RMOH confirmed that in house urgent activity is increasing and will continue to do so. Some patients are not prepared for procedures and we need to ensure we consider the whole patient care pathway, and ensure it is the right treatment for the patient.

Spotlight on Retention and Staff Engagement

Turnover has improved, but some departments still continue to experience a high turnover such as cardiac/echo physiologists and admin and clerical staff (A&C). Work-life balance and personal relocation accounts for 36.52% of all leavers, Relocation to the New Papworth accounted for 2.38% of the non-medical leavers, with a further 3.73% giving this as a secondary reason for leaving. Health and Wellbeing. All other staff have been offered the Flu vaccination, 72% of front line staff have had the flu vaccination currently. 4 sessions of Health checks for staff over the age of 40 have been arranged currently all slots have been booked. In regards to staff intentions to relocate to Cambridge, these are recorded as part of their one to ones or individual performance reviews (IPRs) and an updated report will be extracted before the 500 day milestones. Concerns have been raised that there will be potential fallout of A&C staff due to the relocation to Cambridge. CT confirmed that approx. 120 staff will not be in the main Cambridge building but in an off-site office. The preference would be Huntingdon as this would be best for affected staff but no firm decision has yet been made by the Board. Concerns were raised regarding nurse vacancies, shift patterns and skill mix and the effect that this may have on work life balance. EH confirmed that the agency and permanent staff are moving around and EH is working on long term projections. CR confirmed that it is a real problem, and on most shifts there needs to be flexibility to ensure the right skills are allocated appropriately.

Spotlight on Transformation

CT will update on Transformation within agenda item 5.

CIP – JD informed Governors that the cost improvement programme was working towards closing the £2.4 gap. The process has been streamlined, and quality assessments are in place to ensure patient safety.

JW congratulated the team on the work being carried out.

Spotlight on Finance

RC confirmed the Trust’s financial position (including S & T funding of £1,100k) as at September is favorable to plan. Surplus currently is £1,246k against a planned surplus of £981k.

Expenditure is favorable to plan with pay costs being £1,653k favorable and clinical supplies £710k underspent. This is offset in part by clinical income with lower levels of activity in ECMO, Cardiac Surgery, Oncology and Cystic fibrosis to date.

RMOH confirmed that income levels can change during the year due to some of the areas having seasonal impact on activity.

RC confirmed that 2 year planning rounds including full activity plans are being formulated. Final submissions are due by 23rd December 2016.

Trust continues to have a CIP planning gap of £2.4m.

Noted: The Governors noted the Papworth Integrated Performance Report (PIPR)

5 New Papworth Hospital (NPH):

CT presented an update on the New Papworth Hospital to the Council of Governors.

The topping out ceremony took place, and on the 3rd November the blue glaze cladding was in place. Nursing teams have looked at care models for patients.

Operational Readiness and Commissioning:

Equipping, ICT, workforce and education, are all moving forward.

Offsite accommodation will be announced at the 500 milestone event in early December. Facilities management has made good progress in joint meetings. Move & Migration tender process for removal company is on plan. Site Disposal agents have been appointed and the site needs to be sold as part of the project funding.

Communications strategy is in its 2nd draft. Joint steering groups (JSG) meetings are on plan in regards to the Cambridge Transition Programme (CTP).

Next steps:

At the 500 days there will be clearer guidance on travel plan, residential accommodation, off site accommodation.

JF asked a question around patient families still being able to access the Papworth Bed and Breakfast facilities. Will there be an infrastructure similar when we move to Cambridge?

**Agenda
Item**

Action by whom	Date by when
----------------------	--------------------

CT confirmed that sites around Cambridge are being investigated, but the prices may be higher due to the new central location. CT will speak to the current landlord and landladies to see if links can remain for patient families although there is a 12 mile travel distance to Addenbrookes.

Travel and transport task and finish groups are being set up to map staff and patient journeys to the new hospital site. Volunteers are needed and the Governors and staff present were asked if they would take part. Dan Saxton can come and record the journey if needed.

CT confirmed that additional parking is part of the conditions of the move.

Noted: The Council of Governors noted the update on new Papworth Hospital.

6 Governor Matters

JW asked if the Governors had any additional matter that they would like to raise. None were raised.

Governor Committee Membership and Governor Attendance at Public Board of Director meetings

GJ stated that if any existing Governors wanted to change committees or new Governors wanted to join Committees they should contact Mary MacDonald the Trust Secretary.

DS updated the Governors on possible solution for improving their access to areas of the website.

DS also reiterated the need for help to map staff/patients journeys to the new Papworth site and stated he would be happy to assist in recording those journeys. EH handed out forms to all present to complete if they are going to record a journey to the new site.

EH also invited the governors to join staff on the 500 days milestone event on the 7th December from 10-1pm in the Transformation zone. EH was also looking into an informal meeting of the CUH and Papworth Governors.

Governors were asked to complete the Governor questionnaire and return to the Trust Secretary.

Noted: The Governors noted the report.

7 Questions from Governors and the Public – notified to the Trust Secretary in advance of the meeting

There were no questions.

CT	
----	--

**Agenda
Item**

8 Any Other Business

None.

9 Date of Next Meeting: 8th March Transformation Zone

Action by whom	Date by when

.....
Signed

.....
Date

**Papworth Hospital NHS Foundation Trust
Council of Governors**
Meeting held on 15th November 2016