

**Meeting of the Council of Governors
Held on 16 June 2021 at 10.30 am
Part I
Royal Papworth Hospital
Via Microsoft Teams**

MINUTES

Present	John Wallwork	JW	Chair
	Lorena Andreu Faz	LAF	Staff Governor
	Janet Atkins	JA	Public Governor
	Michelle Barfoot	MB	Staff Governor
	Stephen Brown	SB	Public Governor
	Susan Bullivant	SBu	Public Governor
	Doug Burns	DB	Public Governor
	Trevor Collins	TC	Public Governor
	Aman Coonar	AC	Staff Governor
	Julia Dunncliffe	JD	Public Governor
	John Fitchew	JF	Public Governor
	Gill Francis	GF	Public Governor
	David Gibbs	DG	Public Governor
	Abigail Halstead	AH	Public Governor
	Rhys Hurst	RHu	Staff Governor
	Christopher McCorquodale	CMc	Staff Governor
	Trevor McLeese	TMcL	Public Governor
	Harvey Perkins	HP	Public Governor
	Martin Ward	MW	Staff Governor
In Attendance	Michael Blastland	MBI	NED
	Cynthia Conquest	CC	NED
	Amanda Fadero	AF	NED
	Tim Glenn	TG	Chief Finance & Commercial Officer
	Anna Jarvis	AJ	Trust Secretary
	Eilish Midlane	EM	Chief Operating Officer
	Oonagh Monkhouse	OM	Director of Workforce and OD
	Stephen Posey	SP	Chief Executive
	Richard Quigley	RQ	Lead Nurse Transplant
	Andy Raynes	AR	Chief Information Officer
	Gavin Robert	GR	NED
	Josie Rudman	JR	Chief Nurse
	Ian Smith	IS	Deputy Medical Director
	Julie Wall	JYW	PA Minute Taker

Apologies	Jag Ahluwalia	JAh	NED
	Caroline Edmonds	CE	Appointed Governor
	Pippa Erskine	PE	Public Governor
	John Fiddy	JFid	Public Governor
	Roger Hall	RHa	Medical Director
	Richard Hodder	RHo	Lead Governor
	Diane Leacock	DL	NED
	Rodney Scott	RS	Public Governor
	Ian Wilkinson	IW	NED

Agenda Item (minute reference)		Action by Whom	Date
1	WELCOME, APOLOGIES AND OPENING REMARKS		
	<p>The Chairman (JW) welcomed everyone to the meeting.</p> <p>JW reminded the Governors about using the chat and hands up facilities on Teams but it was noted that not all attendees had access to the chat facility at the meeting.</p> <p>JW informed the Governors that RHo had been taken ill and that SB would step up for agenda item of Governor Matters.</p> <p>AJ informed the Governors that Linda Jones had stepped down from her role as a Councillor at the last local elections and a new County Council appointment would be announced in due course. Also, that Joe Pajak (Public Governor Suffolk) had stepped down just before the last CoG meeting.</p> <p>JW handed over to SP for brief update</p> <p>SP wished everyone good morning and wanted to provide a brief overview update:</p> <ul style="list-style-type: none"> • Remote working would still be carrying on. • Unfortunately, we had gone from no COVID patients to three in the hospital at the moment. Two of those were on ECMO • Restoration of business as usual was exceeding plans • EM, JR, RH had been working hard on the Leadership Programme to make sure RPH delivers to staff and patients • There are now 36 beds in CCU being utilised. 75 Beds on 5th floor – with a full surgical programme. 5 theatres in use and the 6th theatre being used for emergencies • There was a significant increase in cardiology patients which was back to full service and had an increased demand from emergency cases. • There had been an extraordinary amount of transplants taking place. • Respiratory team had been seeing more patients as day cases. • The Trust had exceeded the national activity targets 		

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	<ul style="list-style-type: none"> • Staff were working hard to address the diagnostic backlog. <p>The impact on staff levels was recognised with:</p> <ul style="list-style-type: none"> • Re-emergence of COVID cases • Wearing PPE in hot weather <p>The Trust focus was on:</p> <ul style="list-style-type: none"> • Balance allowing our staff to take leave and rest • Time for staff to undertake training and development. • Having access to support if needed • Recovery and Winter planning review • Delivering appropriate clinical services <p>SP informed the Governors that planning for a “Staff Thank You” event had been taking place but following the Government announcement of the “Freedom Date” being extended to the 19 July this was now unable to take place in the format that was wished.</p> <p>Our focus was on thanking staff and showing appreciation for their hard work and we are looking to re-create what we did after the move in 2019</p> <p>JW commented that it was nearly two years since the Queen opened the new hospital.</p> <p>JW explained that although we are hoping to have more meetings in person we intend to have hybrid virtual meetings. He was impressed since meetings had been held virtually that more governors had attended Board meetings and reminded the Governors that the next Board meeting would be held on 1st July on MS Teams</p> <p>JW asked if there were any questions SP. No questions were put forward</p>		
2	DECLARATIONS OF INTEREST		
	There were no new declarations of interest		
3	MINUTES OF THE PREVIOUS MEETING – 17 MARCH 2021		
	The minutes of the meeting held on 17 March 2021 were agreed as a correct record.		
4	NHS INPATIENT SURVEY 2020 RESULTS		
	JW welcomed JR to her last Council of Governor meeting and congratulated her on her new post. He wished her well on behalf of the		

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	<p>Council of Governors. JR Thanked JW</p> <p>JR informed the Governors that she was extremely proud of the staff as the results from the survey showed an excellent patient experience.</p> <p>AJ shared the 2020 In Patient Survey Results on screen</p> <ul style="list-style-type: none"> • The 2020 results demonstrated that we were able to provide excellent care despite the pandemic, which was due to the compassion and commitment of our staff. • 825 of our inpatients responded to the survey and we achieved an overall response rate of 68%. • All responses for RPH were above the Picker average <p>JR informed the Governors that out of all the organisations that took part RPH came 6th in the above average section.</p> <ul style="list-style-type: none"> • Fourteen elements were better than last survey in 2019. Most improved element was food. • The number of patients who were asked to give views on Quality of Care improved from 22% to 32% (against an average of 14%). • Nine elements stayed the same • Two elements were slightly worse. One element was not enough help given to patients with eating of meals. This was thought to be down to during the pandemic staff were stretched and patient to staff ratio declined. The National response to that question was weak. <p>Each of these questions will be explored and an action plan formulated to address the issues raised and overall, this was a very good outcome.</p> <p>AH asked if this had been done more than once since the move? She was thinking that staff may be in different rooms and not seen by patients. JR advised that was a good point and perhaps questions should be asked differently.</p> <p>JW asked if there were any other questions.</p> <p>SP commented that it was good to see the Trust in the top 6 providers and asked who the other 5 organisations are?</p> <p>JR noted that she didn't know yet as she was waiting for the list to be published.</p> <p>SP noted that there was not more than 1% in the score difference.</p>		

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5	<p>QUALITY ACCOUNTS PRIORITIES 2021/22</p>		
	<p>Received: The Governors received the Draft Quality Priorities for 2021/22</p> <p>Recommendation</p> <p>The Council of Governors was requested to note the Quality Priorities for the 2021/22 Quality Accounts which are to be published by the 30 June 2021.</p> <p>Priorities set:</p> <ul style="list-style-type: none"> • Build and develop QI capability within the QI team and across the organisation. • Improved diabetes management: Making Hospitals Safe for People with Diabetes. • Compassionate & Collective Leadership <p>JR informed the Governors that engagement with the Governors will be earlier next year.</p> <p>JW informed the Governors that Maura Screamon, who has previously worked for the Trust for many years will be replacing JR when she moves to her new post</p>		
6	<p>TRUST VALUES & BEHAVIOUR FRAMEWORK</p>		
	<p>OM presented an update on the values & behaviours framework.</p> <p>OM explained that the Trust had been pursuing Compassionate Leadership following the move. This has an impact on patient care and finance. The programme built on the model developed by Professor Michael West.</p> <p>The impact resulting from bullying and harassment:</p> <ul style="list-style-type: none"> • Poor staff health and sickness absence • Costs to the employer • Employee turnover • Diminished productivity • Compensation, litigation and industrial relations costs • The estimated cost of bullying and harassment to the NHS was over £2.3 billion per annum <p>The Journey</p> <ul style="list-style-type: none"> • Compassionate and Collective Leadership Programme • Paused during the pandemic • Values and behaviours chosen as the starting point • Review of phase 1, staff survey and Laudix data • Engagement with diverse groups to develop the framework 		

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	<p>Feedback identified 8 areas of improvement for culture:</p> <ul style="list-style-type: none"> • Review and reset behaviours • Compassion • Personal Responsibility • Values • Health and Wellbeing • Inclusion • Development • Teamwork <p>Over last 6 months development of revised values</p> <p>Compassion: Listen, Care, Support Excellence: Innovate, Learn, Deliver Collaboration: Communication, Respect, Courage</p> <p>The focus was on the behaviour we wanted to see. Managers were to address behaviours and show appreciation when positive behaviours were seen.</p> <p>The launch will be at the beginning of July and will be the focus of the all staff briefing in July.</p> <p>OM asked if there were any questions. No questions put forward.</p> <p>SP reiterated that this programme was created within the Trust. He noted that Michael West was well respected within the NHS and staff were looking forward to hearing him speak.</p> <p>JW added that this was a good initiative to develop a more pleasant and happy place to work</p> <p>Noted: The presentation was noted by the Governors</p>		
7	<p>TRANSPLANT UPDATE</p>		
	<p>JW introduced RQ to the Governors</p> <p>A Presentation by Richard Quigley Lead Nurse for Transplant was shared with the Governors. This set out how the team had worked during the pandemic:</p> <ul style="list-style-type: none"> • 45% redeployment • Changes in ways of working • Issues - however always opportunities • Increased flexibility within team and novel ideas on how to best serve our patients 		

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	<p>RQ Explained that the Chair (JW) had been involved with much of what has gone on in the transplant service and wished to thank him for his continuing support</p> <p>Response to organs - Team were involved with performing 11 transplants in April this year</p> <p>This Year's Achievements:</p> <ul style="list-style-type: none"> • NORS Team Award • AHP Award • Care and Compassion Commendation • RPH Excellence and Innovation Award • Undertook 80% Tx activity despite pandemic • Hybrid Team Collaboration with Harefield – Paediatric patients • Starting work again on Scouting project • More collaborative working in the trust • Lots of staff involved at a national level • 11% of all presentations at this year's BTS/NHSBT Conference were from RPH Nurses <p>The Future:</p> <ul style="list-style-type: none"> • Nationally Commissioned Scouting Service – Led by RPH • More collaborative working within this organisation but also other transplant centres • Work to maintain our excellent medium to long term outcomes • Keep being the best at what we do <p>JW commented that RPH had maintained activity and was absolutely team orientated, transplant did not work with just one or two people. Waiting lists were shorter at RPH but this did not reflect how sick the patients were as we have the sickest patients sometimes on the list.</p> <p>SP thanked RQ for the presentation.</p> <p>SP added that within ICS the "Golden Thread" was collaboration with other centres and there were centres which were waiting to partner with RPH. Both he and Steven Tsui had been invited by the Secretary of State to meet with a new group to discuss delivery and outcomes.</p> <p>SP asked to speak with RQ regarding the "Scouting Service" before that meeting as it could be helpful.</p> <p>JW thanked RQ for joining the meeting.</p> <p>Noted: The Governors noted the presentation from RQ.</p>		

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8	ICS DEVELOPMENT UPDATE		
	<p>SP informed the Governors that:</p> <ul style="list-style-type: none"> • Legislation will be likely taken in the last week of this parliament. • The plan was for ICS to be established by 1st April 2022. • The CEO and Chair for ICS would be appointed this summer – JW would sit on the panel to appoint the Chair. • Responsibilities for the health and wellbeing of Cambridgeshire and Peterborough population would transfer to the ICS. • RPH Board were engaged and contributing to better national and regional working of NHS. • Commissioners would continue to fund services in 2021/22 and 2022/23 – but changes were expected in future. • RPH would shape ways of working with partners. • An example of sharing was the development of a service that Paddy Calvert had lead on which was identifying patients through community services who needed to receive care. • The ICS would look to address the difference in life expectancy between people living in South and North Cambridgeshire <p>JA asked if the lack of face to face GP appointments influenced the flow of work through ICS. SP advised this was not identified as a risk and that support for GP practices could be considered if this was a concern.</p> <p>JA asked if people are having a problem contacting their GP are they getting where they should? SP replied that emergency departments were busier so this could be a reason for that pressure. SP added that ICS as a whole can help alleviate the pressure that the Health Service is under.</p> <p>JW informed the Governors from RPH point of view we had direct referrals and pathways in place for some services already.</p>		
9	PIPR UPDATE		
	<p>Report by EM</p> <p>EM explained that a transition document was being used during pandemic and she was delighted to share the new look PIPR with Governors.</p> <p>This had been revised to show all performance indicators and to reflect waiting lists. The ICS narrative development had been added but not scored yet. The summary of performance of ICS was at the end of PIPR.</p> <ul style="list-style-type: none"> • The overall score was Red. • Caring and Effective was usually green but for the first time has moved to amber. 		

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	<ul style="list-style-type: none"> Recovery was due to strong performance from clinical staff and the approach to balance staff need for recovery as well as activity requirements. <p>EM asked if there were any questions</p> <p>C McC asked if the BAF report could be shared. SP informed everyone that the report was shared with Governors on the website and was included in the Board papers. JW added that the Board were happy with the recent improvements to the BAF report.</p> <p>JW thanked EM for the update on performance.</p>		
10	GOVERNOR MATTERS		
	<p>Due to a technical issue Stephen Brown was not on line at this time.</p> <p>10.i Minutes of Governor Committees</p> <p>The Governors received copy of the minutes for:</p> <ul style="list-style-type: none"> Forward Planning Committee held on 14 April 2021 Fundraising Group held on 20 May 2021 Patient and Public Involvement held on 17 May 2021 <p>Governor Committee Membership</p> <p>AJ informed the Governors that Martin Ward and Caroline Gerrard had joined the Forward Planning committee.</p> <p>AJ Also mentioned that there were gaps in Governor membership for the Governors Assurance Committee which was a meeting held when needed and not on a regular basis.</p> <p>10.ii Annual Board Certification – Governor Training</p> <p>The Board had approved the Governor Training compliance statement for 2020/21. A copy of the compliance statement and the supporting schedule was provided to the CoG for review ahead of publication on the 30 June 2021.</p> <p>Recommendation</p> <p>The Council of Governors was asked to note the compliance statement and advise of any further matters that the Board may wish to consider within the supporting statement ahead of publication on the 30 June 2021.</p>		

Agenda Item (minute reference)		Action by Whom	Date
	<p>10.iii Documents for Ratification</p> <ul style="list-style-type: none"> ToR008 PPI Committee CGO10 Policy for the Composition of Non-Executive Directors on the Board of Directors <p>The Council of Governors was asked to approve the above documents.</p> <p>The Council of Governors Approved both documents</p> <p>Post Meeting Note: Due to technical issues some Governors were not online during the time of the approval of the policies. On review of attendees after the meeting it was confirmed that the meeting remained quorate throughout.</p> <p>SB re-joined the meeting</p> <p>SB wanted to point out that it had been noted that all staff from different directorates were feeling the effect of the pandemic and tiredness from this.</p> <p>SP replied that SB was right, staff were tired and fragile. Staff were being encouraged to take regular annual leave. He was aware that some want to go home abroad when the restrictions lift so they can see family and could be saving annual leave for this but it was important to take some leave for a break and support was being given for this across the Trust.</p> <p>SB added that hybrid meetings were certainly welcome</p> <p>JW commented that he would like the Board meetings to be attended in person as soon as possible but had noted that more Governors have attended the meetings since they have been online. He would like to enable people to join meetings remotely and efforts would be made to arrange hybrid meetings.</p> <p>JW asked if there were any other questions before going on to Part II</p> <p>No questions were put forward.</p> <p>JW informed the Governors that Cynthia Conquest would chair Part II of the meeting as it involved discussion about his re appointment.</p> <p>JW, Executives and Non Exec Directors left the meeting</p>		
11	DATE of NEXT MEETING – 15 SEPTEMBER 2021		



The meeting finished at 11.50

Signed: Professor John Wallwork

Date: 15 September 2021

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Council of Governors Meeting
Meeting held on 16 June 2021