

MINUTES

Council of Governors' Meeting Part I Held on 15 November 2017 Transformation Zone

Present:

| | | | |
|-----------------------------|--------------------|----------------------|--------------------|
| Professor John Wallwork | Chairman | | |
| Stephen Brown (SB) | Public Governor | Penny Martin (PM) | Staff Governor |
| Barry Crabtree-Taylor (BCT) | Public Governor | Trevor McLeese | Public Governor |
| Glenn Edge (GE) | Public Governor | (TMcL) | |
| Caroline Edmonds (CE) | Appointed Governor | Tony Moodey (TM) | Public Governor |
| John Fiddy (FJ) | Public Governor | Helen Munday (HM) | Staff Governor |
| Gill Francis (GF) | Public Governor | Peter Munday (PM) | Public Governor |
| Richard Hodder (RHo) | Public Governor | Katrina Oates (KO) | Staff Governor |
| Ann-Marie Ingle (AMI) | Appointed Governor | Cheryl Riotto (CR) | Staff Governor |
| Keith Jackson (KJ) | Public Governor | Helen Rodriguez (HR) | Staff Governor |
| Graham Jagger (GJ) | Public Governor | Alessandro Ruggiero | Staff Governor |
| | & Lead Governor | Bob Spinks (BS) | Public Governor |
| Simon Marner (SM) | Public Governor | Tony Williams (TW) | Staff Governor |
| | | Nick Wright (NW) | Appointed Governor |

In Attendance

| | |
|-----------------------|--|
| Stephen Posey (SP) | Chief Executive |
| Roy Clarke (RFC) | Director of Finance |
| Roger Hall (RMOH) | Medical Director |
| Oonagh Monkhouse (OM) | Director of Workforce Organisation Development |
| Mary MacDonald (MMac) | Trust Secretary |
| Maura Screaton (MS) | Assistant Director of Nursing |
| Julie Wall (JPW) | PA to Chairman |
| Andrew Raynes (AR) | Director of IM & T Chief Information Officer |
| Richard Quigley (RQ) | Transplant Co-Coordinator |

**Apologies –
Governors**

| | |
|-----------------------|--------------------|
| Janet Atkins (JA) | Public Governor |
| Julia Dunncliffe (JD) | Public Governor |
| Robert Graham (RG) | Public Governor |
| Harvey Perkins (HP) | Public Governor |
| Peter Topping (PT) | Appointed Governor |

**Apologies -
Others**

| | |
|---------------------|------------------------|
| Karen Caddick (KC) | Non-Executive Director |
| Dave Hughes (DH) | 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

Please note the Minutes reflect the order of the Agenda not the order of discussion

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

1 Welcome, apologies and opening remarks

The Chairman welcomed everyone to the meeting and apologies were noted.

2 Declarations of Interest

There were no new Declarations of Interest. The Trust Secretary requested that any Governor who had not completed their annual declaration to please do so immediately.

3 Minutes of Previous Meeting and Matters Arising

Minutes of the meeting held on 21st September 2017

The Minutes from the meeting held on 21st September 2017 were approved and authorised for signature by the Chairman as a true record.

Chairman

Matters Arising - It was noted that Nick Wright attended that meeting, minutes to be rectified.

Governors were reminded to sign the attendance book on arrival at meetings.

4 Constitution – Change of name to Royal Papworth Hospital

The Council of Governors received a paper from the Trust Secretary presenting changes to the Constitution for approval. The paper reminded the Council that amendments to the Constitution must be approved by both the Council of Governors and Board of Directors. The proposed amendments would be considered by the Board of Directors at its meeting on the 7 December 2017.

Approved: The Council of Governors approved the constitution changes required to change the name of Papworth Hospital NHS Foundation Trust to Royal Papworth Hospital NHS Foundation Trust.

5 Papworth Integrated Performance Report (PIPR) (Full report and Summary) for September 2017 from the Executive Directors

The Council of Governors received the Papworth Integrated Performance Report (PIPR)

Overall the Trust performance had improved to Amber for the first month since March 2017. The domain ratings were, two domains rated as Red performance (Responsive and Finance), four domains rated as Amber (Caring, Transformation, Effective and People Management & Culture) and one domain showing Green performance (Safe). This represented an improvement in Effective and People Management & Culture.

Favourable performance

- Caring - 1) The friends and family score for outpatients improved this month with the recommendation as a place to be treated score sitting at 96%. 2) The number of formal complaints continued to reduce in September;

Agenda Item

Please note the Minutes reflect the order of the Agenda not the order of discussion

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

- Responsive - ACS compliance had fully recovered to 100% in September and would be maintained by heightened monitoring, additional capacity via evening/weekend lists and proactive communication and escalation;
- People, Management & Culture - 1) Turnover reduced to 16.04% in September, the lowest level for six months. Turnover over the last 24 months had been highly volatile. The YTD average turnover remained just over 20%. The Trust was a net recruiter of staff in September for the first time since April 2017 (23WTE for all staff and 14WTE for nursing staff). 2) Overall IPR performance improved for the fourth successive month to 87.04%. This was due to a sustained effort to underline the importance of quality IPRs in retaining and developing staff.

Adverse performance

- Responsive - There had been a further decline in the Trust RTT position, with a particular focus on cardiology and surgery; Additional elective surgical lists continued to run on Sundays;
- Caring - One Formal complaint response breached the agreed response date with the complainant due to a delay in posting. The circumstances surrounding this had been addressed. Concerns about communication remained a common feature in our informal feedback, matrons' stories, friends and family and informal complaints;
- Safe - 1) There was one case of MRSA bacteraemia in September. 2) There had been two cases of clostridium difficile reported so far in October. These were currently subject to root cause analysis (RCA) prior to scrutiny panel and being assessed as being sanctioned or unsanctioned.

The report contained a spotlight on MRSA bacteremia, occupancy in CCA, #endpjaralysis, RTT, Cancer waits, Leadership development and OD, New Papworth ORAC progress report and Cost Improvement Programme.

During discussion the following was noted or considered:

- The new catheter laboratory went live on the 31 October 2017.
- With the 6th catheter laboratory in place and staffed. Another 95 patients could be admitted per month.
- The new catheter laboratory was running side by side with increasing the capacity on the day ward and part of Hemingford ward being used as a holding bay.
- Additional Sunday lists were in place for "in house urgent" surgery cases.
- CCU beds have been increased to at least 30.
- Improvement had been made with "back to basics" infection control.
- Staff recruitment has increased and is running at 20%
- Josie Rudman could not attend this meeting as she was in Rome recruiting nurses. Further trips to Athens and India are planned.
- Events are being planned focusing on recruitment in the UK.
- A second recruitment day is arranged at the Qube for the 17 November 2017.
- AMI and JR are working jointly on strategies to increase workforce at Papworth and CUH. The focus is on the "Grow your own programme" including apprenticeships.

Agenda Item

Please note the Minutes reflect the order of the Agenda not the order of discussion

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

- Although physiologists are in short supply a rota for the next 3 months had been put into place. There is work around investing in staff already employed by the Trust so they can train into higher banded roles
- Letters had been sent out to previous employees who have left to ask if they would like to return to Papworth.
- Retaining Staff: Initiatives to engage with staff on a 1:1 basis will start over the next month. It is felt that these meeting are a vital part of retention.
- Monthly checks with staff within team meetings will be held beginning in the New Year leading up to the move.
- Concern was expressed around Admin and Clerical staff and the location of their roles.
- Volunteers: Concern was expressed about the potential loss of volunteers following the move. JR and AMI would work together around volunteering at the new site.
- Pathology – progression was being made.
- Operational Readiness – Gateway process will be launched on 24 November 2017.

Finance:

The Trust had submitted a revised forecast out-turn (FOT) within the M06 Financial return. This moves the bottom line deficit from £29.2m to £47.0m, representing a £8.5m deficit excluding impairments (£10.7m deficit on a Control Total basis). This revision was driven by lower levels of activity being driven through the Trust and the resultant impact on contribution. The revised position has been reported to NHS Improvement (NHSI) in line with appropriate protocols.

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

6 RTT (Referral to Treatment) Remedial Action Plan (RAP)

The Council of Governors received a paper which updated the following key actions and assumptions underpinning the RAP:

Cardiology

In addition to the on-going actions in the original RAP to optimise Out-patient capacity, data quality and cath laboratory utilisation, a high impact intervention has been included in the new plan. This intervention has seen an additional mobile cath laboratory being deployed on site at the end of October. The lab has been provided from In Health fully staffed and is capable of treating 95 extra patients per month. To support this development the cardiac Day ward has increased in size and changed configuration so that it can manage up to 40 patients per day and an area in Higginson ward has been converted into a holding bay to improve flow to all 6 cath laboratories. This mirrors the operational model of New Papworth Hospital.

Changes to the Cardiac Day ward went live on 23 October 2017 with the additional Cath laboratory accepting patients from 30 October 2017. A net increase of 25 patients treated in the first week was seen which was greater than expected.

Agenda Item

Please note the Minutes reflect the order of the Agenda not the order of discussion

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

Cardiology is forecast to become compliant with the RTT target from March 2018.

Surgery

The key actions in the recovery plan for Cardiac Surgery are:

- Additional activity undertaken at weekends when access to beds is more predictable and re-instatement of activity traditionally lost on audit days.
- Diversion of 16 In-House Urgent cases per month to other providers who can safely provide these patients with treatment earlier than our capacity would allow. We have chosen to take this step on grounds of quality but it has a consequence of reducing the demands on critical care beds.
- Focused recruitment of critical care nurses to allow more beds to remain open each day.

Surgery is forecast to become RTT compliant in December 2018. The longer time period to reach compliance is primarily as a result of capacity constraints within critical care and ward staffing. The trajectory does not allow for any impact should there be a national surge in ECMO requirements this winter.

Respiratory Medicine

Respiratory Medicine remains in compliance with the contractual standard; however, there is an operational focus on improving this position further.

7 New Papworth – Master Commissioning Plan

The Council of Governors received the paper and the new 3 step process was approved.

Governors were notified that there would be an Extraordinary Board meeting taking place on the 24 November 2017 to discuss the plan.

8 NHS Blood & Transplant Peer Review Update

Richard Quigley showed a presentation about the Transplant Service. This included, update on DCD transplants.

JW said that this had increased the number of patients who had transplants this year to 61 to date.

Survival and quality of life is what the team strive to obtain for the patients. Recruitment is unfortunately still a challenge in transplant as in other areas. The Governors were provided with this presentation and this was noted with interest.

9 Governors Matters

Graham Jagger informed Governors that he would be stepping down as Lead Governor and stated the process would be put in place for the election of a new Lead Governor.

Stephen Posey informed the Governors that Mary MacDonald would be retiring in March 2018. The process is being put in place to recruit a new Trust Secretary. A new process would also be put into place to support

Agenda Item

Please note the Minutes reflect the order of the Agenda not the order of discussion

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

Governors.

Governors were informed that there would be an NHS Providers Governor Conference on the 24 May 2018 at the Congress Centre, London. Booking will open in December and all Foundation Trusts will be guaranteed one free place and up to four reserve places. Governors were asked to email Julie Wall (julie.wall@nhs.net) if they were interested in attending.

Governor Committee Minutes

Noted: The Council of Governors noted the minutes from the Access and Facilities Group held on the 23 August 2017

Noted: The Council of Governors noted the minutes from the Forward Planning Committee meeting held on 18 October 2017

Noted: The Council of Governors noted the minutes from the Fundraising Group held on the 9 October 2017

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

None

11 Date of Next Meeting: Wednesday 21 March 2018

The meeting closed at 12.20 pm



.....
Signed

21 March 2018

Date

**Papworth Hospital NHS Foundation Trust
Council of Governors**
Meeting held on Wednesday 15 November 2017