

## MINUTES

### Council of Governors' Meeting Part I Held on 10 September 2015 In the Transformation Zone Meeting Room, Papworth Hospital

#### Present

|                              |                    |                      |                                 |
|------------------------------|--------------------|----------------------|---------------------------------|
| John Wallwork (JW)           | Chairman           |                      |                                 |
| Janet Atkins (JA)            | Public Governor    | John Lodge (JL)      | Public Governor                 |
| Frank Butcher (FB)           | Public Governor    | Ian Macgregor (IM)   | Public Governor                 |
| Barry Crabtree-Taylor (BC-T) | Public Governor    | Keith Jackson (KJ)   | Public Governor                 |
| Julia Dunncliffe (JD)        | Public Governor    | Graham Jagger (GJ)   | Public Governor & Lead Governor |
| Caz Dyer (CD)                | Staff Governor     | Judith Johnston (JJ) | Public Governor                 |
| Glenn Edge (GE)              | Public Governor    | Peter Munday (PM)    | Public Governor                 |
| Malcolm Edwards (ME)         | Appointed Governor | Katrina Oates (KO)   | Staff Governor                  |
| John Fiddy (JF)              | Public Governor    | Cheryl Riotto (CR)   | Staff Governor                  |
| Julia Fleming (JFI)          | Public Governor    | Stephen Webb (SW)    | Staff Governor                  |
| Gill Francis (GF)            | Public Governor    | Nick Wright (NW)     | Appointed Governor              |
| Richard Hodder (RHo)         | Public Governor    |                      |                                 |

#### In Attendance

|                        |   |
|------------------------|---|
| Stephen Bridge (SJB)   | Chief Executive                           |
| Alison Colling (AC)    | Executive Assistant (Minute Taker)        |
| Roger Hall (RMOH)      | Medical Director                          |
| Rachel Hawkins (RHawk) | Transformation Director                   |
| Elizabeth Horne (EH)   | Director of Human Resources               |
| Mary MacDonald (MMac)  | Trust Secretary                           |
| Mark Millar (MM)       | Non-executive Director                    |
| Julian Rickett (JRi)   | PricewaterhouseCoopers, External Auditors |
| Josie Rudman (JRu)     | Director of Nursing                       |
| Jane Payling (JP)      | Director of Finance                       |
| Dan Saxton (DS)        | Head of Corporate Services                |
| Claire Tripp (CT)      | Director of Operations                    |

#### Apologies - Governors

|                      |                    |
|----------------------|--------------------|
| Lee Dunleavy (LD)    | Public Governor    |
| Robert Hadley (RHa)  | Public Governor    |
| Helen Munday (HM)    | Staff Governor     |
| Jane Ramsey (JRa)    | Appointed Governor |
| Steve Rackley (SR)   | Staff Governor     |
| Helen Rodriguez (HR) | Staff Governor     |
| Mandy Smith (MSm)    | Appointed Governor |
| Bob Spinks (BS)      | Public Governor    |

**Agenda  
Item**

**1 Welcome, apologies and opening remarks**

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

**Governor Election Results 2015**

The Council of Governors received and noted the results of the 2015 Governor Elections:

**Public Constituency – Suffolk**

Julia Dunncliffe (re-elected following a vote)

**Public Constituency - Norfolk**

Ian Macgregor (re-elected following a vote)

**Board of Directors appointments**

Dave Hughes, Non-executive Director, has been appointed Deputy Chairman of the Board of Directors.

Ron Zimmern and Susan Lintott have been re-elected as Non-executive Directors for a second 3-year term of office. Susan has also been re-confirmed as Senior Independent Director (SID).

**2 Declarations of Interest**

There were no Declarations of Interest.

**3 Minutes of Previous Meeting and Matters Arising**

Minutes of the meeting held on 12 June 2015

The minutes of the meeting held on 12 June 2015 were approved and authorised for signature by the Chairman as a true record.

**Matters Arising**

There were no matters arising.

**4 Annual Report and Accounts 2014/15:**

**(a) Annual Report and Accounts (including Quality Report)**

Jane Payling, Director of Finance presented this item to the meeting. She advised that there would be a further report on the Annual Report and Accounts 2014/15 at the Annual Members' Meeting (AMM) later in the day. An in-depth report on the detail of the impairment included in the Accounts had been given at the last Council of Governor meeting in June 2015.

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| Chairman       | 10.09.15     |

**Agenda Item**

| Action by whom | Date by when |
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Key issues relating to the Accounts

- The Trust is required to consolidate the results of the Papworth Charity together with those for Papworth Hospital to form the Papworth Group. The report to this meeting and the AMM later concentrates on the Papworth Hospital results only. The Papworth Charity also has its own separate accounts which are submitted to the Charity Commission later in the year;
- The Accounts show a £40m deficit for the year. The cause of this is two-part and relates mainly to the previously discussed impairments; the first part is the writing down of assets against the current valuation of the hospital buildings on the existing site, where the value decreased significantly at the end of financial year when the contract was signed for the New Papworth Hospital; and the second part relates to an impairment on the New Papworth Hospital land. JP explained that this is a technical adjustment and has no cash impact;
- Overall the Accounts showed an operational deficit of £0.84m against a planned for surplus. Contributing factors to the in-year deficit are:
  - costs for temporary staffing (agency);
  - device costs and;
  - costs for the final stages of the New Papworth Hospital which are non-recurrent.

JP then welcomed Julian Rickett (JRi) from our external auditors PricewaterhouseCoopers PwC).

**(b) PwC Annual Audit Letter**  
**(c) PwC Report on Quality Report**

JRi explained that this document gave a summary of work done in the year; the Audit Letter had been seen by the Audit Committee at their July 2015 meeting. JRi advised that this was the first year of enhanced reporting; this is a requirement from Monitor which makes the reporting more bespoke to Papworth Hospital. Page 3 of the document detailed the requirements from Monitor and how these have been achieved by the hospital. The Audit Letter reported a clean/unqualified opinion. The Quality Accounts had also received a clean/unqualified opinion.

As PwC were stepping down as our external auditors following the completion of 2014/15 audit work, JRi took the opportunity to thank hospital staff for their support during PwC time working with the hospital.

**5 Board to Council Governance**

The Chairman confirmed that Jane Payling, Director of Finance would leave the Trust on 11 September 2015. Roy Clarke has been

**Agenda Item**

appointed the new Director of Finance as from 30 November 2015. In the interim period, Roger Swain will act as Interim Director of Finance.

The Council of Governors received this presentation from the Executive Directors which included:

**Patient Safety**

- Healthcare Associated Infections (HCAIs);
- Surgical Site Infections (SSIs) – Quarter 1 at 1.4%;
- Safer staffing levels showed the percentages of registered and unregistered nurses for June and July (day and night);
- Harm free care – the Safety Thermometer showed the percentage of patients with harm free care for June 2015 (98.39%) and July (98.98%).

**Patient Experience**

- Results from the Patient Experience Report were shown for 2014/15 and 2015/16 regarding complaints, enquiries and compliments received. A Governor queried what the complaints related to and JR offered to share the breakdown from the full report with Governors; it was noted that this information has been shared with Governors via the Patient and Public Involvement Committee (PPI). JR added that all complaints are thoroughly investigated and independently discussed.

**Care Quality Commission (CQC) Action Plan Update**

JR identified the three areas of work:

- Draft Quality Strategy Ambitions
- Risk Management
- Well-led Governance Review – Governors have been invited to a focus group on 22 September 2015.

**Effectiveness of Care**

- The cardiac surgery in-house survival rate for Quarter 1 2015/16 was 98.30%.
- Roger Hall, Medical Director, advised that there is an official data publication due on 15 September showing Papworth producing the best outcomes in cardiac surgery in the UK. The results are fantastic but the hospital is not complacent and remains ambitious to always improve.

**Finance and Performance – review at Quarter 1 2015/16**

- Earnings before interest, tax, depreciation & amortisation (EBITDA) was £1.0m (plan £1.3m); In-year deficit was -£0.6m (plan -£0.1m); cash £31.9m (plan £34.3m);
- The results received a Monitor Continuity of Service Rating of 4 (on a scale of 1-4 with 4 being the best).
- JP advised that Monitor are introducing a new rating system;
- Activity related income for Admitted Patient Care was slightly

| Action by whom | Date by when |
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**Agenda Item**

| Action by whom | Date by when |
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- down (4.3%); Outpatient activity continues to show growth at 3%.
- Results on Monitor’s performance targets were “green” apart from 62 day cancer wait times and 31 day cancer wait times. JP explained the figures and advised that the Trust is continually looking for ways to improve in this area; Monitor are aware of the difficulties which occur with only having a small number of patients and “inheriting” time delays from referring hospitals;
  - A Governor asked if the mix of work undertaken affected the financial plan. JP confirmed that it did very significantly. Over performance on the specialised contract (transplant, VADs, PTE) is paid at only 70% of the full rate which has reduced income by £660k. Work is underway to look at the activity mix from a patient perspective as well as from the financial position. SJB confirmed that this has been discussed at length by the Board of Directors.

**Activity and Capacity**

- Graphs showing total activity and average income were provided for July 2015;
- Graphs for total admitted activity and total out-patient activity were shown from April 2012 to July 2015;
- CT discussed the challenges remaining to balance the projected income requirements with delivery of safe care and shared ideas in place to address this.

**Workforce**

- EH explained the graphs detailing workforce trends from 2012 to Q1 (turnover, agency expenditure, vacancies and sickness absence);
- Nursed recruitment continues; work is ongoing looking at skill mix and the Assistant Practitioner Role including apprenticeships;
- Sickness absence at 3% is the lowest in eight years and long term sickness absence has significantly reduced;
- Agency expenditure has seen a reduction in Critical Care. Stringent arrangements are being put in place to challenge agency expenditure and find other alternatives;
- The Staff Family and Friends Test showed that 98% of staff would recommend the hospital to friends and family if they needed treatment and 80% would recommend it as a place to work. This latter figure does reflect concern from staff regarding the transition to the New Papworth Hospital and work is ongoing with Staff Engagement Champions working across the Trust to address this.

**Transition**

- RHawk gave an update of ongoing work in this area including:
  - Transformation Zone
  - Service Improvement Programme (SIP);
  - Cambridge Transition Programme (CTP):
  - New Papworth Hospital;
  - Heart & Lung Research Institute (HLRI);

**Agenda  
Item**

| Action<br>by<br>whom | Date<br>by<br>when |
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- eHospital and eHealth;
- Planning and ways of communicating the journey.

**Noted:** The Council of Governors noted the content of the Board to Council Governance paper.

**6 Governor Matters - General (including minutes from Council of Governors' Committees)**

**1) Governor Committee Reports**

**- Forward Planning Committee**  
(minutes 23 June 2015)

**Noted:** The Council of Governors noted the minutes from the Forward Planning Committee meeting dated 23 June 2015.

**- Governors' Assurance Committee**  
(minutes 26 June 2015)

It was confirmed that the Governor only section of the hospital's website is up and running; if Governors have any queries about this, they are to contact Dan Saxton.

Governor Committee Membership would be discussed informally after this meeting over lunch.

A query was raised about the future of the current Papworth Hospital site. SJB advised that a review is underway, liaising with legal advisers, developers, District Council and Papworth Parish Council regarding disposal of the current site.

**Noted:** The Council of Governors noted the minutes from the Governors' Assurance Committee meeting dated 26 June 2015.

**- Patient & Public Involvement (PPI)**  
(minutes 13 May 2015 and 21 July 2015)

**Noted:** The Council of Governors noted the minutes from the PPI meetings held on 13 May and 21 July 2015.

**- Access and Facilities Group**  
(minutes 25 June 2015)

The Council of Governors was advised that the meeting discussed mapping of where staff live, transportation, issues of relocating to Cambridge Biomedical Campus (CBC) for staff, patients and relatives.

SJB confirmed that he sits on a CBC group which looks at items such

**Agenda  
Item**

| Action<br>by<br>whom | Date<br>by<br>when |
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as transport/relocation issues; other members include Astra Zeneca. It is important that Papworth is represented on this group for answers/solutions on transport.

**Noted;** The Council of Governors noted the minutes from the Access & Facilities Group meeting dated 25 June 2015.

**2) Governor Committee Membership**

As previously noted, Governor Committee Membership would be discussed informally after this meeting over lunch.

**Noted:** The Council of Governors noted the update on general Governor matters.

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

There were no further questions.

**Any Other Business**

None.

**8 Date of Next Meeting**

The next meeting will be held on Tuesday 17 November 2015.

The meeting closed 12.10pm

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Signed

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Date

**Papworth Hospital NHS Foundation Trust Council of Governors**  
Meeting held on 10 September 2015