

MINUTES

Council of Governors' Meeting Part I Held at 11am on 18 November 2014 At the Bernard Sunley Centre, Papworth Trust offices

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 (BCT)	Public Governor	Graham Jagger (GJ)	Public Governor & Lead Governor
Lee Dunleavy (LD)	Public Governor	Judith Johnston (JJ)	Public Governor
Julia Dunncliffe (JD)	Public Governor	Helen Munday (HM)	Staff Governor
Caz Dyer (CD)	Staff Governor	Peter Munday (PM)	Public Governor
Glenn Edge (GE)	Public Governor	Cheryl Riotto (CR)	Staff Governor
Malcolm Edwards (ME)	Appointed Governor	Helen Rodriguez (HR)	Staff Governor
Julia Fleming (JF)	Public Governor	Mandy Smith (MSm)	Appointed Governor
Gill Francis (GF)	Public Governor	Bob Spinks (BS)	Public Governor
Robert Hadley (RH)	Public Governor	Stephen Webb (SW)	Staff Governor
Richard Hodder (RHo)	Public Governor		

In Attendance

Ken Brewer (KB)	Project Director
Stephen Bridge (SJB)	Chief Executive
Alison Colling (AC)	Executive Assistant (Minute Taker)
Roger Hall (RMOH)	Interim Medical Director
Rachel Hawkins (RHa)	Service Improvement Programme (SIP) Director
Elizabeth Horne (EH)	Director of Human Resources
Mary MacDonald (MMac)	Trust Secretary
Mark Millar (MM)	Non-executive Director
Dan Saxton (DS)	Head of Corporate Services
Claire Tripp (CT)	Director of Operations

Apologies - Governors

John Fiddy (FJ)	Public Governor
Keith Jackson (KJ)	Public Governor
Katrina Oates (KO)	Staff Governor
Steve Rackley (SR)	Staff Governor
Jane Ramsey	Appointed Governor
Nick Wright (NW)	Appointed Governor

Agenda Item		Action by whom	Date by when
1	<p>Welcome, apologies and opening remarks</p> <p>The Chairman welcomed everyone to the meeting and apologies were noted.</p>		
2	<p>Declarations of Interest</p> <p>There were no Declarations of Interest.</p>		
3	<p>Minutes of Previous Meeting and Matters Arising</p> <p><u>Minutes of the meeting held on 11 September 2014</u> One typographical error was noted on page 4 which will be amended. Following this amendment, the Council of Governors approved the Minutes, Part I from the meeting held on 11 September 2014 and authorised these for signature by the Chairman as a true record.</p> <p>Matters Arising</p> <p>There were no matters arising.</p>	Chairman	18.11.14
4	<p>Board to Council Governance</p> <p>The Council of Governors received this presentation from the Executive Directors which included:</p> <p>Patient Safety</p> <ul style="list-style-type: none"> - Healthcare Associated Infections (HCAIs) year to date = 1 (MRSA bacteraemia); - Surgical site infections (SSIs) – Quarter 2 at 2.85% (re. coronary artery bypass graft); - Safer staffing data showed percentage of registered and unregistered nurses for August and September (day and night); - Harm free care (i.e., falls, venousthromboembolism [VTE], pressure ulcers); the safety thermometer showed the percentage of patients with harm free care for August (97.33%) and September (99.51%). <p>Patient Experience</p> <ul style="list-style-type: none"> - Friends & Family Test (net promoter question); two graphs were shown: Graph 1 Promoters – a Governor requested if in future this could include a trend line. Graph 2 Response rate – currently showing 60%. <p>Effectiveness of Care</p> <ul style="list-style-type: none"> - Cardiac surgery in-hospital survival rate for Quarter 2, 2014/15 at 97.60%. Nationally Papworth performs the most cardiac operations with the best mortality outcomes. 	RH	Mar 15

Finance and Performance

- Review at Quarter 2 to month 6 (October 2014) showed: earnings before interest, tax, depreciation & amortisation (EBITDA) at £3.7m actual (plan £6m); surplus at £0.7m actual (plan £2.9m) and cash at £34.1m actual (plan £34.5m);
- Provisional continuity of service rating = 4 (highest);
- Finance (activity) at Q2 showed Admitted Patient Care slightly under plan at 1.8% and Outpatient activity above plan at 7.9%;
- Performance against Monitor’s targets at Q2 were all “green” with exception of one “red” for Cancer waiting times (62 day pathway) where the actual was 82% against target of 85%. It was noted that this area deals with very small numbers of patients on complex pathways who often have diagnostic procedures elsewhere. Dialogue is ongoing with District General Hospitals (DGHs) to try to improve this pathway.

[1125hrs Ken Brewer arrived]

Capacity (and performance)

- Cardiac surgical activity increase has been sustained;
- Initiatives on capacity have seen an increase in the number of patients being seen and a decrease in the cardiac surgery waiting list;
- A profile was shown of cardiac surgery waits 16 weeks and over. Areas such as electrophysiology (EP) and ablation were under plan and measures are in place to get this back on track i.e. evening and Saturday clinics;
- Critical Care capacity continues to be closely managed;
- Nurse recruitment and retention for ITU trained staff remains challenging;
- There are off-site initiatives to increase capacity (Thoracic surgery at the Spire Hospital, Cambridge);
- Pulmonary Thromboendarterectomy (PTE) activity has seen a dip, with recovery plans in place;
- Transplant activity nationally has seen a dip. Work is in place with the Transplant Team to review the patient assessment process.

Cambridge Transition Programme (CTP)

- An introduction to the CTP was given along with current initiatives progressing with Cambridge University Hospitals (CUH);
- Explanation was given of how key projects link together: Papworth Hospital →SIP→eHospital→CTP→New Papworth Hospital→Heart & Lung Research Institute (HLRI).

Workforce

- Staff friends and family survey Q2 results were noted;
- There was a significantly higher response rate of 924 compared to 71 in Q1;
- Positively 77.92% of staff would recommend this organisation to friends and family as a place to work (22.08% negative) –

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compared to Q1 at 90.14% and 9.86% respectively; the higher negative percentage is being reviewed to highlight where improvements can be made;

- Positively 95.89% of staff would recommend this organisation to friends and family if they needed care or treatment (4.11% negative) – compared to Q1 at 98.58% and 1.41% respectively;
- Workforce figures at Q2 showed high staff turnover and agency spend; sickness absence had reduced in the quarter as well as the number of vacancies. Due to the lead-in time for training new nurses, the benefit of reduced vacancies is not yet evidenced through reduction in agency expenditure.

[1145hrs JA left the meeting]

Service Improvement Programme (SIP)

- Month 6 saw in-month financial benefit delivered at £268k against plan of £332k and the cumulative benefit of £1.65m against a plan of £1,76m. Work is on-going to bridge this gap;
- There are 59 projects working through various stages of the SIP cycle;
- Training of new SIP Facilitators began in September with SIP Expert training planned for December.

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

5 New Papworth Hospital

(a) Update

The Council of Governors received a verbal update from the Project Director.

- Planning consent submitted in September with a decision due by Cambridge City Council on 3 December and announced on 5 December;
- Funding Competition has gone well and two funders have been selected - European Investment Bank (EIB) and KFW (German Bank) each contributing 50% of the funding;
- Technical & Architectural Design is currently behind target with measures in place to rectify this;
- Energy Centre – it was confirmed that CUH will not be building a new energy centre, therefore plans will remain for the New Papworth Hospital to build its own;
- Option on land – work is in hand to exercise the option to buy the land with completion on 4 December. This will be funded by DH where receipt of these monies has been confirmed;
- Legal issues/contract – work is in hand and on track;
- Monitor review currently progressing with the outcome being referred to the Monitor Committee on 11 December.

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<p>JW/SJB</p>	<p>Mar 15</p>

- Timetable – DH has confirmed that the timetable is consistent with anticipated financial close in February. On this timescale, occupation of the New Hospital is scheduled for early 2018.

Several items were raised by Governors which included questions regarding:

- Affordability and funding rates
- Architectural design
- Land purchase
- Energy centre
- Land lease
- HLRI

The Chairman suggested that the next meeting should include an update on the HLRI.

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

[1128hrs KB left the meeting]

6 Governor Matters (including minutes of Governor Committees)

The Council of Governors received this paper from the Trust Secretary. Items included were:

- Care Quality Commission (CQC) visit in December;
- Governor Committee Membership;
- Governors’ Assurance Committee (GAC);
- Governor Training/Awareness Raising.

Agreed: The Council of Governors agreed for this group to be reconstituted as a ‘task and finish’ group to review the Trust’s membership strategy.

Reports from Governor Committee meetings

- 1) Patient & Public Involvement (PPI) – 12 November 2014

A verbal update was given on this recent meeting.

The meeting had considered the Q2 patient experience report, the CQC Inspection, draft patient & carer experience strategy, accommodation price increases and planning for the 2015 staff awards.

- 2) Forward Planning Committee - next meeting 10 December 2014.

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

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7 Membership Strategy: Foundation Trust Governance – Development the Model

The Council of Governors received this paper from the Director of Human Resources and Trust Secretary.

The paper informed the Council of Governors that the Lead Governor had suggested the re-establishment of the GAC to progress the development of a membership strategy. The names of Governors who had volunteered to join the GAC were identified in Item 6. Also at GAC meetings would be the Director of Human Resources, Trust Secretary and Head of Corporate Services. During discussion at the presentation for Governors following the meeting, Mark Miller, as chair of the Audit Committee, was also asked to join the committee.

Endorsed: The Council of Governors endorsed the draft set of strategic objectives relating to Membership Strategy.

Agreed: The Council of Governors agreed to the Governors' Assurance Committee developing the Membership Strategy on behalf of the Council of Governors and to present its findings to the Council of Governors.

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

There were no further questions.

9 Any Other Business

None.

10 Date of Next Meeting

The next meeting will be held in March 2015 (to be confirmed).

Post meeting note:

The date of the next meeting was confirmed as **Monday 9 March 2015**. (Please delete previous date of 10 March from your diaries)

The meeting closed at 1230hrs

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Signed

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Date

Papworth Hospital NHS Foundation Trust
Council of Governors
Meeting held on 18 November 2014