

GOVERNORS' COUNCIL MEETING

**Minutes of the Governors' Council Meeting held at 10.30 am on
Tuesday 27 March 2018 in the Inspire Centre at the Queen Elizabeth Hospital**

Governor	Constituency
Libbey, Edward (EL)	Trust Chair
Brodie, Jenny (JB)	Public - Cambridgeshire
Broke, Robin (RB)	Public - West Norfolk
Bruce, Malcolm (MB)	Public - Cambridgeshire
Clarke, Simon (SCI)	Public - West Norfolk
Compton, Ann (AC)	Appointed – College of West Anglia
De Lyon, Hilary (HdL)	Appointed – West Norfolk CCG
Dossetor, Jonathan (JD)	Public - West Norfolk
Evans, Jane (JE)	Appointed – West Norfolk Carers
Lewis, Betty (BL)	Public - Cambridgeshire
Monk, Clive (CRM)	Breckland, North Norfolk & Rest of England
Outred, Robert (RO)	Public - West Norfolk
Tasker, Peter (PT)	Public - West Norfolk
Taylor, Barrie (BT)	Public - West Norfolk
Walder, Andy (AW)	Appointed - Freebridge Community Housing
Attendee - Director - Guest	
Green, Jon (JG)	CEO
Wade, Jon (JW)	Director of Strategy & IT
Ashton, Prof Mandy (MA)	Non-Executive Director
Harvey, Ian (IH)	Non-Executive Director
Pinches, Ian (IP)	Non-Executive Director
Thomason, Dave (DT)	Non-Executive Director
Rejzl, Gill (GR)	Trust Secretary
Denmark, Mary (MD)	FT Membership Officer & Minute taker
Chessum, Dominic	Communications Lead
Hannam, Joanna	Trainee Non-Executive Director

GOVERNANCE

Action

70/17 1. Chair's introductions and opening remarks

The Chair welcomed everyone, including NHSi NExT scheme participant Joanna Hannam, who was observing the meeting. EL advised that lead governor, Esmé Corner, had given her apologies because her husband was seriously ill in hospital; EL asked for the Council's thoughts and well-wishes to be recorded.

71/17 2. Apologies for Absence:

Governors: P Kunes, P Hipkin, I Sherwood, S Buckingham, N Tarratt, D Coe, E Corner, S Clark, J Chadwick, P Dansie, S Squire, M Abbott, D Barber, J Calton

As there were no staff governors in attendance, the meeting was not quorate therefore, item 10, Choosing the Trust's local Quality Indicator, whilst discussed at the meeting would have to be agreed by absent GC members, via email.

72/17 3. Declarations of Interest & updated Register of Governors' Interests: for review

Governors were asked to note the declarations of interest and were requested to notify any future updates to MD/GR.

73/17 4a. Governors' Council Minutes –30-01-2018

The minutes were reviewed following which:

The Governors' Council agreed the minutes as an accurate account of the meeting.

b. Matters Arising - None

c. Actions - None

74/17 5. Forward Plan

EL asked the governors to note the Forward Plan.

The Governors' Council noted the Forward Plan

75/17 6. Nomination and Remuneration Committee report – NED recruitment update

EL advised that a high number of quality candidates had applied for the two posts of 1) non-executive director post to replace Maureen Carson, and 2) Audit chair NED post, a forward planning replacement for Ian Pinches, who was due to complete his second and final 3 year term of office later in the year. 4 candidates had been shortlisted for the first post and 2 for the second; interviews would take place on two days; 9th and 12th April respectively. The interview panels had been agreed.

MD to organise an extraordinary Governors' Council (GC) meeting to be called as soon as possible after the interviews / decision making process has taken place to review, test and approve the Nomination and Remuneration Committee recommendation(s).

MD

The Governors' Council noted the NED recruitment update

76/17 7. Review of Constitution planning – Constitution Working Group ToR

GR advised that it was good practice for the GC to revisit the Constitution on an annual basis and it was proposed that a **Constitution Working Group meeting be convened prior to the Annual Members' Meeting – MD to organise**. Whilst this group is already in existence, comprising both governors and NEDs, if any governor with an interest in governance wished to be involved, they were invited to advise MD. EL advised that he terms of reference had been updated with no material changes which governors were invited to approve.

MD

The Governors' Council approved the updated Constitution Working Group terms of reference

COMMITTEE AND TASK AND FINISH GROUPS

77/17 8.

a Membership and Communications Committee –(M&C)

The M&C Committee last met on 21st March 2018. The Report was taken as read. Agenda items included:

- Profile - Membership stands at a healthy 7,668
- Events:
 - Thursday 10 May 2018 – ‘Don’t be afraid of Cancer – Understanding Modern Management’ – in the Inspire Centre – 6.30 for 7 pm start
 - Osteoporosis Event – autumn date to be agreed
- ‘Trust Matters’ Newsletter – discussion for the summer edition has commenced. JD advised that the February ‘Trust Matters’ had been very well-received and thanked Dominic Chessum and his Comms team for their support.

Regarding the healthcare event, JD advised that in the first instance, trust members would be invited to attend followed by a wider media campaign. These events are generally well-attended, and people who have expressed an interest in attending are requested to advise MD to guarantee a place.

b – Patient Experience Committee (PEC)

The PEC last met on 8th March 2018; which BL chaired in the absence of EC. The report was taken as read. Agenda items included:

- Presentation from Fundraising Executive Laurence Morlaas, highlighting the ‘Wheely Big Appeal’ (for additional wheelchairs)
- A Patient Experience Report from Emma Harrison
- A Stoma Care presentation from Jill Skipper / Melanie Harding regarding the implementation of ME+ Recovery Programme for stoma patients
- Pharmacy update from Nicola Berns including details of the new pharmacy robot to help speed up drug dispensing
- Peter Mercer / Amanda Stratton presentation on the Macmillan Cancer Transformation project
- Various governors’ reports

6c – Business Committee (BC)

The BC last met on Monday 5th March 2018. The report was taken as read.

AW sought assurance that the Trust had a grip on financial delivery, in particular for the start of the 2018/19 financial year. EL responded that this question would be covered under Part 1 of the Board meeting Finance paper.

BT queried whether the Trust had approached Sandringham Hospital in respect of their carrying out elective work on behalf of the QEH to ease pressures. JG responded that the Trust had been in communication with BMI Sandringham. Unusually, for a private hospital, Sandringham carried out almost 75% NHS Work (rather than the 25% standard) and the QEH has been in communication to see whether it could use their facilities to support non-clinical risk areas. This will be reviewed going forward.

The Governors’ Council noted the Committees reports / updates

GOVERNOR INVOLVEMENT**78/17 9. Strategic Planning Workshop**

Feedback from the Strategic Planning Workshop was considered. This governor input would be used to help drive the next phase of strategy development.

JG commented that whilst the Sustainability and Transformation programme work had been slow, the data presented from the workshop would help the Trust to engage more accurately with its partners.

AW commented that whilst some of the comments were strategic, others were more operational. JG advised that theatre transformation and Outpatients work were already underway. Under the broader umbrella of strategic work, the Trust was looking to develop the pathways, both internally and externally and this would prove more challenging.

BT highlighted the importance of improving the systems / technology / and communication in respect of 'Getting tests done and getting your results' and the 'Discharge' of patients.

BL suggested that technology was key, highlighting the importance for GP systems to be able to communicate with Trust systems – i.e. that they both use the same common language.

JW pointed out that technology is already in place for systems to communicate; however, many of the problems are as a result of information governance issues and the sharing of data, which creates the barrier. The sharing of information electronically between the primary and acute organisations was slowly improving.

SCI queried if there were any ACOs (Accountable Care Organisations) being considered to run the Strategic Transformation Plan locally and made an observation that there is concern that private health care companies seemed poised to make offers to do this. JG responded initially to correct the term which is no longer ACOs but ICOs (Integrated Care Organisations) and then stated that these ventures would not go out to tender and therefore private healthcare agencies would not be involved.

The Governors' Council noted the Strategy Planning Workshop feedback

79/17 10. Choosing the Trust's local Quality Indicator for External Audit

GR advised that as in previous years, the GC was requested to select one local performance indicator for audit. As for last year, the Trust is mandated to have audited:

- (i) Referral to treatment within 18 weeks, for patients on incomplete pathway;
- (ii) A&E four-hour wait

In addition, a local indicator must also be selected by the GC. Some of the auditable indicators listed for selection being:

- Cancer patients waiting > 62 days for treatment from referral
- HSMR Mortality reporting measure
- Cancelled Operations

JD advised that at the GC pre-meeting, Governors had discussed this item and in light of the importance to the Trust of the staff recruitment pipeline, put forward the proposal of a 'staffing' indicator for audit.

JW explained that any audit must have a whole year's data and analysis available. He clarified that the purpose of the GC selecting one local indicator for audit was to provide independent assurance of data integrity and that the Trust is managing its data effectively.

JG advised that if the GC wanted to suggest an audit of 'time to recruit', the Trust now has an electronic 'TRAC' system, which was a key driver in improving the recruitment timeline and this would prove a useful measure in future.

IP asked whether an alternative indicator for audit had been discussed at the pre-meet and JD responded that the Governors' preferred alternative would be Cancelled Operations; which was known to be auditable across the year.

With GC approval, JW agreed he would ascertain whether the staffing indicator audit suggestion was feasible and if not, then to select the Governors' alternative 'Cancelled Operations'.

The Governors' Council reviewed the options and agreed, 'Time to Recruit' as the preferred Performance Indicator for Audit, with 'Cancelled Operations' as their preferred alternative, should 'Time to Recruit' prove not to be auditable.

In light of the meeting being inquorate, GR would email governors for endorsement of this decision.

GR

80/17 11. Planning for Governors' Council involvement in the STP

Covered within agenda item 9.

The Governors' Council noted the Planning for Governors' Council involvement in the STP

The Governors' Council is invited to resolve that members of the public be excluded from the remainder of the meeting, having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

81/17 12. Governors' Council minutes – Agenda item 69/17 (1) – 30-01-2018 (in private)

Taken as read. EL advised that the final agenda item was 'in private' however; if there were no comments or questions and the minute was agreed by the GC, this would be taken as an accurate account.

The Governors' Council agreed the minutes (agenda item 69/17 (10) /Trust Chair's mid-year appraisal) as an accurate account

NOTE: For governors' questions on Trust performance and other board agenda items – see Public Board minutes.

There being no further business the meeting closed at 11.17 am

Date of next Governors' Council Meeting: 29th May 2018 at 10.30 am in the Inspire Centre

Date Date	Action No.	Minute & Item ref	Action	Who	When	Progress	Done ✓
27/07/2018	7	75/17 6	Extraordinary GC meeting to be organised following NED interviews.	MD	Post interview(s)	A meeting was scheduled for 23 rd April 2018. A second meeting would be required as the second set of interviews for the Audit candidate was postponed.	✓
27/07/2018	8	76/17 7	Organise an extraordinary Governors' Council meeting for review / approval of the N&R committee NED appointment outcomes.	MD	Week 16 th April	Organised for 23 rd April 2018.	✓
27/07/2018	9	79/17 10	JW to confirm the Trust's local Quality Indicator for External Audit – either 'Time to successful recruitment' or 'Cancelled Operations'. GR to email the GC to approve the selection.	JW / GR	ASAP	Email sent 16-04-2018. Responses indicated agreement on GC proposals	✓