

**MEETING OF THE COUNCIL OF GOVERNORS
HELD AT 16:00 HOURS ON THURSDAY 1 FEBRUARY 2018
IN THE SEMINAR ROOM, AIREDALE GENERAL HOSPITAL, SKIPTON ROAD, STEETON,
KEIGHLEY**

PRESENT

Mr Andrew Gold, (Chair)
Mr Peter Beaumont, Public Governor, Wharfedale
Mrs Margaret Berry, Public Governor, South Craven
Mr John Bootland, Public Governor, Keighley Central
Mr Martin Carr, Public Governor, Craven
Mr David Child, Public Governor, Bingley
Ms Annette Ferrier, Staff Governor, Allied Health Professionals (part meeting)
Dr Richard Jackson, Staff Governor, Doctors and Dentists
Mr David Pearson, Public Governor, South Craven
Mr John Roberts, Public Governor, Worth Valley
Mr Jerry Stanford, Public Governor, Pendle East and Colne (Lead Governor)
Mrs Pat Thorpe, Public Governor, Bingley Rural
Mr Bryan Thompson, Public Governor, Ilkley

IN ATTENDANCE

Mrs Jane Downes, Company Secretary
Miss Bridget Fletcher, Chief Executive
Professor Anne Gregory, Non-Executive Director (part meeting)
Dr Maggie Helliwell, Non-Executive Director
Ms Stacey Hunter, Director of Operations
Mrs Lynn McCracken, Non-Executive Director
Mr Nick Parker, Director of Human Resources
Mrs Wendy Winterbottom, Assistant Company Secretary

APOLOGIES FOR ABSENCE

Mr Peter Allen, Public Governor, Skipton
Mr Jeremy Cross, Non-Executive Director
Mr Andrew Copley, Director of Finance
Mrs Linda Dobson, Public Governor, Keighley East
Cllr Ken Hartley, Stakeholder Governor, Pendle Borough Council
Cllr Robert Heseltine, Stakeholder Governor, North Yorkshire County Council
Mrs Naz Kazmi, Keighley Voluntary Services
Mr Paul Maskell, Public Governor, West Craven
Ms Pat Taylor, Public Governor, Settle and Mid Craven
Ms Denise Todd, Staff Governor, Nurses and Midwives

The Chair pointed out the meeting was not quorate as there were no Stakeholder Governors present. He asked the Governors if they were happy to proceed on this basis. The Governors confirmed they were happy to proceed.

01/18 DECLARATION OF INTERESTS

ACTION

The Non-Executive Directors present declared interest in item 9 Company Secretary's Report.

02/18 MINUTES OF THE COUNCIL OF GOVERNORS MEETING

The minutes of the Council of Governor's meeting held on 26 October 2017 were agreed as accurate.

03/18 MATTERS ARISING NOT COVERED ELSEWHERE ON THE AGENDA

i) Chief Executive's Report (54/17)

Bridget Fletcher confirmed the practices Dr Sheila Jackson was in contact with at East Lancs had signed up to be part of the local Primary Care Network and Dr Jackson was in active discussions with the Trust.

ii) Member and Governor Questions (56/17)

Jerry Stanford asked in relation to Information Governance (IG) training given the national package had been withdrawn. The Chair confirmed the Board had received an update at the meeting the previous day on the Trust's implementation of General Data Protection Regulation effective from 25 May 2018 and that the content of the IG training will be updated to make reference to this. He suggested including this item on a future Governor Network agenda to look at the support Governors need regarding IG.

04/18 CHIEF EXECUTIVE'S REPORT

Bridget Fletcher presented the report and the following key items were noted.

National Developments

Attention was drawn to the autumn budget and the additional funding for the NHS. The general view was this was not at an acceptable level therefore lobbying was continuing around this. There was also uncertainty around the £1.6bn for 2018/19 and it was unclear if/when the NHS would receive this.

i) Winter Pressures

Bridget Fletcher referred to the current winter pressures the Trust was experiencing and the increases in activity, ED attendances and the number of additional beds that had been opened. She felt the teams were managing the pressures very well and performance was better than the same time the previous year which was attributable to staff and continuous improvements in processes. Bridget Fletcher also highlighted the work that had taken place with partner organisations around discharging patients and said they had been very supportive.

Local Developments

ii) Flu Campaign

The Trust had experienced a higher number of patients presenting with flu than the previous year although the acuity of patients was reducing. Work was continuing to encourage staff to have the flu vaccination and the Trust was currently near the 75% vaccination target. John Roberts asked why some members of staff were choosing not to have the vaccination. Bridget Fletcher said there were a number of reasons behind this and said because this is an invasive procedure staff cannot be forced to have the vaccination. She confirmed a letter had been issued to those

members of staff who had not taken up the offer a vaccination to confirm they had been given the opportunity.

iii) Harden Ward Castleberg

The consultation on community care services in Craven which included Castleberg Hospital was continuing. Lynn McCracken and Stacey Hunter had both attended the sessions and reported these had been well attended.

iv) Performance Standards

Due to continued pressures for urgent care in the health system the A&E 4 hour national standard was not achieved at 90.9% for December Performance. Bridget Fletcher apologised to patients who had been affected by the current pressures.

v) Acute Assessment Unit

Work was progressing on the AAU build and Bridget Fletcher said the environment will be a huge benefit for both patients and staff. David Child asked if Governors would have the opportunity to view the department before it opens. Bridget Fletcher said this could be arranged.

Guardian Newspaper Public Service Award

The Stammering Therapy Team won the Guardian Newspaper Public Service award for their innovative telemedicine work with patients who have a stammer.

Nurse Recruitment Event

Attention was drawn to the nurse recruitment event on 8th November for registered and student nurses. 36 offers of employment had been made with a view to successful candidates joining the Trust in September 2018. Another event had been scheduled for 10th February 2018.

i) Patient Safety Review Report Q2

The Patient Safety Review Report for Q2 was received and noted.

At this point Annette Ferrier joined the meeting.

Jerry Stanford referred to the section around organisational learning in relation to clinical quality negligence claims and asked about the timeframe for taking learnings forward. Bridget Fletcher explained teams are asked to provide feedback on their learnings however due to the nature of some of the cases this can take some time and reminded the Governors the paper contained quarterly information. In response to a query from Bryan Thompson about the values of the litigation claims Bridget Fletcher said the paper was focussed on quality rather than monetary values. Maggie Helliwell confirmed the Audit Committee see this report and said the Committee does have a Governor representative present at meetings.

ii) Finance and Performance Report

The Finance and Performance Report for the period ended 31 December 2017 was taken as read.

The report summarised the overall position at the end of September as follows:

- The underlying position, before the release of non-recurrent support, showed a deficit of £1,932k, after support the position is a deficit of £726k, £113k better than plan.
- At the end of December the control total position is a surplus of £1,494k, £3k better than plan. Due to delivery of the plan, STF for the first three quarters is included in full (£2,264k). EBITDA performance is £949k worse than plan, driven by staffing pressures in nursing, junior doctors, and middle grade, income under trades, offset by non-recurrent support and donated asset income

The overall position against the key performance standards to December 2017 was:

- The A&E 4 hour national standard was not achieved at 90.9% for December. This standard continues to be a declared risk with NHS Improvement.
- Following further details received from NHS Improvement regarding the Sustainability and Transformation Funding, our trajectories for A&E have now been updated. As well as the national standard being delivered in June and July we have also achieved STF trajectory for Quarter 1, 2 and 3 which is profiled to achieve specific monthly performance. It is well recognized that the national Emergency Care Standard continues to be a challenge for the vast majority of acute providers in England.
- We are continuing to declare risks on the Clostridium difficile and A&E 4 hour standards for 2017/2018 due to the low threshold and continuing pressures.

John Roberts referred to the CIP performance table corporate line and the fact the forecast refers to savings that will be half £million less than the target. The Chair said some of the underlying aspects were still delivering savings and this evolved on a daily basis. He said the focus was about achieving the control total rather than individual schemes.

At this point Anne Gregory joined the meeting.

Bridget Fletcher explained the Trust's finances are scrutinised constantly and highlighted the importance of ensuring the whole organisation is involved in delivering the required savings.

John Roberts referred to the financial information in the Chief Executive report and queried this. The Chair explained this was a reference to the information within the Finance Report and confirmed the Trust is in deficit as planned however the biggest issue is the fact the underlying run rate is not in balance between income and expenditure. He also outlined the importance of receiving the STF funding. In response to comment from David Child about stock levels it was noted levels do increase during December.

Performance Report

The Performance Report was received and noted.

The Finance and Performance Report for the period ended 31 December 2017, was received and noted.

05/18 CHAIR'S REPORT

Andrew Gold said it was an honour and privilege to be appointed as Chair of the Trust and referred to number of introductory meetings he was attending and highlighted the areas he would be focussing on.

06/18 MEMBER AND GOVERNOR QUESTIONS

The following questions from Governors were raised. It was noted these had not been circulated to the Non-Executive Directors prior to the meeting.

David Pearson asked how the public could be assured about the Trust's finances given the Council of Governor papers were not on the website. Confirmation was given the papers are on the Trust's on website and it was noted a link will be

included in the next Governor update bulletin.

David Pearson referred to medication incidents and said the latest data indicated that there was a number of medication errors reported. He asked whether the Non-Executive Directors could reassure Governors that the causes of these errors have been ascertained and action taken to prevent reoccurrence. Lynn McCracken referred to the work of the Quality Committee and the deep dive exercises that are undertaken at ward and departmental level following which teams are invited to attend the Quality Committee to discuss the review findings. She said the Non-Executive Directors acknowledge that errors do occur however work does take place to reduce risks and therefore the Non-Executive Directors do feel assured.

A question was asked by Jerry Stanford on behalf of Pat Taylor; namely concern has been raised that cultural differences in the situation of end of life cases occurring in the hospital are not always understood and acted upon by staff so can the Non-Executive Directors reassure Governors that this situation is appreciated and being corrected? Maggie Helliwell responded and said although she was unable to give absolute assurance she would be discussing this with the Director of Nursing.

Annette Ferrier explained a significant amount of work took place on an ongoing basis to ensure patients were treated in their preferred place of choice when they were receiving end of life care. She said staff are passionate about this and highlighted the fact patients' needs are taken into account. Anne Gregory also confirmed work does take place with families regarding end of life care and referred to the facilities in place on ward 5 for this purpose. She assured the Governor's staff are aware of the needs of various faiths.

The final question related to the CQC's local systems reviews and whether the Non-Executive Directors were assured around this.

The Chair responded and said the Board do look at partner organisations relationships and review these regularly to influence strategy. He confirmed the Trust is run in the best way for the local population and confirmed the Non-Executive Directors could also provide assurance that there is sufficient debate around this.

John Bootland asked for assurance that going forward Governors will not be sidelined. The Chair responded and said this will not be the case and there is recognition from Board that the Governors have an important role to play. He said it was important Governors have access to information from the Board and are given opportunities to ask questions however aspects of the role of the Governor needed to be reaffirmed. He said they should be working through the Non-Executive Directors as well as attending the monthly Public Board meetings and should not be actively seeking information directly from individual members of the Executive team.

Richard Jackson referred to the resignation of the Chief Executive and said he was seeking assurance Governors would be involved in the appointment process. The Chair said the Standing Orders of the Trust enabled the Board Appointment Remuneration and Terms of Service Committee to lead to process for the replacement Chief Executive. He assured the Governors the process will be robust and will involve a 1:1 with the Chair, local stakeholders and a panel interview however there would be no Governor involvement.

07/18 UPDATE REPORTS

Quality Committee

Maggie Helliwell explained the Quality Committee undertakes deep dive exercises into the groups and although this is still work in progress it was becoming more focussed. Peer review visits will take place and she gave assurance there is the opportunity for the groups to discuss the findings at look at where improvements can be made. Jerry Stanford said this could be discussed in more detail at a future Buddy Group meeting.

Finance Committee

There were no specific updates to note.

Audit Committee

There were no specific updates to note.

08/18 COMPANY SECRETARY'S REPORT

Jane Downes, Company Secretary highlighted the following key points:

i) Appointment of Chair

The Council of Governors were asked to note the appointment of Andrew Gold as Chairman with effect from 19 January 2018.

The Chair informed the meeting that expressions of interest had been sought from the Non-Executive Directors for Chair of the SPV. He confirmed Jeremy Cross had been appointed as Chair which will mean although he can still sit on the Trust's Audit Committee he cannot chair the meetings going forward. Given this change a review was undertaken of Jeremy Cross' roles and it was proposed Lynn McCracken be appointed as Deputy Chair to the Trust.

At this point Lynn McCracken left the meeting. Of note was that as the meeting was not quorate therefore a decision could not be made at the meeting. It was proposed that a written resolution would be issued for Stakeholder Governor approval. This approach was agreed. It was agreed by a majority to appoint Lynn McCracken to role of Deputy Chair. Jane Downes agreed to contact the Stakeholder Governors via email to confirm the position.

J Downes

J Downes

Lynn McCracken re-joined the meeting.

ii) Election Timetable 2018

The annual elections for the Council of Governors will commence in March 2018. The seats to be contested were noted.

iii) NHS Five Year Forward View "Paperless 2020"

In support of the Government's ambition for the NHS to be paperless by 2020, a proposal was put the Council to circulate meeting papers via email in future. Governors were asked to let Jane Downes know after the meeting if they would prefer to continue to receive meeting papers in hard copy.

All

iv) Governor Training and Development

Since the last meeting no training events have been attended by Governors however attention was drawn to the workshop on 2nd March in Leeds where there would be the opportunity to find out more about West Yorkshire and Harrogate Health and Care Partnership. Any Governors who would like to attend were asked to let Jane Downes know as there is a cost per place. Also noted was the Annual

All

Governors Conference on 24th May in London.

v) Non-Executive Directors – Activity Reports

The Non-Executive Director Activity Reports were received and noted.

vi) Council of Governors' Forward Plan

The forward plan for 2018 was received and noted.

09/18 GOVERNOR'S COMMITTEE AND WORKING GROUP REPORTS

The Governor Activity Update Report was received and noted.

10/18 ANY OTHER BUSINESS

Bryan Thompson asked Lynn McCracken about the mealtime assistance she provides on the wards and whether she had found this role of benefit as a Non-Executive Director. Lynn McCracken said this had been of benefit and had given her a different perspective of life on the wards. The realisation of the demands on ward staff had given her an appreciation of the pressure in this environment.

11/18 REVIEW AND CLOSE OF MEETING

There being no further business, the Chair declared the meeting closed.

The next quarterly meeting of the Council of Governors will be held at 4pm on Thursday 26 April 2018 in the Seminar Room, Airedale Hospital.

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