

Joint Meeting of the Council of Governors and Board of Directors
Thursday 22 February 2018

Present:	Sir Tim Melville-Ross CBE Ayse Ahmet John Bootes Julia Bennett Eric Cato Ibrahim Hafeji Ben Hayhurst Suzanne Levy Hazel McKenzie Ruth Martin Stuart Maxwell Chris Mullett Dr Mark Rickets Shuja Shaikh Saleem Siddiqui Judith Sunderland Hilda Walsh Sir John Gieve Susan Osborne Martin Smith Polly Weitzman Jude Williams Sheila Adam Tracey Fletcher Dr Martin Kuper Daniel Waldron Jonathan Wilson	Chairman Public Governor Lead Governor Public Governor Public Governor Staff Governor Appointed Governor Staff Governor Public Governor Public Governor Public Governor Staff Governor Appointed Governor Public Governor Public Governor Appointed Governor Staff Governor Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Nurse & Director of Governance Chief Executive Officer Medical Director Director of Organisational Transformation Director of Finance
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In Attendance:

Tyrieana Long	Company Secretary (minutes)
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1. Welcome and Introduction

The Chairman opened the meeting and welcomed all present. He introduced and welcomed Judith Sunderland who had been appointed as a Partnership Governor representing City, University of London.

2. Apologies for absence

Apologies were received from:

Paul Ashton	Public Governor
Helen Cugnoni	Staff Governor
Coral Jones	Public Governor
Alun Myers	Staff Governor
Mary Rose Thomson	Public Governor
Danny Turton	Public Governor
Dylan Jones	Chief Operating Officer
Vanni Treves	Non-Executive Director

3. Declaration of interests regarding items on the agenda

There were no declarations of interests.

4. Minutes of the previous meeting and matters arising

4.1 The minutes of the Council of Governors meeting held on 7 December 2017 were considered and **agreed** as a correct record.

4.2 Chris Mullett pointed out that the action point raised in connection with the staff survey was about two separate issues:

1. Trust membership – Are all Trust staff automatically enrolled as members; does this include bank staff and if not can they be automatically included? Can outsourced staff also be automatically included as members of the Trust?
2. Staff survey – Are Bank staff and outsourced staff included in the staff survey?

4.3 In response to the first matter it was confirmed that all Trust staff employed under a permanent contract of employment were automatically enrolled as members. Bank staff and outsourced staff were excluded from automatic membership.

4.4 With regard to the staff survey, the 2017 survey was exclusively sent to staff employed by the Trust. Some concern was expressed that staff feedback was not received from outsourced workers who represented a good proportion of Trust staff. It was noted that ISS conduct their own staff survey and a question was raised on whether the Trust could have access to the survey results.

Action: Daniel Waldron to look into the matter and report at the next Governors meeting.

4.5 The matters arising from the previous meeting were reviewed and the following updates confirmed:

Staff Governor Classification

A working definition of the Staff Constituency classifications has been supplied to HR as set out in the Constitution. The Company Secretary was working closely with HR to ensure sufficient notice was given in advance of the next round of staff governor elections to ensure due diligence checks were carried out on staff records.

Election Timescales

In line with NHS Model Election Rules, Trusts may operate either a 41 or 55 day election timetable. The Trust opted for the longer election timetable and therefore there is no scope to extend further.

Reminders could be built into the election process which could either be e-mailed or posted to all members.

Hackney Council Temporary Accommodation

Ben Hayhurst advised that the Median Road facility was a valuable resource and would continue to be used as temporary accommodation for the time being.

Overseas Visitors

A briefing paper had been circulated in advance of the meeting. There were two queries:

- a) How many overseas visitors had been charged and
- b) How many overseas visitors had paid?

Action: Jonathan Wilson to supply the additional information regarding overseas visitors.

Zero Hour Contracts

Sheila Adam advised that outsourced staff may be subject to zero hour contracts, although if possible they were avoided. Sheila Adam agreed to circulate the information received.

Action: Sheila Adam

4.6 In response to a question, Dr Mark Ricketts confirmed that David Meher had been appointed as the interim Managing Director at Hackney and City CCG. He advised that appointments would be made according to job content, with some roles advertised and others filled internally.

5. Chief Executive's Report

5.1 Tracey Fletcher introduced her report and highlighted:

- a) The activity over the holiday period and into January 2018. The whole system had worked well which was attributed to close working with LA colleagues, medical productivity and improved management of patient pathways.
- b) That the hospital was currently busy and with flu impacting on the wards. On-site testing of flu has been introduced with results turned round in an hour. This was helping with patient flow and to date not all of the additional beds set aside for the winter period had been opened.
- c) That the Quarter 3 NHS Provider Performance Report had been published which revealed that the Trust was a top performer and Hackney as a system was performing well.
- d) The Neonatal fire resilience work and A&E refurbishment work.
- e) Changes at Executive level.

5.2 John Bootes advised that the Governors were impressed with the management of the Trust and the huge team effort made. Sir John Gieve requested that the Q3 NHS Provider results were circulated to the Governors to show the levels of patient care that had been achieved.

Action: Company Secretary

5.3 Some discussion followed and the Governors:

- a) Welcomed the improvements to patient flow and especially through improved patient discharge arrangements

- b) Noted the opportunity to work with Hackney Council to look at efficiency savings and to deliver joint services.
- c) Noted that the patient transport contract was due to be renewed and that tenders would be subject to rigorous appraisal whether they were of an outsourced or insourced origin.
- d) Noted that there were no plans to create a subsidiary organisation to make staff VAT savings and it was anticipated that the loophole would be tightened.
- e) Noted that Dr Mike Gill had been appointed as an interim Medical Director until a substantive appointment could be made.

5.4 The Chair noted the good operational and financial performance and said it was important that the Trust did not rest on its laurels.

5.5 On behalf of the Governors the Chair thanked Dr Martin Kuper for the contribution he had made and wished him well in his new post.

5.6 The Council of Governors **noted** the Chief Executive's Report.

6. Indicators for the Quality Account 2017/18 Report

6.1 Sheila Adam introduced the above report and briefly explained the purpose of the Quality Account. All healthcare providers are required to produce an annual Quality Account report to describe the quality of patient service delivery. The report also describes the Trust's achievements and aims for the coming year.

6.2 As part of the external assurance of quality accounts auditors select two mandated indicators which for NHS Foundation Trusts providing acute services are:

1. Percentage of patients' with a total time in A&E for 4 hours or less from arrival to admission, transfer or discharge.
2. Summary Hospital-level Mortality Indicator (SHMI)

6.3 The Governors were asked to select one indicator from either the National targets or local indicators and the chosen area would also be subject to audit for assurance purposes.

6.4 The Governors discussed the options and favoured an outcome measure linked to a pathway of patient care and which also offered the most value when audited.

6.5 Following discussion the Governors **agreed** to select the Cancer 62 day wait target for first treatment as their choice of indicator.

6.6 The Council of Governors **noted** the contents of the report.

7. 2018/19 Planning Update

7.1 Jonathan Wilson updated the Governors on the 2018/19 planning arrangements. He confirmed:

- a) The planning timetable
- b) Revised Financial Control Totals and Sustainability and Transformation Funding (STF) for 2018/19
- c) The latest position regarding Service Level Agreements (SLA)
- d) Business Planning progress and
- e) The Cost Improvement Plans

7.2 The Governors noted:

- a) The revised Control Total and welcomed the Trust's good financial position.
- b) The link between STF funding and A&E performance
- c) The SLA risks around specialist commissioning contracts owing to Commissioner savings plans.
- d) The 'quality gateway' process in place to ensure quality was not compromised when considering efficiency savings.
- e) The ambitious 2018/19 cost improvement targets and anticipated worsening position for providers. Rising medical negligence costs were identified as a contributing factor.

7.3 The Council of Governors **noted** the 2018/19 Planning Update and requested circulation of the slides. **Action: Company Secretary.**

8. Audit Committee Annual Report

8.1 Martin Smith introduced the above report which described the purpose of the Audit Committee, its principal duties and membership. The independence of the Audit Committee was emphasised and its financial management oversight role.

8.2 The Committee's activities in 2017/18 were confirmed and also the work carried out by Internal Audit which was on track to deliver against the agreed work plan.

8.3 The Council of Governors noted the Audit Committee Annual Report.

9. Member Engagement and Communications Committee (MECC) Report

9.1 John Bootes provided an update on the items discussed at the January 2018 MECC meeting. These were:

- A focus on recruiting younger members in the 20-40 age bracket
- Better communication for members with a regular article in the Homerton publications
- Reaching out to the Afro Caribbean population via the Hackney Elders Group and also exploring a possible recruitment opportunity at Well Street market held on Saturdays.

9.2 Martin Smith suggested using Hackney's in house newsletter as a communication vehicle. John Bootes welcomed the suggestion and agreed to make inquiries. **Action: John Bootes**

9.3 Using the hospital TV screens was also suggested to recruit and communicate with members. Tracey Fletcher agreed to confirm whether this was possible. **Action: Tracey Fletcher**

9.4 The Council of Governors **noted** the MECC Report.

10. Open Forum

10.1 In response to a question about numbers of nurses leaving the Trust, Daniel Waldron advised that there was a continuous turnover of nursing staff with new nurses recruited to replace those departing. He agreed to confirm the figures at the next meeting.

Action: Daniel Waldron

10.2 It was confirmed that a charge was made to stall holders who regularly traded on the Homerton site.

10.3 In response to a question about the possibility of using solar panels at the hospital, it was suggested that contact was made with Christopher Forster, Director of Estates who would advise on the Trust's energy plan.

11. Public Questions

11.1 There were no members of the public present at the meeting.

12. Chair's Update

12.1 The Chair advised that no candidates had come forward in the recent City elections. Given the small number of members in the City Constituency he advised that a change to the Constitution would be sought to allow some flexibility in the allocation of Governors in the City of London (currently 2) and the Outer area (currently 2). The proposed change to be voted on at the September 2018 AMM will recommend that at least one Governor represent the City of London.

12.2 The Chair proposed a change to the date of the next Governors meeting which had been scheduled to take place on 5 April. A May date was suggested as more beneficial with regard to the annual cycle of business. The Company Secretary agreed to follow-up with Governors.

12.3 Finally the Chair noted that it was Dr Mark Ricket's last meeting as he had been elected as the Hackney and City CCG Chair. The Chair thanked Mark for his contribution as a Governor and wished him well in his new post.

Council of Governors Action Log				
Date Arising	Action	Lead	By	Status
Feb 2018	ISS Staff Survey – Is it possible for HUHFT to receive the results?	DW	May 2018	
Feb 2018	Overseas Visitors – Confirm requested numbers.	DW	May 2018	
Feb 2018	Zero Hour Contracts – Circulate response to Governors	SA	May 2018	
Feb 2018	Circulate Quarter 3 NHS Provider Performance Report	TL	Mar 2018	
Feb 2018	Circulate the 2018/19 Planning Update slides	TL	Mar 2018	
Feb 2018	Consider using the Hackney in-house newsletter as a communication channel	JB	May 2018	
Feb 2018	Confirm whether hospital TV screens can be used to communicate membership news/information	TF	May 2018	
Feb 2018	Provide details of nurse attrition/turnover rates	DW	May 2018	