

**Minutes of the Council of Governors meeting held on
14 May 2018 in the Boardroom at Salisbury District Hospital**

Present:

SFT4090

Nick Marsden, Chairman

Governors Present:

Ross Britton	Jenny Lisle
Mary Clunie	John Mangan
Lucinda Herklots	Colette Martindale
Chris Horwood	John Parker
Shaun Fountain	Jan Sanders
Raymond Jack (Lead Governor)	Lynn Taylor
Pearl James	
Alastair Lack	

In Attendance:

Cara Charles-Barks, Chief Executive
Lisa Thomas, Director of Finance – (for item 5)
Lorna Wilkinson, Director of Nursing - (for item 6)
Paul Miller, Non-Executive Director
Michael von Bertele, Non-Executive Director
David Seabrooke, Head of Corporate Governance
Isabel Cardoso, Membership Manager

ACTION

CG14/05/01 APOLOGIES

Apologies were received from –
Nick Alward
Jonathan Wright

CG14/05/02 MINUTES

The minutes of the meeting of Council of Governors held on 19 February 2018, were agreed as a correct record with an amendment to –
CG19/02/14 in relation to the eye department.
CG19/02/08 in relation to Nominations Committee – add to the composition of the Nominations Committee together with the Chairman and Chief Executive in line with the standing orders.
John Mangan had been absent from this meeting.

CG14/05/03 MATTERS ARISING AND ACTIONS

CG19/02/07 – Quality Account - it was noted that the Lead Governor would circulate an amended governor's statement in relation to the

Quality Account. Information requested about the newly appointed non-executive directors had been circulated to governors and it was noted that a manager for the recycling centre was in the process of being appointed.

CG14/05/04 TRUST PERFORMANCE MONTH 12

The Council received the Trust Performance Report which the Chief Executive presented on behalf of the Chief Operating Officer.

Cara Charles-Barks described improvements in 2018 on the previous years position in relation to the four hour emergency department wait and diagnostics tests. The position on diagnostics had been affected by technical problems with the MRI scanner in March and the Trust was fund raising for a second MRI scanner. A static MRI scanner had been brought in to provide the necessary capacity. 18 Weeks performance was unchanged at just below the 92% target. Cancer performance had improved except for the 62 day pathway. 2008 had seen eight cases of C-diff against 13 in 2017 and the HSMR mortality rate now stood at 107. This was due to changes in coding practice.

It was noted that stranded patients referred to those in hospital for over 14 days and super stranded was those in hospital over 21 days. A 20% reduction in stranded patients would mean 45 beds would be used. The definition reflected patients who may still be receiving clinical treatment. There were currently 35 delayed transfers of care and the Trust's local assessment of green to go was currently 78 patients.

Cara Charles-Barks and the Chairman had attended a membership meeting of Wiltshire Health and Care with other partners and this had discussed reducing patients who were staying in hospital unnecessarily and improving service integration with Wiltshire Council. There continued to be gaps in the South Wiltshire provision which was in part due to recruitment challenges. The Director of HR was discussing plans with Wiltshire College to provide training on a local basis to improve this position.

The Council noted the Performance Report.

CG14/05/05 FINANCE REPORT (M12)

The Council received the Finance Report for month 12 which was rated red for income and expenditure, workforce and non-pay and efficiency, and green for NHS Clinical, income and capital expenditure.

Lisa Thomas Director of Finance informed the Council that the Trust had recorded an £11.4m deficit for 2017/18. This was inside the re-forecast which had been issued in January 2018, and had been helped by the receipt of funding for the major incident. The trust had also received £1.9m in March and had met a challenging time to scale in which to spend the money on replacement hardware in its IT infrastructure. There was concern that the Trust pay bill continued to rise.

Plans were in progress for 2018/19 with the Transformation Director in place since April.

The rate of spend on the patient associated with the major incident had reduced since the beginning of the incident in March.

It was noted that there was a timing issue in relation to the payment of Clinical Excellence Awards to consultants. In response to a question from Shaun Fountain, Lisa Thomas highlighted the need for the Trust to continue to reduce costs or increase its income. The Trust needed to be more productive in the range of areas such as theatres and the work of the Boston Consulting Group had given saving plans for £20m over three years.

In relation to a question from John Mangan it was noted that reductions in agency spend were reliant on addressing the vacancies in the medical and clinical workforce. There was improved grip and control on temporary spend for nurses and more to do on medical locums. There were approximately 100 nurse vacancies and along with other providers the Trust was seeking to address this but would need to be realistic about recruitment prospects from the UK and from overseas. The Workforce Committee was continuing to look at changing the arrangements around the staff bank to reduce agency spend.

It was noted that the contracting dispute with Dorset CCG was currently the subject of arbitration. The Trust had made provision for this in its accounts in line with normal practice. At present the Trust was not in a position to agree contract values for 2018/19.

It was noted that there had been a small reduction in the pass standard for the international English Language test for nursing.

The Council noted the Finance Report for month 12

CG14/05/06 CUSTOMER CARE REPORT – QUARTER 3

The Council received the Quarter 3 Customer Care Report for 2017/18. Lorna Wilkinson highlighted the reduction in the number of complaints in the quarter 4 and added that the rate of complaints in relation to activity was about the same. There had been some reported slippage in the locally set timescale for responding to complaints. This and a range of other factors had been recently discussed in a complaints workshop with the Directorates. Lorna Wilkinson was also looking to revise the format of the Customer Care Report.

In relation to a question about the response to call bells from Shaun Fountain it was noted that a change of practice to those devices carried by staff, particularly at night would require a major investment. Noise could arise from a range of sources. An improved system would be considered when the time came to upgrade.

On infection control, previously noted in the Performance Report there had been a 40% reduction in E.coli cases and performance continued to be strong in this area. Results of the next PLACE audit would be available in August and the Trust had invested in a perfect ward app.

A concern was raised about patients visiting the Trust's main entrance with drains etc. still in. Lorna Wilkinson said that the wards encouraged patients to mobilise wherever possible but that such appliances should be suitably covered.

CG14/05/07 STAKE HOLDER EVENT FOR STP 18 APRIL 2018

The Council received a report setting out a range of matters discussed at this meeting. Raymond Jack emphasised that governors would need to pay increasing attention to the work and role of the Sustainability and Transformation Partnership, one of 44 footprints identified nationally. The Wiltshire, Bath and North East Somerset and Swindon STP was challenged by its local geography. It was noted that other partners included the three constituent CCGs, the mental health provider, Avon and Wiltshire Partnership, Wiltshire Health and Care, Wiltshire Council and Virgin who held the contract for children's community services for Wiltshire. It was noted that the STP had recorded a £3m deficit in 2017/18 which was supported by STF funding to one of the providers. A system recovery plan was being developed and the Trust was considering entering into an acute hospital alliance to do further work around the model hospital and address unwarranted variations. Work was continuing around estates, digital and finance – the Medical Director was the Senior Responsible Officer for the Digital workstream. The Chairman informed the Council that the role of the STP was becoming more significant, for example the capital allocations were processed through the STP. Paul Miller added that as the Trust was borrowing funding to support its cash position it needed to take part. There continued to also be collaboration southwards with Poole and Southampton, the latter being the Trust's bursary hospital. There was also work with Bournemouth Hospital on the vascular Network.

The Council received the STP events report.

CG14/05/08 CONFIRMATION OF DEPUTY AND LEAD GOVERNOR – STANDING ORDER 16.2B

The Head of Corporate Governance informed the Council that nominations had been sought for the next deputy lead governor. John Mangan had emerged as the only candidate following responses from a number of governors. Under the rules the Lead Governor was subject to annual re-approval by the Council to serve a second year.

The Council agreed the appointment of John Mangan as Deputy Lead Governor from 1 June and the second year of office as Lead Governor for Raymond Jack.

CG14/05/09 GOVERNOR ELECTIONS 2018

The Council received information about the close of nominations and the close contested seats for the Council of Governor elections for office from 1 June. Elections were being held in East Dorset, South Wiltshire and the volunteer's staff committee. There were expected to be three new staff governors and two new public governors and it was noted that candidates had yet to be identified for West Wiltshire and the Staff Hotel and Property constituency. Wiltshire Council was understood to be in the process of nominating a County Councillor to their seat on the Council and Colonel Robert Burley would be joining the Councillor of Governors as military governor.

CG14/05/10 CONSTITUENCY MEETINGS

It was noted that a constituency meeting was planned for North Dorset on 18 June. A successful constituency meeting had been held in the New Forest Constituency on 10 May.

CG14/05/11 SURVEY OF LEAD GOVERNORS ASSOCIATION

The Council received a summary report prepared by Alastair Lack. He felt that in relation to the factors examined by the survey that Salisbury Foundation Trust was in a good position.

CG14/05/12 PATIENT EXPERIENCE SUB GROUPS REPORTS MAY 2018

The Council received reports from End of Life Care Strategy Steering Group for May 2018 and was concerned that the ethics Committee had been cancelled in December 2017 and March 2018. It was understood that there was another meeting planned for June 2018. Reports were received also from the Food and Nutrition Steering Group, the Food Forum and the Stroke Strategy Steering Group. In relation to Stroke it was noted that there had been a third Stroke Consultant appointed and possibly a fourth. The new Pembroke Suite had opened and this would enable Farley Ward to move.

It was noted that the Strategy Committee of the Council would be holding a further meeting in June – the minutes of the meeting held on 16 March 2018 were received for information.

CG14/05/15 DATE OF NEXT MEETING

The next meeting of the Council of Governors on Monday 16 July and a development session was scheduled for 11 June 2018. There was a Public/Private Board Meeting to be held on 7 June and the Annual General Meeting would be on Monday 24 September at 5pm.

CG14/05/16 RETIRING GOVERNOR

Members of the Council joined the Chairman in thanking Beth Robertson, Colette Martindale, Shaun Fountain and Paul Straughair for their contribution to the work of the Council of Governors.