

Minutes of the Meeting of the York Teaching Hospital NHS Foundation Trust Council of Governors, in public, held on 11th June 2014, at St Catherine's Hospice, Scarborough.

Present at the meeting

Chairman of the meeting:

Mr Alan Rose, Chairman

Public Governors:

Mrs Margaret Jackson, City of York
Mr Paul Baines, City of York
Mrs Helen Mackman, City of York
Mrs Penelope Worsley, City of York
Mrs Helen Fields, City of York
Mrs Ann Bolland, Selby
Mr Andrew Butler, Selby
Mrs Jeanette Anness, Ryedale & East Yorkshire
Mrs Sheila Miller, Ryedale & East Yorkshire
Mr Stephen Hinchliffe, Whitby
Dr Jenny Moreton, Ryedale and East Yorkshire
Dr Jane Dalton, Hambleton District
Mr David Wheeler, Scarborough
Dr Rowena Jacobs, University of York
Mrs Sue Wellington, Scarborough

Appointed Governors:

Councillor Michael Beckett, North Yorkshire & York Forum
Councillor Caroline Patmore, North Yorkshire County Council

Staff Governors:

Mrs Helen Noble, Scarborough/Bridlington
Mr Les North, Community Staff

Attendance:

Mrs Lynda Provins, Head of Business Intelligence Unit
Mr Mike Keaney, NED YTHFT
Mrs Jenny Adams, NED YTHFT
Mr M, Proctor, COO/Chief Nurse/Deputy CE, YTHFT

Apologies for absence:

Apologies were received from the following governors:

Ms Dee Sharp, East Riding of York Council
Councillor Joseph Riches, City of York Council
Mr Terry Atherton, Bridlington

14/14 Declaration of Interests

The Chairman asked members to ensure that their declarations of interest were up to date, as this was an important aspect of governance. The following amendments were received:

Mr Butler is no longer a member of the Fund Raising Committee and his entry should read LRB Trophies.

Mrs Miller is no longer an inspector for CQC and Age Concern.

14/15 Minutes of Council of Governors Public Meeting – 12th March 2014

The minutes were approved as a true record of the meeting.

14/16 Matters Arising from the Minutes

An update was asked for regarding the Patient Experience Steering Group. AR stated that this will be picked up in the Governor's Reports Section.

Mr Wheeler commented that there were no members of public at the meeting. The group discussed ways of advertising the meetings. Mrs Mackman stated that she announced it at the HealthWatch meetings. Mr Rose thought it may be useful to discuss this with the Head of Communications to see if there were any easy ways to alert the public.

14/17 Update from the Private Meeting held earlier

Mr Rose stated that a change to the constitution had been agreed in the private meeting, which would allow for a Non-executive to be reappointed for a third term without testing the market, on a case-by-case basis.

It had been agreed that Philip Ashton, Mike Keaney and Jennie Adams would all be reappointed for a further term.

It was also agreed that Non-executives would receive a 1% increase in salary from 1st April 2014.

14/18 Chief Executive's Report (discussion led by Mike Proctor)

Financial Position – The Trust achieved balance at the end of the year, which included delivery of a £24m cost improvement programme. Monitor will report a number of technical adjustments, which will identify a £3m surplus and these will receive a full explanation in the annual report. This has been a really strong performance, especially as a number of organisations had not achieved a

balanced position this year and this was also despite the challenging operational environment. It is still early in the current year to discuss trends, but there is another target of £24m cost savings to deliver.

Performance – Mr Proctor stated that he would focus on the “lowlights”. He noted that the Emergency Department 4-hour target continues to be a challenge (Scarborough and York) and that the Trust failed the target in both April and May. However, there was some slight comfort that the whole country is struggling with this and that nationally the target failed. Quarter 4 was achieved and the CCG has been asked to consider reinstating the measures that were put in place to achieve Quarter 4, especially in light of the extraordinary pressure in the system.

Mr Proctor stated that the new part of the Emergency Department would open on Monday, but that this had been put in place to alleviate the ambulance turnaround target. Mr North noted the new measures being put in place at the weekend in York city centre to alleviate the pressure from those intoxicated with alcohol, being admitted into the Emergency Department. Mr Proctor explained that this was being run by YAS and although the Trust had not been involved in the set up, it would be helping to evaluate any impact on the Emergency Department.

An external body has reviewed the Trust’s performance in relation to 18 weeks and there are things that can be improved, although it was evident that there are not any glaring omissions. An action plan will be created and the Governors will be kept up to date on progress.

Cancer targets in relation to 14 day waits and symptomatic breast are a concern. The breast service is struggling in Scarborough, due to difficulty in recruitment and it may be that the service will have to be centralised to make it more effective in the short-term. The CCG has made cancer a priority and this has resulted in more referrals from GPs, however, this has not increased the number of diagnoses of cancer. The increased referrals are causing issues and this has been fed back to the CCG.

Mr Proctor noted the progress with liaison psychiatry. The Trust is working in partnership with the Leeds & York Partnership Trust to have a mental health post situated in the Emergency Department to work with staff to help reduce length of stay. The funding for this will be picked up by the CCG in the long term. An inpatient focus will also be provided, which will help to identify patients with dementia. Mr Proctor stated that discussions are ongoing at the Scarborough end of the patch with the CCG and TEWV to see if something similar can be adopted.

Perfect week – Mr Proctor stated that this has been an enormously successful project. Evaluation was continuing and a number of things were being identified that could make a difference in the long-term. The dynamics of the project were discussed, including the use of the major incident structure and the focus on discharges. Patient experience was monitored and the feedback was extremely good. The Governors appreciated the daily reports. Mr Proctor stated that one benefit had been the partnership working with the CCG and Social Services, which had established new working relationships.

Mr Butler noted that this had taken large amounts of planning and staff involvement, which was not sustainable. He stressed that the Trust would need to learn from this, otherwise it would be wasted effort. Mr Proctor stated that the evaluation would provide this learning and would help identify the things that the Trust could take forward to make improvements. These initiatives will also be used in York. IT was key to these developments and it was noted that Mrs Rushbrook had also been at Scarborough during this work. Mr Proctor stated that a full report would be available following the evaluation process.

MB asked if the missed targets would cause any problems and it was noted that nationally there was a failure of the 4 hour target and that C Diff rates had improved.

14/19 Lead Governor and Other Governor Reports

Mr Rose noted that Mrs Bolland's report had been omitted and this was circulated for information.

Lead Governor Report

Mrs Jackson thanked Mrs Mackman for her support and stated that she had been looking at other Trusts and helping with the survey work currently underway.

Mrs Jackson highlighted a number of items, including:

- PLACE assessments,
- presentations attended on Capital Planning and the New Nursing Structure,
- the memorial service for families in Scarborough who have lost a baby,
- the Special Care Baby Unit 30th birthday celebrates in York
- Trust Summer Ball – Saturday 21st June.
- Celebration of Achievement Award Ceremony – 17th July.

All these items can be found on the end of her report.

The group discussed the possibility of using an accessible calendar, which would capture annual leave and meetings that needed to be covered.

Mr Wheeler provided some performance data following the opening of the Bridlington Orthopaedic Centre for the month of May:

- 190 operations
- 93 day cases
- 97 overnight stays
- 45 hip replacements
- 36 knee replacements
- 0 C Diff
- 0 MRSA
- 4 operations cancelled at the request of patients

He stated that this work was unique and that the other significant development

was the use of a "Visitors' Book" to record comments. Mr Wheeler read one such comment and he said that this was one of many positive entries. Following introduction of the Visitors' Book, staff morale had increased markedly and the environment came across as a fun and relaxed place to be. He did express concern that the day room was not fit for purpose and that work had not commenced on the private rooms. Mr Proctor remarked that one patient had been fit for discharge just 30 hours after receiving a hip operation. It was agreed that the use of a Visitors' Book and the positive experience should be raised at the Patient Experience Steering Group.

Mrs Mackman stated that she was a lay member of the CCG Patient Experience Steering Group, which allowed her to feed back to Mr Proctor any issues. It was agreed that this shared intelligence was very useful.

A representative from NHS England has attended the Patient Experience Steering Group at the Trust, and had identified links between PALs and Complaints, which would allow them to work differently. A review of complaints and patient experience had taken place and would look at providing equity in Scarborough and York. A list of recommendations had been made following the review and was now being worked through.

14/20 Presentation/Update on Community Hubs

Mr Proctor provided a presentation on the Community Hub concept. He stated that the intention was to provide partnership working at Selby and Malton to wrap services around primary care. This would ensure that those (elderly) patients most at risk would have individual care plans focused on reducing admissions to secondary care. He stressed that the challenges should not be underestimated and included multiple partners working together, staffing, configuration of beds and mobilising the community.

Councillor Patmore asked whether there was the potential for St Monica's to be a mini-hub. Mr Proctor stated that there would be potential to roll this out to other locations, but this would be a CCG decision following the initial pilots. Dr Jacobs stated that the predictors for the 'at risk' population did not always identify the elderly. Mr Proctor agreed and stated that the GPs would be using risk assessment tools to identify these patients. Mr Proctor agreed to provide regular updates.

Councillor Patmore expressed concerns about transport and the differences between health and social care working. Mr Proctor stated that it was about everyone owning the problem, which gave more chance of delivering a solution. Her other concern was in relation to communication with the public and this initiative being seen as another attempt to cut services.

14/21 Assurance from and about NEDs

Mr Keaney gave a presentation that looked at his work as a Non-executive and how assurance was gained by the Board.

Mr Butler asked if he was frustrated by the time everything took in the public sector to achieve things, especially in relation to staffing and HR. Mr Keaney stated that big organisations take longer to reach decisions, due to the

processes, a lot of which were to do with national terms and conditions.

14/22 Update on progress towards the elections

Mr Rose stated the election is going ahead and the timetable remained the same. The next formal meeting is in September and there would be a new Council of Governors in October.

14/23 Any Other Business

No further business was discussed.

14/24 Time and date of the next meeting

The next meeting will be held on the 10th September 2014 at Malton Rugby Club.