

Enc 1

Council of governors' general meeting – 25 April 2018
Rooms 1 - 3 Cobalt Conference Centre
Present: Alan Richardson (Chair), Jim Mackey (Chief executive)

Public governors:

Andrew Gray	Berwick
Pauline Wilson	Berwick
Barry Allison	Berwick
Ken Patterson	Blyth Valley
Sean Fahey	Blyth Valley
Bill Dowse	Blyth Valley
John Ostle	Blyth Valley
Tony Newton	Hexham
Isobel Johnson	Hexham
Stephen Prandle	Hexham
Chris Tolan-Smith	Hexham
Janet Shucksmith	Hexham
Peter Blair	North Shields
Ian McKee	Wallsend
David Wilkinson	Wansbeck
Brian Kipling	Wansbeck
Julia Mann	Wansbeck
Eunice Weatherhead	Whitley Bay
Heather Carr	Whitley Bay
Geoff Mann	Whitley Bay

Staff governors:

Peter Smith	The Northumbria
Lorraine Munro	The Northumbria
Alison Bywater	North Tyneside hospital/Cobalt
Angela Bandeira	North Tyneside hospital/Cobalt
Lisa McCluskey	Northumberland community

Co-opted governors

Muriel Green	North Tyneside Council
Andrew Fisher	Newcastle University
Joanne Parkin	North East Ambulance Service

In attendance:

Daljit Lally	Executive director of delivery
Ellie Monkhouse	Executive director of nursing
Jeremy Rushmer	Executive medical director
Ann Stringer	Executive director of human resources and organisational development
Claire Riley	Director of communications and corporate affairs
Jennifer Coe	Head of foundation, community and engagement
Sophie Stephenson	Company secretary
Jo Forster	Secretary to director
Lucy Thomson	Community engagement officer
Alison Marshall	Non-executive director

Martin Knowles	Non-executive director
Malcolm Page	Non-executive director
Moira Davison	Non-executive director
Allan Hepple	Non-executive director
Mark Thomas	Director of health informatics
Annie Laverty	Chief experience officer
Derek Bramley	Member

01/04/2018 Welcome, apologies for absence and declarations of interest

Alan Richardson, chair, welcomed everyone to the April council of governors' general meeting. There were no declarations of interest.

Apologies for absence were received from:

Linda Pepper	Berwick public governor
Tony Turnbull	Wallsend public governor
Gill Close	North Shields public governor
Mary Laver	North West Tyneside public governor
John Young	Wansbeck public governor
Margaret Hall	Co-opted governor
Chris Bell	Alnwick staff governor
Birju Bartoli	Executive director of systems, strategy and transformation
Peter Sanderson	Non-executive director

02/04/2018 Non-executive directors' attendance

Non-executive directors were acknowledged as in attendance including; Alison Marshall, Martin Knowles, Alan Hepple, Moira Davison and Malcolm Page. The chair reminded governors that non-executive directors are available to discuss any issues from the council of governors.

03/04/2018 Approve the minutes of the council of governors' general meeting dated 21 March 2018 (Enc1)

The meeting minutes were approved as an accurate record of proceedings.

Matters arising

Jennifer Coe, head of foundation, community and engagement, confirmed that the governor sub group to discuss the quality account took place on 4 April 2018 and there will be a further meeting in the coming weeks.

04/04/2018 Receive the minutes of the board meeting held in public dated 6 March 2018 (Enc 2)

The meeting minutes were received and noted.

Matters arising

Alan Richardson reminded the council of governors that the public board meeting is a good source of information and governors are encouraged to attend.

05/04/2018 Governors' questions on notice

There were no governors' questions on notice.

06/04/2018 Chief Executive's performance and financial report for quarter four

Jim Mackey, chief executive, provided a comprehensive update to governors about quarter four's performance and financial position for the trust. Jim highlighted despite a really tough winter that the trust's performance overall was strong.

Jim updated governors about progress with the trust's safety and quality priorities and performance against NHS Improvement's access priorities. The quality account was signed off at the latest board meeting and the trust continues to operate a transparent process, which includes governors' involvement. Jim discussed the progress that has been made to meet cancer standards and work continues with Newcastle Hospitals trust to address those cancer pathways that involve both trusts to improve outcomes.

Jim spoke about regional A&E performance and Northumbria's position and that most north east trusts failed to meet quarter four performance targets. Jim highlighted the work being undertaken to support the strategy refresh especially relating to The Northumbria. Changes have been made in the emergency department with the introduction of a 'blue' zone which has shown very encouraging signs for

performance and for staff, including strong performance; improved ambulance handover delays; and improved staff experience and atmosphere. Jim acknowledged the work of Daljit Lally, executive director of delivery, and the team to making these changes happen so quickly.

Jim highlighted the large spike in national mortality rates, which coincided with the poor weather throughout winter. The trust saw a small increase in mortality which was relative to performance.

Despite it being a very busy winter, the trust achieved very good patient experience scores for quarter four. This echoes social media activity which was overwhelmingly positive. Jim advised governors of the intention to pursue further recognition of the great work by staff through the national HSJ awards to follow up from the successful PEN (Patient Experience Network awards). The trust was shortlisted in seven categories and was the winner of Trust of the year; using patient insight for improvement and partnership working to improve the experience, the trust was also runner up in a number of categories.

Jim outlined the trust's latest financial performance:

- Performance in line with a revised NHS Improvement control total surplus of £ 24.4m
- The trust did not receive A&E incentive funding in the quarter (£0.9m) but anticipates this will be made good before submission of draft accounts. Therefore, the surplus will increase accordingly.
- Predicted financial risk rating of 1 (Best)
- At year-end, the trust cash balance was at £27.6m
- Capital investment totalled £11m during the year
- Cost reduction delivered in the year totalled £17m.

Jim articulated to governors that as part of the strategy refresh, the trust is keen to improve information technology (IT) and develop its IT strategy. Significant investment in this area has been agreed which aims to:

- simplify our IT architecture
- improve our data storage capacity and efficiency
- improve customer experience
- change our email system to facilitate clinical exchange of information
- make us fit for future developments.

Key clinical IT projects are in hand including the implementation of nervecentre in the emergency department and medchart. Jim assured governors that the trust is in a good position to respond to any possible future cyber-attacks following lessons learnt from last year's attack and NHS Digital's recommendations.

Jim presented the strategy refresh and annual plan infographic and highlighted the 'core business' section. There will be an additional session with governors to discuss this in more detail.

Finally, Jim acknowledged the fantastic work by staff who have worked tirelessly to provide high quality patient care at all times sometimes under extreme pressure. Nationally, the trust will submit its operational plan to NHS Improvement by the end of April. The strategic plan will be signed over very soon and there will internal and external engagement with staff and stakeholders. Northumbria has had a promising beginning to the year which provides an excellent starting point for 2018/19.

Pauline Wilson, Berwick public governor, queried the term 'principles of realistic medicine'. Jeremy Rushmer, executive medical director, explained that this is being adopted from work which initially took place in Scotland. Realistic medicine helps to reduce variation in healthcare provision beginning with GPs in primary care to provide a more personalised service to patients, with better shared decision making whilst making better use of resources.

Muriel Green, co-opted governor for North Tyneside Council, asked what changes have helped the trust see the improvement in the North East Ambulance Service (NEAS) ambulance handovers figures. Daljit Lally, executive director of delivery, confirmed that the volumes in ambulance attendances remain the same, however, there has been significant work undertaken around patient flow with new patient bays, family privacy areas and senior decision making in the blue zone and this has shown improvement in handovers. These changes will be fully embedded to support winter 2018 plans.

Andrew Gray, Berwick public governor, spoke of his disappointment that quarter four's performance and financial report was not sent to governors before the meeting to allow time to discuss this at the

governors' pre meet. Jim Mackey apologised to governors that due to the readiness of the annual accounts on this occasion it was unavoidable but added that he will endeavour to provide information in a timely manner to allow for the pre-meets to take place.

Derek Bramley, member, queried how the trust is able to report a financial surplus over other trusts. Jim Mackey responded that the trust continues to be well managed and also is supported by commercial activity.

07/04/2018 Safety and quality committee annual update

Alison Marshall, non-executive director, provided an overview of the work and activity of the safety and quality committee. This committee, which reports directly to the board of directors, has the remit to gain assurance that safe and high quality care is provided by the trust through a robust cycle of business.

Alison highlighted that she has chaired this committee since her appointment in June 2017 and stated the meeting has covered a number of significant areas of focus for 2017/18 including sepsis, frailty including falls, flow, breathlessness, abdominal pain, infection control, patient experience, pressure ulcers and learning from deaths. Alison outlined the future priorities for the committee and the understandings and outcomes hoped to be achieved.

Eunice Weatherhead, Whitley Bay public governor, who is a governor member of this committee, confirmed the passion and commitment of senior staff who attend the meeting to be accountable and to provide comprehensive responses to challenges. Eunice also highlighted that governor members are able to ask pertinent questions at any point during the meeting and concluded that this is a valuable and essential meeting for the trust to support continued improvement. Alison Marshall thanked Eunice and governors for their continued contribution.

Following a query from Stephen Prandle, Hexham public governor, regarding the difference between serious untoward incidents (SUI), significant learning events (SLE) and never events, Alison clarified the following:

- Never events – are events that should never happen and are reported to NHS England using their index of criteria for each event
- SUI – are related to the level of potential harm
- SLE – are likely to not have related harm but staff are able to review and learn, SLE have the ability to be escalated to an SUI.

Alison highlighted that staff are encouraged to report any incidents via the trust Datix system or via complaints. All incidents are reported to safety panel meetings for detailed discussion and review by Jeremy Rushmer and colleagues on a monthly basis. Stephen Prandle asked for definite figures on the number of incidents and how does the trust compare with other trusts and how do these figures relate to CQC inspection outcomes. Jeremy responded that it was not appropriate to compare and that there is a standard way of reporting and confirmed that the CQC do review the incident reporting and essentially how the trust follows through with learning from these events. The trust is very transparent and open in its reporting which transfers to high reporting figures. Stephen Prandle queried if the non-executive directors and the trust chairman Alan Richardson felt assured. Peter Sanderson, non-executive director, and Alison Marshall confirmed that the level of detail and openness that is also shared at trust board level provides reassurance that the trust works hard to report, learn and improve.

Sean Fahey, Blyth Valley public governor, thanked Alison Marshall for her chairmanship and work of the committee and asked for clarity around the documented complaint times and what the trust's aim response time is. Sean also queried if the trust has a health and safety policy in place and if a copy could be shared with governors. Alison stated that complaint times are rigorously reviewed through the committee and the trust has an internal target.

Ellie Monkhouse, executive director of nursing, stated that the NHS gold standard for complaint responses is 35 days and the trust is currently achieving 30 – 50% within this however the quality of responses has increased which has led to a reduction in re-opened complaints. Ellie highlighted the complexity of some of the complaints and that the trust is unlikely to achieve 100% however the trust actively communicates with all complainants to explain the process and the timescales which is well received.

In terms of a trust health and safety policy, Alison stated that the trust has recently appointed a new health and safety manager, Stephen Thompson, who is currently reviewing the large policy document which will be ratified through the policy assurance group in due course.

Ken Patterson, Blyth Valley public governor, raised a query relating to the trust quality account figures for pressure ulcers; does the trust have more detail on where the ulcers originate from. Ellie Monkhouse responded that it can be incredibly difficult to record where they originate from, however, there is comprehensive recording of all pressure ulcers. The trust has specialist nurses working on wards to raise awareness of potential pressure ulcers and further awareness to all nurses will be at future nursing conferences planned for this year.

Alan Richardson thanked Alison Marshall for her update.

08/04/2018 Communications update

Claire Riley, director of communications and corporate affairs, provided an update to governors about the work of the communications team but firstly thanked governors for their continued support with the trust wide engagement road shows early in the year.

Claire highlighted achievements in the amount of media coverage the trust has seen in broadcast, print and digital media with the trust's highest level of national coverage to date with the majority of coverage being received positively - the team is actively working with a number of national news agencies and programmes. Claire summarised the potential audience reach of over 7million from over 1,000 pieces of press coverage between December 2017 and February 2018 which is unprecedented. There is an increase in engagement through social media by using animations and videos by frontline clinical staff to create hard hitting clear call to actions when needed. Claire also outlined recent website data which shows an increase in views translating to over 36,500 people visiting the webpages during the flu and norovirus ward restrictions.

Claire summarised a number of projects in progress including Northumbria's 20th birthday events which was well received by staff increasing the trust's Facebook members from 200 to over 2000. This also allows the team to react to any areas of concerns for staff quickly. Work is ongoing to ensure the NHS 70th is well celebrated with a number of significant events including tea parties, Hexham Abbey service, tea dances, staff awards, bunting on all sites and targeted art events.

Finally, Claire updated on:

- Becoming a smoke-free trust
- Staff health and wellbeing – support staff to lose weight and eat healthier and exercise
- End PJ paralysis – aim to save a million days of patient time by getting patients up and dressed and moving.
- Reducing the amount of plastic the trust use
- Sustainability – electric bikes.

Derek Bramley, public member, queried if the trust considers the aging public who do not use a computer. Claire Riley stated that we are aware of the demographic and as well as social media will continue to use traditional media such as local newspapers and local news coverage.

09/04/2018 Nominations, remuneration and development committee update

Sophie Stephenson, company secretary, provided an update on the interviews for the replacement non-executive director post following David Chesser's resignation. The advert closed in April and shortlisting will be carried out to allow for interviews around 10th May. There will be a short general meeting after the development meeting on 23 May for governors to consider the recommendation.

10/04/2018 Approve the report from membership committee (Enc 3)

The membership committee report was received and approved by the meeting.

11/04/2018 Any other business

Sophie Stephenson asked the council of governors to provide any feedback in relation to the quality account to either herself, the foundation team or the governor constituency representative on the sub group by the end of April.

Sophie also informed governors that Deloitte's has been asked to independently review the trust against NHS Improvement's well-led framework and as part of this work would like to have a governors' focus group. A date will be provided by the foundation team during May if interested governors could indicate their interest to be involved. The council of governors' terms of reference will be reviewed as part of this process.

Alan Richardson thanked the council of governors for their challenges and support through a very tough quarter.

Meeting close

The next general meeting of the council of governors will be on Wednesday 23 May 2018.