

Enc 1

Council of governors' general meeting

23 January 2019

Rooms 1 - 3 Cobalt Conference Centre

Present: Alan Richardson (Chair), Sir James Mackey (Chief executive)

Public governors:

Linda Pepper	Berwick
Andrew Gray	Berwick
Mick McCarthy	Berwick
Pauline Wilson	Berwick
Barry Allison	Berwick
Ken Patterson	Blyth Valley
Bill Dowse	Blyth Valley
John Ostle	Blyth Valley
Sean Fahey	Blyth Valley
Stephen Prandle	Hexham
Chris Tolan-Smith	Hexham
Janet Shucksmith	Hexham
Peter Blair	North Shields
Gill Close	North Shields
John Forsyth	North Shields
Ian McKee	Wallsend
David Wilkinson	Wansbeck
Brian Kipling	Wansbeck
Heather Carr	Whitley Bay
Adam Chedburn	Whitley Bay
Pamela Hood	Whitley Bay
Tom Millen	Rest of England

Staff governors:

Doreen Davidson	Northumberland community
Alison Bywater	North Tyneside General Hospital/Cobalt
Carrie Hughes	North Tyneside community
Jackie Lackenby	The Northumbria

Co-opted governors

Muriel Green	North Tyneside Council
Margaret Hall	North Tyneside Council

In attendance:

Birju Bartoli	Executive director of performance and improvement
Jennifer Coe	Head of foundation, community and engagement
Jo Forster	PA to director
Lucy Thomson	Community engagement officer
Alison Marshall	Non-executive director
Malcolm Page	Non-executive director
Bernie McCardle	Non-executive director
Ann Stringer	Executive director of human resources and organisational development
Derek Thomson	Medical director / Northumbria Primary Care GP
Moira Davison	Non-executive director
Daljit Lally	Executive director of system leadership and community
Alistair Blair	Medical director
Allan Hepple	Non-executive director

Claire Riley	Director of communications and corporate affairs
Debbie Freake	Director of integration
Julie Danskin	Northumbria Primary Care Managing director

01/01/2019 Welcome, apologies for absence and declarations of interest

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

Apologies for absence were received from:

Mavis Wilkinson	Blyth Valley
Isobel Johnson	Hexham
Mary Laver	North West Tyneside
Veronica Jones	Northumberland County Council
Joanne Parkin	North East Ambulance Service
Chris Bell	Alnwick Infirmary/Rothbury
Sarah Nicholson	North Tyneside General Hospital/Cobalt
Andrew Stephenson	Wansbeck General Hospital
Lucy Thompson	Hexham General Hospital
Jeremy Rushmer	Executive medical director
Dianne Ford	Northumbria University

02/01/2019 Non-executive directors' attendance

Non-executive directors were acknowledged as in attendance including: Moira Davison, Alison Marshall, Allan Hepple, Bernie McCardle and Malcolm Page.

03/01/2019 Approve the minutes of the council of governors' general meeting dated 24 October 2018 (Enc1)

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

Matters arising

Sean Fahey, Blyth Valley public governor, asked for an update from his query raised during the general meeting in October (page 3 of the minutes), which stated that there will be a five year plan released in the New Year to show plans for out of hospital care. Daljit Lally, executive director of system leadership and community, confirmed that the council of governors will receive regular strategic updates over the coming months once this is finalised.

Sean Fahey, Blyth Valley public governor, asked a query relating to assurance of the Trust's subsidiary organisations. It was confirmed that Northumbria Primary Care (NPC) progress update is provided as part of the meeting agenda, there is also a progress report scheduled for April for Northumbria Healthcare Facilities Management Limited (NHFML) both of which are part of the agreed annual cycle of business. Moira Davison, non-executive director, also confirmed that progress and risk reporting is provided to the assurance committee membership of which includes Linda Pepper, Berwick public governor and Ken Patterson, Blyth Valley public governor.

Sean Fahey, Blyth Valley public governor, asked for assurance that everything was being done to address the IT challenges following the cyber-attack and in light of the reported investment underspend. Furthermore, is there an update on the recruitment of the replacement director of IT. Birju Bartoli, executive director of performance and improvement, responded that the new director will be in post by early March following completion of his previous employment resignation period. The financial underspend is due to a slippage in the timescales for IT work, the money is available but has not yet been spent as planned. In terms of the cyber-attack follow-up actions, the Trust is acutely aware of daily attacks on systems, which take multiple forms and are evolving constantly. This is a continuous piece of work supported by NHS Digital and included in the £35m investment over five years to enhance systems across the Trust.

Gill Close, North Shields public governor, asked for the October minutes (page 4) to reflect her comments related to screen time and not use of phone time; it was agreed the minutes would be amended.

04/01/2019 Approve the minutes of the council of governors' extraordinary general meeting dated 19 December 2018 (Enc2)

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

05/01/19 Matters arising

There were no further matters arising.

06/01/2019 Governors' question on notice

There were six questions on notice raised by Muriel Green and Margaret Hall, North Tyneside co-opted governors. Jim briefly covered the first question: "What in the recent NHS Long Term Plan gives you the most confidence that the principles, and services of the NHS will be maintained and improved, and what is of most concern? And responded to say that, in principle, this is an aspirational plan and looks to address problems especially in specific areas such as primary care, mental health and cancer, however, there needs to be more detailed plans developed and we will keep governors updated. It was agreed that the best course of action, due the number of questions asked and the level of detail that would be required to provide adequate, accurate and comprehensive answers, that written responses would be sent to governors the following day.

07/01/2019 Chief executive officer's performance and financial report – quarter 3

Jim Mackey, chief executive, updated governors with progress on the Trust's safety and quality priorities where quarter 3 showed a strong overall performance. Sepsis performance, which is complex, is continuing to improve and an update will be provided to governors at the next development meeting. Winter performance has been managed well to date although we are not complacent as there are more winter months to come and have robust plans in place.

Jim covered the latest patient experience performance, which continues to have very good results and covers Patient Perspective feedback, real-time ward scores and the friends and family test. Jim spoke about the recent work to measure staff experience, which included a survey in December 2018. Although there is no other data comparison in the UK, the survey results showed an overall staff experience score of 70.4% which was recognised as a good result.

Further information was shared in relation to key NHS Improvement access priorities as well as national and regional A&E performance. Jim gave assurance that improving cancer scores remain a priority for the Trust and there is ongoing work to address the current pathway issues with urology.

Jim updated governors with the Trust's current strong financial position and summarised the financial settlements in terms of control totals this financial year. Jim also spoke of a number of new tariff proposals some relating to outpatients changes with a non-mandated price for non-face-to-face follow up appointments.

Jim summarised a number of core aims of the trust strategy and how this fits with the new national long term plan highlighting key areas including investment into staffing, community services, primary and social care and population health.

In summary, there has been good performance to date this quarter with continued focus on cancer and elective work and the Trust remains in a strong position moving into quarter four. There are solid winter plans in place and work continues to link the Trust's strategy to the national long term plan.

Eight questions had arisen from the governors pre-meeting which were presented to Jim Mackey, one regarded the quarter 3 performance and financial report particularly who decides the content of the performance report. Jim responded that it had developed over time by Paul Dunn, executive director of

finance, Birju Bartoli and himself. A discussion took place about the best way to respond to the remaining seven questions posed by governors following the pre-meeting and it was agreed, as per the

decision made regarding the governors' questions on notice, that written responses to all questions would be sent to governors as quickly as possible to allow for thorough and accurate answers to be given.

Before introducing the next agenda item, Alan Richardson took the opportunity to congratulate Jim Mackey on his recent knighthood.

08/01/2019 Workforce committee update

Bernie McCardle, non-executive director and chair of the workforce committee, gave a detailed overview of the role, membership, structure, areas of focus and forward planning for the workforce committee for 2019. The presentation provided assurances around the governance and risk reporting structures as well as outlining key areas for development such as leadership strategy, staff experience reporting, action plans, development strategies, staff health and wellbeing and development of apprenticeships. Bernie summarised the main objective for this committee is to work towards the Trust being the best place to work and train for all staff.

Mick McCarthy, Berwick public governor, queried the frequency of workforce updates to the council of governors; Bernie McCardle responded that there are regular committee updates to governors. Claire Riley, director of communications and corporate affairs, confirmed this and stated that committee and subsidiary updates are incorporated into the approved annual cycle of business, which was in response to previous governor requests for information and assurance.

Muriel Green, co-opted governor for North Tyneside Council, queried if non-European staff employed by the Trust are reporting feeling anxious about the uncertainty of Brexit and would this impact on the Trust if they had to leave their posts. Bernie McCardle responded that the issue of settled status was high on the committee's agenda although the north east does not have a high dependency on non EU nationals. Bernie also confirmed that it had been discussed three months ago by the workforce committee to pay the £65 towards staff's settled application. There have been no issues raised with the committee to date.

Peter Blair, North Shields public governor, asked if the Trust could review the options to offer its own bespoke bursary funding to support the recruitment of future nursing staff. Ann Stringer, director of human resources and organisational development, responded there are huge efforts being made into developing our own nursing workforce, including nursing associates and the Trust is working towards a more blended skills workforce will also support future nursing requirements.

Gill Close, North Shields public governor, queried the reason for not having governor representation on this committee; Bernie McCardle responded that this committee was one that did not include governor membership. Gill also queried how robust the mechanisms were for capturing leavers' data. Ann Stringer responded that previously Capita provided this service, however, the Trust has now brought this back in house. Recent reporting showed that 70% of leavers completed the leavers' survey with a good number citing career progression; the data gives excellent insight into the organisation.

9/01/2019 Northumbria Primary Care (NPC) update

Julie Danskin, managing director, provided a detailed update with context and background to NPC as a subsidiary organisation of the Trust. Established in 2015, NPC's aim was to transform GP services and remodel the relationship between primary and secondary care. Julie spoke about recent challenges, detailed NPC's goals and covered patient feedback.

Linda Pepper, Berwick public governor, asked for clarity on which practices are ran by NPC. Julie Danskin apologised for not itemising these in her presentation and confirmed that NPC has practices in Rothbury, Haydon Bridge and Allendale, Cramlington, Spring Terrace North Shields and 49 Marine Avenue Whitley Bay. Linda also asked if NPC engage with the local PPGs within the practices; Julie responded that they work with both PPG and PRGs but highlighted that they are at different stages with each one and have a good relationship with Ponteland as they have been engaging since 2015.

Pauline Wilson, Berwick public governor, queried how early retiring GPs are affecting salaried GPs. Derek Thomson, NPC GP, responded that this is a national issue also affecting hospital doctors. Ann Stringer responded that the Government is now aware of this issue and is already looking into it.

Alan Richardson asked governors if they had any further questions relating to NPC to email them to the foundation team and they would be responded to.

10/01/2019 Transforming healthcare in our communities: Integrated neighbourhood care

Debbie Freake, director of integration, outlined the new collaborative approach to supporting our ageing population and increasing healthcare demands. Debbie provided detail of new locality and community based workforce models known as Integrated Neighbourhood Care (INC) and how these will link in with specialist clinicians all supported by strong clinical leadership across the system. The presentation highlighted the changing nature of the emergency department and how ambulatory care will play a bigger part in delivering care. Debbie summarised saying that there is still work to do to develop a complex programme of work, supported by engagement of staff, public and wider partner communication, to ensure the best use of resources to deliver care for local communities.

Ken Patterson, Blyth Valley public governor, queried if the Trust was leading the way on this type of work and does it exist anywhere else. Debbie Freake responded that the Trust is already a leader in many ways but we ensure we link with other trusts to learn and share.

Muriel Green, co-opted governor for North Tyneside Council, asked how this work links with social care and the local authorities. Debbie Freake stated that although we have a more established working relationship with Northumberland, representatives are present from these organisations and are helping to review the issues in the homecare market and to look for opportunities to improve.

11/01/2019 Approval of:

Constitution (Enc 3a / b)

It had been previously agreed to review the Trust constitution to ensure it was in line with NHS regulations and it followed best practice. A governor working group was established, also including a number of executives, company secretary and the foundation team, to undertake this work with the wider council of governors asked to comment on the latest version ahead of formal approval. Claire Riley took the opportunity to thank the council of governors for their involvement in the process. The latest version (version nine) was presented to the council of governors for approval. The amendments to the constitution were accepted and approved by a majority.

Terms of reference of the governors' external audit panel (Enc 4)

The council of governors received the above terms of reference and were asked to approve. Stephen Prandle, Hexham public governor, queried point 1:1 and use of the word 'audit' and stated that this should read 'auditors'. Following agreement to amend this point the terms of reference for the governors external audit panel were approved by a majority.

Terms of reference of the membership committee (Enc 5)

The council of governors received the above terms of reference and were asked to approve. Linda Pepper, Berwick public governor, queried that point 7.3 was not clear; Jennifer Coe, head of foundation and community engagement, agreed to re look at the wording. It was agreed that the membership committee terms of reference will be returned to the next general meeting for approval.

Membership committee report (Enc 6)

The council of governors were asked to receive the above report for approval.

Jennifer Coe highlighted the issue of low membership numbers in both Berwick and North West Tyneside constituencies which are below required statutory numbers; Jennifer asked for support from all governors to encourage public, family and friends to sign up as members as soon as possible especially in those areas.

The Membership committee report was received and approved.

12/01/2019 Any other business

Claire Riley updated governors about the changes to Trust car parking charges, following agreement at Trust board. Claire confirmed that £2m will be invested which will focus on both North Tyneside and Wansbeck general hospital car parks. Following a review into car parking, which highlighted misuse at The Northumbria, parking charges will be increasing for public parking. The charge at The Northumbria will be brought into line with other hospital sites. These changes will be communicated via a press release and onsite information. Claire stated that further information will be shared with governors on this subject in due course.

Claire highlighted the reporting and timing issue in relation to the meeting agenda and how providing up to date information was the aim of the Trust, however, acknowledged that this adversely affects the timely release of documents to the council of governors. Claire asked governors to put forward their comments for consideration to help with future agenda planning and reporting.

Meeting close

The next council of governors' general meeting will be on 24 April 2019