

Enc 1

**Council of Governors' General Meeting
23 October 2019
Rooms 1 - 3 Cobalt Conference Centre**

Present: Martin Knowles (Senior Independent Director/Acting Chair), Sir James Mackey (Chief Executive)

Public governors:

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

Staff governors:

Jackie Lackenby	The Northumbria
Doreen Davidson	Northumberland community
Rexie Akwei	North Tyneside hospital/Cobalt
Carrie Hughes	North Tyneside community

Co-opted governors:

Muriel Green	North Tyneside Council
Margaret Hall	North Tyneside Council
Veronica Jones	Northumberland County Council
Richard Dodd	Northumberland County Council

In attendance:

Daljit Lally	Executive Director of System Leadership and Community
Birju Bartoli	Executive Director of Performance and Improvement
Ann Stringer	Executive Director of Human Resources and Organisational Development
Marion Dickson	Executive Director of Nursing, Midwifery, AHPs, Surgery and Community
Claire Riley	Director of Communications and Corporate Affairs
Jeremy Rushmer	Executive Medical Director
Annie Laverty	Chief Experience Officer

Alyson Raine	Deputy Director
Jennifer Coe	Head of Foundation and Community Engagement
Jo Forster	PA to Director
Moira Davison	Non-Executive Director
Peter Sanderson	Non-Executive Director
Bernie McArdle	Non-Executive Director
Malcolm Page	Non-Executive Director
Prof Sir Alan Craft	Non-Executive Director
Laura Olsson	Acting Company Secretary
Katherine Stuart	Team Administrator
Derek Bramley	Member

01/10/2019 Welcome, apologies for absence and declarations of interest

Martin Knowles, Senior Independent Director, welcomed everyone to the October Council of Governors' General Meeting. There were no declarations of interest.

Apologies for absence were received from:

Janet Shucksmith	Hexham public
Brian Kipling	Wansbeck public
Andrew Fisher	Co-opted
Dianne Ford	Co-opted
Alison Bywater	North Tyneside/Cobalt staff
Nicky Hunter	Hexham staff
Lorraine Munro	The Northumbria

Martin Knowles left the meeting so the first part of the update from the Nominations, Remuneration and Development Committee could be discussed.

02/10/2019 Approve the Nominations, Remuneration and Development (NRD) Committee update (Enc1)

Sean Fahey, Blyth Valley public governor and in his role as lead governor, referred governors to enclosure one which outlined the NRD Committee's recommendation that Martin Knowles is to act as Acting Chair during the period of absence by Alan Richardson, Chair, taking effect from 7 October 2019.

The Council of Governors was asked to approve Martin Knowles appointment as Acting Chair and the increase in his remuneration effective from 7 October 2019. The motion was approved by majority with one abstention noted.

Martin Knowles returned to the meeting as Acting Chair and spoke to the second part of the report which highlighted the need to recruit to a further non-executive director post. Based on a review of current skills and succession plans currently in place, it was identified that a non-executive director with digital/IT skills would enhance the Trust Board function.

The report outlined the process that was used to short list candidates with interviews taking place on 15 October. Following psychometric testing and an interview panel, which included a number of public governors and non-voting members; a successful candidate was identified as Andrew Besford who possessed the relevant skills and experience.

The Council of Governors was asked to approve the appointment of Andrew Besford as a non-executive director to the Trust Board. The motion was approved by majority with two abstentions noted.

The Council of Governors was also asked to note the ongoing recruitment processes in relation to other non-executive director recruitment to replace Alison Marshall and Peter Sanderson.

Martin Knowles took the opportunity on behalf of all non-executive directors to recognise the hard work of staff and the Trust Board in gaining a second Care Quality Commission outstanding rating. The meeting acknowledged this with applause.

03/10/2019 Non-executive directors' attendance

Non-executive directors were acknowledged as in attendance including: Moira Davison, Peter Sanderson, Prof Sir Alan Craft, Bernie McArdle and Malcolm Page.

04/10/2019 Approve the minutes of the Council of Governors' Annual Members' Meeting (AGM) dated 17 July 2019 (Enc 2)

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

05/10/2019 Matters arising

There were no matters arising.

06/10/2019 Governor questions on notice

Ken Patterson, Blyth Valley public governor, asked the following questions:

Has the Trust been affected by the widely reported shortage of many drugs and if so what action has been taken to alleviate the situation? Have any patients been placed at risk? Have any procedures been cancelled?

Response: The Trust has not been affected by this and no patients have been placed at risk or any procedures cancelled.

How many helicopter landings have been made at The Northumbria hospital either since opening or for any specific period that is easier to identify?

Response: There have been 22 helicopter landings since The Northumbria opened – five of which have been since January 2019.

Sean Fahey, Blyth Valley public governor, asked the following questions:

Question to the non-executive directors on the medical care (including older people's care) part of the recent Care Quality Commission (CQC) report. How have non-executive directors been assured that the Trust is addressing the slippage in performance under 2 of the key questions asked by CQC under this heading?

Is the service safe? (Rated by CQC as requires improvement because of seven bulleted issues.)

Is the service well led? (Rated by CQC as requires improvement because of nine bulleted issues.)

Response: The CQC has highlighted areas that we must and should do to support improvement in some services. This includes some clinical practice around areas such as patient group directives and oxygen prescribing. Whilst we are disappointed with what has been highlighted, the team has already started to address this and action plans are being created for the Board to demonstrate appropriate actions. Safety and Quality Committee has oversight of this on behalf of the Board and full Board will review progress at its November meeting.

People may be familiar that in the previous CQC document maternity services were rated as requires improvement also – and this has seen significant improvements, which are documented within the final CQC report.

Like all trusts, it would be surprising if the CQC didn't find areas for us to improve upon. Yes, we are safe – but we will always have room for improvement. This should not detract from the facts that we have been rated outstanding for the second time in a row – there are very few organisations who have achieved this and staff should be congratulated.

Question to the non-executive directors regarding Wansbeck General Hospital having a higher than expected revision rate for hip replacement as detailed in the National Joint Registry 2019 (page 232). Wansbeck is referenced 13/010/19 in the Telegraph article by their Health Editor under the heading of: "Ten hospitals named as the worst in the UK for routine hip operations"

How have non-executive directors been assured that the Trust is effectively addressing this level of performance recorded in the National Joint Registry since 2009?

Response: As ever, the headlines are one dimensional and do not recognise the complexity of the situation. As everyone is aware, we changed how we worked with regards to orthopaedics a number of years ago. This meant that we worked as part of a broader network which sees more complex cases handled at Wansbeck than other sites. If you take our Trust wide position we are not an outlier. Notwithstanding this we will continue to learn from any issues – Professor Mike Reed, Orthopaedic Consultant, continues to keep this under review and has commissioned an external review by the team at Royal Devon and Exeter Foundation Trust to provide additional challenge and assurance.

This is the statement we issued to the Telegraph: “We are extremely proud that across our multiple sites the patient reported outcomes for both hip and knee replacements are higher than expected. Our configuration of services means that Wansbeck General Hospital treats higher-risk patients than our average and, as a result, it is likely that the revision rate would be higher. However, we equally have other sites which have lower than expected revision rate for knee replacements.”

Safety and Quality Committee and Finance and Performance Committee are where non-executive directors hold the Trust to account for any safety and performance issues. Given the Trust overall is not an outlier, our model is different and Mike Reed continuously reviews the position, we are assured the Trust is delivering what is required in this area.

Sean Fahey responded that the quality account data in relation to hip replacements was unclear and that numbers would provide further assurance which Martin Knowles acknowledged. Prof Sir Alan Craft, Non-Executive Director, confirmed that he would be part of a team to look at the data in more detail. Sean was happy with this involvement by a non-executive and would like to be kept updated.

07/10/2019 Receive the Chief Executive Officer’s performance and financial report – quarter 2

Jim Mackey, Chief Executive, updated the meeting highlighting quarter 2 safety and quality priorities showing a strong overall performance. Jim apologised to governors for the lateness in sending the presentation ahead of the meeting to discuss in their pre-meet. In September, the Trust delivered on every standard which no other trust achieved and is an outstanding achievement.

Jim highlighted a number of areas including achieving the cancer target over the last three months and the challenging national position for the 52-week waiting list. Against national performance metrics, Northumbria is a strong performer with regional performance green across the board at 94%. The Trust is currently ranked third nationally for A&E performance at 95.47% despite significant pressures in the system and the worst national A&E performance ever. Jim also highlighted the 10% increase in A&E attendances which is the highest in the region; in relation to this it was recognised that ambulance boundaries and traffic works both affect decisions on where to attend A&E facilities. There was also a 7% increase in primary care volume which will be monitored, Jim confirmed that the Trust is working closely with primary care through the winter period.

The Trust’s financial position remains on plan at month 6 with a surplus of £11.2m for the year to date and the capital and cash position are strong. The cash position is currently £17.7m higher than plan. The capital revised control total issued under forecast is under on-going review; investment this year includes; ambulatory care; car parking, medical equipment, IT systems and hardware.

Jim confirmed that patient experience results show a stable and very good performance overall in quarter 2, while there was also a strong performance in the latest national cancer survey. North East Quality Observatory Service highlighted Northumbria’s cancer patient experience as the highest in the region and ranked within the top 10% nationally. Jim also updated governors with the latest staff experience figures.

The Trust has also been recognised in a number of awards including CHKS Top Hospitals for the 12th consecutive year. Northumbria finished top in the non-profit organisation category at the regional Best Place to Work Awards in Newcastle but also finished third in the overall competition for companies and organisations.

Jim highlighted some key issues from the recent CQC report and highlighted the uniqueness of achieving a second outstanding rating especially with significant pressures in emergency and medicine. Jim

recognised the improvements made in maternity services and also took the opportunity to outline some areas for further improvements and the governance and assurance processes.

To summarise, Jim advised governors that overall the Trust has had both strong operational and financial performance this quarter with a strong lead into mid-winter.

Council of governors' questions

Linda Pepper, Berwick public governor, queried the data provision process that led to the late report to governors; Jim responded that national data is not as timely as it was due to governance processes adopted by the national teams. Linda also queried the possible effect of cost reduction or cost improvement; Jim responded that this is not about making blunt cuts but about trying harder to deliver better care and services for less without compromising quality; technology is a major factor of this plan.

Sean Fahey, Blyth Valley public governor, asked what was happening with the space in The Northumbria's ambulatory care building and also about the outstanding repairs. Jim responded that two floors are empty but there are discussions about how best to use this space. In addition, there are ongoing discussions about the repair process. Sean also queried the VAT reclaim amount of £12m which Jim confirmed, the Trust is going through the necessary process with HMRC.

Ken Patterson, Blyth Valley public governor, queried the national reporting and is this data verified; Jim confirmed that this was. Birju Bartoli, Executive Director of Performance and Improvement, also added that a review is being undertaken in relation to cancer and the emergency department standards, which have regularly been used for external audit opinion.

08/10/2019 Approval of:

- Annual cycle of business (Enc 3) – This was noted and approved by the Council of Governors.
- Annual register of governors' interest (Enc 4) - This was noted and approved by the Council of Governors.
- Report of the Membership Strategy Committee (Enc 5) - This was noted and approved by the Council of Governors.
- Governor committee membership (Enc 6) - This was noted and approved by the Council of Governors.

Receive Trust committee membership (Enc 7) – This was noted and received by the Council of Governors.

09/10/2019 Safety and Quality Committee update

Moira Davison, Non-Executive Director and Chair of the Safety and Quality Committee, provided the annual update including an overview of activity, terms of reference, regularity of meetings, attendees, cycle of business, priorities, quality improvement project work including physiotherapy exercise programme and the reporting process. Moira gave special mention to the assurance reporting in relation to midwifery and how the service has transformed over the last year by making some excellent improvements. The work of the committee recognised the Trust's winning the recent Health Service Journal (HSJ) award for patient safety.

Stephen Prandle, Hexham public governor, asked for clarity in relation to what constitutes a never event. Moira stated that a never event is classified as an event that should never happen and gave examples. Moira confirmed the reporting of these incidents is of an excellent standard; being both open and transparent.

Muriel Green, co-opted governor, thanked Moira for an excellent report. Muriel asked if the physiotherapy exercise programme involved all staff and how is it fitted in. Moira confirmed that the therapists take 30 elderly patients and do this as a group session; it has been very successful and they are looking to expand the session.

Marion Dickson, Executive Director of Nursing, Midwifery, AHPs, Surgery and Community, and Jeremy Rushmer, Executive Medical Director, welcomed governors to attend an event on 26 November 2019 at

The Grand Hotel (was the Marriott) Gosforth Park. There will be 15 places made available for governors, on a first come first served basis. Governors were asked to contact the foundation team to register their interest.

Sean Fahey, Blyth Valley public governor, asked for further information relating to the quality improvement project dementia care mapping. Moira outlined that this was about how to communicate with all patients on wards and involved mapping work and learning around what works best for patients and staff working at all levels and we will know more in the coming months.

Sean also queried if it would be possible to have access to safety and quality minutes; Moira confirmed that three governors were appointed to sit on this committee and if they are alarmed by any agenda item or aspect of the meeting they are asked to raise any issues with non-executive directors which is following due process.

10/10/2019 Winter planning

Alyson Raine, Deputy Director, provided a detailed update in relation to the plans developed for winter 2019/20, which included partner events, network planning and internal planning groups. There are expected reporting guidelines due which will likely follow previous years. Alyson highlighted preparation actions including flu vaccinations through peer vaccinators, additional capacity plans, 111 appointments and communication plans.

Alyson highlighted a number of other external actions which include escalation plans with partners, transport, continued work with North East Ambulance Service (NEAS) falls first responder service to avoid unnecessary admissions as well as NEAS review of ambulance handovers.

Alyson's presentation provided information regarding the approval process of adopting 'Gear 3' which is linked to being at Operational Pressures Escalation Levels (OPEL) 3 for an extended period of escalation. If this was reached it would require approval from the Executive Management Team, and would allow temporarily stopping elective surgery, which has a financial impact on the Trust, opening of further beds and a change in geriatric pathways.

David Wilkinson, Wansbeck governor, asked for clarity of the OPEL Framework; Alyson outlined the trigger levels as level 1 = normal, level 2 = under pressure, level 3 = Full sustained surge.

Mick McCarthy, Berwick public governor, asked for assurance around accessing services when his constituency is based 40 miles from the nearest urgent care facility. Alyson responded that the 111 service in that area has easy access to an ambulance crew if life threatening. There are plans to increase the day case unit at Alnwick and Berwick to save unnecessary travel with Vocare Out of Hours making sure GP services are open, these services are part of the business as usual part of the winter plan; Alyson apologised for not including community in this update but will ensure this is done in future.

Pamela Hood, Whitley Bay public governor, queried the limitation for nurse practitioners at both Berwick and Alnwick Infirmaries of giving medical attention to under one-year olds. Alyson stated that there is a cut off of competencies where one-year olds would need to be seen at an urgent care centre or The Northumbria. It is always advisable to call 111 and take advice on the best place for care especially in relation to children.

11/10/2019 Any other business

There was no other business.

Meeting close

The next meeting of the Council of Governors' general meeting will be on 29 January 2020.