

David Birkenhead	Executive Medical Director
Jude Goddard	Public Elected - Calder and Ryburn Valleys
Veronica Woollin	Public Elected - North Kirklees
Anna Basford	Director of Partnerships and Transformation
Helen Hunter	Healthwatch Kirklees and Calderdale
Mandy Griffin	Managing Director – Digital Health
Cllr Megan Swift	Calderdale Metropolitan Council

30/19 WELCOME & INTRODUCTIONS

The Chair welcomed governors, colleagues from the Board of Directors and staff colleagues to the meeting and introductions were made around the table.

The Chair introduced Ellen Armistead, the new Director of Nursing / Deputy Chief Executive from 1st July 2019 and welcomed her to the meeting.

31/19 DECLARATIONS OF INTEREST

The Chair reminded the Council of Governors and staff colleagues to declare their interest at any point in the agenda.

32/19 MINUTES OF THE LAST MEETINGS HELD 11 APRIL 2019

The minutes of the previous minutes held 11 April 2019 were approved as a correct record.

OUTCOME: The minutes of the previous meeting held 11 April 2019 were **APPROVED** as a correct record.

33/19 MATTERS ARISING / ACTION LOG

The action log was reviewed and updated accordingly.

Rosemary Hedges asked for feedback on ward 11, as it was reported at the last meeting there was a high level of falls. A written response from the Chief Nurse was provided after the last meeting for the minutes and this has been forwarded onto Rosemary Hedges. It was confirmed Ward 11 is a General Surgery ward.

Paul Butterworth re-iterated his concern that the complaints procedure doesn't match the policy. An update will be reported back at the next meeting.

Action: Update on complaints procedure and policy – Company Secretary

34/19 INTERACTIVE SESSION WITH NON-EXECUTIVE DIRECTORS

The Chair confirmed that two Non-Executive Directors are allocated to each of the Council of Governors meetings on a rotation going forward. A 20-minute interactive session took place with the governors and Non-Executive Directors in attendance, Karen Heaton and Linda Patterson. This provided an opportunity for the governors to ask the Non-Executives questions and hold them to account.

35/19 UPDATE ON STAFF CONSULTATION (CAR PARKING)

The Executive Director of Finance provided an update following the engagement which has taken place with staff and visitors. The results of this engagement have been collated and common themes have been reviewed. A common theme is the number of car parking spaces that are available.

The purpose of the engagement was to review car parking charges and the Executive Director of Finance confirmed there are no proposals to increase staff car parking charges until the findings have been worked through. Once this process has concluded, a further update will be provided within a timeline of 2-3 months.

Paul Butterworth asked what income the Trust generate from staff parking. Alison Schofield asked if the Trust have consulted with Nikki Hosty, Freedom to Speak Up Guardian/Equality Diversity Manager regarding disability car parking.

Action: Executive Director of Finance to provide feedback once the consultation has ended and a way forward established

OUTCOME: The Council of Governors **RECEIVED** the update on staff consultation.

36/19 UPDATE FROM LEAD GOVERNOR

A video by the lead governor was shared which was presented at the Annual General Meeting on Wednesday 17 July 2019.

The Chair thanked Alison Schofield for all her support in her last day as lead governor and welcomed Brian Moore as the new lead governor from 19 July 2019.

OUTCOME: The Council of Governors **NOTED** the lead governor update and new lead governor appointment.

37/19 CHAIR'S APPRAISAL OUTCOME

The Chair, Executives and Non-Executive Directors, apart from Karen Heaton left the room for this discussion. Karen Heaton provided the governors with the outcome of the Chair's appraisal.

OUTCOME: The Council of Governors **NOTED** the outcome of the Chair's appraisal.

38/19 CHAIR'S REPORT

The Chair reported that a stakeholder governor from Kirklees Council joined the Council of Governors, Cllr Lesley Warner.

Nominations and Remuneration

The Chair provided an update on the recruitment for the two upcoming Non-Executive Director vacancies.

Capital Non-Executive Director post - An appointment was not made following interviews for the capital Non-Executive Director post and this post has been re-advertised. This was a unanimous decision by all governors on the panel.

Clinical Non-Executive Director post - A shortlisting panel took place for the Clinical Non-Executive Director post where a selection of 4 applicants were made. The interviews for this post are taking place on Thursday 15 August 2019. The Non-Executive Directors have been invited to be involved in the interview panel.

The Chair announced that an appointment was made to the post of Managing Director of Calderdale and Huddersfield Solutions (CHS), Stuart Sugarman.

OUTCOME: The Council of Governors **NOTED** the Chair's report.

39/19 PERFORMANCE AND STRATEGY

a) Performance Report

The Chief Operating Officer reported a positive position for May 2019, the main highlights from the report were:

- Good solid month across all domains with general improvement
- May's performance score is 73.3%
- Challenges in diagnostic performance
- Workforce issues in echocardiogram and neurophysiology, Cardiology will be recovered this quarter; however, there needs to be a plan for neurophysiology
- Emergency care standard for May 2019 is good, there was a struggle in June where the Trust should've hit 90% and were just over 89%. This is currently at 92% in July 2019.
- Cancelled as many meetings as possible for clinical and operational managers to focus on back to the floor
- Good performance in cancer, CHFT are one of the best performing organisations across the cancer standards
- Radiology capacity – there should be over 20 radiologists in post and the Trust are currently sat with 11 in post, although the Trust have lower staffing levels, they are delivering the best cancer performance
- A focused piece of work is taking place to reduce length of stay of over 21 days, the senior clinical and operational team are reviewing each patient, this is time consuming but valuable - the feedback so far is the majority are internally generated delays

Alison Schofield asked if there are less people in for 21 days in the frailty service. The Chief Operating Officer confirmed there are less patients in for 21 days in the frailty service who are delivering an excellent service. The Chief Operating Officer suggested the frailty team are invited to a joint Board and Council of Governors workshop.

Action: Frailty Team invited to a Joint BOD/CoG Workshop – Company Secretary

Sian Grbin asked how Paediatrics and A&E are performing together. The Chief Operating Officer explained the teams are working on how to separate the two and this will be invested in as part of urgent care funding. The Trust will facilitate more rapid access clinics. There is a high volume of children attending ED at Calderdale that do not get admitted, this is being reviewed as a piece of work.

Peter Bamber asked for an update on stroke. The Chief Operating Officer reported stroke is being recovered in terms of length of stay and now records when a patient is discharged.

Paul Butterworth highlighted that alcohol and tobacco misuse is reported on and asked about substance misuse. The Chief Operating Officer explained the CQUIN element is focused on alcohol and tobacco.

Rosemary Hedges asked about the emergency care standard (ECS) target which is at 95%. The Chief Operating Officer explained the Trust submitted a plan for this year which was accepted by regulators to say that the Trust would not perform below 95%. CHFT are performing in the upper quartile nationally. This is currently being field tested in ED. The Chief Operating Officer added that the length of waiting hours for ED is reducing since the new standard has been brought in, following a consultation in April 2019.

The Chief Operating Officer reported that the Trust have been invited to field test the referral to treatment standard of 92% within 8 weeks. This starts on 1st August 2019.

Brian Moore asked if the ED standard is still four hours. The Chief Operating Officer confirmed the ED standard is still 95% within 4 hours. The Trust are currently sat at 92% this month. CHFT sit within the top 20 and 30 organisations and are one of the busiest Emergency Departments in the country.

b) Financial Position and Forecast – Month 2

The Executive Director of Finance summarised the key points from the Month 2 position;

- Capital estate has been revalued, the Executive Director of Finance confirmed this does not impact on reconfiguration as revalued assets include the CRH site and the land, the bulk of revaluation affected the HRI building
- Reduced value of assets generates less depreciation
- £69m deficit opposed to £43m deficit
- Revenue plan – planned to spend £3m on interest this year

RH asked for an update on the loans that are to be repaid in January. The Executive Director of Finance explained that a loan will be provided to the Trust and will need to be repaid. Part of the plan is to borrow additional cash. The Trust have a planned overspend of £10m this year and an additional £10m which is being borrowed. The Trust have accepted the control total and borrowing will be at 1.5% rate interest. Other Trusts are paying a 2.2% or 2.4% interest rate.

The Director of Finance explained the advantage of borrowing as all organisations pay into public dividend capital, which is 3% of net assets and borrowings are worth more than assets.

OUTCOME: The Council of Governors **NOTED** the Performance and Finance report.

40/19 COMPANY SECRETARY'S REPORT

a. Review Council of Governors Workplan 2019

The annual Council of Governors workplan for 2019 was attached, for information. This workplan will be updated for 2020.

b. Proposal of future Council of Governors dates 2020

The proposal of future Council of Governors dates was attached for approval. There will be four Council of Governors meetings per year, Annual General Meeting, two joint Board of Directors and Council of Governors workshops and three joint Non-Executive Directors and Council of Governors informal workshops.

In total there will be 10 meetings/workshops scheduled throughout the year.

OUTCOME: The Council of Governors **NOTED** the Council of Governors Workplan for 2019 and **APPROVED** the future Council of Governors dates for 2020.

41/19 UPDATES FROM SUB-COMMITTEES

Quality Committee

Christine Mills provided a verbal update following the last Quality Committee where she finds the staff compassionate and open. The key updates were:

- New stockings have reduced the number of falls taking place
- Health and Safety have corrected fridge temperatures
- Mental Health report is due at the next meeting
- Reviewed complaints and a big piece of work is taking place to reduce response times to complaints

Charitable Funds Committee

Sheila Taylor provided a verbal update from the last Charitable Funds Committee held 22 May 2019. The main item for discussion is the Todmorden Project and the need to engage with the community of Todmorden to find out why the Centre is not

being utilised. A new fundraising manager has been appointed to improve the charity status, she is very passionate with lots of ideas. Sheila suggested the Board and Council of Governors receive the strategy presentation after it has been to the Charitable Funds Committee. LP added that a large piece of work is ongoing to transform Outpatient Services and Todmorden is being fed into this group.

Organ Donation Committee

The Chair reported on the Organ Donation Committee which meets twice a year. The government have altered the rules where you must opt out rather than opt in. This will become active next year. The Chair is assured by the consultant and nurse in charge on the Committee that the Trust score well in having these difficult conversations with families.

Stephen Baines asked if the family can overrule this. The Chair explained that the new legislation will clarify this.

Audit and Risk Committee

The Chair reported the Audit and Risk Committee meetings are attended by internal and external auditors and counter fraud. The Committee is chaired by Richard Hopkin. This is a very rigorous meeting. The Executive Director of Finance explained there was a conversation about the profile of clinical audit at the last meeting held 17 July 2019 and whether clinical audit should attend the Committee.

Finance and Performance Committee

Sian Grbin reported on the last Finance and Performance Committee held 28 June 2019. The winter plan will stretch into April next year and will have a flexible approach. The Chief Operating Officer added that the Trust have learned from the last few winters and there will be investment this year to make what happens in winter recurrent. A market stall will take place during October to make it more interactive.

Workforce Committee

Alison Schofield reported on the last Workforce Committee held 7 June 2019. The focus has been on testing of the cupboard and reviewing the staff survey results. They are recognizing the groups that were not feeling valued. The Committee are working with Nikki Hosty, Freedom to Speak Up Guardian and Equality Diversity Manager on the first Disability Action Group meeting and BAME group.

OUTCOME: The Council of Governors **RECEIVED** the updates from the Sub-Committees.

42/19 INFORMATION TO RECEIVE

a. Council of Governors Calendar 2019

The updated Council of Governors calendar for 2019 was circulated for information.

b. Governors – Who to Contact List

An information sheet on who the governors should contact if they have any queries was circulated, for information.

OUTCOME: The Council of Governors **RECEIVED** the Council of Governors Calendar for 2019 and contact list for any queries.

43/19 ANY OTHER BUSINESS

Paul Butterworth commented on the Chair induction as part of the Chair's appraisal. Brian Moore suggested the Chair's appraisal process is reviewed as part of the constitution review to ensure there is a longer period of dual working.

Paul Butterworth asked if the annual report and accounts is proofread. He highlighted that the report quotes '7 complaints against the Trust, of these 11...'. The Executive Director of Finance responded that the timeframe to produce the annual report was shorter this year and the governors are welcome to proofread. The Audit and Risk Committee proofread the annual report and it is approved by the Board.

The Chair formally thanked Rosemary Hedges and Nasim Banu Esmail as this was their last Council of Governors meeting.

The Chair will be meeting with all new governors individually.

Brian Moore thanked Alison Schofield for her year as lead governor.

DATE AND TIME OF NEXT MEETING

The Chair thanked the Council of Governors, Non-Executive Directors and Executive Directors for attending the meeting. The Chair formally closed the meeting at 17:44 pm and invited members to the next meeting.

Council of Governors Meeting

Date: Thursday 17 October 2019

Time: 3:30 – 5:30 pm (private meeting 2:00 – 3:15 pm)

Venue: Medium Training Room, Learning & Development Centre, Calderdale Royal Hospital