

UNCONFIRMED MINUTES OF THE MEETING OF THE COUNCIL OF GOVERNORS MINUTES, ACTIONS & DECISIONS

Date:	Thursday 16 November 2017	Time:	4.00pm to 6.00pm
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Professor Bill McCarthy
Present:	<p> Professor Bill McCarthy (BM) Chairman Professor Marina Bloj (MB) Partner Governor, University of Bradford Dr Andy Clegg (AC) Partner Governor, University of Leeds Mr Alan English (AE) Public Governor, Bradford South Ms Pauline Garnett (PG) Staff Governor, Nursing and Midwifery Ms Stella Hall (SH) Public Governor Bradford East Cllr Tariq Hussain (THu) Partner Governor, Bradford Metropolitan District Council Dr Sulleman Moreea (SM) Staff Governor Medical and Dental Ms Marian Olonade-Taiwo (MO) Public Governor, Keighley Mr Michael Parry (MP) Public Governor, Bradford East Ms Jenny Scott (JS) Public Governor, Bradford West Mr David Walker (DWa) Vice-Chair/Public Governor Shipley Mr David Wilmshurst (DWi) Public Governor, Shipley Ms Ruth Wood (RW) Staff Governor All Other Staff Groups <i>Under Standing Orders, the meeting was quorate with at least ten Governors in attendance including at least five Public / Patient Governors</i> </p>		
In Attendance	<p> Dr Trevor Higgins (THi) Non-Executive Director / Deputy Chairman Mr Amjad Pervez (AP) Non-Executive Director Professor Laura Stroud (LS) Non-Executive Director Ms Selina Ullah (SU) Non-Executive Director Mrs Pauline Vickers (PV) Non-Executive Director Professor Clive Kay (CLK) Chief Executive Ms Donna Thompson (DT) Director of Governance and Operations / Deputy Chief Executive Ms Karen Dawber (KD) Chief Nurse Ms Pat Campbell (PC) Director of HR Mr John Holden (JH) Director of Strategy and Integration Ms Cindy Fedell (CF) Director of Informatics LeeAnne Elliott (LE) Deputy Medical Director (representing the Medical Director) Mr Chris Smith (CS) Deputy Director of Finance (representing the Director of Finance) Ms Fiona Ritchie (FR) Trust Secretary Ms Jacqui Maurice (JM) Head of Corporate Governance Mrs Sarah Worstead (SW) Corporate Compliance Manager (minute taker) </p>		

No.	Agenda Item	Action
CGo.11.17.1	Apologies for absence <ul style="list-style-type: none"> - Ms Wendy McQuillan, Public Governor, Keighley - Ms Hardev Sohal, Patient Governor (out of Bradford) - Mrs Hilary Meeghan, Public Governor Bradford South - Ms Katherine Wright, Staff Governor AHP&S 	

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CGo.11.17.2	Declaration of Interests There were no declarations of interest to note.	
CGo.11.17.3	Minutes of the Meeting held 20 July 2017 The minutes were accepted as a correct record.	
CGo.11.17.4	Matters arising BM asked the Council of Governors to note that the following actions from the log had been concluded. 1. 20/07/17. CGo.7.17.9 Chief Executive's Report: 'Commencement of Case Review Process by The National Guardian's Office'. PG asked about the process referred to and what issues might be covered by a Case Review. The Council of Governors' noted the statement below from the office of the Chief Nurse. <u>Action concluded.</u> <i>"The National Guardians office (NGO) has sent guidelines on what information is to be collected as part of the database to log concerns raised. The Foundation Trust is required to submit a quarterly report to the NGO and they are able to review any of these cases. With regard to issues that would be covered by a Case Review; the NGO will specifically look into cases referred where it appears that there is evidence that an NHS Trust has not appropriately responded to a concern raised by a member of staff. There is a 12 month trial period of the process underway which will then be subject to review".</i> 2. 20/07/17. CGo.7.17.10 Information Commissioner's Office: Best Practice Audit. An update to be provided on the work being undertaken with regard to 'information assets with no identified owners' and on the training that had been provided for the identified owners. The item has been added to the agenda. <u>Action concluded.</u>	
CGo.11.17.5	Chairman's Report BM welcomed Professor Laura Stroud, newly appointed Non-Executive Director to her first Council of Governors meeting. The Council of Governors noted that future meetings would be held in the Listening for Life Centre, BRI from 3.30 pm to 5.30 pm. All pre-meetings will start an hour earlier. As per the Chairman's report; Governors interested in putting their names forward to be nominated for the NHS Providers' Governor Advisory Committee (GAC) should contact JM. BM asked the Governors to note the remaining contents of his report which was taken as read.	Head of Corporate Governance
CGo.11.17.6	Nominations and Remuneration Committee (NRC) Report The Governors noted the contents of the report which was taken as read.	

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CGo.11.17.7	NRC Membership JM informed Governors that the NRC was seeking two new members. The paper highlighted the process to be undertaken. The Governors noted the deadline date for nominations to be received by the Trust Secretary.	Trust Secretary
CGo.11.17.8	Non-Executive Director Appointments The Council of Governors noted the report.	
CGo.11.17.9	Non-Executive Director Appraisals 2017 The Council of Governors noted the report.	
CGo.11.17.10	Quality Report 2017/18: Locally Selected Indicator JM referred to the session held previously with Paul Hewitson, Director, Deloitte LLP which covered the work of the External Auditor and the requirement for the Council of Governors to select an Indicator for audit from the Quality Report 2017/18. JM stated that a working group would be established to develop a recommendation on the Locally Selected Indicator for audit which would be presented to the full Council of Governors on 18 January 2018. The Council of Governors noted that those interested in joining the working group should contact JM.	Head of Corporate Governance
CGo.11.17.11	Audit and Assurance Committee Annual Report 2016/17 The Council of Governors noted the report.	
CGo.11.17.12	Report from Chair of the Audit and Assurance Committee: October and August 2017 The Council of Governors noted the reports.	
CGo.11.17.13	Finance and Investment Committee Annual Report 2016/17 The Council of Governors noted the report.	
CGo.11.17.14	Report from the Chair of the Finance and Investment Committee: August and July 2017 The Council of Governors noted the reports.	
CGo.11.17.15	Performance Committee Annual Report 2016/17 The Council of Governors noted the report.	
CGo.11.17.16	Report from the Chair of the Performance Committee: August and July 2017 The Council of Governors noted the reports.	
CGo.11.17.17	Report from the Chair of the Finance and Performance Committee: October and September 2017 The Council of Governors noted the reports. BM reported that a new Integrated Dashboard had been received by the	

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	<p>Board of Directors at their meeting on 9 November 2017. He advised that the dashboard should support both Governors and Non-Executive Directors in focussing on key areas as part of their discussions.</p> <p>BM stated that a presentation on the Integrated Dashboard would be delivered to Governors at the meeting scheduled for 18 January 2018.</p>	Director of Informatics
CGo.11.17.18	<p>Quality and Safety Committee Annual Report 2016/17 The Council of Governors noted the report.</p>	
CGo.11.17.19	<p>Report from the Chair of the Quality and Safety Committee: August and July 2017 The Council of Governors noted the reports.</p>	
CGo.11.17.20	<p>Report from the Chair of the Quality Committee: October 2017 The Council of Governors noted the report.</p>	
CGo.11.17.21	<p>Report from the Chair of the Major Projects Committee: October 2017 The Council of Governors noted the report.</p>	
CGo.11.17.22	<p>Chief Executive's Report CLK drew attention to the significant number of developments included within the report that had taken place during the year.</p> <p>CLK cited the EPR go-live; the new state-of-the-art Intensive Care Unit (ICU); the new acute oncology service and, the opening of the new Macula Centre which provided the latest in imaging technology. CLK asked Governors to note the opening of the new Clinical Decision Unit (CDU) which would provide a new way of managing patients who attend through A&E, with the aim of improving the performance and flow for patients. KD added that patients would benefit from using the CDU to avoid long waits and blocking cubicles. The Governors noted that the CDU will be monitored in terms of performance, patient use and patient flow.</p> <p>CLK referred to the publication of the refreshed five-year Clinical Service Strategy and thanked JH and MW for the work they had undertaken with regard to the Strategy. He added that the next steps would involve staff working through the Strategy and incorporating it within their roles, responsibilities and objectives.</p> <p>CLK stated that he had received information from NHS England and NHS Improvement detailing the priorities for the next few months and how the Foundation Trust should manage Winter Planning. CLK advised the Council of Governors that issues with ensuring a co-located GP in the A&E department had been rectified and a fully staffed rota was in place. BM added that DT had provided an informative presentation on Winter Planning at the Board of Directors meeting on 9 November 2017. This presentation would be circulated to Governors.</p> <p>CLK referred to the successful implementation of the Electronic Patient Record (EPR) over the weekend of 23/24 September 2017. He stated</p>	Head of Corporate Governance

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	<p>that the External Advisers supporting the launch of EPR had described this as “one of the most successful installations they had seen.”</p> <p>DWa requested that, the Council of Governors formally acknowledge the “enormous, successful achievement, which clearly could not have happened without the huge amount of professional leadership, training and teamwork by amazing committed staff at all levels.” He added that congratulations were due to every single person involved and requested that this message be conveyed to staff. The Council of Governors endorsed this statement and noted that it would be shared with the Communications team for inclusion in Let’s Talk, the staff magazine.</p> <p>AE commented that he had volunteered as an EPR Governor Ambassador and the atmosphere in the hospital during the go-live had been very positive.</p> <p>BM asked Governors to note the list of new Consultants in post included in the Chief Executive’s Report - which he felt was very positive for the Foundation Trust.</p>	Head of Corporate Governance
CGo.11.17.23	<p>Operational Plans 2018/19</p> <p>JH and MH delivered a presentation on the Operational Plans 2018/19. From the discussion held following the presentation it was noted that:</p> <ul style="list-style-type: none"> - The Executive Directors would sign off the Divisional Plans in March 2018 and they would then be presented to the Board of Directors for assurance. - The Foundation Trust Values would be displayed on the main concourse and across the Foundation Trust sites. <p>BM stated that the Governors would benefit from a presentation on the Foundation Trust’s Values. This would be delivered at the next Council of Governors meeting.</p> <p>In response to a question raised regarding operating theatre measures, DT informed Governors that the Transformation Programme incorporates an Elective Care work stream which had identified specific projects around activity. This work stream was focussed on Orthopaedics, Ophthalmology and Gastroenterology.</p> <p>BM highlighted the key questions that Governors should consider when reviewing the Foundation Trust’s work in relation to the Strategy. These areas should cover:</p> <ul style="list-style-type: none"> - Operational Planning: Are the Operational Plans being subject to the right testing and challenges? - Risk Register: Does the Foundation Trust’s Risk Register reflect the set of changes required to deliver the plans? - Integrated Dashboard: Is the new dashboard assessing what is being delivered? - Board Committees: Is it clear which Committees are responsible for what. <p>The Council of Governors noted the content of the presentation.</p>	Director of HR
CGo.11.17.24	<p>Care Quality Commission (CQC)</p> <p>DT delivered a presentation on the Care Quality Commission (CQC).</p>	

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	<p>From the discussion held following the presentation it was noted that:</p> <ul style="list-style-type: none"> - The CQC Well Led Reviews are a new way of working but following experiences by other Foundation Trusts it was anticipated that the review would last approximately three days. - At the last inspection the Foundation Trust received a rating of "requires Improvement". - Since the last inspection the Foundation Trust has worked towards improving the rating received. <p>AE stated that the link in the presentation with regard to the 'Programmed Reviews of Effectiveness, Safety and Sensitivity' was not functional. It was agreed that this would be investigated.</p> <p>DT extended an invitation to Governors to join the planned visits as part of 'Understanding our ProgRESS in a day' that would take place on 6 December 2017.</p> <p>SH offered encouragement to all staff involved in the CQC review, she acknowledged that it would be a time of anxiety but staff should remain confident and empowered in their knowledge and understanding of the Foundation Trust. BM stated that the Governors would benefit from more detailed information regarding the CQC's visit. This would be presented at the next Council of Governors meeting.</p> <p>BM thanked DT for her presentation.</p> <p>The Council of Governors noted the content of the presentation.</p>	<p>Director of Governance and Operations</p> <p>Director of Governance and Operations</p> <p>Director of Governance and Operations</p>
CGo.11.17.25	<p>EPR Implementation</p> <p>CF delivered a presentation on the EPR Implementation noting the preparation, go-live process and current state. Following the presentation BM congratulated CF on her leadership during the EPR implementation.</p> <p>MB asked what changes are still required and asked for further clarification with regard to the status of reporting. CF confirmed that reports for Diagnostics, RTT and Cancer have taken longer than other reports. DT confirmed that the regulators had been informed in advance of EPR go-live. RW assured the Council of Governors that currently weekly meetings were held to monitor these areas to manage patients using data available internally.</p> <p>THu raised concerns that waiting times in A&E had increased to 10 hours during the weekend of the EPR go-live, which had impacted patients. He asked for assurance that the waiting time had reduced to the normal level for A&E since implementation. CF confirmed that A&E had struggled with the implementation, but they were aware of this and continued to work through the issues.</p> <p>PG stated that she was aware that ICU was using EPR along with an additional system. She queried whether that would change in the future. CF confirmed that ICU would eventually move to using only EPR.</p> <p>CLK assured the Council of Governors that issues had been expected</p>	

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	<p>when moving from a paper-based organisation to an electronic information system and this represented a significant change in the way staff worked. The EPR will produce the required reports but it would take time for this to be fully embedded throughout the Foundation Trust. He confirmed that, as part of their continued discussions, the Executives considered how to support staff in using the EPR in an efficient and effective way along with considerations regarding ways to improve the patient journey. THi added that this had been a well delivered and supported major IT project. BM confirmed that targets had not been adjusted during the EPR implementation and quality of care had not been reduced.</p> <p>BM thanked MB and THi for their role during the implementation.</p> <p>The Council of Governors noted the presentation.</p>	
CGo.11.17.26	<p>Information Commissioner's Office (ICO) – Best Practice Audit - Update</p> <p>CF reported that, in line with the action plan developed following the ICO Best Practice Audit last year; work had been undertaken regarding 'Information Asset Owners' and 'Asset Owners', both groups had received training to enable them to understand the information that should be contained within the Information Asset Register.</p> <p>CF confirmed that a subsequent report was being produced for the ICO.</p> <p>The Council of Governors noted the update.</p>	
CGo.11.17.27	<p>Implementing the 'NHSI Learning from Deaths Framework'</p> <p>JB and HA delivered a presentation on Implementing the 'NHSI Learning from Deaths Framework'. From the discussion held following the presentation it was noted that;</p> <ul style="list-style-type: none"> - All specialties have a medically led reviewer who has undertaken a half day training session. - Family members were provided with the opportunity to request that a review was carried out. <p>In response to a question raised by AE; HA stated that 'Learning Disabilities' has been defined as anyone with a congenital condition from the age of 4 to 16, under the Authority'. HA further confirmed that this did not include patients who have a Learning Disability resulting from an accident.</p> <p>BM thanked JB and HA for the comprehensive and detailed presentation.</p> <p>The Council of Governors noted the presentation.</p>	
CGo.11.17.28	<p>Any Other Business</p> <p>There was no other business discussed.</p>	
CGo.11.17.29	<p>Date and time of next meeting</p> <p>18 January 2018, Listening for Life Centre, BRI. 3.30pm to 5.30pm</p>	

ACTION LOG: COUNCIL OF GOVERNORS MEETING HELD 16 NOVEMBER 2017

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
16/11/17	CGo.11.17.5	Chairman's Report. As per the Chairman's report; Governors interested in putting their names forward to be nominated for the NHS Providers' Governor Advisory Committee (GAC) should contact JM.	Head of Corporate Governance	Council of Governors 18 January 2018	Expressions of interest received from more than one Governor. In reaching a decision the Chairman has considered additional duties and responsibilities held by Governors and sought to ensure an equitable spread of work and responsibilities throughout the Governing body. PG will be nominated by the Foundation Trust for election to the Governor Advisory Committee. <u>Action concluded.</u>
16/11/17	CGo.11.17.7	NRC Membership. Two new members of the NRC were being sought. The paper highlighted the process to be undertaken. The deadline for nominations to be received by the Trust Secretary is 7 December 2017.	Trust Secretary	Council of Governors 18 January 2018	Self-nominations received from DW and HS. Both reappointed to the Committee effective from 1 February 2018. <u>Action concluded.</u>
16/11/17	CGo.11.17.10	Quality Report 2017/18: Locally Selected Indicator A working group would be established to develop a recommendation on the indicator for audit to be selected from the Quality Report which would be presented to the full Council of Governors on 18 January 2018. Governors interested in joining the working group should contact JM by close of 23 November 2017	Head of Corporate Governance	Council of Governors 18 January 2018	AE, WM, MO-T, HG, THu have confirmed their membership of the working group. A session has been scheduled for 11 December 2017 with the Head of Performance to consider the locally selected indicator to be selected. Item has been added to the agenda for 18 January 2018. <u>Action concluded.</u>

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16/11/17	CGo.11.17.17	Report from the Chair of the Finance and Performance Committee BM stated that a presentation on the Integrated Dashboard would be delivered to Governors at the meeting scheduled for 18 January 2018.	Chief Executive / Director of Informatics	Council of Governors 18 January 2018	Item has been added to the agenda for 18 January 2018. <u>Action concluded.</u>
16/11/17	CGo.11.17.22	Chief Executive's Report The presentation on Winter Planning delivered to the Board of Directors meeting on 9 November 2017 to be circulated to Governors.	Head of Corporate Governance	Council of Governors 18 January 2018	Presentation circulated to Governors on 6 December 2017. <u>Action concluded.</u>
16/11/17	CGo.11.17.22	Chief Executive's Report With regard to the EPR implementation; the Council of Governors formally acknowledged the "enormous, successful achievement, which clearly could not have happened without the huge amount of professional leadership, training and teamwork by amazing committed staff at all levels. Congratulations were due to every single person involved." The Council of Governors endorsed this statement and noted that it would be shared with the Communications team for inclusion in Let's Talk, the staff magazine.	Head of Corporate Governance	Council of Governors 18 January 2018	The statement has been included in the issue of Let's Talk published on 29 November 2017. <u>Action concluded.</u>
16/11/17	CGo.11.17.23	Operational Plans 2018/19 BM stated that the Governors would benefit from a presentation on the Foundation Trust's Values. This would be delivered at the next Council of Governors meeting.	Director of HR	Council of Governors 18 January 2018	Item has been added to the agenda for 18 January 2018. <u>Action concluded.</u>
16/11/17	CGo.11.17.24	Care Quality Commission (CQC) AE commented that the link in the presentation with regard to the 'Programmed Reviews of Effectiveness, Safety and Sensitivity' was not functional. It was agreed that this would be investigated.	Director of Governance and Operations	Council of Governors 18 January 2018	Access to the presentation is only available via the Foundation Trust's Intranet. The Information at the link in the presentation has been converted into a PDF and circulated to all Governors. <u>Action concluded.</u>

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
16/11/17	CGo.11.17.24	Care Quality Commission (CQC) DT extended an invitation to Governors to join the planned visits as part of 'Understanding our ProgRESS in a day' that would take place on 6 December 2017.	Director of Governance and Operations	Council of Governors 18 January 2018	AE responded to the invitation and joined the planned visits on 6 December 2017. <u>Action concluded.</u>
16/11/17	CGo.11.17.24	Care Quality Commission (CQC) BM stated that the Governors would benefit from more detailed information regarding the CQC's visit. This would be presented at the meeting scheduled for 18 January 2018.	Director of Governance and Operations	Council of Governors 18 January 2018	Information regarding the CQC visit is included within the 'Chief Executive's Report' at agenda item CGo.1.18.13. <u>Action concluded.</u>