

## COUNCIL OF GOVERNORS

Minutes of the Meeting of the  
University Hospitals Birmingham NHS Foundation Trust  
Council of Governors held on 9 May 2017

Lecture Theatre 2, Education Centre, QEHB

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- Present: Rt Hon Jacqui Smith (Chair)  
Mrs Bernadette Aucott  
Mr Paul Burgess  
Dr John Cadle  
Mrs Edith Davies  
Mr Alex Evans  
Mrs Aprella Fitch  
Mrs Alka Handa  
Mrs Sandra Haynes MBE  
Mrs Bridget Mitchell  
Mr Patrick Moore  
Ms Yvonne Murphy  
Mrs Linda Stuart  
Dr Iestyn Williams
- In attendance: Dame Julie Moore (Chief Executive Officer)  
Mr David Burbridge (Director of Corporate Affairs & Foundation Secretary)  
Ms Fiona Alexander (Director of Communications)  
Mr Tim Jones (Executive Director of Delivery)  
Mr Philip Norman (Executive Chief Nurse)  
Dr David Rosser (Executive Medical Director)  
Mr Mike Sexton (Chief Financial Officer)  
Ms Cherry West (Executive Chief Operating Officer)  
Miss Sarah Snowden (Corporate Affairs & Governor Liaison Manager)

### **G17/1 Welcome and Apologies for Absence**

The Chair welcomed everyone to the meeting.

Apologies for absence were received from Mr Paul Darby, Dr John Delamere, Dr Tom Gallacher, Ms Margaret Garbett, Dr Elizabeth Hensel, Rabbi Dr Margaret Jacobi, Mrs Stephanie Owen, Cllr Valerie Seabright and Surgeon Vice Admiral Alasdair Walker.

Apologies were also received from Air Vice Marshal Richard Broadbridge, Mr Kevin Bolger (Executive Director of Strategic Operations) and Mr Andrew McKirgan (Director of Partnerships).

**G17/2 Quorum**

The Chair noted that a quorum was present and, accordingly, the meeting could proceed to business.

**G17/3 Minutes of the Meeting of the Council of Governors of 14 February 2017**

It was agreed that the minutes of the meeting held on 14 February 2017 were an accurate and true record.

**G17/4 Matters Arising from the Minutes**

There were no other matters arising from the Minutes.

**G17/5 Chair's Report**

The Chair updated the Governors regarding the Case for Change – it is now at the stage where the pre-notification document has been submitted to the Competition and Markets Authority (CMA) for clearance. Although the CMA has requested further information, there is nothing to suggest they have any special concerns. The next stage will involve a more detailed business plan on how a combined Trust might work. The Governors Joint Working Group will meet again on 11 May 2017 – their conclusions will form proposals that will be looked at as part of the Council of Governors' Seminar scheduled for 15 June 2017 and another Seminar will be scheduled for the matter in July.

With regards to the Sustainability and Transformation Plans for the partnership process, work has been delayed as we are waiting for NHS England to provide a refresh on the five year view. Further delay has also been caused by Mark Rogers' departure as Leader of Birmingham City Council – his position as Systems Leader has been taken over by Dame Julie Moore and a new Project Management Office is in place. A further update will follow in due course.

The new Chief Executive of Birmingham City Council – Ms Stella Manzie visited the Trust yesterday along with Mr Graeme Betts (Interim Corporate Director Adults and Health). The Chair and CEO were encouraged by their views and believe they are taking delayed transfers of care issues seriously and will hopefully help resolve matters.

The Charity at HoEFT which had been managed in-house, has now become independent and joined UHB Charities so that all branches, including Good Hope Hospital, Solihull and Heartlands all come under one umbrella. This should allow greater opportunity for publicity and fund raising.

The Chair reminded the Governors that nominations are now open for this coming year's Best in Care Awards and that they should encourage

people to nominate specific staff members or groups when good news stories are told to them.

Sandra Haynes, Vice Chair added that as a Friend of the Queen Elizabeth Medical Centre, a bequest has allowed them to look at departments and wards where funding is needed for something the NHS does not provide and feedback would be welcomed on what would be most needed where. She will be working with Mandy Green (Head of Patient Experience) to take this forward.

Paul Burgess (Public Governor, Edgbaston) asked about the Governance of the Charities – Fiona Alexander (Director of Communications) responded explaining that there was a Board of Trustees with equal representation from HEoFT and UHB and the skills of the Board are considered regularly. The chair of the Trustees is Brian Hanson (ex-Governor of UHB).

Iestyn Williams (Stakeholder Governor) asked if the merger by acquisition and the STP were aligned – the Chair responded that the theme of the STP was how you improve patient services with better integration – however this is not just dependant on the STP.

## **G17/6 Patient Care Quality – Quarterly Report to include Infection Control Update**

The Council of Governors considered the report presented by the Chief Nurse.

### Current Infection Prevention and Control performance

**Clostridium Difficile Infection (CDI):** The annual objective for CDI for 2016/17 was 63 cases. Performance for Quarter 4 2016/17 was 21 Trust apportioned cases, all of which were reportable to Public Health England (PHE) in accordance with Department of Health guidance. In total for the financial year 2016/17, we have had 92 Trust apportioned CDI cases (i.e. above trajectory), 29 of these cases were considered avoidable. The trajectory for 2017/18 has been set by PHE and remains at 63 cases with a specific focus on avoidable cases.

Actions to improve CDI performance continue with a specific focus on:

- Antimicrobial prescribing, choice and duration of use
- Timely isolation of patients with diarrhoea
- Improved timeliness of stool specimen collection
- Deep cleaning of selected wards to further reduce the bioburden of clostridium difficile
- Improved access to expert review of patients with clostridium difficile infection

**Meticillin Resistant Staphylococcus Aureus (MRSA):** The annual objective

for MRSA bacteraemia is 0 avoidable cases. There were no Trust apportioned MRSA cases in Quarter 4 2016/17. In total and as previously reported we had 4 Trust apportioned MRSA cases in the financial year 2016/17.

Actions to maintain improved MRSA performance are ongoing with a specific focus on:

- Hand hygiene
- Correct use of Personal Protective Equipment (PPE)
- MRSA Screening and Decolonisation

An update was provided on the initiatives underway to further improve the care for those individuals with a learning disability who attend our hospital and their family.

Some of these initiatives include:

Coming into Hospital Booklet -

- Booklet 1 a pictorial introduction to Outpatients and has been completed.
- Booklet 2 is for inpatients and has been drafted.
- A film for patients has also been produced in partnership with Communicate 2U (external company who are seen as communication experts). The mission of Communicate 2U is to promote better communication between service providers and service users, in health and social care.

Part one of the film was completed in Summer 2016 and covered what might be perceived as simple procedures (for example having blood samples taken, having a blood pressure or temperature recorded etc) and communicating this effectively as well as showing the help and resources available at the Trust for patients undergoing such procedures.

Part two of the film will be made during Summer 2017 and will be looking at the patient's journey from the front door into ambulatory care, through to theatre.

#### Local and National Events

The Trust continues to be involved in various events to promote its initiatives, learn from others and raise further awareness. Examples include;

- Autism Awareness Week 3rd April 2017 – Advice and support was given.
- Learning Disabilities Awareness 19th – 23rd June 2017. The Trust will

further raise awareness locally.

### Nutrition and Hydration Update

The Trust has a Nutrition and Hydration Steering Group in place. Recent areas of focus have included:

Health and wellbeing - The 'Eat Better' (Healthy Eating) range of food snacks in staff/visitor facilities continues to grow and is proving to be successful and popular.

Dementia Crockery - Dementia care crockery, 'Rio Freedom Crockery', has now been installed in over ten wards and has proven extremely successful with patients. Roll out to other wards is being explored.

Outpatient Department Retail Trolley - The Catering Department introduced a mobile refreshment trolley circulating through the seated areas of the Outpatient Department between the hours of 08.00hours to 11.00hours Monday-Friday. This service is now supported by the Volunteer Service in the afternoon; the retail trolley provides refreshments to Outpatient Department areas from 08.00hours to 14.30hours (Monday-Friday).

Vending Machines - The review of the vending machines tender has now been completed. The Trust worked in partnership with the Heart of England NHS Foundation Trust as a joint collaboration to review the vending service tender. The vending tender contract has reviewed the supply of vending provision to all users of vending and includes healthier snack choices and reducing high in fat carbonated sugary drinks. Installation of new machines will take place in May 2017.

Retail Breakfast /Additional Service periods - Plaza Restaurant has added an additional Healthy Eating chilled breakfast offer for customers from 7.00hours-11.00hours daily. Catering is working towards extending the lunch time service periods with the recent changes (extension) to visiting times across the Trust. Catering will supply additional hot food offers within the Plaza Restaurant from May 2017.

### Nutrition Support Team and a recent patient survey

This includes a brief overview of the service and the outcome of a recent patient satisfaction survey following a service change which as outlined in the paper has been positive.

**Resolved: To accept the report.**

**G17/7**

### **Performance Indicators Report 2016/17, Annual Plan Update**

The Council of Governors considered the report presented by the Executive Director of Delivery. The new Single Operating Framework (SOF) is the only risk framework now used to monitor Trusts. UHB has

been rated as 2 – only five other acute Trusts have received a rating of 1 (the best).

Funding received by the Sustainability and Transformation Fund is based on meeting various targets. The Trust failed to meet the Cancer target indicator and appealed on the grounds that it was outside the Trust's control (patients chose to delay their treatment due to holidays) however this was not upheld. The other area where the Trust failed to meet target was A&E 4 hour wait which was appealed and upheld. – although performance has improved we are still below the 95% target and we are still receiving 300+ attendances daily. The Surgical Assessment Unit has been expanded, more short stay beds have been installed and this has helped performance in the Emergency Department.

The 18 week Referral to Treatment pathway shows three functions that perform below the 92% standard – Neurosurgery, General Surgery and Ophthalmology – there is a shortage of General Surgeons across the country although these positions should be filled shortly. The Trust is receiving more patients in the Ophthalmology Department due to a shift in patients from City & Sandwell – a decision on this from the commissioners has been outstanding for 18 months.

With regards to Local Indicators, Cancelled Elective Operation numbers have improved and this is on trend to continue. Staff Sickness Rates and Delayed Transfers of Care have also decreased.

**Resolved: to accept this report.**

## **G17/8 Finance and Activity Report – Quarterly Update**

The Council of Governors considered the report presented by the Chief Financial Officer. The report covers the Financial Year to 31 March 2017 and although the figures shown are pre-audit, there shouldn't be any material change to those post-audit. The year-end position is complicated by the Sustainability and Transformation Fund (STF) income which is not finalised as yet along with the annual valuation of Trust buildings.

A surplus in excess of £10m is seen which is higher than planned due to the release of an additional £4.2m STF Financial Incentive funding late in the financial year. This figure excludes the impact of revaluation of Trust buildings which have increased in value by £21.5m.

Based on the Trust's financial performance to date, the Trust expects the new Single Operating Framework (SOF) for assessing Trust performance to award a score of 2 for the use of resources. It is not expected to ever achieve a score of 1 (the best) due to the PFI situation.

Feedback from the Governors included congratulations from Iestyn Williams (Stakeholder Governor) who felt these figures and the financial situation to be excellent. It was generally felt that not many other Trusts could have performed as well, although this can't be determined as year-end positions have not been published as yet.

**RESOLVED: to accept this report.**

**[The Executive Team left the meeting]**

**[The Chair left the meeting]**

**G17/9 Chair's Appraisal**

The Vice Chair took the Chair for this item. The Members of the Nomination and Remuneration Committee had fed back their comments on the Chair's performance throughout the year to Catriona McMahon (Senior Independent NED) who had then discussed them with the Chair.

The outcome was unanimous in that all agreed the Chair had put in a huge performance in both energy and commitment and had coped well with the additional work involved with HEOFT. All objectives that had been set for 2016 had been achieved or exceeded. Objectives had been agreed for 2017 bearing in mind activities around the merger by acquisition and subsequently the new local health economy and working relationships with the Governors. It is felt that Jacqui shows strong effective leadership in a changing health economy and makes an excellent Chair.

**RESOLVED: to accept the recommendations of this report.**

**[The Chair re-joined the meeting at this point]**

**G17/10 Re-Appointment of Non-Executive Directors**

The Chair reported that the NED Nomination and Remuneration Committee recommends that Non-Executive Director Catriona McMahon be re-appointed for a further three year term from 1 June 2017 and that David Waller and David Hamlett be appointed for a further term which shall terminate on the earlier of:

- the date falling one calendar month following the legal completion of the acquisition of the Heart of England NHS Foundation Trust currently under consideration;
- 30 September 2018.

**APPROVED: To appoint Non-Executive Director Catriona McMahon for a further term of 3 years from 1 June 2017; and**

**APPROVED: To appoint David Waller and David Hamlett for a further term which shall terminate on the earlier of:**



- the date falling one calendar month following the legal completion of the acquisition of the Heart of England NHS Foundation Trust currently under consideration;
- 30 September 2018.

**G17/11 Outcome of the NED Appraisals**

The Chair reported that appraisals had been carried out for each of the Non-Executive Directors (NEDs) by the Nomination and Remuneration Committee who had acted in accordance with the process agreed by the Council of Governors in 2007. All NEDs have performed satisfactorily against their objectives from last year and have made significant contributions to the work of the Executive team bringing a wide range of experience to the Trust.

**RESOLVED: to accept the recommendations of this report.**

**G17/12 Governors' Feedback**

No feedback received

**G17/13 Any other business**

The Chair reminded everyone that this would be the last formal meeting before the Governor Elections at the end of June. She wished luck to all those Governors standing and wanted to thank those that had chosen to stand down this time for their time and commitment.

**G17/14 Date of Next Meeting**

**Friday 21 July 2017**

**2.00 p.m. – 4.00 p.m.**

**(1.30 p.m. – 2.00 p.m. Pre-Meeting)**

**Lecture Theatre 2, Education Centre, QEHB**

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**Chair**

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**Date**