

**COUNCIL OF GOVERNORS**

Minutes of the Council of Governors meeting held on 10 December 2015  
At the **Academy, Level 4, Yeovil District Hospital**

<b>Present:</b>	Peter Wyman	Chairman
	Sue Brown	Public Governor
	Sue Bulley	Public Governor
	Ian Fawcett	Public Governor
	Hala Hall	Public Governor
	John Hawkins	Public Governor
	John Park	Public Governor
	Philip Tyrrell	Public Governor
	Alison Whitman	Public Governor
	Nicholas Craw	Staff Governor
	Michael Fernando	Staff Governor
	Paul Porter	Staff Governor
	Yvonne Thorne	Staff Governor
	Lou Evans	Appointed Governor [items 50/15-60/15]
Jane Lock	Appointed Governor [items 51/15-60/15]	
David Recardo	Appointed Governor	
<b>In Attendance:</b>	Maurice Dunster	Non-Executive Director [items 46/15-53/15]
	Julian Grazebrook	Non-Executive Director [items 46/15-50/15]
	Samantha Hann	Assistant Company Secretary
	Paul von der Heyde	Non-Executive Director [items 50/15-60/15]
	Paul Mears	Chief Executive
	Tim Newman	Chief Finance and Commercial Officer [items 49/15–53/15]
	Helen Ryan	Director of Nursing and Clinical Governance [items 46/15-50/15]
<b>Apologies:</b>	Monica Denny	Public Governor
	Jane Gifford	Public Governor
	Martin Ormston	Public Governor
	John Webster	Public Governor
	John Tricker	Public Governor
	Judith Lindsay-Clark	Staff Governor
	Rob Childs	Appointed Governor

		<b>Action</b>
46/15	<b>WELCOME AND APOLOGIES</b> Peter Wyman welcomed the governors, Non-Executive Directors and those in attendance to the meeting. Apologies were noted as listed above.	
47/15	<b>DECLARATIONS OF INTEREST</b> The Chairman declared that he is the Treasurer and Vice-Chairman of the University of Bath and the named Chairman Designate for the Care Quality Commission (CQC).	

48/15	<p><b>MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING</b></p> <p>The minutes of the meeting held on 17 September 2015 were approved as a true and accurate record, subject to one amendment in relation to the dates of the governor working group meetings: Membership and Communications 14 May 2015 and Strategy and Performance 15 May 2015 to be replaced with Membership and Communications 13 August 2015 and Strategy and Performance 04 September 2015. There were no matters arising.</p>	
49/15	<p><b>APPOINTMENT OF A NEW CHAIRMAN</b></p> <p>Following confirmation that Peter Wyman has been named as the Chair of the CQC, Julian Grazebrook, Senior Independent Director, provided an overview of the process to appoint a new Chairman of YDH, which had been developed with the Governor Appointments Committee and agreed by the Council of Governors by email in November 2015:</p> <ul style="list-style-type: none"> <li>• The term of office, time commitment, role specification, remuneration, allowances, and the other terms and conditions replicates that of the Chair currently in post.</li> <li>• The full content of the advert and role specification was agreed by the Appointments Committee of the Council of Governors.</li> <li>• The advert was placed in the Western Gazette, Somerset County Gazette, YDH website and the Public Appointments website for a period of two weeks.</li> <li>• A longlist was produced by the HR team and the Senior Independent Director and shared with the Appointments Committee to agree a shortlist for interview.</li> <li>• Interviews took place on 9 December 2015. The interview panel was comprised of five members, the majority of whom were a subset of the governors on the Appointments Committee (Hala Hall, John Park and Michael Fernando), the Senior Independent Director (who chaired the panel) and the Chief Executive.</li> </ul> <p>Julian Grazebrook spoke of the recruitment and interview process, from which it was noted that:</p> <ul style="list-style-type: none"> <li>• Four candidates applied for the post. Of these, the Appointments Committee agreed to shortlist three candidates.</li> <li>• The candidates had a mixture of NHS and private sector experience.</li> <li>• There was one internal candidate.</li> </ul> <p>Following a thorough set of interviews, Julian Grazebrook advised the recommendation of the interview panel is to appoint Paul von der Heyde, currently YDH Non-Executive Director and Vice-Chair based on the strength of his interview and extensive experience. John Park assured the Council the external candidates had been given a fair opportunity against the internal candidate. The recommendation to appoint Paul von der Heyde as Trust Chairman was unanimously approved by the Council of Governors. His appointment will run from 4 January 2016 until 31 May 2018.</p>	

50/15	<p><b>OVERVIEW OF IWANTGREATCARE</b></p> <p>Helen Ryan provided a demonstration of IWANTGREATCARE.org (IWGC) which was launched on 1 October 2015 and provides an independent service for patients to leave meaningful and honest feedback on their care. She added that the tool would also enhance the Trust’s existing mechanisms for obtaining and responding to “friends and family” feedback. Helen Ryan advised patients/carers/parents are given the opportunity to provide feedback upon leaving the hospital by: inputting their feedback onto a Trust ipad with the help of a volunteer, completing a paper feedback form or completing feedback at home either directly on the IWGC website or completion of a paper survey which is sent directly to the company. Helen Ryan advised the feedback is checked by moderators at iwantgreatcare who are able to contact those who have left feedback to ask if they would like a member of the Trust to contact them directly to discuss this further. Helen Ryan confirmed the Patient Experience Team review the feedback and are able to respond to comments on the website.</p> <p>Helen Ryan provided an example of a report produced by IWGC which is reviewed by the Board of Directors each month. She confirmed Roger Hayward, Head of Patient Services, will receive additional training by the company to enable him to interrogate the information more fully and produce more detailed reports. Helen Ryan advised reports can be tailored for different areas and services across the Trust for instance ward reports will be produced and displayed on the wards to provide real time feedback for staff and patients. She spoke of the morale boost this can provide to staff who receive this feedback. The tailored reports will be received by the Patient Experience Committee for scrutiny. John Hawkins asked if the Council can also receive the information, which this was agreed.</p> <p>Nick Crow questioned whether IWGC is an additional mechanism for patients to leave feedback or whether this replaces the systems already in place. Helen Ryan confirmed this is an additional way to leave feedback and patients/carers/patients will still be able to leave feedback on NHS choices or provide follow feedback directly to the Trust.</p> <p>Ian Fawcett asked if negative feedback can be removed from the website. Helen Ryan said the Trust can approach the person to contact the Trust to discuss the matter but comments cannot be removed. However, any defamatory comments or feedback which breaches any legislation will be assessed by the moderators at IWGC.</p> <p>David Recardo congratulated the Trust on receiving such positive feedback to date considering the short period of time the system had been in place.</p>	SH
51/15	<p><b>UPDATE ON FINANCIAL PERFORMANCE AND THE GOVERNOR QUALITY AND OPERATIONAL PERFORMANCE DASHBOARD</b></p> <p>Paul Mears presented the governor information dashboard highlighting key areas of operational pressure from which it was noted that:</p> <p>It remains a challenge for the Trust to recover the RTT position after the significant winter operational pressures last year which necessitated YDH postponing a high proportion of non-urgent elective procedures to accommodate patients requiring urgent care together with experiencing recent increases in referrals for particular specialities. A recovery plan is in place and is on track but the 2015/16 winter period and the increase in referral rates are risks to achieving this.</p>	

The Council discussed the risks and John Park asked if the increase is due solely to the demographics of the population served by YDH. Paul Mears confirmed this was the reason for The majority but also cited patient choice, particularly for the increase in ophthalmology referrals.

Paul Mears spoke of the challenges faced in A&E and he confirmed the Trust did not meet the 95% target during the period, along with many trusts across the country, primarily due to the growth in attendance and the number of patients who need to be admitted. Delayed transfers of care remain a challenge affecting patient flow. Paul Mears confirmed the actions taken by the Trust in preparation for winter include the new 24 bed modular ward and the block purchasing of 18 “time to think” beds at Cookson’s Court Nursing Home. He confirmed the modular ward had arrived on site and the ward is currently being fitted out and connected to the rest of the hospital. Nick Crow asked when the new modular ward would be ready to receive patients and Paul Mears confirmed it is anticipated from late January/early February 2016. Paul Mears confirmed of the 18 beds at Cookson’s Court which are managed by Somerset Care, 6 will be available for patients waiting for onward care arrangements and 12 for patients who no longer need acute medical care but require some clinical care, such as therapy input. He confirmed the staff at Cookson’s Court are employed by Somerset Care but the YDH therapy team staff will provide rehabilitation services for these patients. Jane Lock asked about the price paid for the block purchase of these beds and questioned that after 6 weeks in Cookson’s Court, the Local Authority may be unable to continue funding the beds at the same rate and patients, if not self-funded, may therefore be moved to more affordable beds. Paul Mears confirmed discussions will take place with each patient and their family/carers to clarify that this is a short term staged pathway, not a permanent placement. Ian Fawcett asked if these beds are available to Dorset patients as well as Somerset patients. Paul Mears confirmed the beds are available for Somerset patients and Yvonne Thorne advised decisions are made on a case by case basis for Dorset patients in relation to all services provided. Peter Wyman added that by having these beds available for Somerset patients, this indirectly benefits Dorset patients by increasing patient flow through the hospital.

Tim Newman presented the Finance Report advising the Trust is currently in line with budget (£10.4m deficit year-to-date, which is £0.02m favourable to budget). He spoke of the key risks to the budget – operational pressure and nursing expenditure, progress on which is being made as a result of the nurse recruitment campaign. Michael Fernando asked if there is adequate nursing provision for the new modular ward which was positively confirmed by Tim Newman.

In relation to medical staffing spend, Tim Newman advised there is still a dependency on agency staff due to the difficulties faced to recruit to certain posts. He confirmed this is a national issue echoed by many Trusts.

Tim Newman confirmed YDH is continuing to drawdown support from the Department of Health to fund the deficit and capital projects (such as the modular ward). He confirmed CIP and capital expenditure are both in line with the budget.

John Hawkins questioned why the cost of the modular ward had increased from £3.3m to £3.5m Tim Newman advised the main reason had been the additional steel structure which had to be erected to provide support for the modular ward.

	<p>Paul Porter asked for a definition of a “public dividend capital (PDC)”. Tim Newman advised if the drawdown funds are provided to YDH as a loan but converted to PDC, the Trust would only pay interest on the PDC. If however the funds remain a loan, as they are currently, YDH would pay back interest and the capital.</p> <p>Jane Lock asked of the impact financially for YDH to provide all employees with the living wage. Tim Newman advised there will be minimal impact for the Trust as the majority of employees already receive higher than the living wage salary.</p> <p>Paul Mears confirmed him, the Chairman and Tim Newman meet regularly with Monitor to review progress. Paul Mears acknowledged the significant efforts which had been undertaken in the recruitment of nursing staff and with the progress made to recruit consultants. There was acknowledgement that radiology recruitment in particular remains a challenge both locally and nationally.</p>	
52/15	<p><b>CHIEF EXECUTIVE REPORT</b></p> <p>Paul Mears presented highlights from his written report, from which it was noted that:</p> <p><b>Junior Doctors’ Strike Action</b></p> <p>Paul Mears advised the 3 days of strike action scheduled for December 2015 had been called off. He confirmed the impact had been relatively small for the Trust with only a small number of operations and outpatient clinic appointments being rescheduled. Paul Mears said the next stage of negotiations are awaited.</p> <p><b>Chairman</b></p> <p>Paul Mears thanked the Chairman for his leadership and guidance during his tenure and said Peter Wyman had been critical to enabling the success of YDH. Peter Wyman said being Chairman of YDH has been a fantastic experience.</p> <p><b>New Interim Chief Officer for Integrated Care</b></p> <p>Paul Mears confirmed Mandy Seymour-Hanbury had been appointed as the Interim Chief Officer for Integrated Care and, as the former Chief Executive of Torbay and Southern Devon Health &amp; Care Trust (previously Torbay Care Trust), she has almost unparalleled experience of integrated care systems.</p> <p><b>Director of Elective Care Appointment</b></p> <p>Paul Mears confirmed the Trust is in final negotiations with the preferred candidate following interviews for the post of Director of Elective Care subject to which, they will join YDH in the new year.</p> <p><b>iCARE Awards</b></p> <p>Paul Mears spoke of the fantastic opportunity to pause and reflect on the exceptional work taking place across the hospital every day at the staff iCARE awards. More than 300 members of staff and volunteers attended with 132 nominations for 8 awards. He advised the winners spanned a wide range of departments and specialisms and positive feedback had been received from attendees. John Park congratulated Paul Mears and Helen Ryan on hosting the awards.</p> <p><b>Car Park Update</b></p> <p>Paul Mears confirmed works will commence in January 2016, firstly with the creation of the opening of the link road onto the dual carriageway. Paul Mears acknowledged there will be a disruption in the service for 12 months. He confirmed an interim solution for staff who are affected by the works had been communicated with them.</p>	

	<p><b>TrakCare (Electronic Health Record) Update</b></p> <p>Paul Mears advised the decision had been made with Intersystems to delay the roll-out of TrakCare until Spring 2016 to ensure YDH has adequate time to prepare and train staff. He advised that YDH had the opportunity to visit a Trust in the North of England who had recently implemented TrakCare and which provided the team with invaluable learning experience to help ensure any issues experienced by that Trust are addressed by YDH before its go live in Spring 2016.</p> <p>Paul Mears confirmed an update on the modular ward and the CQC inspection had been discussed in the governor seminar session and earlier this morning and during the course of the meeting and so it was not repeated here.</p> <p>Nick Crow asked if a bid had been submitted for the Shepton Mallet NHS Treatment Centre. Paul Mears confirmed the current contract held by Care UK for the Shepton Mallet NHS Treatment Centre and the health campus was being procured by the Somerset CCG and YDH in partnership with Circle Bath had submitted a bid. He said the procurement process is still underway and final decision will be made in March 2016.</p>	
53/15	<p><b>UPDATE ON DEVELOPMENT OF NEW MODELS OF INTEGRATED CARE</b></p> <p>Acknowledging recognition of the Trust's plans to develop new models of integrated care and being selected as a vanguard site, Paul Mears said that progress is being made with the Symphony work and a Programme Board is in place to oversee development of the plans, at which there is joint and equal representation from YDH and primary care. In addition he said there is representation from Somerset Partnership NHS Foundation Trust, Somerset County Council and Somerset Clinical Commissioning Group (CCG).</p> <p>Paul Mears advised there are three key areas of focus for the Programme Board:</p> <ul style="list-style-type: none"> <li>• complex care hub – the hub situated at YDH has been operating since June 2015 and has received exceptional feedback from patients. Paul Mears confirmed for those patients managed by the hub when compared with the data from 2014, there has been a 30% reduction in the number of hospital admissions and a 50% reduction in the length of stay for the patients who have been admitted. Two further hubs within the county will be set up and the venue of the hubs is currently being arranged.</li> <li>• enhanced primary care – for patients with one or two long term conditions who are currently managed by their GP practice, the Programme Board are working with 12 South Somerset GP practices to develop the enhanced primary care model which will enable more patients to be treated outside of an acute setting. The model involves providing practice staff with the skill set to manage additional services within the practices and working with some of the YDH teams, such as physiotherapy team, who will be able to provide therapy services within primary care. Health coaches will also be available within the practices to help patients manage their behaviours in relation to their health.</li> <li>• governance structure and outcomes based commissioning – Paul Mears confirmed the Programme Board have reviewed the governance structure for the new models of care and will continue to develop this as projects progress. He spoke of the move towards outcomes based commissioning which will be a significant change from the current commissioner and provider contract arrangements which are focused on activity and yearly renewable contracts.</li> <li>• Paul Mears advised outcomes based commissioning will allow providers to work together and decide how to allocate the population resource funds in</li> </ul>	

	<p>order to achieve the outcomes set by the commissioner and the contract will be over a longer time period than the current arrangements in order to provide time for the outcomes to be achieved.</p> <p>John Park asked whether GPs in Dorset were engaged in the process. Paul Mears confirmed there have been discussions with the community provider in Dorset, Dorset GPs, Dorset CCG and the Dorset County Hospital and there could be the possibility of developing a similar model in a GP practice in Sherborne but the Dorset CCG are currently undertaking a clinical services review within Dorset and this will feed into this programme of work.</p> <p>Peter Wyman said that the pace of development for the new models of care was hotting up and while it simply was not possible to predict with any certainty what developments will take place it is likely that some will have occurred before the next meeting of the Council. He said the Chief Executive and the new chairman will do their best to advise the Council of matters as they happen but because of their commercial sensitivity, and the timing of the meetings it may not always be possible to do so in advance. Should there be a transaction which under the constitution requires the approval of the Council it will of course not be entered into unconditionally until such approval is obtained.</p> <p>The Council welcomed the update and supported the direction of travel to develop new models of integrated care.</p>	
54/15	<p><b>REPORTS FROM ASSURANCE COMMITTEES</b></p> <p>The Council were advised that copies of the draft minutes for Governance Assurance Committee and the Audit Committee which were held on 14 October 2015 would be circulated by email when finalised. John Park advised that the Audit Committee had reviewed the audit programme of work for the new year and received an internal review of consultant job plans and the recommendations being taken forward.</p>	
55/15	<p><b>REPORTS FROM GOVERNOR WORKING GROUPS</b></p> <p>It was noted that the Council had received by email copies of the draft minutes for the governor working groups, verbal updates on which were provided as follows:</p> <p><b>Membership and Communications – 05 November 2015</b></p> <p>Hala Hall advised the group had reviewed the membership statistics, membership events and the revised membership form. The Council was provided with copies of the revised membership form and asked to recruit new members. Hala Hall commented on the attendance of the group members and advised decisions are unable to be made due to the group not being quorate. Hala Hall invited any governors who would like to become a member of the group to contact Samantha Hann.</p> <p><b>Strategy and Performance – 12 November 2015</b></p> <p>Alison Whitman advised the group had an in-depth discussion with Jonathan Higman, Director of Strategic Developments, in relation to the revised and much more accessible Trust strategic objectives and priorities.</p>	<p><b>ALL</b></p> <p><b>ALL</b></p>
56/15	<p><b>PATIENT EXPERIENCE COMMITTEE UPDATE</b></p> <p>Yvonne Thorne advised she was unable to attend the last Patient Experience Committee but would ask Judith Lindsay-Clark to circulate an update to the Council electronically.</p>	<b>JLC</b>

57/15	<p><b>FEEDBACK FROM MEETINGS</b></p> <p>Peter Wyman advised governors had been invited to attend local health meetings across the county. Feedback would be provided to each organisation and representatives from their organisations had been invited to attend the YDH Council of Governor meetings. The Council received feedback from the YDH representatives who had attended the following meetings:</p> <p><b>Royal United Hospital Bath NHS Foundation Trust Council of Governors Meeting – 8 October 2015</b> Hala Hall and John Webster attended.</p> <p><b>Somerset Clinical Commissioning Group Governing Body Meeting – 22 October 2015</b> Sue Brown, Sue Bulley, Nick Craw, Samantha Hann and Jade Renville attended.</p> <p><b>Wincanton Health and Social Care Forum – 3 November 2015</b> Sue Brown attended.</p> <p><b>South West Governor Exchange Network – 19 November 2015</b> Alison Whitman attended.</p> <p><b>Visit to South Western Ambulance Services NHS Foundation Trust</b> John Hawkins attended. Samantha Hann provided feedback which had been received from the Somerset Partnership NHS Foundation Trust Governors who attended the Trust’s Council meeting on 17 September 2015.</p>	
58/15	<p><b>ANY OTHER BUSINESS</b></p> <p>David Recardo advised he recently attended a presentation evening at Yeovil College regarding the way forward in the future where they discussed a medical learning facility. Paul Mears spoke of the discussions between YDH and Yeovil College regarding the proposal of a career college where students will be able to study and work through a pathway to a career within health care.</p> <p>Philip Tyrrell asked whether the local MP had visited the hospital since his election earlier in the year. Peter Wyman confirmed Marcus Fysh had visited the Trust early Autumn and another visit had been arranged for mid December.</p> <p>The Council discussed the increasing population within the Trust’s catchment area and the subsequent increase in demand on the services provided by YDH.</p> <p>There was no further business to discuss.</p>	
59/15	<p><b>EXCLUSION OF THE PUBLIC</b></p> <p>The Council resolved to exclude the public and others for the remainder of the meeting.</p>	
60/15	<p><b>DATE OF NEXT MEETING</b></p> <p>The next meeting will be held on Thursday 03 March 2016.</p>	