

KINGSTON HOSPITAL NHS FOUNDATION TRUST
**Minutes of the Meeting of the Council of Governors held on Tuesday 16th October
 2018 in Lecture Theatre 1, Kingston Hospital Surgical Centre**

Present:	Appointing Organisation/Constituency	
Sian Bates	Chairman	SB
Richard Allen	Elected Governor – Kingston	RA
Dr Marita Brown	Elected Governor - Kingston	MB
Frances Kitson	Elected Governor – Kingston	FK
Bonnie Green	Elected Governor – Richmond	BG
Cathy Maker	Elected governor- Richmond	CM
CJ Kim	Elected Governor – Elmbridge	CJK
Marilyn Frampton	Elected Governor - Merton	MF
Dr Doug Hing	Appointed Governor - Wandsworth, Merton and Sutton CCGs	DH
Ursula Kingsley	Staff Governor – Management and Administrative Staff	UK
Sarah Connor	Staff Governor – Nursing and Midwifery	SC
Carlin Conradie	Staff Governor - Allied Health Professionals and Clinical Support Staff	CC
Terry Silverstone	Elected governor- Richmond	TS
Felicity Merz	Elected governor - Wandsworth	FM
Jack Saltman	Elected Governor – Elmbridge	JS
Paul Hide	Elected Governor – Sutton	PH
Robert Markless	Elected Governor - Kingston	RM
Nicola Urquhart	Appointed Governor - London Borough of Richmond	NU
Cllr Christine Elmer	Appointed Governor - Elmbridge Borough Council	CE
Cllr Rowena Bass	Appointed Governor- Royal Borough of Kingston upon Thames	RB
In attendance:		
Ann Radmore	Chief Executive	AR
Susan Simpson	Director of Corporate Governance	SS
Dr Rita Harris	Non-Executive Director/Senior Independent Director	RH
Joan Mulcahy	Non-Executive Director	JM
Jonathan Guppy	Non-Executive Director	JG
Dame Cathy Warwick	Non-Executive Director	CW
Sylvia Hamilton	Non-Executive Director	SH
Apologies:		
Helen Haywood	Elected Governor – Kingston	HH
Michelle Deans	Elected Governor - Kingston	MD
Seamus Joyce	Elected Governor – Richmond	SJ
Dr Naz Jivani	Appointed Governor - Kingston CCG	NJ
Dr Nav Chana	Non-Executive Director	NC
Dr Kate Moore	Appointed Governor - Richmond CCG	KM
Dennis Doe	Elected Governor – Kingston	DD
Prof Peter Tomkins	Elected Governor - Rest of Surrey and Greater London	PT
Cllr Margaret Thompson	Appointed Governor – Royal Borough of Kingston upon Thames	MT
Dr Heather Patel	Appointed Governor - Surrey Downs CCG	KP
Dr Julia Gale	Appointed Governor – Kingston University	JG
Cllr Drew Heffernan	Appointed Governor- Sutton and Merton Borough Councils	DHe

1.	Apologies for absence	Action
1.1.	Apologies were accepted as listed above.	
2.	Declaration of Interests	
2.1.	None declared.	
3.	Minutes and Matters arising	
3.1.	<p>The minutes of the meeting held on 18th July 2018 were approved as a correct record following the changes below:</p> <ul style="list-style-type: none"> • Paul Hide was present. • Cllr Richard Broadbent resigned prior to the meeting, no apologies needed. <p>The action from the last meeting was closed.</p>	
4.	Lead Governor's Report	
4.1.	<p>RA gave a verbal report on his activities since the last meeting, which included:</p> <ul style="list-style-type: none"> • Attending Governor Training event • Having two one to one meetings with Governors • Attending the Kingston Primary Care Commissioning meeting in August • Attending two meetings with the Chairman and Secretary • Attending the CQC results briefing • Participating in two Governor desks • Making a written contribution to the September meeting of the Membership & Engagement Committee • Participating in the Joint Governor/NED meeting in September • Hosting a private meeting of Governors • Attending the October Trust Board meeting 	
4.2.	There were no questions for RA.	
5.	Chairman's Report	
5.1.	<p>SB announced the following substantive changes to the membership of the Council of Governors:</p> <p><u>Public Governors standing down:</u> Dennis Doe (Kingston) Helen Haywood (Kingston) Seamus Joyce (Richmond) Dr Heather Patel (Surrey Downs CCG)</p> <p><u>Changes in Appointed Governors</u> Nicola Urquhart (LB Richmond) - Cllr Piers Allen appointed from November Cllr Kim Caddy (Wandsworth BC) - replacement not yet notified Cllr Richard Broadbent (Sutton/Merton BCs) - Cllr Drew Heffernan appointed Cllr Ken Smith (RBK) - Cllr Rowena Bass appointed</p> <p><u>Election nominations</u> Kingston (4 seats - 4 nominations = nominees to be appointed unopposed) Richmond (2 seats - 2 nominations = nominees to be appointed unopposed) Elmbridge (1 seat - 3 nominations = election to be held) Staff: Medical & Dental Practitioners (1 seat - 1 nomination = nominee to be appointed unopposed)</p>	
5.2.	SB gave special thanks to NU for her valuable contribution as a governor and welcomed RB to her first Council of Governors meeting.	

5.3.	The Chairman had attended the NHS Providers Chairs and CEOs meeting. SB briefed the Council of Governors on the highlights, which set the scene for delivery of the 10 year plan and the changes needed to support integration and a new system approach. There had been an inspirational presentation on the challenges and financial incentives for delivering the 10 year plan.	
5.4.	SB said the same themes were recurrent in the various presentations received and mentioned there was a clear expectation that providers would be required to break even. SB believed this would only be possible with a new system architecture of integrated care and focus on the transformation of the workforce.	
PERFORMANCE		
6.	Chief Executive's Report	
6.1.	The Chief Executive presented her report and advised that the current key risks for the Trust are: <ul style="list-style-type: none"> • Winter pressures and the impact on performance • Financial sustainability • Workforce recruitment and retention in some specific areas and long term supply • Capacity to achieve the strategic change needed with partners to transform services in a complex system. 	
6.2.	On Quality and Performance, AR advised the Trust is 3 rd in the country for cancer performance and 11 th for RTT and that the Chief Operating Officer is bidding for extra funding in order to keep pace with demand in cancer diagnostics.	
6.3.	AR was pleased to report formally to the Council of Governors on the CQC's judgement of 'Outstanding' overall for the Trust. She reported that there were 'No Must Do' actions following the latest CQC inspection and very few 'Should do' actions to be achieved.	
6.4.	The Use of Resources assessment identified areas of strong performance. However, it gave the Trust a 'Requires Improvement' as the agreed control total had not been achieved in the previous financial year.	
6.5.	On Financial Performance, AR was confident that the Trust will achieve its £6m deficit control total in 2018/19 and highlighted the financial consequences of winter as being the most significant risk to the year-end position.	
6.6.	Under the heading of Workforce, AR talked about the current workforce targets and advised on a 9.8% response rate to the Staff Survey in the first week since opening.	
6.7.	AR spoke about the major emphasis on staff health and wellbeing (HAWB) and the impact the HAWB strategy launched in 2017 has had on staff. This had been reflected in the 2017 Staff Survey results. She highlighted the Trust now has the best staff sickness absence rate in London.	
6.8.	The Chief Executive announced the arrival of Alex Berry as Director of Integration and explained how her appointment will lead to accelerated collaboration at hospital, borough and South West London level and overall integration and delivery of transformation schemes.	
6.9.	It was noted that the four acute hospitals in South West London are working together to further develop the South West London Pathology Network and are set to form a new partnership in 2019.	
6.10.	AR advised that the Director of Nursing and Quality had presented to the Trust's Executive Management Committee the findings of the comprehensive review of the introduction of car parking charges for Blue Badge Holders (BBH). The original	

	decision had been revised and a new reduced flat fee charge would be introduced in January 2019.	
6.11.	AR responded to the questions received from governors in advance of the meeting.	
6.12.	In response to the question on what contingency plans the hospital is making in respect to Brexit, AR advised that there is a contingency plan group led by the Chief Operating Officer and that contingency planning for Brexit will be aligned with business continuity plans in place for Emergency Preparedness and Resilience. It was likely that Brexit preparations would be led by Silver Command starting from January 2019.	
6.13.	AR was asked what options are being considered for siting the Fees Office once Regent Wing is closed. AR noted the implication from the question that the closing of Regent Wing might lead to that, but there was no direct link. Alternatives were being considered in the light of feedback from the BBH car parking review.	
6.14.	A question had been received regarding the finance position, asking what would be the strategy for bringing the current high level and over performance of non-elective work into a better balance with elective work. AR advised that the Trust has seen a 2.5% growth in non-elective and this is significantly lower compared with the rest of the country. She stated that the Trust will continue to work closely with the CCG to manage growth and that this is monitored closely at EMC level.	
6.15.	Questions on the Chief Executive's report were invited from governors.	
6.16.	TS asked whether the Medical Wards 'Should Do' CQC actions on improving medicines stock process were related to the pharmacy administration as he thought the clinical staff do an excellent job at administering the medicine to patients. AR clarified that these relate to the rotation of medicines in the wards and focused on process.	
6.17.	RA asked whether the recent news story about disposal of NHS clinical waste had affected the Trust. RA also asked whether a decision had been taken regarding the replacement of the Esher Wing tiles. AR responded that the Trust had not used the services of the firm named in the news story and therefore there had been no impact. In terms of the replacement of the tiles, AR advised that the preferred option for replacing them might require planning permission and that the best option is being investigating by planners and architects.	
6.18.	CM asked when the governors could expect an update on the timescales for implementing the options reconsidered on Blue Badge Holders and also stated that she did not believe the report received had been clear on the BBH Charges Review Group's preferences. AR confirmed that the Review Group had preferred not to charge and apologised if this information was not clear in the paper. She said that implementation plans for the reduced rate would be reviewed at the next Executive Management Committee meeting.	
6.19.	FK noted a reference in feedback from the Use of Resources assessment to the Trust being required to break even and asked whether this was to be regarded as a 'Must Do' in the same sense as for a CQC report. AR acknowledged that interpreting requirements under the new combined CQC/NHSI assessment approach could be confusing and confirmed that, whilst there was no 'Must Do' for financial outturn included in the CQC report, there was an expectation that the Trust would meet its control total in order to improve the Use of Resources assessment.	
COUNCIL OF GOVERNORS COMMITTEE REPORTS		
7.	Quality Scrutiny Committee	
7.1.	BG presented the summary of discussions from the meeting of the Governor's Quality Scrutiny Committee (GQSC) held on the 19 th September 2018, highlighting	

	<p>the following points:</p> <ul style="list-style-type: none"> • Dame Cathy Warwick was welcomed as the new chair of QAC and Melanie Whitfield, as the new Head of Patient Safety, Governance and Risk. • Quarterly Quality Report 2018/19 was presented by the Director of Nursing and Quality. • Quality Assurance Monthly Report Maternity was presented by Dame Cathy Warwick. • A meeting was scheduled with the Director of Nursing and Quality to select the quality priorities and discuss the draft report. • Over 50% of comments received following feedback from Governor Desks were positive with a report on themes undertaken by BG. During governor desks, the governors have been asked to include the names of the clinicians mentioned by patients in the feedback forms. • BG suggested a different format for presenting the information from the Governor Walkabouts and Governor Desks. • The Director of Nursing and Quality gave assurances that there is considerable positive data on the transformation process to measure 'administration' issues against Quality Priorities. • The Patient Experience Committee report highlighted a generally low response from inpatients where English is not their first language, which the Equality and Diversity Committee will be sighted on. 	
7.2.	BG commented the CQC report gave the Committee immense reassurance and there are no projects for assurance seeking scheduled on the next GQSC meeting agenda.	
7.3.	SB thanked BG for her report and commended the group for their hard work.	
8.	Membership, Recruitment and Engagement Committee	
8.1.	NU thanked SB for her kind words on her contribution as a governor and praised the quality of the services offered by the Trust.	
8.2.	NU provided a summary of the discussion from the committee meeting held on 11 th September 2018 where a representative from the provider of the Trust's membership database service attended to demonstrate the options available to the Trust for analysis of the membership profile and use of the data for communication and engagement.	
8.3.	NU thought the discussion with the provider representative to be fascinating, leading to ideas on how to engage better with the local population. The Committee agreed more work is required to make the membership representative of the local population and asked for further data on the membership profile to help with the longer term plans stipulated in the Membership Strategy.	
8.4.	In terms of governors' engagement activities, the Governor Desks were considered a great success, increasing the membership feedback reports and providing further assurances. It was noted that this year there had been no presence at the Fresher's Week at Kingston University and it was hoped this would be rectified for next year.	SS
8.5.	NU advised that the committee intends to review the membership profile and the Membership Strategy at the next meeting.	
8.6.	RA congratulated the group on the great progress made on a strategic level. He asked what steps were being taken to share the Communications Strategy with the governors.	

Enclosure A

8.7.	RA felt it was disappointing to have no staff support at the Fresher's Week given that the committee aims to recruit as many members as possible. He asked whether on certain occasions the staff members can be substituted with governors keen on helping.	
8.8.	SS and SBr thought the governor walkabouts and governor desks feedback forms could be presented as a combined report and that the Quality Scrutiny Committee, Patient Experience Committee and Membership, Recruitment and Engagement Committee would benefit from a consolidated approach with clear guidance on looking at the reports through a different lens.	SS/SBr
8.9.	JS thought the volunteering benefits could be easily marketed to local students.	
8.10.	SS advised that there is an outline plan for the Trust's Communication Strategy. The Interim Head of Communications would begin drafting in November. An update on progress would be provided at the January meeting.	SS
8.11.	RM asked whether the recruitment of new volunteers could be speeded up, as he had heard there is currently a 2-3 months delay in getting them on board and asked for clarification on why this is the case. SBr advised there had been staff turnover within the team, with interim staff focusing on maintaining the status quo rather than increasing numbers.	
8.12.	FK noted that it would be useful for people who sign up to become members to receive an acknowledgement message when registered. SS would look into how this could be achieved.	SS
8.13.	FM enquired whether the membership figures by boroughs could be shared with the group. SS advised a report could be run to find out the numbers and she would distribute them afterwards.	SS
GOVERNANCE		
9.	Feedback from Governors on member and public engagement	
9.1.	CJ stated he liked tremendously working with NU and thanked her for her contribution as Chair of the Membership, Recruitment and Engagement Committee meeting. He announced a fundraising event being organised on 2 nd November at the Kingston Grammar School. CJ invited all the governors to come along to acknowledge the good work of the Korean community and to encourage continued good relationships with the Trust.	
9.2.	TS described the walkabout with JG at the Staff Nursery and praised the outstanding and inspirational work undertaken there.	
10.	Forward Plan	
10.1.	Content of the plan was noted.	
11.	Close of the public meeting	
11.1.	The Council of Governors moved into confidential session.	