

**Minutes of the Meeting of the Council of Governors held on  
Thursday 15<sup>th</sup> July 2021 from 6.00pm, via MS Teams**

| <b>Present</b>               | <b>Appointing Organisation / Constituency</b>             |     |
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| Sian Bates                   | Chairman  | SB  |
| Councillor Piers Allen       | Appointed Governor, London Borough of Richmond            | PA  |
| Richard Allen                | Elected Governor, Kingston                                | RA  |
| Anne Blanche                 | Elected Governor, Kingston                                | AB  |
| Jennifer Bunn                | Staff Governor, Management and Administrative Staff       | JB  |
| Councillor George Crivelli   | Appointed Governor, Wandsworth Borough Council            | GC  |
| Alison Dicks                 | Staff Governor, AHP & Clinical Support                    | AD  |
| Isabelle Donnelly            | Elected governor, Richmond                                | ID  |
| Bonnie Green                 | Elected Governor, Richmond                                | BG  |
| Dr Naz Jivani                | Appointed Governor, SW London CCG                         | NJ  |
| CJ Kim                       | Elected Governor, Elmbridge                               | CJK |
| Frances Kitson               | Elected Governor, Kingston                                | FK  |
| Cathy Maker                  | Elected Governor, Richmond                                | CM  |
| Councillor Bruce McDonald    | Appointed Governor, Elmbridge Borough Council             | BM  |
| Felicity Merz                | Elected governor, Wandsworth                              | FM  |
| Ash Neil-Gallacher           | Elected Governor, Kingston                                | ANG |
| Catherine Okonkwo            | Elected Governor, Rest of Surrey and Greater London       | CO  |
| Raju Pandya                  | Elected Governor, Kingston                                | RP  |
| Jack Saltman                 | Elected Governor, Elmbridge                               | JS  |
| Geoffrey Shorter             | Elected Governor, Merton                                  | GS  |
| Susan Smith                  | Elected Governor, Richmond                                | SS  |
| Diane Taboada                | Staff Governor, Nursing and Midwifery                     | DT  |
| Councillor Margaret Thompson | Appointed Governor, Royal Borough of Kingston upon Thames | MT  |
| Pravin Menezes               | Staff Governor, Medical & Dental Practitioners            | PM  |
| <b>In Attendance</b>         |   |     |
| Jo Farrar                    | Chief Executive   | JF  |
| Olivia Arney                 | Associate Member for Young People                         | OA  |
| Sam Armstrong                | Director of Corporate Governance and Trust Secretary      | SA  |
| Mairead McCormick            | Chief Operating Officer & Deputy CEO (item 9)             | MM  |
| Tara Ferguson-Jones          | Head of Communications                                    | TFJ |
| Laura Shalev Greene          | Head of Volunteering (item 8)                             | LSG |
| Yarlina Roberts              | Chief Finance Officer (item 9)                            | YR  |
| Dr Nav Chana                 | Non-Executive Director                                    | NC  |
| Dr Rita Harris               | Non-Executive Director/Senior Independent Director        | RH  |
| Sylvia Hamilton              | Non-Executive Director                                    | SH  |
| Damien Régent                | Non-Executive Director                                    | DR  |
| Dame Cathy Warwick           | Non-Executive Director                                    | CW  |
| Iscelyn Richards-Tait        | Corporate Governance Manager (minutes)                    | IRT |
| <b>Apologies</b>             |   |     |
| Michelle Deans               | Elected Governor, Kingston                                | MD  |
| Dr Julia Gale                | Appointed Governor, Kingston University                   | JG  |
| James Giles                  | Elected Governor, Kingston                                | JGi |
| Jonathan Guppy               | Non-Executive Director                                    | JGu |

There were no members of the public in attendance.

| <b>1.</b> | <b>Apologies and Welcome</b>  | <b>Action</b> |
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| 1.1.      | SB welcomed all those present and attending. Apologies were noted as above. |               |

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| <b>2.</b> | <b>Declarations of Interest in Matters on the Agenda</b>  |  |
| 2.1.      | No interests were declared.   |  |
|           | <b>STRATEGY</b>   |  |
| <b>3.</b> | <b>Chief Executive's Report</b>   |  |
| 3.1.      | JF presented the highlights of the Chief Executive's report.  |  |
| 3.2.      | The Trust was currently treating six Covid-19 positive patients.<br><br>Since June 2020 the Trust had treated 1392 Covid-19 positive patients. Of this number, the data suggested that 147 were probably hospital acquired and 120 were actually acquired during an in-patient stay.  |  |
| 3.3.      | JF confirmed that the Trust Covid-19 restrictions would remain unchanged despite the easing of national restrictions from 19 <sup>th</sup> July 2021. He was pleased to see the NHSE announcement regarding the wearing of masks by members of the public within the Trust.<br><br>He informed the Council that more staff would be visible and on hand from 19 <sup>th</sup> July 2021 to manage patient expectations in light of the relaxation of restrictions outside of the Trust.   |  |
| 3.4.      | JF noted that SA would be investigating the re-introduction of the Governor Desks; however this would only be done in line with NHSE guidance, and infection prevention and control requirements. Governors would be updated in due course.<br><br>Vaccination data across SW London and with Trust staff was noted.  |  |
| 3.5.      | The Trust performance against the 18-week-wait target had improved. All cancer targets in May had been achieved by the Trust, and it was delivering on the 6-week diagnostic performance.<br><br>The Governors were informed that the day surgery unit was now fully operational.<br><br>A new surgery treatment centre was opened in June 2021 at Queen Mary's Hospital (Roehampton), which was part of St George's Hospital NHS Foundation Trust, and Kingston Hospital would have use of one of the theatres, which would assist in enabling the recovery. |  |
| 3.6.      | The Emergency Department was under significant pressure and pre-covid attendance levels were now being observed. The whole system was experiencing similar pressure. There had been an increase in the presentation of paediatric and mental health patients at the Trust as well as elsewhere.   |  |
| 3.7.      | The Trust was taking steps to develop a new strategy for its allied health professionals. The Trust would be working with local partners on this.   |  |
| 3.8.      | Congratulations were extended to former employee and founder of the Trust's neonatal charity 'Born Too Soon', Pauline Woods MBE. Pauline was recently recognised in the Queen's Birthday Honours list.<br><br>JF also congratulated Tara Ferguson-Jones on her appointment as Director of Communications and Engagement across both the Trust and HRCH.   |  |
| 3.9.      | As part of the Chief Executive's report, the Council of Governors received a presentation from Dr Naz Jivani.   |  |
| 3.10.     | NJ introduced the proactive anticipatory model of care. The purpose of the model, which was being undertaken as a pilot, was to proactively identify the health and social needs of patients in an effort to prevent hospitalisation and deterioration of clinical presentation.  |  |
| 3.11.     | It aimed to benefit patients with complex needs, to assist carers, reduce the need for reactive healthcare, and deliver better interconnectedness between the health system, voluntary and social care sectors.<br><br>A proof of concept had been developed with a primary care network in Richmond,   |  |

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|           | and the Governors were informed about how this was being implemented. A key aspect was the assessment of people through data analytics and the work of a multidisciplinary team.  |  |
| 3.12.     | NJ provided a high level summary of the rollout of the model and the change management system used.   |  |
| 3.13.     | SB thanked NJ for the presentation.   |  |
| <b>4.</b> | <b>Q&amp;A</b>  |  |
| 4.1.      | <p>JS thanks NJ for his presentation, noting that it was a brilliant initiative but wondered how it would strive to incorporate East Elmbridge.</p> <p>NJ responded that East Elmbridge had a similar model in operation at present. There was an opportunity for all groups in the system to learn from each other. Towards the end of the year, it would be possible to review the differences that the model had achieved before rolling it out across different PCNs.</p>   |  |
| 4.2.      | <p>RA thanked NJ for his presentation and asked whether social prescribing would be included in the development of the model, and if funds were being diverted away from treating patients for the initiative.</p> <p>In response, NJ reported that social prescribing colleagues, as well as caring coordinators, were included as part of the multidisciplinary team work, and noted that their involvement was necessary to drive progress forward. He reassured RA that these activities were not at the expense of treating patients, however it may be that in the future, these actions could reduce in-patient related costs.</p>   |  |
| 4.3.      | SS asked if an output would be the reduction of referrals for tertiary care, and what communications plan was there to accompany the model. In response, NJ confirmed that a reduction in referrals would be a measured outcome. He added that the model would be highlighted to the community, as well as proactive communications coming from the SW London communications team.  |  |
| 4.4.      | <p>AB asked if this had been through public consultation. NJ responded by clarifying that while public consultation was not required to develop the model, stakeholders, including patients and carers, were involved in its development.</p> <p>CM requested more information about four doctors who had resigned from the Trust Emergency Department.</p> <p>In response, JF confirmed that four consultants had recently left the Trust Emergency Department, however all had done so for personal reasons: one had relocated to Spain; another had left to take a position in Watford; and two had left to set up a trauma network in East Anglia. MM added that the Trust was working to recruit and retain emergency care doctors, however there was a challenge due to the Trust Emergency Department work being mostly general medicine and surgery and many young consultants preferred the opportunity to do major trauma work.</p> |  |
| <b>5.</b> | <b>Chairman's Report</b>  |  |
| 5.1.      | SB provided a verbal report.  |  |
| 5.2.      | SB welcomed Cllr Bruce McDonald to his first Council of Governors meeting. Cllr McDonald was appointed by Elmbridge Borough Council on 21 June 2021.  |  |
| 5.3.      | <p>SB noted that there was a new Secretary of State for Health and Social Care, and that there was an imminent appointment of a new NHSE/I Chief Executive. SB was keen to highlight the following risks, challenges and issues that the Governors should be made aware of:</p> <ul style="list-style-type: none"> <li>• The Trust had a very busy Emergency Department, and, although doing well, there was a significant backlog of elective care activity for the Trust to work through;</li> <li>• There was winter and flu management coming;</li> <li>• There was staff fatigue throughout the Trust and staff wellbeing was of critical importance to the Board;</li> </ul>  |  |

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|                      | <ul style="list-style-type: none"> <li>• There had been rises in the number of Covid-19 cases throughout the local boroughs;</li> <li>• The Trust had not yet received its financial allocation for the second half of the year (H2);</li> <li>• There was a new bill before Parliament, with an absolute priority to implement Integrated Care Systems (ICS) and Place to deliver joined up care;</li> <li>• There was also a spending review scheduled for autumn.</li> </ul> <p>She added that this was a very complex period and assured the Governors that the Board was overseeing these issue, challenges and risks.</p> |  |
| <b>6.</b>            | <b>Lead Governor's Report</b>   |  |
| 6.1.                 | FK provided a verbal report.  |  |
| 6.2.                 | A warm welcome was extended by FK to Cllr McDonald.   |  |
| 6.3.                 | Since the last Council of Governors meeting, FK had attended the HealthWatch meeting and had several discussions regarding the Governor and Lead Governor elections.  |  |
| 6.4.                 | <p>FK raised the importance of Governors volunteering with the Trust. Stating that Governors have the capacity to bring much value to the patient and that it would further enrich their roles as Governors.</p> <p>She hoped that, in line with NHSE guidance, that volunteering opportunities for Governors would soon return to the hospital.</p>  |  |
| 6.5.                 | <p>FK met with Non-Executive Director Rita Harris. It was her goal to meet with all of the Non-Executive Directors prior to her departure in November 2021.</p> <p>She intended on collating all of her notes from these meetings in the hope that this may prove helpful to the next Lead Governor.</p>  |  |
| <b>7.</b>            | <b>Minutes of Last Meeting held on 10<sup>th</sup> May 2021</b>   |  |
| 7.1.                 | <p>The minutes of the previous meeting were approved as a correct record with the following amendments:</p> <ul style="list-style-type: none"> <li>- minute 3.12 change '<i>Richard</i>' to '<i>Richmond</i>'</li> <li>- minute 11.4 change "Quality Assurance Committee' to <i>Governors Quality Scrutiny Committee</i>'.</li> </ul> <p>The Council of Governors approved the action log.</p>  |  |
| <b>PRESENTATIONS</b> |   |  |
| <b>8.</b>            | <b>Volunteering and Governors</b>   |  |
| 8.1.                 | The Council of Governors received a presentation from Laura Shalev-Green, Head of Volunteering, which was included in the meeting papers.   |  |
| 8.2.                 | <p>It was noted that the Trust had a wide range of volunteers aged from 16 to 91. Long service awards from 5 to 35 years plus were celebrated each year. The Trust had circa 300 volunteers and from 50-100 in the pipeline.</p> <p>The best volunteering placements were where we have staff and volunteers working side-by-side to deliver outstanding healthcare.</p>  |  |
| 8.3.                 | It was noted that Governors would be welcomed to apply to be volunteers.  |  |
| 8.4.                 | <p>ID thanked LSG for her presentation.</p> <p>She remarked that she had volunteered for 18 months, and had found it the most amazing experience. She went on further to explain that her experience of volunteering made her want to become a Governor and recommended it to follow Governors.</p> <p>She also wished to commend the fantastic volunteer training.</p>   |  |

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| 8.5.                 | <p>RA thanked LRT for the presentation and sought confirmation that the volunteers undertook DBS checks.</p> <p>LSG confirmed that all volunteers were subjected to DBS checks.</p>  |            |
| 8.6.                 | <p>GC asked whether volunteers had a job description.</p> <p>LSG confirmed that volunteers had a role profile, which was available on the Trust website. The volunteering team use 'role profiles' instead of 'job descriptions' in an effort to differentiate from employment language.</p> <p>Successful applicants needed to demonstrate understanding of the role profile at interview stage.</p>  |            |
| 8.7.                 | <p>BG asked for clarity regarding the time commitment expected of a volunteer.</p> <p>In response, LSG informed Governors that volunteers were asked to commit a minimum of 3 hours per week. Volunteers were advised not to commit to more than 3 shifts a week, however the Trust tried to be flexible to assist involvement.</p>  |            |
| 8.8.                 | <p>FM asked how Governors could get involved in volunteering.</p> <p>LSG directed Governors who would like to become volunteers to apply via the Trust website. However, for those who would like a shadowing experience, this could be arranged within a specific area or via a buddying system.</p> <p>SB thanked LSG for her contribution to the Trust and a great presentation, and suggested that all interested Governors email LSG</p> <p><b>IRT to circulate Laura Shalev-Greene's email address to the Governors.</b></p> | <b>IRT</b> |
| <b>9.</b>            | <b>Trust Site Development</b>  |            |
| 9.1.                 | The Council of Governors received a presentation from Mairead McCormick, Chief Operation Officer, and Yarlina Roberts, Chief Finance Officer on the Trust Site Development plan.   |            |
| 9.2.                 | <p>The vision for the site was noted, which would be developed through well-developed designs informed by staff and patients, and reflecting on the experience of Covid-19.</p> <p>The Governors noted progress against the plan and drivers for change.</p> <p>Trusts were limited to the amount they were permitted to spend on capital works, and for 2021/22 the Trust allocation was £23.7m.</p> <p><b>It was agreed to share the slides with the Governors.</b></p>  | <b>IRT</b> |
| 9.3.                 | CO asked how the development would take into consideration the backlog faced by the pain management clinic. In response, she was informed that the clinic had been temporarily relocated and that there were no plans to move the clinic until the backlog was reduced.  |            |
| 9.4.                 | <p>BG asked for more details surrounding the timing of the building works and for information on how the works would impact patients.</p> <p>YR informed BG that the Command Centre would be the first to undergo works in March 2022. The areas undergoing building works would be boarded up to pose minimal disruption to patients.</p> <p>It was noted that due to the modular nature of the building, the building works should not be regarded as 'demolition' per se.</p>   |            |
| 9.5.                 | <p>JB raised a question about the availability of parking for staff at the BT car park. YR responded that the application process was completed. Despite this, only a small proportion of staff had collected their entrance fobs.</p> <p>The estates team would be issuing another reminder, and following on from this would consider employees who were on the waiting list.</p>  |            |
| <b>1. GOVERNANCE</b> |  |            |
| <b>10.</b>           | <b>Plan for Governor Elections</b>   |            |

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| 10.1.      | The plan for the Governor Elections was taken as read and noted.   |            |
| <b>11.</b> | <b>Plan for Election of Lead Governor</b>  |            |
| 11.1.      | SA reminded the governors that FK's term as a Governor would be coming to an end in November 2021, and therefore so would here term as Lead Governor.<br><br>The Council of Governors noted the process and timeline for the Lead Governor election.<br><br>The process for electing a Lead Governor would be the same as last year and votes would be calculated using the Alternative Vote system, if needed.<br><br>The Council of Governors agreed the process and timeline. |            |
| <b>12.</b> | <b>Quality Scrutiny Committee Report</b>   |            |
| 12.1.      | The Quality Scrutiny Committee report was taken as read.   |            |
| 12.2.      | The Council was informed that the Terms of Reference had been amended to incorporate a forum for reflection on patient and public feedback.  |            |
| 12.3.      | The Quality Scrutiny Committee received a good presentation on how the Friends and Family test results were being utilised.<br><br><b>It was agreed to circulate the Friends and Family Test presentation.</b>   | <b>IRT</b> |
| <b>13.</b> | <b>Strategy Committee Report</b>   |            |
| 13.1.      | The Strategy Committee report was taken as read and noted.   |            |
| <b>14.</b> | <b>Council of Governors Forward Plan</b>   |            |
| 14.1.      | The forward plan was noted.  |            |
| <b>15.</b> | <b>Any Other Business</b><br><br>There was no other business.  |            |
| <b>16.</b> | <b>Questions from members of the public</b><br><br>There were no questions from members of the public.   |            |