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| **Minutes of the Public Council of Governors**  **Thursday, 22 May 2024, 16:00 – 17:30**  **Medway Campus, Canterbury Christ Church University Room RWg15** |

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|  | **Name:** | **Job Title:** |
| **Members:** | David Brake | Lead Governor |
|  | Hari Aggarwal | Medway Governor |
|  | Tim Newman | Medway Governor |
|  | Karen Fegan | Staff Governor |
|  | Martina Rowe | Medway Governor |
|  | Jay Patel | Swale Governor |
|  | Susan Plummer | Partner Governor |
|  | Angela Harrison | Partner Governor |
|  | Helen Belcher | Partner Governor |
|  | Anan Shetty | Medway Governor |
| **Attendees:** | Emma Tench | Assistant Company Secretary (Minutes) |
|  | Matt Capper | Director of Partnership and Strategy & Company Secretary |
|  | Nikki Lewis | Associate Director of Patient Experience |
|  | Mark Spragg | Trust Chair (interim) |
|  | Jayne Black | Chief Executive |
|  | Paul Kimber | Deputy Chief Financial Officer |
|  | Annyes Laheurte | Non-Executive Director |
|  | Mojgan Sani | Non-Executive Director |
|  | Leon Hinton | Chief People Officer |
|  | Gavin MacDonald | Chief Delivery Officer |
|  | Sarah Vaux | Chief Nursing Officer |
|  | Glynis Alexander | Director of Communications and Engagement |
|  | Alison Davis | Chief Medical Officer |
| **Apologies:** | Adebayo Da Costa | Staff Governor |
|  | Becky Bellars | Rest of England & Wales Governor |
|  | Claire Peppiattt-Wildman | Partner Governor |
|  | David Nehra | Swale Governor |
|  | John Wright | Partner Governor |
|  | Vanessa Page | Staff Governor |
|  | Mohamed Saleh | Staff Governor |
|  | Gary Lupton | Non-Executive Director |
|  | Jenny Chong | Non-Executive Director |
|  | Nick Sinclair | Chief Operations Officer |
|  | Paulette Lewis | Non-Executive Director |
|  | Chris Burton | Academic Non-Executive Director |

**1 Preliminary Matters**

1.1 **Chair’s** **Welcome and Apologies**

The Chair welcomed all present.

Apologies for absence were noted as recorded above.

1.2 **Quorum**

The meeting was confirmed to be quorate

1.3 **Declarations of Interest**

There were no conflicts of interest in relation to items on the agenda.

**2 Minutes of the Last Meeting and Action Log**

The minutes of the meeting held on 22 February 2024 were **APPROVED** as a true and accurate record.

2.2 **Matters arising and actions from last meeting**

No actions to discuss at this meeting.

2.3 **Chief Executive Update**

Jayne Black updated the Governors highlighting the following:

* Improvement of emergency performance
* Care Hub pilot underway
* Opening of Ruby Ward
* Improvements in Surgery
* Maternity achieving safety actions for the fifth year
* Launch of the Clinical Strategy
* National Recognition for support for newly registered healthcare professionals
* Staff recognised with highest civic honour
* Marking 25 years of maternity at Medway NHS Foundation Trust
* Condolences to the family and friends of James Williams, Kent Health Chief.

Check and Challenge

1. Mark Spragg, (picking up a point raised by the Governors in the previous meeting): Is there more we can do to advise members of staff about the Freedom of Medway honour.

Glynis Alexander: Communications were cascaded through all platforms. The scroll will be made visible in the entrance of the hospital giving a further opportunity to make staff aware.

**3 Quality**

3.1 **Executive Portfolio Summaries**

3.1.1 **Quality Assurance Committee**

Alison Davis and Sarah Vaux presented the report in line with the paper submitted.

The report assures Governors that Reports were reviewed for this meeting and discussed by members. Information received reflected progress being made in a number of areas, but with the need to continue to drive improvement and maintain close oversight evident. The following was highlighted:

* Deep dive in the trajectory of Safeguarding training. Target to be met in July 2024
* End of year performance for infections. Low level of avoidable harm
* Anti-microbial and Sepsis training.
* Embed mortality and morbidity meetings across the organisation.
* Friends and family Test – year ahead target, positive feedback for staff.
* Mixed sex accommodation has reduced, but still a challenge, partly due to estate and flow.
* Violence and aggression – new review group is up and running, reviewing red and yellow cards.
* Zero avoidable 2222 calls in March.
* Mortality and Morbidity, lessons learnt from deaths, ensuring all patients have the very best experience.
* HSMR and SHMI data moving into expected range. Wil now focus on a refresh of the True North, looking at structured judgement process.

Check and Challenge

1. David Brake: With a reduction in Violence and Aggression, is there evidence of issues relating to challenges made to smoking on site

Jayne Black: A group has been established to tackle smoking on site, with a number of interventions that could be put into place. The challenging of visitors who are smoking remains an issue.

3.1.2 **Finance, Planning and Performance Committee**

Paul Kimber presented the report in line with the paper submitted. The report assures Governors of reports reviewed and discussed by members. The following was highlighted:

* Deficit with late adjustments. NHSE provided deficit support funding £15m.
* Capital programme – community diagnostic, fire safety, refurbishments.
* Cash position – made application to draw down money to support the organisation.
* Moving into this year – thorough robust planning. Improvements in deficit from last year.
* Financial strategy approved. Intention to get to financial sustainable position.

Check and Challenge

1. Mark Spragg: Great to see the Rochester Diagnostic Hub working to full capacity, and the Endoscopy van, fully equipped and staffed; making a difference to the community

The cost improvement for next year is huge, how will this be tackled.

Gavin MacDonald: We have already delivered on £20m of efficiencies (last year), the Quality Assessment is in place, we are now well ahead of our target for this year.

1. Mark Spragg: The cost improvement programme should, ideally, be in place by September, we are now approaching month 3 are we able to catch up.

Gavin MacDonald: We will come nearer to this timeline this year, with good engagement and planning. Staff are looking at the project as eliminating wastage.

Paul Kimber: Colleagues are getting into the pattern of ‘this is a continuous planning cycle’ and not an annual occurrence. The debrief will start in July 2024, earlier than last year.

1. Hari Aggarwal: Will 2024/25 be a negative budget, how will this be controlled.

Paul Kimber: Yes, we have support from NHSE. There will be a piece of work on Budget Management Training.

3.1.3 **People Committee**

Leon Hinton presented the report in line with the paper submitted. The report assures Governors of reports reviewed and discussed by members. The following was highlighted:

* Staff engagement score
* Metrics going in the right direction, with vacancy rate improving
* Voluntary turnover improved, down to 9%, retaining staff.
* Staff fill rate across all groups, measure of safe staffing.
* StatMan: seen a turnaround in all classroom-based learning, improvement.
* Approval of the People Strategy.
* In depth review of staff survey data: the take away message was an improvement to 6 out of 7 of the domains. Continued improvements in methodology. Still struggling with staff recommending the organization to friends and family. Need to understand the personal stories.

Check and Challenge

1. Angela Harrison: With a deterioration in staff appraisals, this should be a focus, with a need to know what issues staff are encountering, if any.

Leon Hinton: Agreed, we have seen a slight improvement to date, our clinical areas are okay, we have a back log of recording appraisals. It is most important, especially with objective setting.

1. Susan Plummer: What is the most challenging aspect for recruitment.

Leon Hinton: It was Pharmacy, however within the next few months recruitment will be at zero. Areas of shortage are only at 2% vacancies and mainly effected by retirement. Lots of work on upskilling to address gaps in service.

1. Susan Plummer: Looking at trends for retention, what are the common reasons for leaving the Trust

Leon Hinton: Once our staff have been with us for 2 years, they tend to stay for a long time. Main reasons for leaving is relocation, mainly due to cost of living crisis. Some turnover to London trusts, but low level.

1. Angela Harrison: With recent media coverage regarding whistleblowers and staff, from other Trusts, who have been hounded out, do we know if there are any staff at MFT in that position.

Leon Hinton: This scenario would be measured through staff tribunals; there have had none for whistleblowing. We encourage staff to raise concerns.

1. Mark Spragg: What progress has been made with the deep dive into long term sickness.

Leon Hinton: Sickness has improved. There have been difficulties getting traction with Occupational Health capacity, with delays in people going through management referrals but we are making some progress in improving rates of long term sick.

The Governors were **ASSURED** by the reports

**4 People**

4.1 **Interim Review of Involvement and Engagement Strategy 2023 to 2025**

Glynis Alexander updated the Governors in line with the paper submitted. The Engagement and Involvement Framework comprises our Governor Engagement Plan, Community Engagement Strategy, and Membership Strategy. It was last updated in 2023 and will be due for another update next year. This is therefore an interim review, highlighting the current approaches, and giving Governors the opportunity to comment or suggest different approaches that might be incorporated as we consider the next steps for engagement in the community with and through Governors and Members

Check and Challenge

1. Angela Harrison: It would be useful to have a Governor pre-meet to discuss agenda items prior to the formalised meeting forum.

**ACTION CoG/001/2024**: Company Secretary Team to plan for a Governor Pre-Meet before the Private Council of Governors. The agendas for Private and Public meetings to be reviewed for meeting discussion and challenge.

1. Susan Plummer: Comms and Engagement invited to Canterbury Christ Church University welcome week for new students.

David Brake: This has been a successful, event in the past, for recruiting new Members to the Trust.

The Governors **APPROVED** the report

4.2 **Governor Annual Events and Meetings Planner**

Glynis Alexander updated the Governors in line with the paper submitted. This paper provides a summary of recent engagement activities, and the schedule of upcoming activities for the next 12 months (Annual Planner).

The Governors **APPROVED** the report

**5 Closing Matters**

5.1 **Reflection**

Jayne Black thanked Mark Spragg for his seven years of service and support to Medway NHS Foundation Trust. Mark has always been a valued Non-Executive Director and, more recently, the Interim Trust Chair. His wisdom and support have been invaluable. The Trust wishes Mark all the very best for the future.

5.2 **Escalation to the Board**

No items to escalate to the Board.

5.3 **Any Other Business**

Thank you to the following Governors who will be leaving the Council of Governors the end of June 2024:

* Diana Hill – Medway Governor
* Jacqui Hackwell – Medway Governor
* Olaide Kazeem – Medway Governor
* Tim Newman – Medway Governor
* David Nehra – Swale Governor
* Jennifer Oliphant – Swale Governor
* Adebayo Da’Costa – Staff Governor
* Mohamed Saleh – Staff Governor
* Vanessa Page – Staff Governor.

Thank you to the following Governors who have been re-elected for a further term of office:

* Martina Rowe – Medway Governor
* Hari Aggarwal – Medway Governor
* Jay Patel – Swale Governor
* Karen Fegan – Staff Governor

5.4Date of next meeting: 14 August 2024, venue to be confirmed

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| These minutes are agreed to be a correct record of the **Public Council of Governors** Meeting of Medway NHS Foundation Trust held on Wednesday, 22 May 2024  Signed (Chair) ………………………………………….. Date ………………………………… |