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| **Minutes of the Formal Council of Governors in Public**  **Thursday, 20 February 2025, 16:00-17:30**  **Medway Campus, Canterbury Christ Church University, ME4 4UF, Room RWs33** |

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|  | **Name:** | **Job Title:** |
| **Members:** | David Brake | Lead Governor |
|  | Anan Shetty | Medway Governor |
|  | Angela Harrison | Partner Governor |
|  | Carol O’Meara | Medway Governor |
|  | Hari Aggarwal | Medway Governor |
|  | John Wright | Partner Governor |
|  | Joy Onuoha | Staff Governor |
|  | Karen Fegan | Staff Governor |
|  | Martina Rowe | Medway Governor |
|  | Matthew Taiano | Staff Governor |
|  | Stephen Worth | Medway Governor |
|  | Susan Plummer | Partner Governor |
|  | Tess Fenn | Swale Governor |
|  | William Ruscoe | Medway Governor |
| **Attendees:** | Alana Marie Almond | Deputy Company Secretary |
|  | Alison Davis | Chief Medical Officer |
|  | Emma Tench | Assistant Company Secretary (Minutes) |
|  | Gavin MacDonald | Chief Delivery Officer |
|  | Jayne Black | Chief Executive |
|  | John Goulston | Trust Chair |
|  | Kim Willsea | Governor and Membership Officer |
|  | Leon Hinton | Chief People Officer |
|  | Sarah Vaux | Chief Nursing Officer |
|  | Simon Wombwell | Chief Finance Officer |
|  | Stella Jones | Communications Manager |
| **Apologies:** | Anna Krzyzanowska | Medway Governor |
|  | Annyes Leheurte | Non-Executive Director |
|  | Candice Penfold | Medway Governor |
|  | Gary Lupton | Non-Executive Director |
|  | Helen Belcher | Partner Governor |
|  | Jane Perry | Academic Non-Executive Director |
|  | Jay Patel | Swale Governor |
|  | Jenny Chong | Non-Executive Director |
|  | Matt Capper | Director of Strategy and Partnership/Company Secretary |
|  | Mojgan Sani | Non-Executive Director |
|  | Nick Sinclair | Chief Operating Officer |
|  | Paul Riley | Swale Governor |
|  | Paulette Lewis | Non-Executive Director |
|  | Yushreen Vadamootoo | Staff Governor |
|  | Glynis Alexander | Director of Communications and Engagement (Deputised by Stella Jones) |

**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**

**2.1 Minutes**

The minutes of the meeting held on 20 November 2024, and the Extraordinary meeting held on 05 February 2025 were **APPROVED** as a true and accurate record.

**2.2 Matters arising and Action Log**

The Action Log was reviewed and updated, the log can be found under separate cover.

Check and Challenge

1. Angela – how can we be assured of Community Services.

The Chair - this went out to tender in December 2024, to submit by 14 February 2025. The current providers decided to put in a collaborative bid, with Kent Community Health as the lead provider working with Medway Community Healthcare and HCRG under provider collaborative. Tender is on an ‘as is’ basis. The ICB went out to tender and issued a financial envelope; providers have submitted bids. The bidders will hear the outcome from the ICB in April 25.

The ICB have committed to do a review of community hospitals across Kent and Medway. Sittingbourne hospital would be part of this review.

**ACTION FG/2025/001:** Jayne to ensure this is included in the review.

The Governors **NOTED** the report

**2.3 Chief Executive Update**

Jayne Black updated the Governors in line with the submitted report, providing the Governors an overview of matters on a range of strategic and operational issues.

1. Addressing winter pressures
2. New diagnostic centre opens in Sheppey
3. Extending the benefits of robotic assisted surgery
4. Day surgery improvements
5. Medway Clinicians take on national leadership roles
6. Staff recognised for doctor training in national awards
7. Changes to patient and visitor parking
8. Review praises Veteran Aware progress
9. Manager saves co-worker’s life from meningitis

Check and Challenge

1. Angela – Would be good to note the continued successes within the report, in particular the handovers with SECAMB.

The Council of Governors **NOTED** the update.

**2.4 Communications and Engagement Update**

Stella Jones updated the Governors providing a summary of recent engagement activities, and the schedule of upcoming activities for the next 12 months.

1. Hospital tours hosted by Cancer team in November
2. Engagement stands in the main entrance of the hospital continue, including feedback on extended visiting times, and the ICB ‘Stop, Think, Choose’ campaign.
3. December - Christmas markets promoting coffee and chat sessions.
4. Quality Priorities annual event taking place on 25 February.
5. Medway Youth Council Conference on 26 February.
6. Next coffee and chat on 28 April
7. Governor Elections for ‘Medway’ and ‘Rest of England and Wales’ due to start in May.

Check and Challenge

1. Angela – With so many viruses maybe we should not be encouraging more people into the hospital for events.

Chair – This will be a purely individual preference.

Alison – Infection Prevention Control is always considered, we take this very seriously.

The Council of Governors **NOTED** the update.

**2.5** **External Auditor Appointment and Relinquish of Assets**

The Chair updated the Governors on the outcome of the recent Extraordinary meeting with the Council of Governors to appoint External Auditors, Grant Thornton, and relinquish 3 properties / assets belonging to the Trust.

The Governors **NOTED** the update

**Council of Governors Business**

**3.1 Executive Portfolio Summaries:**

**3.1.1 Quality Assurance Committee**

The Chair and Alison Davis presented the report in line with the paper submitted, providing assurance to the Council of Governors from the Quality Assurance Committee, ensuring all nominated authorities have been approved and reviewed. The report was taken as read:

1. Two reports highlighted:

* Maternity Postpartum Haemorrhage (PPH)
* Anti-Microbial Stewardship Report – Trust above average in prescribing anti-biotics, this is benchmarked nationally.
* Both areas require standarisation of clinical working practices. The Clinical Strategy has focused on National Institute for Health and Care Excellence (NICE) guidance.

1. Mortality and Summary Hospital-level Mortality Indicator (SHMI) are outside of the expected range. The national methodology is used objectively, with analysis of data accuracy.

The Council of Governors were **ASSURED** by the update

**3.1.2** **People Committee**

Leon Hinton presented the report in line with the paper submitted, providing assurance to the Council of Governors from the People Committee, ensuring all nominated authorities have been approved and reviewed. The report includes key headlines from the committee:

1. Sickenss absence, mitigations in place.
2. Increasing capacity for StatMan
3. Freedom to speak up report, first report from outsource service, cases translated into new service. 35 cases raised, 32 closed.
4. Health and wellbeing report – on 3-year cycle of training
5. National Staff Survey – response rate increased on previous year.

Check and Challenge

1. Hari – What is the percentage of temporary staff.

Leon – We are currently running at 10-11%, bank is higher, agency is lower. Spending £8m, this has reduced.

The Council of Governors were **ASSURED** by the update

**3.2 Financial Position/Recovery Update**

Simon Wombwell gave the Governors an update on the following:

1. Headline position for December 2024 - £2.9m deficit and a forecast deficit for 2024/25 of £22.9m which is £20.5m adverse variance to the planned deficit.
2. Deficit continues to reflect a mix of capacity and activity pressures.
3. Focus in Q4 remains on spend control whilst addressing service demands.
4. Efficiency Programme continues to show progress.
5. Cash levels shows month on month reduction of £6,306K in December.
6. Capital £5m of year to date variance relates to IFR16 intra-company leases for the CDC project.
7. Reducing waste programme - £14.6m of the identified schemes are recurrent and will continue to support the financial improvement of the organisation. Identified schemes will have a £1.5m full year impact, meaning further savings accrue next year.
8. Government added £22bn to support NHS in 2025/26 but expecting another challenging year.
9. Debt with Medway Community Health. Arbitration in MFT favour. Expecting no outcome for the next few months.
10. Financial Recovery Plan – being written at the moment, will go through consultation including bringing it to the Governors.

Check and Challenge

1. Tina – How much is Medway Community Healthcare (MCH) debt.

Simon – Debt is £1.5m, we continue to have respectful conversations to remedy.

1. Angela – NHS is very wasteful with single use. In Swale there is nowhere to take used items such as crutches, one example.
2. Angela – It is most important position is a good a Quantity Surveyor. Are we utilising all capacity and areas in order to increase revenue from clinical procedures?

Simon - We do not have the capacity to run all clinical services 24/7. From a financial point of view its income versus the costs of running those services.

Chair –Lorna Gibson has joined the Trust on secondment from NHSE as Director of Strategic Development, Productivity and Efficiency and the ICB has provided a detailed pack of productivity opportunities.

**ACTION FG/2025/001**: Share 2025/26 Efficiency Programme, draft Financial Recovery Plan with Governors in May. Lorna Gibson to be invited to the meeting.

The Council of Governors **NOTED** the update

**3.3 Waiting Times – Update**

Jayne Black updated the Governors with the report for noting. The paper provides updates on the current waiting times for routine cardiology appointments:

1. Current maximum waiting time is 65 weeks, this contradicts the ‘My Planned Care’ website which states 31 weeks, giving patients an inaccurate perception around waiting times.
2. Internal Business Information and IT have been requested to review how data is submitted nationally.
3. The Medicine and Emergency Care division are working closely with the Specialist Medicine Care Group and specialty clinical teams for cardiology around reducing waiting times.
4. Recruited a cardiologist to increase capacity within outpatients and we are using the Cardiac Catheter lab for diagnostics and procedures
5. Optimising opportunities through ‘getting it right first time’ GIRFT

Check and Challenge

1. Tina – How are failed discharges and readmissions being addressed.

Gavin – This is monitored on the Integrated Quality Performance Report (IQPR), we can give more details at the next meeting.

**ACTION FG/2025/003**: Details on failed discharges and readmissions to come to the May meeting.

The Governors **NOTED** the update

**3.4 Car Parking – Update**

Jayne Black updated the Governors on the organisations current car parking situation, including issues faced and plans on how this will be addressed moving forward.

1. 1100 staff spaces and 860 patient and visitor spaces.
2. 100 spaces taken by clinical units
3. The number of staff has increased by 26% since 2019, with likely increase in patient activity
4. New car parked planned to provided 350 additional spaces, work expected to commence in 18 months.

Check and Challenge

1. David – Can Governors be given permission to park in staff parking areas when carrying out Governor business in the hospital.

Jayne – Staff parking is not an option, as staff are struggling to get spaces *(action raised in informal meeting to review)*

1. Kim – Engagement sessions are scheduled when the car parking is not at peak levels.
2. Tina – Are staff still storing second cars on site

Jayne – Automatic Number Plate Recognition (ANPR) has stopped this.

1. John W– MFT has been developed from a naval site, the site has not developed with a single vision. What is the vision moving forward? So that planners know what facilities will be provided.

Chair – There is a clinical strategy and a Site Control Plan. A business case for an elective center in Chatham at Debenhams site, will enable services to move off site.

**ACTION: FG/2025/005**: Site Control Plan and Elective Hub Plans to come to CoG in May (if approved at Board)

The Governors **NOTED** the update

**3.5 Strategies for information**

**3.5.1 Freedom to Speak Up**

The strategy was taken as read, presented to Governors for noting.

The Freedom to Speak Up Strategy provides a structured approach and plan to create an environment and culture where speaking up and listening is business as usual. The Strategy sets the direction for the next three years building on the foundations on which we will deliver our vision for all staff members to feel safe and confident to speak up.

The Governors **NOTED** the Strategy.

**3.5.2** **Information Governance**

The strategy was taken as read, presented to Governors for noting.

The Information Governance Strategy provides a structured approach and plan to ensuring we collect, store, manage and share data to the highest standard linked closely with our Digital, Data and Technology Strategy. This strategy sets the direction for the next three to five years built on engagement with key stakeholders, incorporating the systems key ambitions and priorities.

The Governors **NOTED** the Strategy

**3.5.3** **Refresh- Infection Prevention and Control**

The refresh was taken and read, presented to the Governors for noting.

The strategy has been updated to reflect national and local priority changes as well as achievements.

The Governors **NOTED** the refresh

**3.6 Onboarding Process for International Staff**

Leon Hinton presented the report providing Governors with the onboarding process for international nurses, midwives, and Allied Health Professionals (AHPs). The process involves several key stages, beginning before their arrival in the UK and continuing well into their employment. The process is designed to ensure a positive onboarding experience and provide post-arrival support.

Check and Challenge

1. Susan – What is the Objective structured Clinical Examination (OSCE) pass rate?

Leon – Will advise of the exact figures but believe the pass rate is high.

**ACTION FG/2025/004**: OCSE Pass rate figures to be shared with Governors.

The Governors **NOTED** the report

**3.7 Visiting Policy**

Alison Davis presented the policy to Governors for approval. The policy provides updates on the proposed extension to visiting times, the mitigations included to safeguard doctors ward rounds, and times when patients require privacy to maintain dignity.

The Governors **NOTED** the proposed extended visiting hours and policy.

**4 Closing Matters**

**4.1 Reflection**

No reflection to note for this meeting

**5.2 Escalations to the Trust Board**

No escalations to report to Trust Board.

**5.3 Any Other Business**

Governors were advised of the upcoming Absolute Diversity MOT, invites to be sent.

Governors will receive a self-assessment in preparation for the MOT on Friday 28 February.

**5.4 Date of next meeting:**

Thursday, 22 May 2025, venue to be confirmed.

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| These minutes are agreed to be a correct record of the Formal Council of Governors Meeting of Medway NHS Foundation Trust held on Thursday, 20 February 2025  Signed by Chair …………………………………………. Date ………………………………… |