

## **Council of Governors**

**to be held at 2pm  
Thursday 27<sup>th</sup> November 2014  
Room 1  
(Main Entrance Complex)  
RJAH**

**COUNCIL OF GOVERNORS**  
**27<sup>TH</sup> NOVEMBER 2014 AT 2.00 P.M.**  
**ROOM ONE, MAIN ENTRANCE**

**AGENDA**

1. Apologies:
2. Previous Meeting
  - a) Approval of Previous Minutes Paper 01
  - b) Update on Actions
  - c) Any Other Matters Arising  
New Theatre Funding Package Verbal
3. Declaration of Interests All
4. Appointment of the Lead Governor Verbal - Chairman to lead
5. Chairman's Update Verbal
- Performance**
6. Performance Report Presentation by Chief Executive
7. Presentation by the Chair of the Quality & Safety Committee Presentation by Peter Jones  
(Hilary Pepler will also attend)
- Forward Plan**
8. Five year Forward View" issued by NHS England Presentation by Chief Executive
- Quality**
9. Update on recommendations from Quality Accounts Audit.  
(This update was agreed as part of the Management response) Paper 02
- .
- Standing Agenda Items**
10. Foundation Trust Membership Update Paper 03
11. Council of Governors Work Plan for 2015/2016 Paper 04
12. Any Other Business
- Governance**
13. Appointment of Chairman Paper to be tabled  
(Deputy Chair/ Senior Independent Director to chair this agenda item)

**Date of Next Meeting:**  
2:00 pm February 26<sup>th</sup> 2015, Room 1

The Robert Jones and Agnes Hunt   
Orthopaedic Hospital  
NHS Foundation Trust

Russell Hardy ☎ 4358  
Chairman

**COUNCIL OF GOVERNORS  
28<sup>TH</sup> MAY 2014**

**MINUTES OF MEETING**

**PRESENT:**

Professor Peter Jones	Non-Executive Director (Chairman in the absence of Russell Hardy)
Dave Adams	Staff Governor
George Whittingham	Stakeholder Governor, Voluntary Services
Gareth Pritchard	Public Governor, North Wales
Ron Pugh	Public Governor, Powys
Jan Greasley	Public Governor, North Wales
Russell Luckock	Public Governor, West Midlands
Sue Nassar	Public Governor, Shropshire
Adrian Bailey	Public Governor, Shropshire

**IN ATTENDANCE:**

Wendy Farrington Chadd	Chief Executive
Richard Clarke	Non-Executive Director (Chair of Audit Committee)
Ruth Tyrrell	Associate Director of Human Resources
Margaret Surrage	Head of Board Governance (Trust Secretary)
Jayne Downey	Director of Nursing
Katrina Morphet	Head of Marketing and Communications
Julia Palmer	Governance Manager
Harriette Page	Marketing Co-ordinator
Louise Williams	Minute Taker

MINUTE No	TITLE	ACTION
1.0	<p><b>APOLOGIES</b></p> <p>Apologies were received from Russell Hardy, Chairman, Martine Williams, Staff Governor, Alex Radford, Staff Governor, Monte Gates, Stakeholder Governor and June Middleton, Public Governor, Shropshire.</p>	
2.0	<p><b>PREVIOUS MEETING</b></p> <p><b>APPROVAL OF PREVIOUS MINUTES</b></p> <p>The notes from the previous meeting held on 27<sup>th</sup> February 2014 were <b>approved</b> as being an accurate record.</p> <p><b>UPDATES ON ACTIONS FROM PREVIOUS MEETING</b></p>	

	<p>Progress Training Plan – Ruth Tyrrell, Associate Director of Human Resources said a training day with the Foundation Trust Network had been held on 14<sup>th</sup> May 2014. Positive feedback had been received from the Governors that attended.</p> <p>Distribute hard copy of FT Code of Governance – The code has been distributed.</p> <p><b>MATTERS ARISING</b>  Dave Adams, Staff Governor referred to Section 13 from the previous minutes and asked if the document regarding the use of copper for preventing Microbial Environmental Contamination had been passed for consideration to the Board of Directors. Margaret Surrage, Head of Board of Governance (Trust Secretary) advised that she had spoken to Estates on behalf of Russell Hardy who were aware of the article. Following consideration by the Trust Board it has been decided not to proceed with it. Margaret Surrage advised that she would provide further detail to Dave Adams after the meeting.</p>	MARGARET SURRAGE
3.0	<p><b>DECLARATION OF INTERESTS</b></p> <p>There were no declarations of interest</p>	
9.0	<p><b>PRESENTATION BY CHAIR OF THE AUDIT COMMITTEE</b></p> <p>Professor Peter Jones, Chairman advised of a change to the agenda and said the Presentation by the Chair of the Audit Committee would be brought forward as Item 4.</p> <p>A presentation was given by Richard Clarke, Non-Executive Director and Chair of the Audit Committee.</p> <p><b>A Few Facts &amp; Figures</b></p> <ul style="list-style-type: none"> <li>• 4 Formal Meetings</li> <li>• 10 Internal Audit Reports (Plan &amp; Monitoring)</li> <li>• External Audit Plan</li> <li>• 48 Data Quality Reports</li> <li>• 4 Policies to Review</li> <li>• Nil Fraud Referrals</li> <li>• Reviewed Effectiveness of Internal Audit</li> <li>• Reviewed Effectiveness of Counter Fraud Service</li> </ul> <p><b>Final Accounts</b></p> <ul style="list-style-type: none"> <li>• 2 Extra meetings <ul style="list-style-type: none"> <li>– One before submission of draft accounts</li> <li>– One, jointly with the Q&amp;S Committee before Annual Report &amp; Final accounts went to the Trust Board.</li> <li>– Discussed &amp; agreed any controversial accounting issues</li> </ul> </li> </ul> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Report from Director of Nursing on how new risk management system was bedding in</li> <li>• Reviewed risks re data quality &amp; financial management</li> <li>• Linked with other committees to make sure there were no gaps in the Trust's Risk Management</li> <li>• Reviewed Annual Governance Statement</li> </ul> <p><b>Outside the Meetings</b></p> <ul style="list-style-type: none"> <li>• 15 Steps Challenge</li> </ul>	

	<ul style="list-style-type: none"> <li>• Visited all wards (“supporting areas” previous year)</li> <li>• Attended HFMA Audit Committee training seminar</li> <li>• Met with Director of Finance (&amp; other Execs)</li> <li>• Met with Auditors</li> <li>• Chaired panel to choose contractor for the new theatre complex</li> </ul> <p>Adrian Bailey, Public Governor, Shropshire asked Richard Clarke to provide clarification regarding the 10 internal audits mentioned in Slide one on the following points: What were the audits, how are they generated and who decides on the parameters?</p> <p>Richard Clarke clarified that the plans are determined in consultation with himself, the Chief Executive, the Director of Finance and other Committee members. Richard Clarke continued that the parameters are agreed between the internal auditors and the relevant directors.</p> <p>Adrian Bailey asked if the audits were chosen because of areas of concern or if they were statutory. Richard Clarke said that the Audit Plan always includes those that relate to financial management as they link with the external Auditors and provides reassurance and evidence that the Trusts finances are being managed properly. Other issues are based upon the internal Auditors and risk analysis to pick up emerging risks.</p> <p>George Whittingham, Stakeholder Governor, Voluntary Services asked Richard Clarke if he could share with the Governors the funding method for the new development as there appeared to be a deficit.</p> <p>Richard Clarke advised that the Business Case had been considered by BRIC and approved by the Trust Board, and funding for the project had included borrowing.. Wendy Farrington Chad, Chief Executive clarified that the Board had approved and outlined two main sources for the funding, with our RJAH internal resources from our surplus and a low interest public loan.</p> <p>A discussion followed regarding the loan specifics and borrowing for development funding. Richard Clarke clarified to the Governors that the projections would not affect our financial risk rating.</p> <p>Following the discussion Wendy Farrington Chadd said she wanted to assure the Governors that the Trust Board had considered a very detailed business case and a detailed explanation would be provided at the next Council of Governors meeting if required</p> <p>The Chairman summarised that the business case had been very carefully considered; the amount of borrowing to be undertaken by the trust (which was public borrowing at very low interest rates) made absolute sense, and the board were aware that this would be the single biggest investment made in the trust for some time, and was critical to the future. .</p> <p>The Governors <b>noted</b> the presentation by the Chair of the Audit Committee.</p> <p>Richard Clark left the meeting at this point.</p>	MARGARET SURRAGE
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4.0	<p><b>CHAIRMAN'S UPDATE</b></p> <p>The Chairman updated the Governors of items discussed at the Trust Board meeting.</p> <ul style="list-style-type: none"> <li>• The Two Year Operational Plan and Monitor Report</li> <li>• A consultation paper on the tariff payment system</li> <li>• Reports that have been looked at and signed off <ul style="list-style-type: none"> <li>○ The Annual Report and Statement of Accounts</li> <li>○ The Quality Accounts</li> <li>○ The Audit Report</li> <li>○ Annual Accounts</li> <li>○ The Overall Report</li> </ul> </li> </ul> <p>The Chairman said the reports had also been presented at the Quality &amp; Safety meeting and the Audit Committee meeting and said it had taken a huge amount of work to produce the reports and reflected the high care, both clinical and financial provided at the Trust.</p> <p>The Governors <b>noted</b> the Chairman's update.</p>	
5.0	<p><b>PERFORMANCE REPORT</b></p> <p>A presentation of the Overview of Trust Performance for 2013/14 was given by Wendy Farrington Chadd, Chief Executive and advised that a detailed report would be given at the AGM in July.</p> <p><b>Patient Safety</b></p> <ul style="list-style-type: none"> <li>• Excellent overall performance across all domains</li> </ul> <p><b>Patient Experience</b></p> <ul style="list-style-type: none"> <li>• Outstanding patient feedback via the net promoter questionnaire</li> <li>• Met all Access targets as required by our Commissioners</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>• Overall improved efficiency in year <ul style="list-style-type: none"> <li>○ Delivered highest level of activity</li> <li>○ Increased percentage of patients treated as a day case</li> <li>○ Whole efficiency domain key focus in coming year</li> </ul> </li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Staff sickness at 2.5% in March (at its lowest level)</li> <li>• Overall surplus of £1m</li> <li>• Maintaining our Continuity of Services Risk Rating of 4</li> </ul> <p>Wendy Farrington Chadd said that the performance overall was very positive and the Trust has been rated highly for Quality from the CQC. We have made huge in-roads to improve waiting times and made positive steps to reduce lengths of stay. The Trust has invested £2.5m in services and will continue to invest to maintain and invest to keep our facilities ahead of the game</p> <p>Russell Luckock, Public Governor, West Midlands commented that the Trust has such good care and standards as other hospitals are cutting services and staff just as the population is growing.</p> <p>Ron Pugh, Public Governor, Powys asked if the word 'forecast' on the scorecard was an expectation to achieve or a genuine forecast. Wendy Farrington Chadd clarified that it was both of these but the indicators have a low variance and it is still only one month into the new financial year.</p>	

	<p>Adrian Bailey said the Access to Services (Welsh) reported as green for the first time and asked how we had achieved this. The Chief Executive said this was due to an increased level of contracted activity with the Trust. The relationship going forward is much more certain within Wales, especially in North Wales.</p> <p>George Whittingham asked how we account for the different types of payment and if 'revision surgery' is paid for at a different tariff. Gareth Pritchard, Public Governor, North Wales asked if we receive the correct tariff for complex surgery. A discussion followed and Wendy Farrington Chadd confirmed that in both cases we are paid the appropriate tariffs and this is reflected in the forecast.</p> <p>The Governors <b>noted</b> the presentation of the performance report by the Chief Executive.</p>	
6.0	<p><b>UPDATE ON FORWARD PLAN</b></p> <p>A verbal update on the forward plan was given by Wendy Farrington Chadd who said the Two Year Operational Plan had been approved by the Board and submitted to Monitor. Initial feedback from Monitor is very positive with comments on the clarity of the plan. The Trust is now waiting for the formal comment from Monitor.</p> <p>Wendy Farrington Chadd said the next plan Monitor have requested is the Five Year Strategic plan, which needs to be submitted by the end of June 2014.</p> <p>Monitor has asked the Trust to submit a Declaration of Sustainability with the plan.</p> <p>The Chief Executive advised the aim is to use the AGM as a launch for the public summary of the plan.</p> <p>The Chief Executive said the key features the plan will consider is:</p> <ul style="list-style-type: none"> <li>• Impact of tariffs</li> <li>• Commissioners and what they will do regarding volume and demand and meeting different access targets</li> <li>• Commissioning regarding pathways of care with scenarios to see how we respond</li> <li>• Continually making efficiencies</li> <li>• Specialised Services again with scenarios of how we would respond</li> </ul> <p>Wendy Farrington Chadd said the more the Trust can plan ahead the better placed we will be to secure ourselves for the next five years. The Chairman said that Monitors response to the Two Year Plan has been extremely positive.</p> <p>Ron Pugh said that with an Election looming there is also a political dimension to consider. The Chief Executive said she believed it is a genuine exercise to understand the risks we face and how to deal with them.</p> <p>Gareth Pritchard said he thought capacity for Orthopaedic services would present an issue.</p> <p>Russell Luckock said the NHS would be a major factor in the upcoming election campaign.</p> <p>The Chairman summarised the plan's focus on sustainability which</p>	

	<p>would include environmental issues and utilities.</p> <p>In relation to sustainability Gareth Pritchard mentioned a process in America which uses a 'production line' method of treatment while making 25% savings which had benefitted both patient and hospital alike.</p> <p>The Governors <b>noted</b> the update on the forward plan by the Chief Executive.</p>	
7.0	<p><b>MARKETING PRESENTATION</b></p> <p>Katrina Morphet, Head of Marketing and Communications introduced an information film for shoulder surgery which had been placed on the Trusts website and explained the film was put together at the request from clinicians to reassure patients coming in for this type of surgery.</p> <p>Following the film, a presentation on the Marketing Update was given by Katrina Morphet.</p> <p><b>2014 Marketing Objectives</b></p> <ul style="list-style-type: none"> <li>• Expand market share to maintain our position as the provider of choice - Cumulatively increase market share by 10% over 5 years, specifically in Powys, Cheshire and Staffordshire</li> <li>• Further improve and promote quality of services - Achieve CQUINs targets, MECC, improve care pathways, maintain low infection rates and high patient satisfaction levels.</li> <li>• Develop the strong RJAH brand values - Maintain strong feedback. Increase numbers of job applications, year on year and improve staff satisfaction survey results.</li> </ul> <p><b>Marketing Activities</b></p> <ul style="list-style-type: none"> <li>• Corporate Literature - FT Connect x 3, GP Contact x 2, Communicate x 10</li> <li>• Events - Annual GP Study Day, Collaborative education, Appeal Concert and various fundraisers</li> <li>• Social Media – Vimeo (9 web films), Twitter, Facebook/LinkedIn</li> <li>• Planned 2013/14 - Improved website/intranet, Extra outreach clinics, More GP events/Survey, Positive media coverage</li> </ul> <p><b>2013/14 Films &amp; Resources (For Marketing)</b></p> <p>Patient Info Films in progress:</p> <ul style="list-style-type: none"> <li>• Shoulder Replacement and rehabilitation</li> <li>• Awake Hand Surgery</li> </ul> <p>Audit of films:</p> <ul style="list-style-type: none"> <li>• Enhanced Recovery Hips &amp; Knees</li> <li>• Menzies Day Case (1177 plays in 17 months)</li> </ul> <p>Resources:</p> <ul style="list-style-type: none"> <li>• Health sector Chartered Marketer (P/T)</li> <li>• Full time graduate intern (Hattie Page)</li> <li>• Medical Illustration team – Website lead</li> </ul> <p><b>Marketing Feedback</b></p> <p><b>Patient Survey of DVDs/Joint School</b></p> <p>Key Findings</p> <ul style="list-style-type: none"> <li>• Over 90% of arthroplasty patients had received, watched and found the DVD useful</li> <li>• Only 29% of patients attended Joint School but 100% of</li> </ul>	

	<p>those found it useful, highlighting:</p> <ul style="list-style-type: none"> <li>• Advice from previous patients</li> <li>• Opportunity to ask questions</li> <li>• More detail than the DVD</li> <li>• Meeting other patients</li> <li>• 40% had accessed the website and 97% of those found what they needed</li> </ul> <p><b>2013 Key Events</b></p> <ul style="list-style-type: none"> <li>• Bone Cancer Appeal Launch, Concert and Film</li> <li>• GP Education: Institute of Rural Health – Newtown &amp; Gregynog, Shropshire CCG Joint Injection Days, South Cheshire CCG lecture series, Annual GP Study Day</li> </ul> <p><b>2013 Media Highlights</b> (65 releases p.a. all on website improving SEO) BBC Midlands: Low pressure ulcer rate, Research chewing gum trial, Hip Replacement whilst viewing iPad , Yatter: clinical topics General coverage: Friends &amp; Family, Waiting Times Met, Appeal Events, Members Event, NHS Hero, Pets Help Recovery</p> <p><b>2014 Marketing Activities</b> <b>Way Forward:</b></p> <ul style="list-style-type: none"> <li>• National publicity for innovations</li> <li>• Outreach clinics, to follow on from strategy</li> <li>• Ludlow Private Patient Marketing</li> <li>• Continue newsletters/pro-active press desk</li> <li>• 13 March - in-house GP Study Day</li> <li>• Additional ½ day events – e.g. 16 April Spinal Disorders, to improve referrals</li> <li>• Website re-refresh</li> <li>• Appeals and Donations</li> <li>• Support for FT Membership</li> </ul> <p>Russell Luckock thanked Katrina Morphet for showing the film and said it would be of national and international interest and be a candidate for the 'and finally' slot.</p> <p>Ron Pugh said there is an additional market for the films for people who do not seek surgery for problems as they perceive it to be complicated but the films would reassure them. Katrina Morphet agreed and said Yatter magazine also featured a full page of editorial explaining new techniques and procedures at the Trust.</p> <p>Adrian Bailey asked how much of Katrina's role is general PR and actual marketing. Katrina believed that it is about 50/50.</p> <p>Dave Adams asked if there were plans to produce a film promoting the general ambience of the hospital. In reply to this Gareth Pritchard advised that a video had been produced for 'a day in the life of a patient' previously. A discussion followed regarding positive benefits of the hospital which could be included in a film.</p> <p>George Whittingham asked if there was a difference in marketing between the English and Welsh Commissioners regarding repatriation. A discussion followed. Katrina Morphet clarified that the marketing strategy was no different for either of the Commissioners.</p> <p>The Chairman said the films and DVD's were professional and along</p>	
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	<p>with other Marketing formats had a positive effect highlighting the various treatments at the Trust which would appeal to different sectors of patients.</p> <p>The Governors <b>noted</b> the Marketing Update presentation by Katrina Morphet.</p>	
8.0	<p><b>PRESENTATION OF QUALITY ACCOUNTS &amp; AUDIT REPORT</b></p> <p>Jayne Downey, Director of Nursing gave an overview of the Annual Quality Accounts and Audit Report.</p> <p>Jayne Downey said the Quality Accounts had been reviewed by our external auditors and developed in line with Monitor recommendations. Jayne Downey advised that three key priorities were set down for 2013-14 and advised that the Trust had achieved on all three:</p> <ul style="list-style-type: none"> <li>• NHS Safety Thermometer – days between falls</li> <li>• Introduction of ward based assessment system (STAR)</li> <li>• Implementation of Dementia Strategy</li> </ul> <p>The priorities are also part of the CQUIN process</p> <p>Jayne Downey said that the priorities identified for 2014/15 will be;</p> <ul style="list-style-type: none"> <li>• Introduction of the Medicines Safety Thermometer</li> <li>• Continued roll-out of the STAR assessment</li> <li>• Roll-out of dementia assessment in Pre-Op</li> </ul> <p>The Trust has received positive comments from our stakeholders who include Healthwatch and our local Commissioners on the high standards of care administered at the Trust especially around patient dignity and staff interaction.</p> <p>Jayne Downey advised that Margaret Surrage would distribute a condensed Executive Summary to the Governors.</p> <p>The Trust has maintained our registration with the CQC and there was a successful though unannounced visit in November 2013 by the CQC. It found the Trust was meeting all standards and no recommendations were made. The Trust has been given a Band 6 rating which is in the top band based on all the information. There is continuous surveillance of infection rates but infection rates remains low with only one C.Difficile incident.</p> <p>In line with recommendations from the Francis Report and Berwick and Keogh reviews, the Trust has begun to publish the staffing data and boards have been ordered for placement on wards. Jayne Downey advised that the three pilot wards have been assessed under the new STAR assessment with two wards achieving three stars and one ward maintaining two stars. The STAR assessment system will be reviewed once all wards have been assessed against current standards.</p> <p>We have maintained our positions in Friends &amp; Family Test and remain in the top quartile. Jayne Downey praised all the hard work from staff to achieve the excellent results and said the National Staff Survey showed significant improvement in staff engagement, communication and support and in recommending family and friends to the organisation.</p>	MARGARET SURRAGE

	<p>The Chairman said it was an excellent report in every aspect and is remarkable considering the number of standards that need to be achieved. The report demonstrates the Trust rates patient care to be extremely important.</p> <p>Ron Pugh raised the issue that four of the six performance indicators require improvements. Jayne Downey responded that this concerned data quality and patient pathways but assured the Governors that what the Trust has reported externally has been the correct data.</p> <p>The Chairman clarified that the recommendations do not affect patient care.</p> <p>Adrian Bailey asked how long it took to complete a STAR assessment. Jayne Downey clarified that it takes three days and all wards will be completed by the end of 2014 with four completed and three outstanding.</p> <p>The Chairman asked if there had been a positive reaction from the staff to the STAR assessments. Jayne Downey confirmed the staff have found the assessments to be a positive experience and disappointing results have encouraged staff to make improvements.</p> <p>Jayne Downey advised the next step will be to present a full report to the Quality &amp; Safety Committee.</p> <p>Adrian Bailey asked what is being done regarding the increasing number of cases of dementia in spinal patients. Jayne Downey clarified the National Screening process for emergency admissions for patients over 75 and that if there were any cognitive behaviour issues identified further checks would be carried out by Anne Worrall, Matron for Quality and Safety and Lead for Adult Safeguarding and Dementia. Jayne Downey advised that the Trust works closely with the Alzheimer's Committee and gave an explanation of the current support in place for dementia patients.</p> <p>Sue Nassar asked if spinal patients are still pre-assessed for mental health issues. Jayne Downey said they were, and added that the Trust was supporting additional mental health training for staff.</p> <p>The Governors <b>noted</b> the Quality Accounts and Audit Report by Jayne Downey.</p>	
10.0	<p><b>UPDATE ON THE GOVERNORS ELECTIONS JULY 2014</b></p> <p>Margaret Surrage gave an update on the Governors Elections for July 2014 and advised that the timetable remains unchanged. Margaret Surrage said Members should have received notifications for nominations and said the deadline for nominations is the 9<sup>th</sup> June 2014 and asked if the date caused issues for candidates to re-enter to please advise.</p> <p>Margaret Surrage clarified the election rules laid down in the Constitution which state the Governor needs to be a member of the Constituency they are elected for.</p> <p>Gareth Pritchard asked for clarification on how long documentation received in tenure should be kept following the end of the term and if it should returned to the Trust. Margaret Surrage advised that</p>	

	<p>masters of prime documents are kept at the Trust but documentation could be returned to be shredded if a Governor wanted to be confident it had been destroyed.</p> <p>Russell Luckock asked the Chairman if Governors have an option to co-opt members to the Council. Margaret Surrage clarified on behalf of the Chairman that public Governors can only be elected by the members.</p> <p>Ron Pugh raised the issue of cost of sending individual nomination letters when there are two or more Trust members in one household. Margaret Surrage clarified that each member has to be treated as an individual, but the Trust is hoping to change to 'electronic voting' in the future which will reduce the costs.</p> <p>Margaret Surrage asked for the Governors to <b>note</b> the proposed election process.</p> <p>The Governors <b>noted</b> the proposed Election process.</p>	
11.0	<p><b>APPOINTMENT OF CHAIRMAN AND NON-EXECUTIVE DIRECTOR</b></p> <p>Ruth Tyrrell, Associate Director of Human Resources gave an overview of the process to appoint a new Chairman and Non-Executive Director as Mr Russell Hardy's tenure as Chairman ends in March 2015 and Professor Peter Jones tenure as a Non-Executive Director ends in January 2015.</p> <p>Ruth Tyrrell advised that the terms of reference for the Non-Executive Director Appointment Committee are attached for information (Attachment 1) and added that the Trust have appointed an independent advisor to provide support to the Council of Governors during the process and confirmed Odgers Berndston as that company.</p> <p>Ruth Tyrrell clarified the timetable and advised that the appointment decision would be ratified at the Council of Governors meeting in November 2014.</p> <p>Ruth Tyrrell said the reviews of the role descriptions and Non-Executive Director remuneration is progressing well.</p> <p>Ruth Tyrrell asked the Council of Governors to <b>approve</b> the process for the appointment of Non-Executive Directors.</p> <p>The Governors <b>approved</b> the process for the appointment of Non-Executive Directors</p>	
12.0	<p><b>NON-EXECUTIVE DIRECTOR REMUNERATION AND ALLOWANCES</b></p> <p>Peter Jones left the room for this agenda item and Ron Pugh deputised as Chairman.</p> <p>Ron Pugh gave an overview of the Non-Executive Director remuneration and allowances and said that following a long Discussion, the nominated sub group committee recommended the remuneration shown on page three of paper six. Ron Pugh said the sub policy committee were confident the recommendations would attract the right candidate but would be accepted by staff groups or individuals.</p>	

	<p>Gareth Pritchard asked for clarification on the 1% increase and how it compared with other Trusts. Ruth Tyrrell clarified that 1% was in line with NHS staff.</p> <p>Ron Pugh said this recommended Non-Executive Director salary would apply for the first 13 months in tenure.</p> <p>Jan Greasley asked if the amount could be a potential problem for any appointment. Ruth Tyrrell advised that the figure was the median for an organisation of the Trusts size.</p> <p>Ron Pugh asked the Council of Governors to <b>agree</b> the recommendation for the uplift of the Non-Executive Directors remuneration and allowances.</p> <p>The Council of Governors <b>agreed</b> the recommendation for the uplift of the Non-Executive Directors remuneration and allowances.</p>	
13.0	<p><b>FOUNDATION TRUST MEMBERSHIP UPDATE</b></p> <p>Peter Jones returned to the meeting as Chairman.</p> <p>Ruth Tyrrell gave an update on the Foundation Trust Membership to the Governors and said current membership stands at 5136 which exceeds April 2014's target figure of 5059.</p> <p>Ruth Tyrrell said the figures in the report had not altered greatly and that we are currently focusing on recruitment of younger members.</p> <p>Ruth Tyrrell updated on ongoing strategies and said the next public Member Annual Event is on the 17<sup>th</sup> September 2014, which will focus on healthy lifestyles and getting the balance right. Further details will be provided on a 'Meet the Governors' section for which members of the Council will be encouraged to attend. The School Community and Local Business Membership programmes remain ongoing.</p> <p>Gareth Pritchard updated the Council on University and College engagement and new strategy concepts being developed. They include:</p> <ul style="list-style-type: none"> <li>• Ellesmere College who are holding a summer fair and a swimathon</li> <li>• First corporate membership by a local taxi firm who are offering members a 10% discount</li> <li>• Members can now use their bus pass to travel with Arriva buses and links are trying to be developed with Arriva Trains</li> </ul> <p>Gareth Pritchard advised that he would forward a detailed document on the new strategies to Ruth Tyrrell</p> <p>The Chairman thanked Gareth Pritchard for his hard work on promoting the Foundation Trust membership.</p> <p>Ron Pugh asked that in regards to student membership and re-location what provision the Trust has in place to ensure numbers are accurately reflected. Ruth Tyrrell clarified that the Trust pays for a data cleansing service which updates the data base for re-location and deaths within the UK.</p> <p>Ruth Tyrrell asked the Council of Governors to <b>note</b> the information</p>	

	<p>in the Foundation Trust Membership update</p> <p>The Governors <b>noted</b> the information in the Foundation Trust Membership update.</p>	
14.0	<p><b>COUNCIL OF GOVERNORS ANNUAL REPORT FOR 2013/14</b></p> <p>Margaret Surrage gave an overview of the Council of Governors Annual Report for 2013/14 and clarified that the report had been reviewed and approved by Russell Hardy.</p> <p>Margaret Surrage asked the Governors if they were happy with the details of report.</p> <p>Adrian Bailey asked who the report would be distributed to. Margaret Surrage said it would be distributed to members, available on the Trust website and copies distributed at the Annual General Meeting in July 2014.</p> <p>The Chairman said that it would be useful for new Governors to provide an insight into the role.</p> <p>Dave Adams said the report would help to answer questions from staff on the duties of a Governor.</p> <p>Margaret Surrage asked the Council of Governors to <b>approve</b> the Council of Governors Annual Report for 2013/14.</p> <p>The Governors <b>approved</b> the Council of Governors Annual Report for 2013/14.</p>	MARGARET SURRAGE
15.0	<p><b>STANDING ITEMS</b> <b>REVIEW OF COUNCIL OF GOVERNORS WORK PLAN FOR 2014/15</b></p> <p>Margaret Surrage gave a brief overview of the Governors work plan for 2014/2015.</p> <p>Margaret Surrage said it would be useful for the Governors to provide a review of the impact of recent training and asked if the Governors could provide feedback on further training for the November meeting.</p> <p>A discussion then followed regarding recent Foundation Trust Network training and Non-Foundation Trust Network training.</p> <p>Margaret Surrage asked the Council of Governors to <b>approve</b> the Work Plan for 2014/15.</p> <p>The Governors <b>approved</b> the Council of Governors Work Plan for 2014/15</p>	GOVERNORS
13.0	<p><b>ANY OTHER BUSINESS</b></p> <p><u>Use of Copper Alloy to prevent Microbial Contamination</u> Dave Adams asked if he could have a reply from the Estates Department regarding the document on copper alloy he brought to the previous meeting. Margaret Surrage advised that a response has been produced and approved and apologised for the delay</p> <p><u>Article in Shropshire Star</u> Dave Adams said that as a Monitor report has highlighted more</p>	

	<p>Trusts are finding themselves in financial straits he considered a positive article in the Shropshire Star about the Trust should be further promoted.</p> <p><u>League of Friends Summer Fair</u> George Whittingham advised the Council that the League of Friends will be holding their Summer Fair on the 28<sup>th</sup> June 2014.</p> <p><u>A Rose called Agnes</u> George Whittingham suggested a rose called Agnes could be planted in the hospital grounds.</p> <p>Russell Luckcock asked if private work undertaken at Ludlow ward had reduced due to increased activity across the trust. Ruth Tyrell, Associate Director of Human Resources replied that, as mentioned earlier, the Trust was marketing its private facilities in order to increase private patient, however she was not aware there had been significant reduction in demand for these services, and would confirm outside the meeting if this was not the case.</p>	
<b>14.0</b>	<p><b>DATE OF NEXT MEETING</b></p> <p>AGM Meeting on Thursday 31<sup>st</sup> July 2014 at 2.00pm. Room 1, Main Entrance Complex, RJAH Orthopaedic Hospital Foundation Trust.</p>	

## COUNCIL OF GOVERNORS SUMMARY OF KEY ACTIONS

Action	Lead Responsibility	Progress
Provide Dave Adams with further detail of feedback regarding microbial Environmental Contamination	Margaret Surrage	Complete
Explanation of financial plan for investment in the new theatre development at next meeting – to be added to agenda	Margaret Surrage	On agenda
Distribute condensed Executive Summary to Governors	Margaret Surrage	Complete – Distributed at AGM
Governors Annual Report available for members at AGM	Margaret Surrage	Complete
Governors to provide feedback regarding further training required at next meeting	Governors	On Agenda

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Russell Hardy ☎ 4358  
Chairman

**COUNCIL OF GOVERNORS**  
**27<sup>TH</sup> NOVEMBER 2014**

<b>Subject/Title</b>	Update on recommendations from Quality Accounts Audit	
<b>Executive Responsible</b>	Director of Nursing & Service Delivery	
<b>Paper prepared by (if different from above)</b>	Governance Manager	
<b>Nature of Report</b>	For Information	✓
	For Discussion	
	For Decision	
<b>Category of Item</b>	Strategic Direction and Development	
	Performance and Governance	✓
<b>Context</b>	Previous Board discussion	
	Link to National Policy	
	Link to Trust's Strategic Objectives	
	Risk if no action taken	
<b>Executive Summary</b>	The Quality Accounts were presented to the May Council of Governors and the Audit Report was referred to during this presentation. This report made four recommendations, three of which are covered in this paper, the final one being that this update should be made to the November Council of Governors. This paper provides that update.	
<b>Received or approved by</b>		
<b>Legal Implications</b>		
<b>Recommendation</b>	The Council of Governors are asked to <b>note</b> the information contained within this paper.	

# The Robert Jones and Agnes Hunt

## Orthopaedic Hospital

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### Update on recommendations from Quality Accounts Audit

The Quality Accounts 2013/14 were audited by Deloitte. The overall findings were very positive; however three areas for improvement were identified and an action plan was agreed. The report from Deloitte and the action plan were shared with the Council of Governance and this report provides an update on the actions:

Indicator	Deloitte Recommendation	Priority (H/M/L)	Management Response
31 & 62 Day Cancer Waits	<p><b>Patient Pathways</b></p> <p>The Trust should ensure that only eligible and relevant pathways have a record created within Open Exeter in order to avoid overstatement of activity and potential distortion of numerator figure. The Trust should also ensure that those involved in the process are aware of which pathway patients are on.</p>	Medium	<p>From April 2014, the coordinator is only recording English activity on Open Exeter</p> <p><b>Responsible Officer:</b> Cancer Coordinator &amp; Divisional Manager for Surgery</p> <p><b>Progress:</b> Complete</p>
31 & 62 Day Cancer Waits	<p><b>Referred Patients</b></p> <p>The Trust should ensure processes are in place to follow up referred patients to capture treatment dates and record these in patient notes. The Trust should also chase the receiving organisations to ensure the data is recorded on Open Exeter.</p>	Medium	<p>The Trust has adopted the Department of Health cancer waiting times guide on breach sharing and referral dates will be tracked on a weekly basis via the waiting list meeting</p> <p><b>Responsible Officer:</b> Cancer Coordinator &amp; Divisional Manager for Surgery</p> <p><b>Progress:</b> Complete</p>
Surgical Site Infections	<p><b>Spot Check audits</b></p> <p>The Trust should consider introducing audit of an agreed number of cases per month to spot check data quality and ensure that the date of admission, SSI type, date of onset and SSI detection are accurate.</p>	Low	<p>An audit will be performed for data quality of all documented information for identified SSIs at the end of each quarter by the surveillance team. Evidence will be captured on a spreadsheet.</p> <p><b>Responsible Officer:</b> Infection Control Nurse</p> <p><b>Progress:</b> Complete</p>

The Robert Jones and Agnes Hunt   
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Russell Hardy ☎ 4358  
 Chairman

**COUNCIL OF GOVERNORS**  
**27<sup>TH</sup> NOVEMBER 2014**

<b>Subject/Title</b>	Foundation Trust Membership Update	
<b>Executive Responsible</b>	Ruth Tyrrell, Associate Director of Human Resources	
<b>Paper prepared by (if different from above)</b>		
<b>Nature of Report</b>	For Information	✓
	For Discussion	
	For Decision	
<b>Category of Item</b>	Strategic Direction and Development	
	Performance and Governance	✓
<b>Context</b>	Previous Board discussion	✓
	Link to National Policy	
	Link to Trust's Strategic Objectives	✓
	Risk if no action taken	
<b>Executive Summary</b>	This report provides an update on Foundation Trust membership and representation, and outlines an action plan for increasing and engaging members in support of the membership strategy.	
<b>Received or approved by</b>		
<b>Legal Implications</b>	<i>None</i>	
<b>Recommendation</b>	The Council of Governors are asked to <b>note</b> the information contained within this paper.	

## FOUNDATION TRUST MEMBERSHIP UPDATE 27<sup>TH</sup> NOVEMBER 2014

### 1. Background

This paper provides an update on membership numbers at November 2014 and on-going progress of the Trusts Public Membership Strategy.

### 2. Membership

The current membership total (at November 2014) is 5348 which can be broken down as follows:

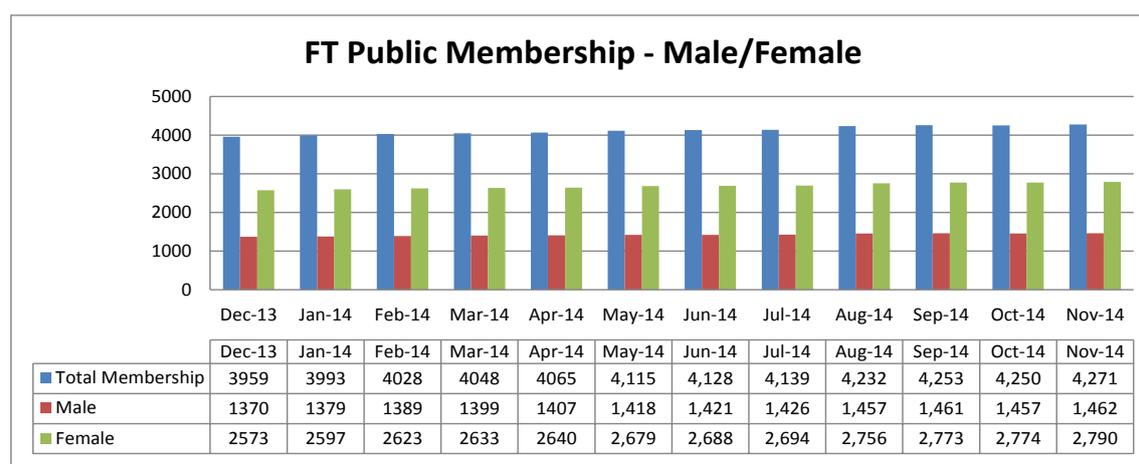
Staff	1077
Public	4271
<b>Total</b>	<b>5348</b>

The Council should therefore note that the trust is currently on target to achieve the membership target for April 2015 set within the membership strategy which is 5455 and which represents a 10% increase in membership from the start of the year.

### 3. Membership Growth

Staff membership remains stable.

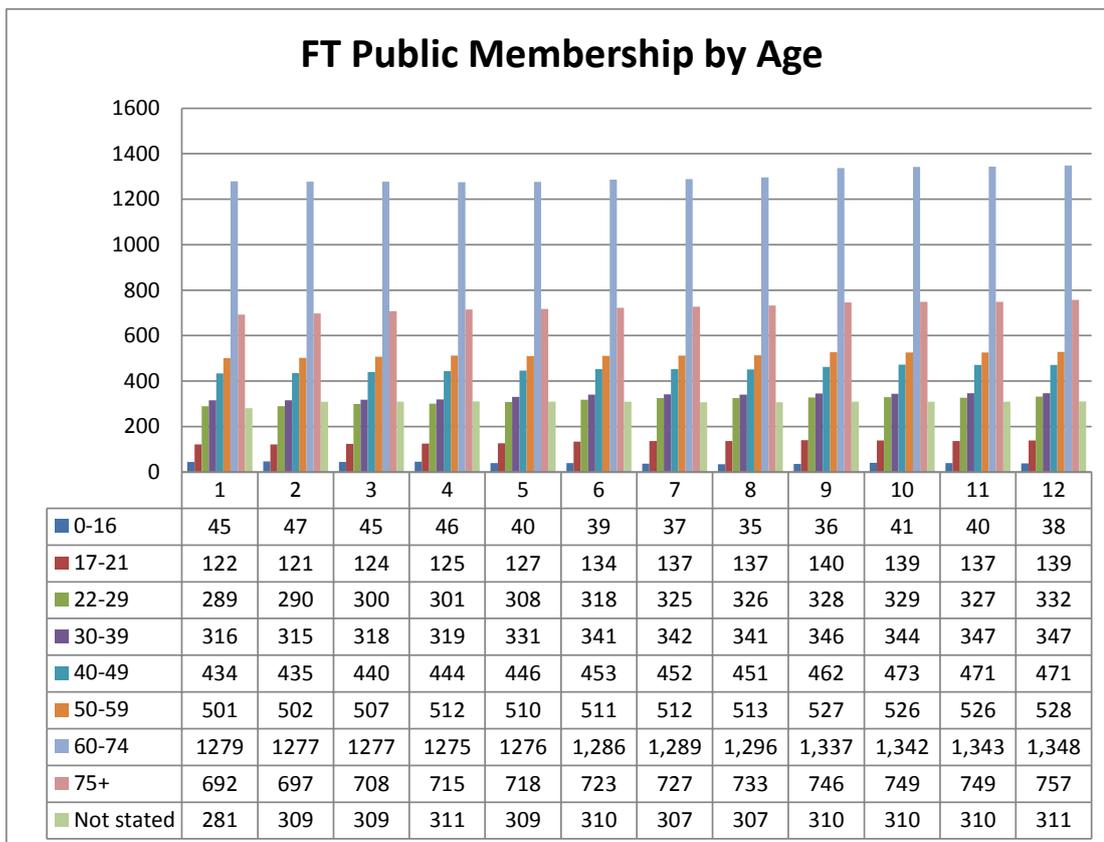
Public membership has grown by 312 since December 2013. Although female members still far exceed male, there has been a greater increase of male membership over the year, however men still remain underrepresented compared to the local population.



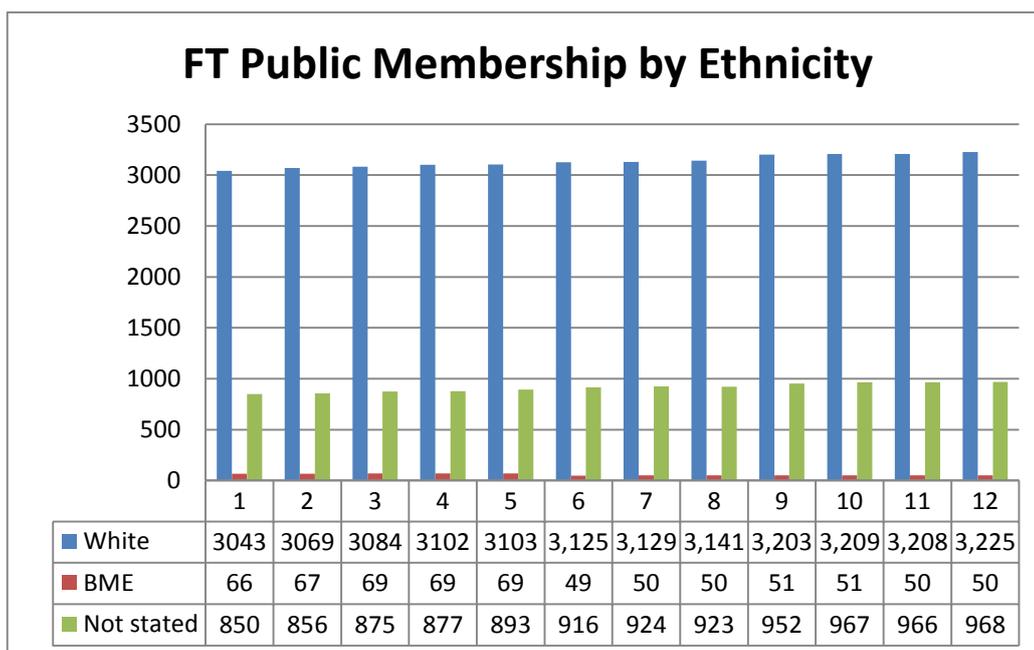
The breakdown of membership by public constituency, shows, as expected that Shropshire provides the largest membership base, however compared to the local populations, Cheshire & Merseyside and West Midlands remain under represented. There has been a growth in all membership constituency areas other than 'Out of Area' which has seen a reduction of 2 members over the past 12 months.

	FT Public Membership by Area											
	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14
Cheshire & Merseyside	272	273	277	281	283	281	285	288	299	298	299	301
North Wales	711	722	732	733	730	733	751	756	767	769	767	775
Powys	432	434	436	437	440	437	450	450	465	466	466	467
Shropshire	1942	1956	1971	1985	1,989	1985	2025	2026	2063	2080	2079	2085
West Midlands	401	404	408	408	413	408	415	416	429	431	430	433
Rest of England & Wales	176	176	177	177	181	177	179	180	186	186	186	187
Out of Trust Area	25	27	27	27	29	27	23	23	23	23	23	23
<b>Total</b>	<b>3959</b>	<b>3992</b>	<b>4028</b>	<b>4048</b>	<b>4,065</b>	<b>4048</b>	<b>4128</b>	<b>4139</b>	<b>4232</b>	<b>4253</b>	<b>4250</b>	<b>4271</b>

Public membership by age shows the 0-16 age (in fact 14-16yrs) has reduced in the previous 12 months, however there has been an increase in the 17-21 age group in the second half of the year, which may indicate members have moved into the next age category without being replaced.



Finally, although relatively small numbers of members are from Black and Minority Ethnic groups, compared to the local population, these groups are representative of the population and therefore the patient base. Unfortunately, Black and Minority Ethnic membership has reduced over the past 12 months, which should be reviewed further.



#### **4. Membership Strategy Update**

The Council of Governors agreed a Membership Strategy at the meeting held in November 2012 (summarised in appendix 1) and work has progressed over the year as follows:

Although it is pleasing to note that the Trust continues to grow its membership numbers in accordance with its targets, and has developed areas of engagement with younger members in particular, the Council of Governors are asked to note the following challenges which have arisen this year, and which should be addressed when reviewing the membership strategy moving forward.

Firstly, the Public Member Event held in September was poorly attended, with less than 40 people attending compared to just over 100 in the previous year.

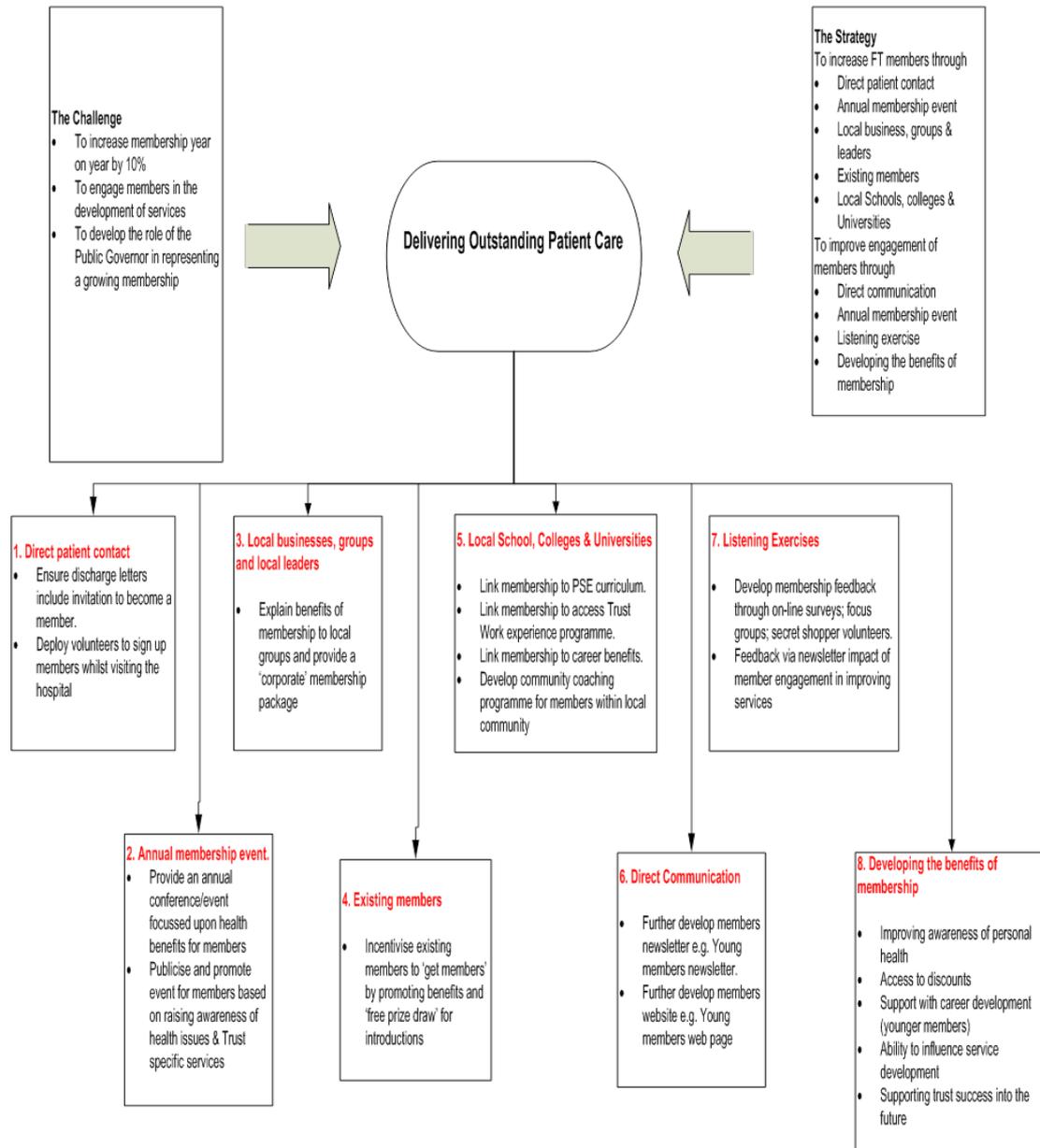
The membership sub group will review this in more detail, looking at alternatives to a full day event for future events.

Secondly, the level of engagement between Governors and their constituencies remains a challenge, and again the membership sub group will review this in order to discuss in more detail at a future meeting.

**Ruth Tyrrell**

Associate Director of Human Resources

Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust  
 Foundation Trust Public Membership Strategy Map 2012



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Chairman

**COUNCIL OF GOVERNORS**  
**27<sup>TH</sup> NOVEMBER 2014**

<b>Subject/Title</b>	Work Plan for 2015/16	
<b>Executive Responsible</b>	Margaret Surrage, Head of Board Governance (Trust Secretary)	
<b>Paper prepared by (if different from above)</b>		
<b>Nature of Report</b>	For Information	
	For Discussion	
	For Decision	✓
<b>Category of Item</b>	Strategic Direction and Development	✓
	Performance	✓
	Governance	✓
<b>Executive Summary</b>	The Work Plan has been updated to include the 2015/16 meetings. This ensures that all of the areas required under the Governors Statutory duties will be covered. The work plan will be revisited once the new Chairman/Chairwoman is in place.	
<b>Decision</b>	That the Council approves the Work Plan for 2015/16	
<b>Acronyms and Abbreviations</b>		

## Council of Governors work plan 2015

	Feb 2015 26th	May 2015 Wednesday 27th	July 2015 30th	Nov 2015 26th	Feb 2016 25th
<b>Appointments/approvals Ad Hoc</b>					
NEDs remuneration/terms& conditions (if required)					
Reappointment of External auditors	X				
<b>Annual General Meeting</b>			X		
<b>Annual Report &amp; Accounts</b>					
Receive accounts			X		
Receive Audit Reports			X		
<b>Forward plan</b>					
Consider strategic issues/priorities for Board to consider in the planning process				X	
Summary of Outline plan	X				X
presentation of plan		X			
<b>Governor Elections</b>					
Paper on timetable & process					X
Update Constitution re Use of E- elections	X				
<b>Sub Committee Chairs briefing</b>					
<i>BRIC</i>		X			X
<i>Audit</i>	X				
<i>Q&amp;S</i>				X	
<b>Quality</b>					
2014 priorities	X				X
Quality Indicators to be audited	X				X
Quality accounts presented		X	X		
Update on Quality Accounts Audit Actions				X	
<b>Trust Developments</b>					
As & When required					
<b>COG Strategy docs</b>					
Membership & Engagement strategy		X			
<b>COG Governance</b>					
COG Self Assessment (inc review of outcomes from training)	X				
COG Annual report (for approval)		X			
COG Annual report presentation			X		
<b>Standing items</b>					
Performance report	X	X	X	X	X
Membership report	X	X	X	X	X
Review of work programme	X	X	X	X	X

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Russell Hardy ☎ 4358  
Chairman

**COUNCIL OF GOVERNORS  
27<sup>TH</sup> NOVEMBER 2014**

<b>Subject/Title</b>	Recommendation for Appointment of Chairman	
<b>Governor Responsible</b>	Lead Governor on behalf of the Appointments Committee	
<b>Paper prepared by (if different from above)</b>	Ruth Tyrrell, Associate Director of Human Resources	
<b>Nature of Report</b>	For Information	
	For Discussion	
	For Decision	✓
<b>Category of Item</b>	Strategic Direction and Development	
	Performance and Governance	✓
<b>Context</b>	Previous Board discussion	✓
	Link to National Policy	
	Link to Trust's Strategic Objectives	✓
	Risk if no action taken	
<b>Executive Summary</b>	This report provides assurance regarding the selection process undertaken to identify a Chairman; recommendation of candidates to be considered for appointment and recommendation of a preferred candidate for appointment.	
<b>Received or approved by</b>		
<b>Legal Implications</b>		
<b>Recommendation</b>	The Council of Governors are asked to <b>note</b> the information contained within this paper.	

# **RECOMMENDATION OF APPOINTMENT OF CHAIRMAN 27<sup>TH</sup> NOVEMBER 2014**

## **1. Background**

The Appointment Committee (the Committee) is constituted as a standing committee of the Council of Governors and is responsible for appointing Non-Executive Directors, including the Chairman, to the Board of Directors.

The Committee ensures there is a formal, rigorous and transparent procedure for the appointment of new Directors and that Directors are 'fit and proper' to meet the requirements of the general conditions of the Trusts provider licence.

## **2. Membership**

The membership of the Committee for the appointment of a Chairman was as follows:

Lead Governor	Jan Greasley
Senior Independent Director of the Board	Prof Peter Jones
2 public governors	Dan Howcroft
	June Middleton
1 staff governor and/or 1 appointed governor	Martine Williams
Independent Advisor	Ekizabeh Buggins, Chairman
Secretary to the Committee	Ruth Tyrrell, Associate Director of Human Resources

## **3. Other independent professional advice**

The Committee as authorised by the board, engaged Odgers Bernstein to provide independent professional advice and support in the recruitment process and Elisabeth Buggins, Chair, Birmingham Women's NHS Foundation Trust as Independent Assessor.

### **Process followed**

Publication and advertising Long Listing	Within Sunday Times Appointments and on-line. A sub group of the Appointments Committee, guided by Odgers Bernstein identified eleven candidates who met the minimum criteria. The long listed candidates were requested to attend a preliminary meeting with Odgers Bernstein prior to short listing decision.
Short listing	The full Appointments Committee were invited to short list candidates, again guided by Odgers Bernstein, and three candidates were selected for final assessment process.
Interview and assessment	Candidates were assessed through the following process  One-to-one meeting with the Chief Executive Governor/Patient Panel Stakeholder Group Interview <ul style="list-style-type: none"><li>○ Russell Luckock</li><li>○ Gareth Pritchard</li><li>○ Dave Adams</li><li>○ Sue Nassar</li><li>○ Eileen Anderson (Patient Panel)</li></ul>

Senior Management Stakeholder Group

- Wendy Farrington Chadd
- Dr Victor Pullicino
- John Grinnell

Interview with Appointments Committee including 10 minute presentation to panel.

**4. Candidate for Consideration**

The Council of Governors are asked to consider two the following two candidates for appointment as Chairman, and to note that the third candidate, withdrew their application prior to the assessment process due to availability.

**Candidate A - Alison Gingell**

[Redacted content for Candidate A]

**Candidate B - Frank Collins**

[Redacted content for Candidate B]

**5. Preferred Candidate**

The Council of Governors should take due regard of the unanimous decision of the Appointments Committee that the preferred candidate for the appointment of Chairman of the Board of Directors of The Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation is Mr Frank Collins.

**6. Appointment**

Having considered the recommendation of the Appointments Committee, the Council of Governors shall vote, and subject to the approval of a simple majority of the members present, agree the appointment of chairman.

Jan Greasley  
Lead Governor