

**MINUTES OF A MEETING OF THE COUNCIL OF GOVERNORS WITH TRUST BOARD
HELD ON 18 JANUARY 2011 AT 6 PM IN THE LONG DRAWING ROOM,
WRIGHTINGTON HOSPITAL**

PRESENT	2011									
	18 01	02 03	13 04	11 05	29 06	10 08	22 09	02 11	14 12	
Mr L Higgins, Chairman	✓									
Dr K Ardern, Appointed – NHS ALW	A									
Mr R Armstrong, Non Executive Director	✓									
Mr T Ashton, Staff, Nursing & Midwifery	✓									
Ms J Atherton, Public Leigh	✓									
Mr S Ball, Non Executive Director	✓									
Mrs L Barnes, Vice Chair/SID	✓									
Mr T Barton, Public England & Wales	A									
Mr G Bean, Non Executive Director	✓									
Mr C Cheetham, Interim Strategic Projects Manager	✓									
Mr R Collinson, Non Executive Director	✓									
Mrs R Cowburn, Appointed - UCLAN	✓									
Cllr K Cunliffe, Appointed – Wigan Council	A									
Mr A Foster, Chief Executive	✓									
Mr V France, Public Worsley	✓									
Mr T Frost, Deputy Chairman/Lead Governor	✓									
Miss K Fussell, Public Makerfield	✓									
Mr A Gallagher, Public Worsley	A									
Mr R G Ghaly, Appointed – Medical & Dental	✓									
Mr B Greenwood, Public Wigan	✓									
Mrs P F Gregory, Public Wigan	✓									
Mr K Griffiths, Director of Finance & IM&T	✓									
Mrs G Harris, Director of Nursing & Performance	A									
Ms A Heaton, Appointed - LINK	✓									
Mrs J Heyes, Appointed – Staff Side	✓									
Ms M Hughes, Public Makerfield	✓									
Mrs J Irvine, Staff Nursing & Midwifery	✓									
Mr G Jackson, Public Leigh	✓									
Mr F W Lever, Public Ashton	✓									
Mr J Lenney, Director of HR	✓									
Mr J Maloney, Appointed – Age Concern	A									
Mrs C Martindale, Public Wigan	✓									
Mr S Nicholls, Director of Strategy & Planning	A									
Mr D Oultram, Public Leigh	✓									
Dr U Prabhu, Medical Director	A									
Dr A Sutton – Appointed – NHS ALW	A									
Mrs C Swann, Staff, All Other	✓									
Ms A Vernengo, Public Leigh	✓									
Mr J Walls, Public Wigan	✓									
Mr R Walker, Appointed – 5 Boroughs	A									
Ms R Webster, Public Makerfield	✓									
Dr G Young, Appointed - CVS	A									
IN ATTENDANCE										
Mrs A Arkwright, Head of Engagement	✓									
Mrs J Berry, Corporate Services Administrator	✓									
Mr J Bevington, Deloitte	✓									
Mrs H Hand, Trust Board Secretary	✓									
Mr S Hand, Membership & Engagement Officer	A									
Mrs F Noden, Deputy Director of Operations	✓									

COG1/11 APOLOGIES

Apologies were recorded as in previous table.

COG2/11 GOVERNORS INTERESTS

No declarations were made.

COG3/11 CHAIRMAN'S REMARKS

LH wished everyone a Happy New Year but stated that the year would be difficult for the Trust in view of the economic situation. He added that he believed the close relationship between Governors and the Board of Directors would pay off dividends as they worked together to provide the best possible health care service for the people of Wigan and Leigh.

COG4/11 MINUTES OF A MEETING OF THE JOINT MEETING OF COUNCIL OF GOVERNORS WITH TRUST BOARD ON 11.5.10

The minutes were agreed as a correct record.

COG5/11 MATTERS ARISING

COG13/10 – COG4/10 – Matters Arising

MH drew attention to the action recorded regarding LH's meeting with the Chairman of the PCT and asked for the results of their discussion. LH replied that the Chairman had indicated that he would look into the matter but that he had heard nothing further.

LH stated that he understood that HH had met with the PCT earlier that day as part of a sub group to support the formal consultation process and asked HH to brief the Governors. HH reported that the meeting had been difficult and that the PCT seemed to have a firm view on their expectation that the Trust would close one of their sites ie Wrightington. HH stated that the PCT had been challenged by AH, the Governor appointed by LINK, as she had asked what level of patient and public involvement had been undertaken in order to arrive at that conclusion. The Director who was present at the meeting stated that no patient and public involvement had yet taken place.

HH reported that she had offered to extend the survey as part of the listening exercise to the GP patient panels referred to during discussions. The GP present then retracted the statement that most GPs had patient panels and admitted that his surgery did not actually have a GP panel. The statement made at the meeting that GPs represented the Wigan Borough community was also disputed by AH who commented that it was the patients who represented the community.

COG6/11 PRESENTATION ON BOARD DEVELOPMENT



Deloitte Presentation
to WWL CoG.pdf

LH introduced Jay Bevington from Deloitte to the Governors who was in attendance to give a presentation on Board Development. Deloitte had been appointed following the governance arrangements review undertaken by Pricewaterhouse Cooper PLC at the request of Monitor. LH stated that JB had been very helpful in taking the Board

through this process and he believed that as a result, the Board were much stronger than previously.

JB gave a summary of the process and the resultant emerging themes as summarised in his presentation (attached).

He highlighted the fact that the Trust were operating in innovative ways of communicating ie podcasts, Fact or Fiction Board on the Intranet. The fact that staff felt that they were fully engaged by the Board had been corroborated by discussions within focus groups which JB or his colleague had attended recently as part of the review.

The other area highlighted by the review which was of concern was the relationship with the local PCT and Community Trust which needed to significantly improve. JB recognised that the recent discussions on Transforming Community Services and Vertical Integration had not helped the situation. A workshop was being arranged which would look at a set of initiatives around improving these relationships.

JB stated the most perplexing concern was the subject of bullying in the organisation. He stated that this was a very difficult area as there was no legal definition of bullying as individual's interpretations could be very different. However, from JB's discussions with Governors who attended the focus groups and Board members, he did not believe that there was a systemic problem but that there were pockets of bullying. JL stated that the Board were taking this issue very seriously and were working on an action plan to tackle the problem.

RC thanked JB for the very positive feedback. He stated that the Trust showed good governance in that it was aware of the problems and that strategies were in place to deal with them.

GJ stated that he had been involved in the focus group and agreed that a lot had been taken on board at that meeting. VF asked whether there could be a recurrence of the situation with Monitor. JB responded that there could be no guarantees but that the Board had agreed to undertake another independent review the following year. He was confident that the Board were alerted to risks and that systems were in place to mitigate against those risks to avoid a recurrence in the future.

TA stated that he had also attended the focus group with JB. He wanted to thank JH formally for her contribution on the subject of bullying in the latest edition of the Focus newsletter. TA stated that she had made great steps forward in raising awareness of the Staff Governors and their role.

JW asked for more clarification on what JB meant by the Board being more strategic. JB stated that he was referring to the need for the site and service strategy to be finalised so that the Trust could see what the future shape of the organisation would be. JB realised that the current situation was very difficult due to the uncertainty around GP commissioning and its effect on the Trust's plans. He added that, rather than focussing on the previous month's performance, the Board needed to focus on its future and have plans in place.

AF reminded Governors that, alongside the site and service strategy, an alliance was developing with Salford and Bolton Royal Hospitals NHS Foundation Trusts. There were also opportunities for vertical integration and planning for investments over the

next 5-10 years. He stated that Governors would be involved in making these decisions.

RA stressed the need, in strategic planning, to keep patient experience at the forefront so that they would choose the Trust for their health care. He also stated the need to ensure that staff were kept informed about future plans as the organisation developed.

COG7/11 CHIEF EXECUTIVE'S REPORT



Governors Council
18.01.11 AF.pdf

AF gave a brief presentation on the Trust's highlights and lowlights in performance. (attached).

Following his presentation he gave an update on vertical integration. Following a recent meeting where the SHA had stated that they would become involved in a mediation process in order to ensure that some of the services would be transferred from the Ashton, Leigh and Wigan Community Healthcare Trust (ALWCH) to Wrightington, Wigan and Leigh NHS Foundation Trust (WWLFT), he had some positive news to report. He had met with the Chief Executive of ALWCH and the Deputy Chief Executive of the PCT that day and had initiated the process to redesign and review unscheduled care services with a view to transferring some services to WWLFT. This process was to be completed by the end of March 2011. The process would not be easy but AF welcomed the stated timeline as this would avoid the need for the competitive tendering process.

Cancellation of Out-Patient Appointments

GG asked whether the high percentage of out-patient cancellations referred to in his presentation was attributable to one specific specialty. AF responded that the problem existed across the whole Trust but he asked FN, who was in attendance on behalf of Gill Harris, if she had anything further to add. FN stated that the results did differ between Divisions/Departments but that December had been particularly difficult due to the extreme weather conditions. A "Partial Booking" service had recently been implemented which gave patients the opportunity to choose their own appointment when the original appointment had been cancelled. Unfortunately this had not been running as well as expected and some further work was needed to make this more efficient.

KF stated that she had received a letter recently which cancelled her appointment and the reason given was that it was unforeseen circumstances which she did not think was acceptable. AF stated that a separate project was ongoing which was looking at this kind of communication which did not explain but simply inform the patient that the appointment had been cancelled. He regretted that sometimes letters received could seem depersonalised. AV commented that when revised appointments were given with only 2 weeks notice, this did not always provide sufficient time for the arranging of childcare, leave etc. LH commented that the Trust should be moving towards using emails and texts in order to speed up the process. FN stated that she would provide a trajectory towards improvement against this target for Governors.

Action: FN to provide a trajectory towards improvement against this target for Governors.

Newspaper Article on Job Losses

GJ referred to the recent article in a local newspaper regarding the Trust's plans to lose 350 jobs including 195 clinical jobs. He knew that he would be approached by staff at Leigh Infirmary who would be asking for further explanation. AF asked JL, Director of HR, to respond to this question. JL explained that at the last meeting the 3 Year Plan had been presented to Governors on this issue. The newspaper had asked for comments on a statement which the trade unions had made on the information the Trust had already shared with the trade unions. The headline to the article had been very unhelpful and JL stated that it would never be the Trust's intention to alarm staff. JL had discussed the issue with JH before a comment was made to the press. It was true that the Trust needed to reduce employment costs but, as people left the organisation, consideration would then be given to whether the vacancy would be filled. This would always be the preferred option rather than making redundancies. JL added that the Trust would also be considering a national pay freeze which had been proposed but that this would be subject to consultation. JH reported that the unions were 100% against the proposed national pay freeze but that Staff Side would work in partnership with the Trust. The opposition as a union was due to the pay freeze affecting only certain staff in the Trust. She added that lobbying was ongoing on this issue.

COG8/11 SERVICE AND SITE STRATEGY UPDATE REPORT



COG SSR

Presentationn 18 1 1'

CC was in attendance to bring an update to the Service and Site Strategy on behalf of SN. He stated that an evaluation of the various options would be completed in April to be able to state the preferred option at the Trust Board meeting on 27 April 2011. The evaluation process would cover 4 areas ie Equity of Service Delivery/Estates/Finance/Project Delivery and each team membership would comprise nominated Governors and nominated Non Executive Directors.

Some enabling works at RAEI had already commenced to free up space for car parking. Estates were looking at some alternative parking to Freckleton Street in the centre of town. Some early discussions were taking place with members of the Local Authority regarding some car parking in Water Street which was currently being used by Local Authority staff. This would free up space on the Freckleton Street car park for patients/public and also to provide additional disabled parking at RAEI. Office accommodation was also part of the discussions with the Local Authority/PCT as a result of the relocation of some office functions from the RAEI site.

CC reported that the Project Committee met monthly and that 3 Governors sat on that Committee – JW, KF and CS. Weekly Project Team meetings also took place.

AV queried CC's comment earlier regarding the results of the survey stating that the Leigh site was least favoured. CC responded that the survey had been very broad so the results had given an initial impression of people's opinions. He added that the results of the survey were in draft form and had not yet been interrogated by postcode.

BG asked what would happen, once the process was completed, and the preferred option is completely contrary to the PCT's views. LH responded that the Trust would make the final decision which reflected the views of members and Governors.

COG9/11 AUDIT COMMITTEE REPORT



Geoff Audit
18.1.11.pdf

GB gave a brief presentation (attached) as Chairman of the Audit Committee. He explained that the Audit Committee comprised Non Executive Directors and was also attended by other Executive Directors and other independent people. The objective of the Committee was to confirm the effectiveness of the assurance processes within the Trust.

COG10/11 PRESENTATION ON REVISION TO CONSTITUTION

Resolved: To approve the revisions to the WWL NHSFT Constitution for submission to Monitor for approval



Constitution changes
18.1.11.pdf

HH stated that the Council of Governors had agreed to establish a Task and Finish Group to look at the Trust's constitution as it had not been reviewed for 2 years. Her presentation (attached) outlined the main proposed changes. The Task and Finish Group proposed to submit the revised constitution to Monitor prior to it being formally approved at the public members meeting in March.

MH queried the removal of the need to publicise meetings in newspapers within the proposals. TF stated that the advertisements had only produced one member of the public attending a single meeting. He could not see that this was cost effective and agreed with the proposal. If the general public wanted to attend a meeting, details were on the Trust's website.

HH stated that she wanted to thank Ruth Cowburn formally for the hard work undertaken by her as part of the Task and Finish Group. She also thanked RC for his invaluable support as her "legal guru". The Trust's solicitors had had sight of the proposed changes to the constitution and did not have any concerns. However, she promised to circulate copies of her presentation to all Governors so they could let her know if they had any further final comments about any of the proposals.

Action: HH to circulate copies of her presentation to Governors for final comment.

COG11/11 QUESTION AND ANSWER SESSION

No further questions were asked.

COG12/11 OTHER MATTERS

No other matters were raised.

COG12/11 DATE OF FUTURE MEETING

The next meeting of the Special Members meeting would be held on 2 March 2011 in the Boardroom at Trust HQ, RAEI at 6 pm.