

## JOINT MEETING OF THE COUNCIL OF GOVERNORS AND BOARD OF DIRECTORS

Minutes of the Meeting of Thursday 6 December 2018

3.00 pm – 4.30 pm

Lecture Theatre 2, Education Centre, QEHB

### Present:

Rt Hon Jacqui Smith	Chair
Mrs Bernadette Aucott	Public Governor, Birmingham South
Mr Stan Baldwin	Public Governor, Solihull & Meriden
Dr Sue Balmer	Public Governor, Solihull & Meriden
Mrs Kath Bell	Public Governor, Rest of England & Wales
Mr Anthony D Cannon	Public Governor, Sutton Coldfield North
Mr Keith Fielding	Public Governor, Birmingham East
Mrs Sandra Haynes MBE	Public Governor, Birmingham South West
Dr Elizabeth Hensel	Public Governor, Birmingham South East
Mr Derek Hoey	Public Governor, Tamworth
Dr Elspeth Inch OBE	Public Governor, Birmingham West
Mr Adam Layland	Public Governor, Birmingham Reservoirs
Mrs Anne McGeever	Public Governor, Solihull & Meriden
Mr Patrick Moore	Staff Governor, Corporate & Support Services
Mr Gerry Moynihan	Public Governor, Birmingham Heartlands
Col. Deborah Porter	Representing Stakeholder Governor RCDM
Mr Thomas Webster	Associate Governor, Public Constituency
Cllr Kate Wild	Stakeholder Governor, Solihull Metropolitan Borough Council
Mr Kevin Bolger	Executive Director of Strategic Operations (“EDSO”)
Mr Jonathan Brotherton	Executive Chief Operating Officer (HGS) (“COO-HGS”)
Mr Mike Hallissey	Interim Medical Director (“IMD”)
Mr Tim Jones	Executive Director of Workforce & Innovation (“EDWI”)
Ms Karen Kneller	Non-Executive Director & Chair of the Audit Committee
Ms Mehrunnisa Lalani	Non-Executive Director
Dr Catriona McMahon	Non-Executive Director & Senior Independent Director
Mr Harry Reilly	Non-Executive Director & Deputy Chair & Chair of Investment Committee
Mr Mike Sexton	Executive Chief Financial Officer (“ECFO”)
Mrs Lisa Stalley-Green	Executive Chief Nurse (“ECN”)
Prof Michael Sheppard	Non-Executive Director & Chair of the Organ Donation Committee
Ms Cherry West	Executive Chief Operating Officer (QEHB) (“COO-QEHB”)

### In attendance:

Ms Fiona Alexander	Director of Communications	(“DComms”)
Mr David Burbridge	Director of Corporate Affairs	(“DCA”)
Mrs Margaret Garbett	Director of Nursing (HGS)	
Mr Mark Garrick	Director of Quality Development	(“DQD”)
Mr Andrew McKirgan	Director of Partnerships	(“DoP”)
Mr Julian Miller	Director of Finance	(“DoF”)
Mr Andrew McKirgan	Director of Partnerships	(“DoP”)
Mr Lawrence Tallon	Director of Corporate Strategy, Planning & Performance	(“DCSPP”)
Mr Andy Walker	Head of Strategy & Planning	
Ms Phillipa Hentsch	Head of Strategy & Analysis	
Ms Sarah Snowden	Corporate Affairs & Governor Liaison Manager	

<b>G18/58</b>	<p><b>Welcome and Apologies for Absence</b></p> <p>The Chair welcomed everyone to the meeting and submitted apologies from the CEO who was attending a meeting of the Shelford Group with NHS England.</p> <p>Apologies for absence were received from the following Public Governors:</p> <p>Mr Mark Aspinall, Rest of England &amp; Wales  Dr John Cadle, Quinton, Halesowen &amp; Southwest  Mr Albert Fletcher, Birmingham North  Mrs Phyl Higgins, Lichfield Northwest &amp; Northeast  Miss Beverley Martin, Rest of England &amp; Wales</p> <p>Apologies for absence were received from the following Staff Governors:</p> <p>Dr Tom Gallacher, Medical &amp; Dentistry  Dr Kate Gee, Nursing  Ms Sally Glover, Clinical Scientist &amp; Allied Health Professionals  Ms Yvonne Murphy, Nursing  Mr Lee Williams, Corporate &amp; Support Services</p> <p>Apologies for absence were received from the following Stakeholder Governors:</p> <p>Surgeon General Martin Bricknell , RCDM (represented by Col. Deborah Porter)  Prof Carol Doyle, Birmingham City University  Cllr Jayne Francis, Birmingham City Council  Rabbi Yossi Jacobs , Birmingham Faith Leaders Group  Prof Isabelle Szmigin, Birmingham University</p> <p>Apologies for absence were received from the following Associate Governors:</p> <p>Mrs Susan Hutchings (Public)  Mr David Treadwell (Public)</p> <p>Apologies for absence were received from the following members of the Board of Directors:</p> <p>Dr David Rosser, Chief Executive  Ms Lisa Stalley-Green, Chief Nurse</p>
<b>G18/59</b>	<p><b>Quorum</b></p> <p>The Chair noted that a quorum of both the Council of Governors and the Board of Directors was present and, accordingly, the meeting could proceed to business.</p>
<b>G18/60</b>	<p><b>DECLARATIONS OF CONFLICT OF INTERESTS</b></p> <p>No conflicts of interest were declared.</p>

**G18/61**

## **Annual Plan & Strategy**

The Council of Governors considered the report presented by the Director of Corporate Strategy, Planning & Performance.

The Trust has yet to receive the final report from the recent CQC inspection however initial feedback appears encouraging.

UHB is now the second largest Trust in the UK following the merger by acquisition of Heart of England Foundation Trust. The Trust faces challenges both internally - meeting the challenge of increased demand and externally - with a changing environment including an ageing society, inequalities, chronic diseases and cost growth.

In order to allow services to concentrate on caring for patients who are seriously unwell and in need of specialised care, there is a need to reorganise the supply of healthcare so that people with less acute needs can be cared for in appropriate settings outside hospital. To this end the Sustainability and Transformation Partnership (STP) was created as a vehicle for strategic change looking at how the Trust can work with other public services, system partners and the public ensuring the mental and physical health of the population in the most appropriate setting.

Changes that are affecting the Trust include:

- Population changes and prevalence of disease
  - Over the next generation the number of people in Birmingham over 85 will double – healthcare costs of someone over 85 are on average 8 times higher than someone of working age.
  - People are living longer with chronic, complex and expensive care needs such as cancer and dementia.
  - Sharp contrasts in equality and wealth give rise to inequality in outcomes of health and life expectancy.
- Scientific and technological advances in the digital era
  - UHB is now one of the leading centres in Europe for organ transplants along with minimally invasive surgery and genomic medicine. These are positive developments but also drives cost and demand growth
- Financial constraints
  - Since 2010, budgets across the NHS have been constrained. A lack of investment in general practice and community and mental health services has increased attendance and admissions within hospitals
  - Although the Government has announced an increase in revenue spending this will not cover funding for everything – urgent capital investment is needed in buildings as well as training, education, public health etc.
  - Workforce challenges including the availability of clinical staff

The new strategic objectives for the organisation to meet these challenges include:

- Standardisation of high quality care - in our hospitals, community sites, virtually or at home
- Clinical Service Planning across all sites for each speciality overseen by the Strategic Operations Steering Group with standards being levelled up, not to the average or below
- Digital and technological transformation – rolling out PICS, Oceano PAS, and Clinical Portal across all sites and developing new and emerging technologies

	<p>including video consultations and AI diagnostics and analytics – as well as being the national health test bed for 5G.</p> <ul style="list-style-type: none"> <li>• Making the best use of resources by efficiently managing the Trust’s estates, assets and workforce across all sites</li> <li>• Planning and supporting the Trust’s workforce to recruit and retain the workforce we need. This includes workforce planning across sites, which may mean rotation between sites in order that staff can broaden their skills and result in a “levelling up” of services without denuding existing high service standards.</li> <li>• Working with partners more effectively to reduce delayed transfers of care and better manage patients with multiple comorbidities.</li> <li>• The Birmingham Hospitals Alliance (BHA) will bring together the three acute and specialised providers in the Birmingham and Solihull STP (UHB, Birmingham Women’s &amp; Children’s and the ROH) to work collaboratively on a range of clinical and non-clinical projects. This will involve the standardisation of care pathways and delivering economies of scale by consolidating services in areas such as back office services, procurement, communications and some HR and IT services.</li> <li>• Our three other strategic priorities are: research and development, non-clinical support services and emergency preparedness.</li> </ul> <p>This is a multi-year strategy that will be reviewed each year. The strategy will be translated into a plan and brought back to the Governors for review in the Spring of 2019.</p> <p><b>RESOLVED: to ACCEPT the report.</b></p>
<b>G18/62</b>	<p><b>Any other business</b></p> <p>No other business was raised.</p>

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**Chair**

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**Date**