

2011 Annual Members' Meeting

Thursday, 6 October 2011, 6pm

Frank Rifkin Lecture Theatre, Mayo Building, Salford Royal

Approved Minutes

Present: Executive and Non-Executive Directors

James Potter, Chairman
David Dalton, Chief Executive
Chris Brookes, Executive Medical Director
Diane Brown, Senior Independent Director
Elaine Burke, Executive Nurse Director
Howard Forster, Non-executive Director
Simon Neville, Executive Director of Strategy and Development
Tony Whitfield, Executive Director of Finance
Anne Williams, Non-executive Director
John Willis, Vice-Chairman
David Wood, Executive Director of Organisational Development and
Corporate Affairs

Trust Secretary

Jane Burns, Associate Director of Corporate Affairs/Trust Secretary

Governors

Roy Harding, Public-elected Governor (Swinton)/Lead Governor
Michael Bamberger – Public Governor (East Salford),
Anita Bradbury, Public-elected Governor (Out of Salford)
Michelle Byrne, Public-elected Governor (Out of Salford)
Susan Edwards, incoming Public-elected Governor (Out of Salford)
Peter Halliwell, Public-elected Governor (Ordsall and Langworthy)
Mike Harnor, outgoing Public-elected Governor (Out of Salford)
Robert Heywood, outgoing Staff Governor (Clinical Support Services)
Brian Hope, Appointed Governor (Salford PCT)
Celia Hynes, Appointed Governor (University of Salford)
Valerie Ivison, Public-elected Governor (Claremont, Weaste and Seedley)
Brian Myles, Public-elected Governor (Irlam and Cadishead)
Ronan O'Driscoll, Staff Governor (Medical Services)
Peter Rose, Public Governor (Out of Salford)
Gail Stephenson, incoming Public-elected Governor (Worsley & Boothstown)
Diana Tyldesley, Public-elected Governor (Eccles)
Jean Whittaker, Public-elected Governor (Little Hulton and Walkden)
Craig Wood, Staff Governor (Corporate and General Services)

Public Members

89 Salford Royal Public Members (including Public and Appointed Governors, and Non-Executive Directors) were present:

Mrs Irene Barlow, Mrs Eugenie Bate, Mr Alan John Beaumont Johnston, Linda Brown, Ms Josephine Browne, Dr Robert Callow, Jayne Carter, Mrs Jean Carter, May Cavanagh, Miss Jenny Clarke, Michael Collins, Mr James Collins, Miss Jean Colpitts, Mr John Colpitts, Mrs Hilary Ann Cresswell, Mr Samuel Ernest Cresswell, Mrs Jeanette Alice Day, Ms Pat Edwards, Mr Graham Faulkner, Mrs Ann Faulkner, Mr Alan Fawkes, Mrs Brenda Fawkes, Mr Tim Field, Ms Susan Fisher, Miss Roz Fox, Edith Frank, Mr Geoffrey Michael Fullelove, Mr Glenn Gannon, Mrs Martina Gowland, Mr Neville Gregory, Mrs Margaret Hampson, Mr Alan Hampson, Mr Frederick Harrison, Mrs Kathleen Henderson-Playfair, Mrs Shirley May Hill, Mr John Holroyd, Mrs Juliana Holroyd, Mrs Myra Irvine, Mr Philip Kempster, Mr Harold Kershner, Patricia Lindley, Prof Rajan Madhok, Mr Donald McGeachin, Mr Richard Murphy, Mr Brian Oldroyd, Mrs Thelma Openshaw, Mr James Walter Openshaw, John Osei-Kofi, Mr Albert Owen, Mr J Owen, Mrs Elizabeth Perry, Dr Roger Perry, Mrs Suzanne Price, Mr Khalid Rashid, Mr David Robinson, Mrs Josephine Rose, Mr R Rushton, Miss Jane Sandham, Dr Cyril Smith, Dr Eileen Smith, Ms Mary Sheelagh Taaffe, Claire Walsh, Mr James Wheelton, Mrs Emily Wheelton, Mr Jimmy White, Mr Arvid Woods, Mr Albert Woods, Mrs Freda Wray.

Staff Members

31 Salford Royal Staff Members (including Staff Governors, Executive Directors and Trust Secretary) were present:

Ian Carter, Stephen Cottrell, Simon Featherstone, Stephanie Gibson, David Hargreaves, Patricia Lindley, Rebecca McCarthy, Anne-Marie Miller, Philip Hammond, Lindsey McCluskie, Jacqueline Meager, Joann Morse, Elaine Quick, Julie Taylor, Louise Tehrani, Mike Hall, Jack Sharp, Christine Pearson, David Jones, Sophie Kennedy, Lee Lindley

Apologies: Michael Halsall, Non-executive Director
Anne Williams, Non-executive Director

1. Welcome and Introductions

The Chairman welcomed everyone to the 2011 Annual Members' Meeting. He introduced individual Directors and Governors, including Mr Roy Harding as Lead Governor who was to provide information later in the meeting.

The Chairman referred to the Salford Royal's Open Event that had taken place that day and expressed his personal gratitude to everyone who had been involved and contributed to making the day so successful. He stated that he hoped everyone had

had chance to spend some time learning more about healthcare services provided at Salford Royal and within the broader community.

2. Apologies for absence

Members noted that apologies for absence had been received as recorded above.

3. Chairman's Report

The Chairman referred to 2010/11 as another outstanding year for Salford Royal and described some of the key achievements and challenges.

a. Implementation of the Membership Development Strategy

The Chairman referred to the Trust's membership targets and progress in recruiting members. He provided full details of the membership activity that had continued over the past year and confirmed that the Trust has exceeded its membership recruitment targets in all areas, in particular the targets for 'Out of Salford' members. The Chairman confirmed that public membership now stood at over 14,000. He described how the Trust would continue to recruit members using a number of different methods to ensure that people using the services provided by Salford Royal had opportunity to understand more about the Trust and provide feedback on their experiences.

b. Ensuring a Representative Membership

The Chairman described how the Trust was ensuring that its membership was representative of the population served by Salford Royal. Annual demographic profiles were used to monitor key demographics such as age, gender, ethnicity, disability and geography. Targeted recruitment activity had included Salford City Wide Events, College and University Events, and work with Patient Interest Groups. The Chairman also described the important intelligence Governors brought to the Trust in terms of their understanding of the communities the Trust serves.

The Chairman described the different ways the Trust shared information with members and how the Trust balanced its wish to keep members informed with the realisation that members do not wish to be bombarded with information. The main source of information was therefore a members' newsletter *The Loop*. He referred also to the Trust's aim to reduce cost and improve communications by sending key communications by email to those members who had informed the Trust that they wished to receive information via that route.

The Chairman referred to the Trust's Membership Engagement Plan that ensured implementation of the Membership Development Strategy. This plan ensured key engagement activities, designed to better understand patient experience and needs, throughout the year.

The Chairman referred to the Trust's Staff Governors and the work that had been achieved across the course of the year to establish effective engagement methods with staff.

c. Changes: Non-Executive Directors

The Chairman confirmed the following non-executive director changes that had taken place since the last Annual Members’ Meeting:

- Mr Howard Forster – re-appointed to commence 1 April 2011 - term of two years
- Professor David Thompson – term ended on 31 July 2011.

The Chairman commended the contribution Professor Thompson had made to the Board of Directors at Salford Royal and expressed his gratitude formally.

d. Changes: Public Governors

The Chairman confirmed that Mrs Rosemary Steven had resigned during May 2011. He commented on the significant work Mrs Steven had undertaken during her time as a Governor at Salford Royal and the positive impact that this had had on the Council of Governors as it stood today. He expressed formal thanks and best wishes to Mrs Steven.

e. Appointed Governors

The Chairman confirmed that the Trust’s key partner organisations had confirmed changes to their appointed governors since the Annual Members’ Meeting in October 2009.

- University of Manchester - Professor Nicholas Grey appointed in March 2011 to succeed Professor Matt Lambon-Ralph.

f. Public and Staff Governors: appointments

The Chairman confirmed the results of the governor elections (six of the public constituencies and two staff constituencies) that had taken place during the summer of 2011. He informed the AMM that 18 nominations had been received for the 8 seats, and that this included 12 nominations for the Out of Salford seats.

Public governors:

Name	Constituency/Organisation	Term of Office (Ends)	Contested/Uncontested
Roy Harding	Swinton	3 years (2014)	Uncontested
Jean Whittaker	Little Hulton and Walkden	3 years (2014)	Uncontested
Brian Myles	Irlam and Cadishead	3 years (2014)	Uncontested
Gail Stephenson	Worsley and Boothstown	3 years (2014)	Contested
Michelle Byrne	Out of Salford	3 years (2014)	Contested
Susan Edwards	Out of Salford	3 years (2014)	Contested

The Chairman expressed gratitude to Michael Harnor, the out-going Out of Salford governor, for his commitment and contribution to the Council of Governors. He also welcomed Gail Stephenson and Susan Edwards who now joined the Council of Governors as public governors.

Staff governors:

Name	Constituency/Organisation	Term of Office (Ends)	Contested/Uncontested
Jayne Moore	Surgery	3 years (2014)	Uncontested
Carol Darke	Clinical Support Services and Tertiary Medicine	3 years (2014)	Contested

The Chairman welcomed the two staff governors to their new role on the Council of Governors. He expressed gratitude to Mr Rob Heywood, out-going staff governor for clinical support services, and Mr Iain Anderson, out-going governor for surgical services for the valuable contribution they had made to the Council of Governors at Salford Royal.

Appointed governors:

The Chairman explained that in accordance with the Trust's Constitution, governors who are appointed by partnership organisations are appointed for a term of three years. A term ended on the date of the 2011 AMM. All partner organisations had recently confirmed that they wished for their appointed governors to commence a further term, the details of which were presented to the AMM as follows:

Name	Constituency/Organisation	Term of Office (Ends)
Dr Brian Hope	Salford Primary Care Trust	3 years (2014)
Professor Celia Hynes	University of Salford	3 years (2014)
Professor Nicholas Grey	University of Manchester	3 years (2014)
Councillor John Warmisham	Salford City Council	3 years (2014)
Dr Jeremy Tankel	Local Medical Committee	3 years (2014)

The Chairman thanked all of the appointed governors for continuing their commitment to the Council of Governors at Salford Royal.

The Chairman finally congratulated all of the successful candidates and wished them well as members of the Council of Governors over the forthcoming years.

4. Overview of the Last Year and Plans for 2010/11

The Chief Executive thanked everyone present for attending. He presented an overview of the last year at Salford Royal and information about the Trust's forward plans for 2011/12.

The Chief Executive reported on the key achievements during 2010/11, including the achievement of all national and local targets across quality of care, performance and finance. Attendees heard about the Trust's leading role in quality improvement and patient safety, and received comprehensive update on the achievement of key aims such as Saving Lives, Reducing Harm, Integration of Community Services, Development of a Comprehensive Stroke Centre, Extension of Upper GastroIntestinal Cancer Services, and the Opening of the Christie at Salford Royal Cancer Centre.

The Chief Executive confirmed Salford Royal's sound financial health and described the strong financial management of the Trust's current budget of £346 million. He described that during 2010/11 £19.4 million had been invested in Salford Royal's buildings, facilities and equipment and that all financial targets had been met.

The Chief Executive presented an overview of the key elements of the Annual Report and Annual Accounts for 2010/11. He stated that copies of the full version of the Annual Report and Accounts were available at the meeting and could also be obtained via the Trust's internet site or from the Trust Secretary.

The Chief Executive presented the Auditor's Opinion on the 2009/10 Annual Accounts, explaining that the report confirmed that the accounts gave a true and fair view of the financial position of the Trust. He stated that the Opinion also confirmed that the Accounts were properly prepared in accordance with the accounting policies relevant to the National Health Service in England.

The Chief Executive described the Strategic Themes and Annual Plan for 2011/12 and provided key facts about the Trust's financial position, staff, clinical activity and softer issues such as the number of meals provided for patients. He provided detailed the Trust's aims to ensure Safe, Clean, Personal Care every patient, every time. Members also heard about the key benefits that were to be achieved from the Trust's integration with community services. The Chief Executive provided information about the service developments that were planned for the current financial year and provided comprehensive update about the Hospital Redevelopment Programme that had recently seen the opening of the new clinical facility named Hope Building.

Finally, the Chief Executive described how staff and patients had given Salford Royal some of the highest scores in the National NHS Staff and Patient Surveys and commended this as true assurance about the high quality care provided at Salford Royal.

5. Minutes from the Previous Meeting

The Chairman apologised for not covering this item at the beginning of the meeting. He asked members to confirm acceptance that the minutes from the meeting held on 20 October 2010 were true and accurate.

The Minutes from the Annual Members' Meeting held on 20 October 2011 were approved as a true and accurate record.

6. Governor Perspective

The Chairman invited the Lead Governor, Mr Roy Harding, to present 'The Governor Perspective'. The Lead Governor firstly, commended the achievements seen at Salford Royal in the past year and expressed personal thanks to Mrs Steven, Mr Harnor, Mr Heywood and Mr Anderson for all they had achieved as Governors, and to all other Governors for being such committed volunteers. He welcomed new Governors to the Council of Governors at Salford Royal.

The Lead Governor provided an overview of the significant achievements of the Council of Governors during the last year, including:

- The work of the Council of Governors' Sub-groups;
 - Quality
 - Communications and Marketing
 - Strategic Direction.
- The development of a robust Assurance Briefing Report for the Council of Governors that was reviewed on a quarterly basis.
- The work of the Patient and Public Engagement Advisory Group, describing its work with voluntary organisations and agencies. He asked if members were involved with an organisation they believe should work with Salford Royal in this way that they should contact the Lead Governor through the Membership Office, Trust Executive.

The Lead Governor described the ongoing engagement activity and achievement of governors' key statutory duties, such as re-appointment of Non-executive Directors, ensuring appropriate performance review of the Trust's Chairman, and review of the composition of the Council of Governors.

Proposed Changes to the Council of Governors

The Lead Governor described how the Council of Governors had recently reviewed its Policy on the Composition of the Council of Governors, and had agreed that changes were appropriate to the classes of the staff membership constituency. He explained that the Council had considered the importance of ensuring the staff classes:

- reflected the new organisational structure of five clinical Divisions and corporate/general service;
- provided clarity for staff, in particular the newly-integrated community services staff;
- allowed staff engagement achievements to date to be developed further;
- allowed meaningful and re-energised staff input into the Trust's forward plans and service developments.

The Lead Governor confirmed that, with all of the above in mind, the Council of Governors proposed that the staff classes, and therefore staff governors, were increased from 4 to 5 as follows:

<u>Current</u>	<u>Proposed</u>
Medical Services	Salford Healthcare
Surgical Services	Surgery
Clinical Support Services	Clinical Support Services and Tertiary Medicine Neurosciences and Renal Services
Corporate and General Services	Corporate and General Services

The Lead Governor carefully described the transitional arrangements and confirmed that, once the changes were all appropriately approved, the four existing staff governors would convert to their new staff classes and an additional election process would be undertaken to elect a staff governor for the staff class of Neurosciences and Renal Services.

7. Approval Process: Changes to Staff Classes

The Chief Executive informed members present at the AMM that the proposed changes would require amendment within the Trust's Constitution. He confirmed that the amendments would relate to:

- the changes to the staff classes, as described by the Lead Governor;
- the increase to the number of staff governors, from 4 to 5, to represent each of the new staff classes;
- the transitional arrangements, as described by the Lead Governor.

The Chief Executive asked if members had any questions at this point. No questions were raised.

The Chief Executive then advised members of the voting process in order to ascertain approval of the proposed changes and amendments. He explained that voting would take place in two stages:

- firstly, staff members present at the meeting would be asked to indicate, by raising either the red or green card they had been handed on admission, whether they wished to approve or not approve the changes to the staff classes.
- All members present at the meeting would then be asked to indicate, by raising either the red or green card they had been handed on admission, whether they wished to approve or not approve the amendments to the Constitution.

The Chief Executive described how the voting cards were to be used:

Green Card = I **approve** the changes Red Card = I **do not approve** the changes

He also confirmed that if it was not absolutely clear from the raised cards what the majority vote was, members would be asked to place their chosen card in a ballot box and the votes would be counted.

Staff members only were then asked to indicate whether they approved the proposed changes to the classes of the staff constituency. Staff members voted using the cards provided.

The Chair announced that staff members had unanimously voted to approve the changes to the classes of the staff constituency.

Finally, all members were asked to indicate whether they approved the amendments to the Constitution. Members voted using the cards provided.

The Chair announced that members had overwhelmingly voted to approve the amendments to the Trust's Constitution.

8. Questions and Answers

The Chairman invited questions and comments from members:

1. Clarification sought about whether 'surplus' was earmarked and whether it jeopardised the following year's funding. The Chief Executive provided explanation about the FT model and that generated surplus enabled reinvestment back in to the Trust's capital resulting in continuous renewal. He confirmed that the Trust had planned surplus each year and these plans had either been met or exceeded year-on-year enabling the Trust to develop for the future.
2. How does the Trust see members feeding back on services? The Chief Executive confirmed that members were invited to provide comments and views through many different methods and forums. He gave examples of Patient Focus Groups where the Trust's membership database was used to identify members who had stated interest in specific services and invite those members to participate in lively debate about future developments. The Chief Executive also described how the Trust was working with the National Picker Institute to develop improved and more extensive methods for gathering patient feedback about their experiences at Salford Royal. He described how this work would be developed in conjunction with the Council of Governors.
3. A member suggested that the number of Out of Salford Governors should be doubled, and that during the nominations stage of governor elections nominee profiles should be extended to more than the current 100 word limit. The Chief Executive confirmed that the Council of Governors regularly review the composition and presently feel that the number of Out of Salford Governors is set correctly. He thanked the member for these comments and gave assurance that they would be taken into account prior to future governor elections.

4. A member raised that:

- a. the Annual Report should have referred to Out-patients and not just focussed on In-patients;
- b. the TV in fracture clinic should not be set to compulsory viewing of 'daytime' programmes, he commented that the waiting area was often overcrowded and the TV programme choice needed attention;
- c. it would be helpful to see Salford Royals figures relating to surgical site infections in the Annual Report, and explanation about how the Trust compares to other organisations;
- d. if the Trust was to add measures relating to reducing Harm, would that mean some of the existing measures would no longer be used;
- e. could the Trust ensure that in its attempts to work more closely with the City Council that the Facilities/Estates Departments worked together also'
- f. Adverts from 'Ambulance-chasing Solicitors' should not be endorsed by the Trust.
- g. Commissioning was a difficult topic for members to fully understand and that an 'idiots guide'- type document would be helpful.

The Chief Executive thanked this member for these comments and questions. He responded to each in turn:

- a. Concurred that this was a valid comment and assured the member that the next Annual Report relating to this current year would provide much more focus on those patients cared for in community settings.
- b. Confirmed that the Trust now only had two TV screens across all of its out-patient areas, in response to the wishes of patients. He stated that the Senior Nurse in any area would be very happy to receive feedback about the area she is responsible for and would make every effort to responds to the wishes of patients i.e change the TV channel if necessary.
- c. The Board of Directors has recently reviewed and approved a quality improvement project proposal for improving surgical site infections across the Trust. Current benchmarking data places the Trust as being better than the national average in all areas other than orthopaedics, this area has a specific action plan and work is ongoing to ensure improvement. The Chief Executive confirmed that he would be happy to report on this in more detail at the 2012 Annual Members' Meeting. **ACTION**
- d. Harm measures had been increased and no previous measure had been lost in this process. Collection of data is routine across the Trust and information is collected from clinical records.
- e. The Trust has identified how the Trust and Local authority can work together across areas such as estates. The Chief Executive gave examples of where this was planned to impact positively on car parking and improved use of vacant buildings.
- f. The Trust does not endorse adverts of this nature and any found will be destroyed.
- g. The Chief Executive confirmed that an article would be placed in the members newsletter The Loop explaining the key elements of commissioning within the NHS. **ACTION**

5. Comment that the Trust should consider accommodation at the Rugby Club and asked why ambulances were being put there. Also questioning why 'multi-faith' was being introduced into the hospital. The Chief Executive offered that the Trust reviewed all estate and property options appropriately and that ambulances were provided by a separate organisation to the Trust. He stated that the Trust felt provision of multi-faith facilities was appropriate and respectful to all faiths, and that the new facilities had been developed in full agreement with the hospitals chaplains.
6. Thanks offered to the Trust for the 'care this hospital gives'. The member stated that she would rate the Trust as 'excellent' and recommend to family and friends, hoping of course that they would never need it.
7. Congratulations offered on the achievements relating to the new hospital buildings and services. The member asked if these achievements were known to have impacted positively on the health of the community. The Chief Executive thanked the member for this question and explained that although improvements were evident improvement was not rapid enough to close the distance that existed between Salford and other parts of the country. He confirmed that public service leaders across Salford were now working together to form a new group aimed at making collective decisions with greater impact about integrated care and services.
8. The negative publicity PFI has had recently and whether it is possible to resist the proposed changes to the NHS. The Chief Executive described how PFI schemes worked and differed. He confirmed that robust plans had been developed and agreed by the Board to ensure affordability of the Trust's PFI programme. He confirmed that, in relation to resisting change, the Trust worked within the rules of the NHS with some freedoms to develop as a public healthcare provider.
9. A member, as a visitor from outside of Salford, commented that all staff were on message and that this was very impressive. The member expressed her hope that the Chief Executive would look after the staff and ensure they were not given too much workload and provided with adequate breaks etc. The Chief Executive thanked the member for this comment and assured her that every effort was made to ensure staff satisfaction was at the highest level.
10. A member commented on chaplaincy and spiritual care and expressed thanks to the Trust for the quiet space provided for people of all faith and none. The member stated that much thought had gone into the Multi Faith facility that was a fantastic resource to all. The member also stated that it was hoped that Salford Royal would continue to put faith in the Chaplaincy Service. The Chief Executive expressed his thanks for this comment.

9. Closing Remarks

Before closing the meeting, the Chairman reminded members that they had entered a raffle as they arrived at the Open Event/ Annual Members' Meeting.

The Lead Governors drew the following members' names in the raffle:

- Khalid Rashid
- Irfam Syed
- Julianna Holroyd
- Hwee Leng Wee
- Mrs Myra Irvine
- Mrs K Harris
- Jenny Clarke
- Colin Sylvester

The Chairman congratulated all the raffle winners.

Finally, the Chair sincerely thanked everyone for attending and supporting Salford Royal in this way. He reaffirmed the wish of the Trust to be delivering the healthcare services that the people of Salford and beyond needed.

The Chairman declared the meeting closed.