

Document:	Minutes (FINAL)	
Meeting:	Board of Directors (session in public) 10.00-12 noon 4 July 2024 Microsoft Teams meeting (pre-election period)	
Present:	Jackie Smith	Trust Chair (voting) (Chair)
	Paul Dillon-Robinson (PDR)	Non-executive director (voting)
	Peter O'Donnell (POD)	Non-executive director (voting)
	Karen Norman (KN)	Non-executive director (voting)
	Shaun O'Leary (SOL)	Non-executive director (voting)
	Russell Hobby (RH)	Non-executive director (voting)
	James Lowell (JL)	Chief executive officer (voting)
	Maria Wheeler (MW)	Chief finance officer (voting)
	Nicky Reeves (NR)	Chief nursing officer (voting)
	Kirsten Timmins (KT)	Chief operating officer (voting)
	Helen Edmunds (HE)	Chief people officer (non-voting)
	Abigail Jago (AJ)	Chief strategy officer (non-voting)
In attendance:	Leonora May (LM)	Company Secretary (minutes)
	Jane Dickson (JD)	Interim Chief Nursing Officer
	Jackie Doherty (JDo)	Freedom to Speak up Guardian, The Guardian Service
Apologies:	Tania Cubison (TC)	Chief medical officer (voting)
Members of the public:	Three governors, four members of public and four members of staff	
29-24	Welcome, apologies and declarations of interest The Chair opened the meeting welcoming members of the Board including JD who will take up the role of interim Chief nursing officer from mid-July, and those observing the meeting including three governors, four members of public and four members of staff. The Chair reminded those observing the meeting that they were not invited to participate in discussions and that there will be an opportunity for governors to ask questions at the end of the meeting. She also reminded all in attendance that the meeting was being held during the pre-election period which means that discussion is limited to matters which require operational or financial sight. There would be no discussion about strategy or policy. The Chair invited declarations of interest from Board members. KN declared that she has been appointed as a Non-executive director for the South East Coast Ambulance Service from 8 July 2024. JL declared that he has been appointed as the Senior Responsible Officer for the South East Imaging Network. There were no further declarations of interest other than those recorded on the register of interests. Apologies were received from TC and the meeting was declared as being quorate.	
30-24	Draft minutes of the public meeting held on 2 May 2024 The Board agreed that the minutes of the public Board meeting held on 2 May 2024 are a true and accurate record of that meeting and approved them on that basis.	
31-24	Matters arising and actions pending from previous meetings The Board noted that there are two pending actions which are not yet due, and that the gender pay gap update has been delayed due to the pre-election period. The Board noted the updates within the report.	
32-24	Chair's report JS presented the Chair's report to the Board, highlighting the following: - Strategic development committee assurance will be included in the next Chair's report to the Board due to the pre-election period	

	- Chris Barham has been appointed as the Lead Governor for a further term and Janet Hall has been appointed as the Deputy Lead Governor for a further term. JS extended thanks to both for standing for a further term and for their support - JS continues to visit services with the Lead and Deputy Lead governors. She encouraged all governors to take up the opportunity to join the Non-executive directors on their service visits - Since the last Board meeting, the Board completed the final part of its self-assessment of its own effectiveness through a survey which included questions about the quality of papers, Chairing and Board support, the Board's approach to partnerships, Board development and the annual cycle of business. JS confirmed that feedback indicated that there is still work to do regarding the quality and the length of Board papers which will be an increased area of focus for the Board to ensure that reports are accessible to the public - During May, a development day had been held for all governors supported by NHS Providers. JS described the event as extremely beneficial and confirmed that a second event will be held later in the year for new governors Discussion was had regarding Board member visits to services and Non-executive Board collectively encouraged governors to join them on service visits. In response to a question regarding feedback from visits, LM confirmed that this feedback is collated and reported to the executive team regularly to ensure that issues are picked up. Going forward, themes will be included within the Chief Executive and Chair reports to Board. The Board noted the contents of the report.
33-24	Chief Executive's report JL presented the report to the Board, highlighting that: - The Trust reported 90% against the cancer diagnostic standard for March 2024 which was the highest ever record for the Trust. He confirmed that the Trust remains focussed on making significant changes to the way that access of care is delivered - The Trust had ended the 2023/24 year in a strong financial position and will continue to make the best use of resources whilst maintaining the delivery of high quality care to patients - Nicky Reeves, the Trust's Chief nursing officer will shortly retire after 40 years' service to the NHS. JL thanked NR for her service and welcomed JD who would take up the role of interim Chief nursing officer from 15 July 2024 - Sir Julian Hartley, the Chief executive of NHS Providers, visited the Trust in May and had written a very positive blog post about what he had observed during the visit - JL extended thanks to all who had helped to support the Trust through recent periods of industrial action in a calm and supportive manner The Board considered and discussed the updates as follows: - A Board member asked about communication and expectation management for long waiting patients. JL confirmed that patients are being communicated with via the usual routes but that work continues to ensure that these channels are modernised to ensure ease of access for patients, including the Patient Knows Best portal - The Board noted the significant financial and operational challenges faced by the system and QVH's supporting role. JL confirmed that QVH is striving to be part of the system's solution to challenges and to play an integral role in addressing health inequalities - In response to a question from a Board member regarding the recent visit from Sir Julian Hartley, JL confirmed that his main takeaway was the breadth and depth of services provided by QVH and how little people outside of the Trust know about them, as well as multidisciplinary ways of working The Board noted the contents of the report.

34-24	Freedom to Speak up Guardian report The Board welcomed JDo, the Trust's new Freedom to Speak up Guardian, to the meeting to present the report. JDo presented the report to the Board and reported that The Guardian Service have provided the independent external Freedom to Speak up service to the Trust since 29 April 2024. She reported that the service is being promoted to all staff and drop in sessions have been well received. As the service is relatively new, there is currently limited data to analyse and report on themes, although conversations with staff have indicated some unsettlement regarding changes within the Trust's leadership team. The Board noted that there have been three speak ups to date, one of which is a legacy issue. The Board thanked JDo for the report and agreed that there is in an increased level of confidence in the service with it being independent. The Board considered and discussed the update as follows: - The Board noted an increase in activity since the new guardian has been in post - The Board agreed it would be helpful to have some benchmarking data from other organisations with the next update. ACTION JDo - A Board member emphasised the importance of those who raise concerns being content with the outcome. In response, JDo confirmed that cases are not closed until the person is happy with the outcome and that they are kept informed as the case progresses. Feedback is sought following the closure of the case The Board noted the contents of the report, acknowledging that analysis on themes and benchmarking data will be included with the next update to Board. [JDo left the meeting]
35-24	Board assurance framework LM presented the report to the Board as read, highlighting that: - The key strategic risks have been reviewed in detail by each of the sub-committees ahead of being presented to the Board - The revised risk management framework has been reviewed by the Audit and risk committee and will be presented to the Board with the risk management approach at its September meeting - Feedback on the document from the last Board meeting has led to some changes in the presentation of this report which is simplified with key issues and updates. The summary table demonstrates that overall, the risk profile of the Trust has improved during the period The Board agreed that the report is much improved and more accessible, highlighting the key risk areas and issues. A Board member noted the target date for BAF3 (physical infrastructure) as being 2031 and asked whether the Trust is able to effectively manage this risk in the period between now and then. In response, MW confirmed that 2031 is the target date which she feels as the risk lead that the risk score will be low enough. This has been discussed in detail but the Finance and performance committee and an interim date when all maintenance works will be completed will be included on the BAF. A Board member suggested that clinical harm reviews should be an area for the Board to look at more closely related to the waiting lists. In response, KT suggested that there is a need for the Trust to modernise its approach to clinical harm reviews, considering the

	impact on a patient's mental health and daily life. It was agreed that the modernised approach should be presented to the Quality and safety committee. ACTION TC In response to a question regarding violence prevention and reduction, HE confirmed that the Trust is part of a system initiative and that there is now funding available to have additional resource in this area. The Trust does not have many reported incidents and work will be completed to understand if this is a true reflection of reality or if speaking up is limited. The Board thanked those who had worked on this report and noted its contents.
36-24	Business plan 2024/25 MW presented the report to the Board, confirming that it had been approved by the Board at its extraordinary meeting on 6 June 2024 and that the plan has been submitted to NHS England. In response to a question, MW confirmed that due to financial challenges across the system, the Trust may be asked to make further efficiencies but that this is not yet confirmed. The Board ratified the business plan for 2024/25 as presented.
37-24	Integrated quality and performance report KT presented the report to the Board, highlighting its new integrated format. There is still work to be done to improve the analysis of data but it was recognised as a good starting point in order to triangulate performance information. The executive team presented the report highlighting the following: - KSO3 (operational performance): KT reported that the Trust had achieved its highest rate for faster diagnostics for cancer and achieved the 95% diagnostic standard at year end. The Trust continually exceeds the four hour standard wait time for the minor injuries unit. The Trust's focus is on addressing long waits for patients and ensuring that they wait well and do not come to clinical harm. There are challenges related to industrial action and anaesthetist availability - KSO1 and KSO2 (patient experience and clinical services): NR reported that there are no serious incidents reported for April and May 2024 and that investigations using the patient safety incident response (PSIRF) framework are helping the Trust to embed learning. Additional key performance indicators will be included for KSO1 and KSO2 going forwards which will include safeguarding and information governance as well as more detailed information about PROMs for services. Phase one had been delivered for the local anaesthetic unit and phase two is underway- this project aims to take minor procedures out of main theatres and support productivity - KSO4 (financial performance): MW reported that the Trust had broken even as planned in month 1 and month 2 and delivered efficiencies as expected. Income levels are as expected and MW has confidence that the capital resource limit will be met - KSO5 (organisational excellence): HE reported that the team are prioritising improving time to hire. A people promise manager is now in post. The exit interview process has improved and the team are receiving better information which allows for triangulation. The team are closely monitoring temporary staffing and agency use and focus continues on monitoring the quality of appraisals The Board thanked the executive team for the much improved integrated performance reporting whilst acknowledging that there is still work to do with analysis of the data.

	POD highlighted that whilst the Finance and performance committee were pleased with operational performance overall, there remains significant concern about the growth in waiting lists and lack of analysis and detailed information around this issue. He suggested that patient experience should be used as a measure as opposed to national targets. KT committed to providing detailed analysis regarding what is driving the increase of the waiting lists. A Board member requested that future reports triangulate staffing and activity data, highlighting that this may be a missing piece of analysis. Discussion was had regarding the local anaesthetic unit (LAU) and KT confirmed that the project to expand and move the LAU was paused whilst a programme manager was recruited. The LAU remains open and is seeing patients. The Board noted the contents of the report.
38-24	Audit and risk committee assurance PDR presented the report to Board and reported that the committee had agreed to recommend the Annual report and accounts 2023/4 to the Board for approval following a smooth process with the Trust's new external auditors. He confirmed that key areas of focus for the committee moving forwards will be procurement processes, ensuring value for money is obtained and grip and control. The Board noted the contents of the report,
39-24	Quality and safety committee assurance incl. quality and safety annual reports 2023/24 SOL presented the committee assurance report to the Board and reported that each of the Annual reports had been reviewed in detail at the recent committee meeting. He highlighted that antimicrobial prescribing remains a key area of focus for the committee as it has been an issue for a long time; there have been some improvements with appointments to posts but this will continue to be monitored until there is evidence of long term improvements. He highlighted the great work during 2023/24 which is set out in detail within the Quality account 2023/24. A Board member requested that clear objectives are developed for the next year for research and innovation, and the Board noted that these will be included within the Research and innovation enabling strategy document. The Board: - Noted the contents of the Quality and safety committee assurance report - Noted the contents of the Annual reports presented for assurance - Ratified the Professional standards: Framework for quality assurance and improvement (FAQI) Annual report 2023/24, confirming that the Trust is compliant with the regulations
40-24	Financial, workforce and operational performance assurance POD presented the report to the Board and expressed thanks to HE, MW and KT for much improved reporting to the committee which was increasing the committee's effectiveness. POD reported that the committee is monitoring progress against the key strategic projects for 2024/25, some of which are slow starting. The committee are keen to see progress accelerate during the coming months. He confirmed that other key areas of focus for the committee will include ensuring that long waiting patients are being treated well and embedding learning from the fire safety issues.

	The Board noted the contents of the report,
41-24	Any other business (by application to the Chair) The Board acknowledged that this was NR's last meeting, as she was leaving the Trust after 18 years of working at QVH. JS praised NR for her fantastic leadership which had been instrumental in the Trust's excellent inpatient survey results and quality of nursing for patients. She acknowledged that NR had stepped into the role during the pandemic, leading staff through what was a very challenging time. The Board will miss her for her common sense, sense of humour and honest approach. NR was thanked for all she had done for QVH. NR stated that she had loved working at QVH for the last 18 years and is proud of the standard of patient care delivered. There was no further business and the meeting closed.
42-24	Questions from members of the public No questions were received from members of public ahead of the meeting. The Chair invited the lead governor to ask questions regarding any of the items discussed during the meeting on behalf of the governors. The lead governor made the following comments: - He emphasised the need to closely monitor the output from staff speak ups as staff governors are reporting that staff may feel unsettled about changes - He commented on the BAF being in a much better place in order for governors to understand key risks and issues