

Cover Sheet

Council of Governors Meeting: Wednesday 17 January 2024

CoG2024.04

Title: Patient Experience, Membership and Quality Committee Report

Status: For Information

History: Report from PEMQ to Council

Lead: Committee Chair

Author: Dr Neil Scotchmer, Head of Corporate Governance

Confidential: No

Key Purpose: Strategy

Patient Experience, Membership and Quality Committee Report

1. Purpose

- 1.1. This paper forms part of the Patient Experience, Membership and Quality Committee's regular reporting to Council of Governors, providing Council with a summarised report highlighting key Committee business and issues arising from its meetings.

2. Background

- 2.1. The remit of the Committee is to consider matters concerning the development and maintenance of an active membership; the experience of patients using OUH services; and measures of the quality of services provided by the Trust. It also considers for the Council of Governors how the Trust Board obtains assurance regarding these matters.
- 2.2. Since the last meeting of the Council of Governors the Committee held meeting on 25 October and 6 December. The main issues considered and discussed at the meetings are set out below.

3. Patient Experience Update including Shared Decision Making

- 3.1. The Committee has been regularly updated regarding the work of the Patient Experience Team and at its October meeting was briefed on a project on shared decision making which is part of personalised care to ensure that individuals are supported to make decisions that are right for them.
- 3.2. The learning from this project was discussed and Committee members raised in particular the importance of considering the role of carers and relatives. The need to consider the impact of different communication styles and to be able to amend the approach as required was also highlighted.
- 3.3. The Committee was also updated on a recent equality event which had included governor attendees and which was intended to support a focus on the individual needs of patients as people and not just on their medical condition.
- 3.4. Three specific areas of focus for Patient Experience were outlined to the Committee: Transition to Adult Services, Deaf Awareness (following a recent patient story to the Board and Carers (building on the new Carers Policy)).

4. Review of Pharmacy Services

- 4.1. At its October meeting the Committee was joined by the Clinical Director for Pharmacy who provided an overview of developments and challenges for the Pharmacy Service with additional commentary and context provided by Prof Soni. The importance of this area as the second largest cost to the NHS after staff was noted.
- 4.2. The Committee was briefed on improvement work in Pharmacy to create improvement, including improved digital systems and automation, and on the workload and staffing challenges that existed. The Committee discussed the work that was being undertaken to support staff and improve the working environment to maintain morale.
- 4.3. The Committee heard about the focus on medical safety as a quality priority and the work underway in relation to this. Next steps in developing and improving services were also outlined.

5. Membership Update and Governor Elections

- 5.1. The Committee has been kept updating on the planning of constituency events for member engagement.
- 5.2. Membership metrics were reviewed by the Committee which discussed the approaches that might be used to increase membership from underrepresented groups and how these could be supported by governors. The decline in opportunities to recruit members following the pandemic was recognised.
- 5.3. Arrangements for governor elections in 2024 were also reviewed. The approach to ensuring that appropriate information was available to those considering standing to be governors was considered so as to ensure that the nature of the role was understood. The Committee noted the intention to run both in person and virtual events for prospective governors.

6. Review of Committee Effectiveness

- 6.1. At its December meeting the Committee reviewed a report on its effectiveness over the year and confirmed that it believed that it had complied with requirements of its Terms of Reference (ToR). A version of this report, amended based on feedback from the Committee is attached as Appendix A.
- 6.2. In particular the Committee recognised the value that was added through the contribution of non-executive directors and the need to ensure that there was sufficient time and opportunity allowed for this. The valuable

contributions of the new Chief Medical Officer and the Head of Patient Experience in engaging with the Committee was also recognised.

- 6.3. Committee members also commended the leadership that had been provided by Ms Davidge in chairing the Committee over many years.
- 6.4. The Committee noted the proposals that had emerged from the joint Board and Council seminar and supported further developing and progressing these.

7. Recommendations

- 7.1. The Council is asked to note this update.

Appendix A

Governors Patient Experience, Membership and Quality Committee:

Wednesday 6 December 2023

PEMQ2023.17 (updated)

Title: Patient Experience, Membership and Quality Committee
Review of Effectiveness

Status: For Discussion

History: Annual Report

Lead: Committee Chair

Author: Neil Scotchmer, Head of Corporate Governance

Confidential: No

Key Purpose: Assurance and Strategy

1. Purpose

- 1.1. This paper aims to support an annual review by the Patient Experience, Membership and Quality Committee of the effectiveness with which it undertakes its role under its terms of reference and to enable it to make recommendations to the Council of Governors regarding ways in which its contribution to the Council's business could be further enhanced.

2. Background

- 2.1. The remit of the Committee is to consider, for the Council of Governors, matters concerning the development and maintenance of an active membership; the experience of patients using OUH services; and measures of the quality of services provided by the Trust. It also considers for the Council of Governors how the Trust Board obtains assurance regarding these matters.

3. Membership and Attendance

- 3.1. The Committee's current membership, including its non-executive attendees is shown at Appendix 1 which also shows the attendance for the four meetings in the last twelve months.
- 3.2. It is noted that six Committee members have terms of office ending in March 2024 and of these three, including the Committee Chair, are not eligible to stand again for a further term of office. Consideration will therefore need to be given to succession planning for the Committee.

4. Terms of Reference

- 4.1. The Committee recommended minor amendments to its Terms of Reference to the Council at its June meeting. The Council approved these changes. The Committee's current terms of reference are presented at Appendix 2.

5. Overview of Committee Business

- 5.1. Overall, the Committee is regarded as having delivered on its duties under its terms of reference and its agendas have focussed on matters across the patient experience, membership and quality domains.
- 5.2. The Committee has been able to actively engage with plans in relation to membership and recruitment events and the work of the Patient

Experience Team in order to influence these. Its feedback on the Quality Account has also been used to improve the content of the document.

- 5.3. The Committee recognised the value that was added through the engagement of non-executive directors in its business. The valuable contributions of the new Chief Medical Officer and the Head of Patient Experience in engaging with the Committee was also recognised.
- 5.4. Committee members also commended the leadership that had been provided by Ms Davidge in chairing the Committee over many years.
- 5.5. An overview of the main items of business undertaken by the Committee over the last twelve months is provided below.
- 5.6. In addition to the specific items below the Committee has been regularly updated on the Trust's membership and recruitment events and has received regular reports on patient experience activity within the Trust.
- 5.7. February 2023
 - The Committee reviewed and commented on the proposed Quality Priorities for 2023-24.
 - The proposed Clinical Strategy for the Trust was also considered in advance of presentation for approval by the Trust Board.
- 5.8. April 2023
 - The Committee reviewed the draft Quality Account for 2022/23 and provided comments and suggestions regarding the content and its presentation.
- 5.9. June 2023
 - The final Quality Account was considered and the Committee discussed the governor response to the document to be drafted on behalf of the Council.
- 5.10. August 2023
 - The Committee received a report on the activities of the Young People's Executive.
- 5.11. October 2023
 - The Committee discussed the work on shared decision making that had been undertaken within the Trust and considered the learning from this project.
 - A presentation on the Trust's pharmacy services was also provided and governors discussed pressures on these services and recent improvements and developments.

- 5.12. The Committee will wish to consider the extent to which its activities over the last twelve months have been successful in achieving its terms of reference.

6. Next Steps from Joint Board and Council Seminar Discussion

- 6.1. At the joint seminar of the Board and the Council of Governors on Wednesday 29 November consideration was given to the respective roles of executive directors, non-executive directors and governors with consideration given to how these could be undertaken to maximise effectiveness and minimise duplication so as to deliver effective management, assurance and accountability. A number of the topics raised are pertinent to the functioning of governor committees and some of the key points are summarised below.
- 6.2. Consideration was given to how governor feedback could be used to test assurance on key questions without a distracting focus on specific examples rather than underlying issues.
- 6.3. The issue of how to ensure that governor committees are performing a different function from Board committees was discussed. The merits of free-standing governor committees versus governor involvement in Board committees were considered. It was suggested that opportunities to streamline committees be considered.
- 6.4. The role of non-executives in these meetings was reflected upon. It was noted that some questions were too specific to be addressed by non-executives and that the focus should be on more general issues regarding the effectiveness of the Board's systems and its level of assurance. This could form part of the mechanism for holding non-executives to account, along with the observation of Board meetings.
- 6.5. It was suggested that governor committees could make effective use of Board reports and papers and documents such as the Quality Account. The availability of Board minutes or a paper outlining shared information might also assist in providing structure for discussions.
- 6.6. It was observed that there were many processes and systems of assurance which governors were reassured to hear about but had not been aware of prior to the seminar discussion.

7. Recommendations

- 7.1. The Committee is asked to consider this report and any recommendations that it might wish to make to the Council to allow it to further improve its effectiveness.

Governors Patient Experience, Membership and Quality Committee				
			Term	Term End
Sally-Jane Davidge	Public Governor	Chair	Third	31 Mar 24
Gemma Davison	Public Governor	Member	First	31 Mar 24
Mike Gotch	Public Governor	Member	First	31 Mar 24
Jill Haynes	Public Governor	Member	Third	31 Mar 24
Janet Knowles	Public Governor	Member	Second	31 Mar 25
Jane Probets	Public Governor	Member	First	31 Mar 25
Jules Stockbridge	Staff Governor	Member	Third	31 Mar 24
Sally-Anne Watts	Public Governor	Member	First	31 Mar 24
Tony Schapira	Non-Executive Director	NED Attendee	Second	30 Nov 25
Ash Soni	Non-Executive Director	NED Attendee	First	05 Apr 24
Joy Warmington	Non-Executive Director	NED Attendee	First	31 May 24
Caroline Rouse	Governor and Membership Manager	Regular Attendee		

	Attendance				
	21-Feb-23	04-Apr-23	14-Jun-23	30-Aug-23	25-Oct-23
Sally-Jane Davidge	Present	Present	Present	Present	Present
Gemma Davison	Apologies	Apologies	Apologies	Apologies	Apologies
Mike Gotch	Present	Present	Apologies	Apologies	Apologies
Jill Haynes	Apologies	Present	Present	Present	Present
Janet Knowles	Apologies	Present	Present	Present	Present
Jane Probets	Apologies	Apologies	Apologies	Apologies	Apologies
Jules Stockbridge	Present	Present	Present	Present	Present
Sally-Anne Watts	Present	Present	Present	Present	Apologies
Tony Schapira	Present	Apologies	Present	Apologies	Present
Ash Soni	Apologies	Present	Present	Present	Present
Joy Warmington	Present	Present	Present	Apologies	Apologies

Patient Experience, Membership and Quality Committee

Terms of Reference

1. Authority

- 1.1. The Membership, Patient Experience and Quality Committee (the Committee) is constituted as a standing committee of the Council of Governors. The Terms of Reference can only be amended with the approval of the Council of Governors.
- 1.2. The Council of Governors may commission work from the Committee within its scope, taking account of paragraph 5.4 of Annex 6 of the Constitution which states that “the Council of Governors shall not delegate to any committee any of the powers or responsibilities which are to be exercised by the Council of Governors.”
- 1.3. The Committee is authorised to secure the attendance of other Trust staff with relevant experience and expertise if it considers this necessary. External expert opinion may exceptionally be sought with the approval of the Council of Governors.

2. Purpose of Committee

- 2.1. The remit of the Committee is to consider, for the Council of Governors, matters concerning the development and maintenance of an active membership; the experience of patients using OUH services and how the Trust’s Board of Directors gains assurance about this; and measures of the quality of services provided by the Trust and how its Board of Directors gains assurance about this.

3. Membership

- 3.1. The membership of the Committee shall be determined by the Chair of the Council of Governors from amongst those members of the Council of Governors who express an interest in joining it. The composition of the Committee should be considered in respect of required skills and experience, and of ensuring an appropriate balance between public, staff and stakeholder governors relevant to the work of the Committee.
- 3.2. Only members of the Council of Governors may be members of the Committee although other individuals may be invited to attend meetings and participate in the work of the Committee with the agreement of its membership as noted in paragraph 1.3 above.
- 3.3. The Chair of the Council of Governors may at any time suggest additional governors to join the Committee. The existing membership of the Committee is entitled to be consulted in advance of any additions to the membership.
- 3.4. The Committee will review its membership annually and may make recommendations at any time to the Chair of the Council of Governors for the addition or removal of governors from the Committee.

4. Attendance and Quorum

- 4.1. A governor chosen by the members of the Committee from amongst its membership shall act as chair of the Committee and shall preside over any meetings of the Committee. If the chair is absent from the meeting or is absent temporarily on the grounds of a declared conflict of interest, a chair the governors that are present shall

appoint, shall preside.

- 4.2. No business shall be transacted at a meeting unless at least three members of the Committee are present, at least two of whom should be public governors.
- 4.3. Meetings of the Committee should be attended by the designated Non-executive Directors, though they are not a member of the Committee and do not have a vote.
- 4.4. The chair of the Committee may request attendance by relevant staff at any meeting.
- 4.5. The Chair and Vice-Chair, if not members of the Committee, may choose to attend any meeting of the Committee with the prior agreement of the Committee Chair.

5. Frequency of meetings

- 5.1. Meetings of the Committee should take place with a frequency to be agreed by its membership as appropriate to fulfil its agreed purpose.
- 5.2. The chair of the Committee may at any time convene additional meetings of the Committee to consider business that requires urgent attention.
- 5.3. Meetings of the Membership, Patient Experience and Quality Committee shall be set at the start of the calendar year.

6. Specific Duties

- 6.1. The Membership, Patient Experience and Quality Committee shall:
 - Liaise with the office of the Chief Medical Officer regarding the development of the Quality Account and Quality Priorities and be in a position to make a recommendation to the Council of Governors regarding its choice of Quality Priority for audit on an annual basis.
 - Receive feedback on the Council's chosen Quality Priority and to report on this to the Council
 - Consider issues regarding recruitment of the Trust's membership and involvement of members, making relevant recommendations to the Council of Governors.
 - Consider requests for advice by the Membership Office regarding the arrangements for any elections or by-elections that are to be held for governors.
 - Consider specific issues in relation to Patient Experience as agreed with the Council of Governors in line with the Council's overall priorities, making relevant recommendations to the Council of Governors as required.
 - Undertake an annual review of the Membership Strategy.
 - Undertake any other responsibilities as delegated by the Council of Governors.

7. Administrative Support

- 7.1. The Committee will be supported administratively by the office of the Head of Corporate Governance.
- 7.2. The agenda for meetings will be drawn up and circulated by the office of the Head of Corporate Governance in consultation with the chair of the Committee. Members of the Committee will be invited to submit items to be taken into account in preparing the agenda.
- 7.3. The minutes of the proceedings of a meeting shall be drawn up by the office of Head

of Corporate Governance and submitted for agreement at the next ensuing meeting.

8. Accountability and Reporting arrangements

- 8.1. The Committee shall be directly accountable to the Council of Governors and will agree work priorities with the Council of Governors on an annual basis.
- 8.2. The Committee should provide a verbal update on its work to each meeting of the Council of Governors through a nominated member of the Committee. Written reports on specific areas of work should be provided as required by the Council of Governors.
- 8.3. The minutes of the Committee meetings shall be formally recorded and submitted to the next meeting of the Council of Governors following the production of the minutes.

9. Conflicts of Interest

- 9.1. If a governor is present at a meeting of the Committee and has an interest of any sort in any matter which is the subject of consideration, s/he shall at the meeting and as soon as practicable after its commencement disclose the fact. The Chair of the Committee shall determine whether the governor should take part in the consideration or discussion of the matter.

10. Monitoring Effectiveness and Compliance with Terms of Reference

- 10.1. The Committee will carry out an annual review of its effectiveness and provide an annual report to the Council on its work in discharging its responsibilities, delivering its objectives and complying with its terms of reference.

11. Review of Terms of Reference

- 11.1. The Terms of Reference of the Committee shall be reviewed at least annually by the Membership, Patient Experience and Quality Committee and approved by the Council of Governors.

July 2023