



Agenda item 14d

Membership Council report

Board of directors 25 May 2023

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| **Report title** | Membership Council report |
| **Report from** | Laura Wade-Gery, Chair |
| **Prepared by**  | Truda Scriven, interim Company Secretary |
| **Link to strategic objectives** | Working together - We will collaborate with one another as individuals, in our teams, with our patients and our partners.Develop - We will practically apply our discoveries and global best practice to benefit our patients, staff and the services we provide. |

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| **Brief** **summary of report** Attached is a summary of the Membership Council meeting that took place on 4 May 2023. |
| **Action Required/Recommendation.** The board is asked to note the report of the Membership Council and gain assurance from it. |
| **For Assurance** | **✓** | **For decision** |  | **For discussion** |  | **To note** | **✓** |

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| **MEMBERSHIP COUNCIL SUMMARY REPORT - 4 MAY 2023** |
| **Governance** | * **Quorate – Yes**
* **Attendance (membership) – 85%**
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| **Current activity** **(as at date of meeting)** | ***CEO and Executive Reports****Performance and activity review* * During the month of March, the level of outpatient activity remained high at 103.3% of the level undertaken in 2019/20. However, the elective activity level had dropped to 94.7% due in part to a four day site closure at the St Ann’s hospital as a consequence of a Covid-19 outbreak.
* The trust saw a significant improvement in both the average call waiting time and call abandonment metrics in March leading to the call abandonment target being achieved for the first time in 8 months.

*CQC Engagement visit* * As part of their visits schedule, our CQC engagement manager visited Moorfields City Road on 22 February, liaising with the Executive team on a number of matters focused on quality and safety, and leadership. No concerns or issues were raised by the CQC.

*Oriel** The governors were informed that on 23 February the Trust signed a £300m contract with Bouygues UK, who were the main contractor for the Oriel Programme. This contract was signed on behalf of both the trust and the UCL Institute of Ophthalmology. As part of the preparatory work for Oriel, the demolition of six buildings on the St Pancreas site began as planned on 27 February 2023. Aside from the building programme, focus would be given to the finalisation of the design of the building and the communication of current and planned milestones to relevant stakeholders.

*Sector update* * Within North West London, heads of terms were nearing agreement with the owners of the Brent Cross shopping centre for a new facility in a separate part of the shopping centre. Subject to the approval of a business case, Moorfields was developing a plan to move locations in the autumn of this year and was looking for a seamless switch which would minimise the impact on service delivery.
* London North West University Healthcare NHS Trust was undertaking a strategic review of the future of the Ealing hospital site and Moorfields had met with their planners to outline our future intentions for the provision of services to this particular patient population.

*Stratford and Bedford** The Ophthalmology Hub at Stratford had opened at the end of March providing outpatient and injection appointments for patients on the ground and first floors. The rest of the building was expected to become operational in August when the surgical capacity would come online in the upper floors of the building after an external lift had been installed.
* Governors were informed that the centre had been designed with significant input from patients and staff and those same groups had helped to finalise signage to help patients get to and around the treatment centre. Now that this centre had opened in full, attention would be focused on closing our Ludwig Guttmann and Mile End Units.
* Work was continuing with Bedfordshire Hospitals NHS Foundation Trust to help them use the funding that they had received to develop the Ophthalmology Service which Moorfields provided on their behalf. A finalised building programme was still awaited for the capital works which would centralise all the services on the South Wing site.

*Electronic Patient Record System** The Board had considered and approved the Outline Business Case for the electronic patient records system on 27 April 2023. The OBC would now be submitted to NHS England’s Frontline Digitisation Team, providers of part funding, for approval to tender for the EPR. The outcome of this would enable the Full Business Case to be presented to the Board in the autumn.

*Finance Update* * The trust reported a £0.48m surplus in February, with a cumulative surplus of £2.88m. The end of year audit was underway and figures woud be finalised once the external auditor, Grant Thornton had completed its work.

*Excellence Delivery Unit** Planning for the 2023/24 Excellence Portfolio had been linked to business planning, informed by the quality priorities and organisational objectives. The XDU had undertaken a facilitated process with engagement from key leaders and Programme Board Senior Responsible Officers to categorise project priorities for 2023/24. It was intended to bring this back to the next meeting for further information.

***Schedule of meetings with non-executve directors**** A schedule of meetings had been arranged between non-executive directors and governors. Meeting invitatons had been issued with one director outstanding.

***Oriel Update**** There would be an autumn breaking ground celebration event to mark the start of Oriel construction.
* Stage 4 had been delayed slightly for design showcase events for all staff, students and patients – this would be the first time all staff would understand the floorplans and room designs.
* Co-development of a comprehensive ‘last half mile’ and internal wayfinding strategy including testing of tactile materials, naming conventions, colours and signage locations.
* The minutes of the Oriel Advisory Group would be circulated to the Membership Council for information.

***Feedback on March Board meeting**** The Chair summarised her framework for a good meeting of the Board as: the right items on the agenda, the right materials, and having the right conversation in the right way. Governors were asked for reflections on the business conducted at the Board meeting held on 21 March 2023.
* There were a number of comments regarding the facilties required for a room in which an effective hybrid meeting can be held, including for those with sight and hearing loss.

***Patient communication and experience*** * A report to update governors on the ongoing work to improve communication with patients included the following: Improving our Complaints and PALS service, implementing the Accessible Information Standards (AIS), Improving our Appointment Letters, Improving Performance in the Booking Centre, Patient Portal and Dr Doctor Update.
* The Patient Participation and Experience Committee had been re-established with revised terms of reference. This group would be used to learn from complaint response processes on an ongoing basis. The group reported to the quality and safety group through the clinical governance group.
* It was acknowledged that accurate forms of accessible communication of patient information were critical to the services that Moorfields provided. Compliance with Accessible Information Standards was still ongoing and was a complex area involving digitisation and staff communication.
* Almost half a million digital outpatient appointment letters had been uploaded for patients to view via the patient portal. This allowed patients easy access to their letters, which were stored in a safe digital space.
* It was understood that not all patients wanted to (or could) view their letters digitally. That was why patients had the choice to set their letter preferences to “digital” or “hard copy”, thus allowing them to receive their letters in the way that was most accessible to them. Close collaboration had taken place with Patient Advice & Liaison Service (PALS) to support any patients who were unable to set or adjust their letter preferences themselves. Several failsafe mechanisms had been put in place to ensure that patients who do not read their letters online still received a hard copy through the post.
* Governors would be informed how the initial contact was made with patients to elicit their choice of communication method.

***Staff Survey Results*** * The trust’s response rate was 50% for 2022, compared with 54% for 2021. 2333 colleagues were eligible to participate, of which 1176 had completed the survey. This was the second year that results were organised according to the NHS People Promise themes, plus Engagement and Morale providing a year-on-year comparison.
* In 2022, the trust had improved scores on 46 questions, maintained scores on 10 questions, decreased scores on 35 questions. Compared to the specialist trusts nationally, the Moorfields performance was disappointing. However, compared to other organisations in north central London we were better than average.
* Governors were informed of the future staff survey action plan that would focus on three key areas for improvement: (i) recognition and reward (ii) learning (iii) safety health.

***Moorfields Annual Plan – Overview**** Governors were informed that due to the NHS context, there were three main considerations: (i) What was set out in the national annual planning guidance.(ii) The need to align with ICS planning, and produce a 5-year Joint Forward Plan (work in progress). (iii) What Moorfields planned to do in realising our strategy.
* There were also three national requirements: Recovery of core services and productivity; Delivery of the key ambitions of the NHS long term plan; Continuing to transform the NHS for the future.
* In terms of Moorfields’ own strategic priorities, governors were informed that these were: Progressing Project Oriel; Advancing an improved eye care pathway; Implementing an Electronic Patient Record system; Developing the approach to equality, diversity and inclusion including our population health lens; Embedding the approach to Excellence Delivery through building on early successes within the Excellence Portfolio; Building on our emergent demonstrable record as a constructive and trusted partner in our systems.

***Annual General Meeting and Annual Members’ Meeting**** There was unanimous agreement that the combined governors’ AGM and annual meeting of the members should return to in-person (with a dial-in option). It was confirmed that this meeting would include a review of the year, and presentations from key areas of Moorfields including research and development.

***Governor Feedback**** Governors were encouraged to engage actively with the governance development group. Further dedicated support was coming into the corporate governance office which was required to assist the work of the governors.
* A separate Teams link would be put in place for governors to join immediately after Board meetings. This would be to consider any matters of interest to the governors and to discuss any matters arising

***Membership and Engagement**** The membership database had now been fully cleansed and was available for communication with members. A new members leaflet was in production. A members’ week was being planned and all governors were encouraged to participate.

***Governor Site Visits**** The guidance for governor site visits (which had now been restored) had been updated and would be circulated for comment. The next visits would take place at Moorfields St George’s and the Stratford Hub. Dates would be circulated by the interim company secretary and interest canvassed from governors wishing to attend.

***Governance Development Group**** The notes of the meeting held on 13 April 2023 had been circulated.
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| **Key concerns**  | * The Membership Council report highlighted the need (i) to focus particular attention on the issue of accessible communication of governor papers and patient information, a key component of the services provided by Moorfields and (ii) to move ahead proactively with plans to improve staff satisfaction survey results.
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| **Date of next meeting** | * 12 September 2023
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