

MINUTES OF THE MEETING OF ACTION AGAINST MEDICAL ACCIDENTS Held on 13th December 2018 at Freedman House

Present: Suzanne Shale (SS) Chair, Angela Brown (AB) Treasurer,
Caroline Browne (CB), Jonathan Hazan (JH), Nigel Holland (NH), Linda
Kenward (LK), Moi Ali – by phone (MAli), Hilary Scott (HS), Mike Andersson
(MA)

Apologies: Rachael Vasmer (RV)

In attendance: Peter Walsh (PW) Chief Executive & Company Secretary
Nicky Rushden (NR) Finance Manager (Finance item only)

1. Chair's introduction and staff observations:

SS explained that the purpose of noting progress at the start of meetings was to encourage Trustees and senior staff to be attentive to what the charity was achieving and what staff contributed day to day. The exercise was most useful when observations were specific, and it was also valuable when the less obvious but nevertheless important contributions of staff were acknowledged. Those present were invited to note work they had been impressed by since the last meeting. These included: the timing of withdrawal of investments and Castlefield's management of investments; the work of the Finance Committee; development of feedback and impact questionnaires for helpline; the Lawyers' Service Newsletter; the IT improvements; AvMA's report on regulation of duty of candour; the audit and auditors' comments re NR; the deals secured re Freedman House; the 'phenomenal' amount of work described in departmental reports; how AvMA were so quickly on the ball about the Government response to the HSSI Bill – Jane and Peter congratulated; the esteem AvMA were held in when attending an external meeting about Freedom to Speak Up.

It was AGREED that the Lawyers' Service Newsletter be circulated routinely to trustees.

Action: LOD

It was AGREED that trustees be sent press releases/public statements when they are made.

Action: JS

2. Minutes of the Council Meeting held 27th September 2018:

The minutes were AGREED as an accurate record. There were no matters arising.

3. Minutes of the Executive Committee held 24th October 2018:

The minutes of the executive committee meeting on 24.10.18 were noted. It was noted that the proposal drafted by HS had been submitted to an IPSOS MORI employee and we were waiting to hear if and how they can help us through their pro-bono scheme. It was confirmed that agendas for the Executive Committee were agreed in advance between the Chair and the CEO but that all trustees are welcome to suggest items for the agenda if there are matters they think require attention. This should be done via the CEO.

4. Strategic Plan 2019-2024:

The latest draft of the Strategic Plan and the proposed approach to the annual operational plan were discussed.

SS suggested that we should develop a mindset of **improvement** rather than simply **assurance** when thinking about the work we do. There was general agreement with this.

The following points were made about the Strategic Plan:

- It was clear, read well, and reflected AvMA's priorities
- It is right to keep the plan high-level, and give more detail within the operational plan
- It is alright not to provide timelines in the strategic plan if they are not known, but provide more information in the operational plan including the order in which things will be done and which objectives are contingent on others

It was AGREED that PW add more about our role in education, conferences and events in the plan.

Action: PW

The Strategic Plan was AGREED.

It was AGREED that a working group be convened to consider the approach to the objective on engaging with beneficiaries and building our work around their needs. This would be early in 2019. MA, LK, CB and AB volunteered to help with this. PW, LT and GS would provide input from the staff side.

Action: PW to produce background paper and convene meeting early in 2019

MAli offered to help on an ad-hoc basis by request.

The proposed approach to the Operational Plan was AGREED. It was AGREED that the additional details above would be provided where possible and that the plan include an outline of operational priorities/plans for the following year.

Action: PW

The issue of trustees keeping up to date with operational activities was discussed, It was noted that while Trustees found the detailed departmental reports could be interesting and informative they were also lengthy and took time to produce, and did not result in further discussion or engagement. Moreover, a purpose of the Quality and Outcomes Committee was to provide a forum for more detailed analysis and streamline performance measurement. It was AGREED that we move away from detailed departmental reports to short reports about A4 in length focusing on delivery of operational plans that would in turn be linked back to the agreed strategic objectives.

Action: PW/Management team

5. Patient Safety Learning (PSL)

JH briefed trustees on the work of PSL, of which he is Chair. PSL was now registered as a charity. James Titcombe had recently left PSL to pursue other things. Helen Hughes is Chief Executive and is due to meet PW in January about further developing the relationship between the charities and explore collaboration. A memorandum of association would be considered. PSL was seeking to promote learning for patient safety worldwide; a Green Paper had recently been published and would be followed by a White paper setting out what PSL believes needs to change to improve safety. A 'learning hub' is being developed and is due to be launched in May 2019. PSL is working on competencies for staff working on patient safety, leadership and patient engagement.

6. Quality & Outcomes Committee:

The minutes of the meeting held on 6.11.18 were noted. CB reported that a lot of progress had been made using the Theory of Change approach and that feedback and impact questionnaires had been developed for helpline, casework and Inquest clients which were now to be piloted and then reviewed after 6 months. Work was ongoing to pull the quality and impact measures together in one

document and to update the Theory of Change maps. Staff were thanked for their work on all of this. It was noted that the AvMA Panel procedures had been updated also, with the help of RV.

Trustees were invited to comment on whether they would prefer a written report and it was AGREED that the committee minutes plus a verbal report were adequate, plus attention to quality objectives in the operational plan report.

Action: CB

It was noted that the committee could do with another trustee member. MA offered to join and trustees were asked to consider whether they would like to.

Action: All

It was noted that it was intended to recruit another trustee to the Council in 2019 and that SS had identified a trustee with fundraising experience was a priority.

Action: Executive committee to discuss recruitment

7. Finance & Investment Committee:

The minutes of the meeting held on 22.11.18 were noted. AB provided a verbal update.

The Finance Manager's report was noted. Regarding the projected 'surplus' at the end of the 10-year financial plan, it was AGREED to seek to agree how best to use this money by June 2019.

Action: FIC to consider what the 'surplus' is likely to be and Council to consider management proposals for use

It was AGREED to include this in the operational plan.

Action: PW

When the 10 year financial plan and the accompanying reserves strategy was developed we made relatively pessimistic assumptions about some sources of income such as lawyer's service income. As recent years have turned out slightly better than anticipated a question arises whether we want to recalibrate the assumptions in the 10 year plan. It was noted that the better than projected performance against the financial plan experienced in recent years is not counted as part of the required 'savings' required each year, and has the effect of increasing the projected 'surplus' at year 10. It was AGREED to consider at what point repeated better than projected performance should result in a re-calculation of the required 'savings'.

Action: PW and NR to make recommendation to FIC as and when confident of continued performance

The proposed method of achieving the required 'savings' of £36,000 as part of the 10-year financial plan was discussed and AGREED.

It was noted that the CEO makes a recommendation regarding what staff salary increase, if any, there should be. The CEO's recommendation is discussed first by the Executive Committee, following which it is considered by Finance Committee as part of budget setting, with the final decision resting with Council.

8. Anti-Harassment and Bullying Policy:

The draft policy was discussed. It was noted that the document still needed to be more consistent in using the term 'personal harassment' after it is defined, and the numbers need to be corrected. PW suggested three further changes:

- A requirement for the CEO to bring reports of personal harassment to the attention of the Chair or Executive Committee.

- On receipt of a formal complaint and separating the alleged perpetrator and person who is subject to alleged personal harassment (5.2), change the word 'will' to 'may, if necessary'.
- On arranging additional assurance from outside agencies (8) to make clear this is only if the person wants it, and that it applies to anyone – not just staff.

Subject to these changes, the policy was AGREED.

Action: PW to make the necessary changes

9. CEO/DCEO Report:

The report was noted. It was AGREED to discuss the Doctors Association campaign and AvMA's position.

Action: PW to discuss with Executive Committee

It was AGREED to include trustees' external meetings in a separate list within the report. This would require Trustees to advise VN in time for her to include it in preparation of Council papers.

Action: PW/VN to prompt trustees prior to preparation of Council papers to inform them of meetings attended (these to include meetings where not formally representing AvMA but that are relevant to AvMA's work).

10. Departmental Objectives Reports:

The reports were noted. It was AGREED to seek more information about the 'other' category in the diagram about website views (page 53).

Action: PW/JS

MA expressed an interest in getting involved in the conference/project on the impact of technology (page 54).

PW to advise EM & JS

It was noted that three grant applications had been/were being made including one to the Big Lottery Digital Fund. HS advised that she had experience of the Big Lottery process of considering applications and it was noted that she was prepared to advise if we got through the first stage.

Action: PW/JS to note

11. Date of next meeting:

28th March 2019 at 1pm

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Chair