

MINUTES OF THE COUNCIL OF GOVERNORS OF SOUTH STAFFORDSHIRE AND SHROPSHIRE HEALTHCARE NHS FOUNDATION TRUST HELD ON WEDNESDAY 18TH JUNE 2014 AT 6.15PM AT THE LEARNING CENTRE, ST GEORGE'S HOSPITAL, STAFFORD

17/14 PRESENT:

Steve Jones	Chairman
Michael Allen	Public/Service User/Carer Governor (South Staffs)
Karl Bailey	Public/Service User Carer (Shropshire)
Ravi Bhakhri	Public/Service User/Carer Governor (South Staffs)
Jackie Boyle	Public/Service User/Carer Governor (Shropshire)
Mark Cardwell	Staff Governor
Peter Cross	Public/Service User/Carer Governor (South Staffs)
Lois Dale	Public/Service User/Carer Governor (Shropshire)
Cllr Arnold England	Partner
Anna Hammond	Partner
Robin Harvey	Public/Service User/Carer Governor (Shropshire)
Dr Rana Hussain	Staff Governor (Medical)
Enrique Mateu	Public/Service User/Carer Governor (South Staffs)
Katy Morris	Staff Governor (Non-Clinical Support)
Bridie Oakes-Richards	Partner
Steve Riddle	Public/Service User/Carer Governor (South Staffs)
Graham Riley	Public/Service User/Carer Governor (Shropshire)
Mark Tandy	Staff Governor (Nursing)
Mac Cock	Partner
Lilian Owens	Partner
Yvonne Oliver	Public/Service User/Carer Governor (Shropshire)

18/14 IN ATTENDANCE:

Jane Landick	Company Secretary
Sue Nixon	Non Executive Director
Phoebe Wickens	Membership Co-ordinator
Liz Nicholson	Non Executive Director
Lesley Crawford	Divisional Director (Mental Health)
Steve Grange	Director of Business Development
Dr Ian Wilson	Non Executive Director
Marina McQuade	Non Executive Director
Jayne Deaville	Director of Finance and Performance
Theresa Moyes	Director of Quality and Clinical Performance
Paul Bunting	Non Executive Director
Jenny Smit	Deputy Company Secretary/Membership Manager
Dr Claire Barkley	Medical Director
Greg Moores	Director of Human Resources, Organisational Development and Equalities
Andrew Hughes	Programme Manager, In-Patient and Community Estate Modernisation Programme

19/14 APOLOGIES:

Rosy Crehan	Partner
Frances Carlin	Public (South Staffs)
Jurai Darongkamas	Staff Governor (Clinical Support)
Dave Gill	Public/Service User/Carer Governor (Shropshire)
Dr Bill Gowans	Partner
Cllr Simon Jones	Partner
Cllr Robert Marshall	Partner
Nick Maslen	Partner
Steve Morris	Public/Service User/Carer Governor (South Staffs)
Pauline Pearsall	Public/Service User/Carer Governor (South Staffs)
Tony Price	Partner/Deputy Chair and Lead Governor
Janet Smith	Public/Service User/Carer Governor (Regional/National)
Fran Virden	Staff Governor (AHP)
Colin Wilkinson	Public/Service User/Carer Governor (South Staffs)

20/14 WELCOME

Steve Jones opened the meeting by welcoming all Governors, the evening's speakers and all others present including members, staff, executive and non executive directors, to what was his final Council meeting before his retirement at the end of the month. He commented that his role in chairing the Council of Governors had been both an honour and a pleasure and that one of the legacies he was particularly proud of during his 8 years in the role was the establishment of the Engagement Groups, which provided an important source of assurance for the governors and the Trust. He concluded by hoping that the many friendships he had made with individuals would be sustained post retirement.

21/14 MINUTES

The minutes of the Council of Governors Meeting held on 12th March 2014 were agreed as a true and accurate record of the meeting.

22/14 MATTERS ARISING

The following matters arising were noted:

Page	Item	Action
4	Carers issues raised by Robin Harvey relating to the implementing of carers' standards	It was noted that a paper summarising action taken and planned was included as appendix 2 of the Governor Member Report. Robin Harvey acknowledged the report and the work in progress but advised that he remained unconvinced that the standards were embedded and applied consistently across all teams within the Trust.

Action: follow up assurance of Trust wide deployment to be agreed between Robin Harvey and Lesley Crawford

23/14 CHIEF EXECUTIVE REPORT AND ENVIRONMENTAL SCAN

Jayne Deaville briefed the Council of Governors on the following:

- An update on the review of the distressed Staffordshire local health economy by KPMG in the light of a significant funding gap. It was noted that the report on the findings of the review was expected mid July 2014 and having attended a briefing meeting the previous Friday, Steve Grange advised that the review recommendations were likely to focus on integration, collaboration and partnership rather than organisational reconfiguration and a call for organisations to be 'bold and radical'. He confirmed that governors would be kept fully briefed on any implications for the Trust.
- With respect to Monitor targets, Jayne Deaville referred to the increasing difficulty in meeting the delayed discharge target despite the 7.5% tolerance, but advised that this was being closely monitored and discussed with commissioners.
- It was noted that a bid was being submitted to the Digital Care Fund as a health economy wide bid to establish a 7 year project to facilitate data sharing between care providers and commissioners.
- The Trust's strategic plan to 2017 was due to be approved by the Board at the June 2014 Board meeting, prior to submission to Monitor by the 30th June 2014. The outline content of the plan was noted to have been shared with Governors at the previous meeting (minute reference: 09/14) and through discussion at the Strategic Direction Engagement Group.
- Alignment of the regulatory framework between Monitor, the Trust Development Authority (TDA) and the Care Quality Commission (CQC) to test whether a Trust is well led was noted and the link to the CQC five questions which form the basis of the new inspection regime testing whether services are safe, caring, responsive, effective and well led.

There were no supplementary questions from governor members.

24/14 RAPID PROCESS IMPROVEMENT WORKSHOPS (RPIW)

Katy Morris have a presentation in her capacity as Quality Improvement Manager, on the use of RPIWs as a tool for the improvement of quality and the elimination of waste and duplication. She used examples of recent RPIWs undertaken and invited Governors to attend the report out sessions, the next of which was scheduled for 1.00pm on Friday 20th June 2014 in the Learning Centre involving the CAMHS service and Facilities and Estates. Liz Nicholson commended the report outs to Governors and advised that having attended the Pine Ward report out, she had been struck by the impact of the improvements achieved and the enthusiasm and ownership of the staff who had participated. Key points of the presentation included:

- The wide range of RPIWs currently in progress and planned
- 15-18 staff currently trained as certified leaders and further staff identified for training later in the year.
- A dedicated microsite being created to establish a forum for engagement on improvement ideas, improved communication around the RPIW successes to facilitate 'share and spread', to support in-house training for all staff groups and

to support the development and use of information and guidance to support service user and carer involvement in RPIWs.

- In response to a question from Peter Cross about ensuring that the improvements continued to be sustained following the RPIW week, Katy Morris outlined the purpose of the 30, 60, 90 and 12 month report outs which were to measure, monitor and sustain improvements.

In response to a question from Yvonne Oliver about any financial return on investment from the RPIWs, Katy Morris advised that the focus was principally on improving the quality of service and that the first focus when identifying potential savings of time and resource from RPIWs was the opportunity to reinvest the time and resource in ways that add value to the patient experience and the overall services being provided.

Theresa Moyes outlined the role of the process owners and sponsors of the RPIW in supporting and facilitating and delivering the quality improvements and advised that the Trust was drawing heavily on the experience of Virginia Mason Hospital in Seattle and Tees, Esk and Wear Valleys NHS FT in the implementation of RPIW and other LEAN methodologies to transfer learning where applicable. Dr Rana Hussain gave an example of a 12 month RPIW report out in the Cannock Community Mental Health Team which had given assurance that improvements achieved as part of the RPIW had continued to be sustained.

25/14 NON EXECUTIVE BRIEFING: PAUL BUNTING

Paul Bunting gave a presentation covering his background, career history, role within the Trust and his particular interests within the Trust. In response to a question from Jackie Boyle about whether the workload associated with his role had been in line with his expectations, he advised that the role had been more demanding in terms of the time commitment as advertised but added that this was in part due to his own desire to contribute more and learn more about the Trust.

26/14 IN-PATIENT AND COMMUNITY ESTATE MODERNISATION PROGRAMME

Andrew Hughes attended the meeting and gave a presentation covering the following areas:

- The purpose of a Strategic Outline Case
- The case for change
- Programme aims and objectives
- Constraints and Dependencies
- Options for estate modernisation by locality
- Programme timeline and principal milestones
- Governance Structure and approval process
- Stakeholder engagement and communication
- Risk Management

He emphasised the key role that governors Lois Dale and Peter Cross continued to make as members of the Supervisory Committee which was the key decision

making group in the governance structure for the programme. It was noted that the intention was to reduce the number of sites from which the Trust operated to 26 by 2017, across 12 localities and within a total budget of £31m.

Andrew Hughes advised that the final draft of the Strategic Outline Case (SOC) was due to be presented for approval to the June 2014 Board of Directors meeting and that this would authorise the next phase of more detailed planning and re-establish the momentum to re-engage with stakeholders prior to the development of seven separate business cases, specific to each locality. He emphasised that this was a large investment for the Trust and that it was vital that both governors and the Board were assured that it was procured and managed well, safely and appropriately.

Peter Cross confirmed that thorough and inclusive discussions had taken place surrounding the programme and that he felt assured with respect to the SOC being fit for purpose and deliverable within the budget set. He added that the programme presented a real opportunity for the Trust to deliver from premises fit but flexible for the future and that this would be done without compromising service quality. Lois Dale commented that she had been impressed with the leadership of the programme and the commitment of staff. She felt that she and Peter had been listened to and their contributions valued and that in presenting to a wide range of audiences there had been clarity over the impacts on communities, recognising their concerns and issues. Graham Riley congratulated Andrew Hughes on his presentation and advised that he now felt much more assured that the programme would deliver the right outcomes for staff and service users. In response to a question from Graham Riley, Andrew Hughes advised that the detail with respect to the use of the funding allocated to each locality would be available as the programme progressed towards the development of the locality specific business cases and that these would be shared with governors representing each locality at any early stage in their development. Cllr Arnold England referred to plans in progress to develop a purpose built £800K facility in Telford & Wrekin and the opportunities that would be possible if effective communication between the respective organisation about respective plans could be shared and discussed. Andrew Hughes acknowledged this point and confirmed that the Trust would be receptive to exploring a range of options to enable services to be provided in the best possible place and that the development of effective partnerships with a view to sharing space and integrating service provision would be key to ensuring the best solution from the options available. Mark Tandy commented on the additional travelling time between Cannock and Rugeley which arose from a relocation of the Rugeley Team base to Cannock and the potential for this to be more of an issue with the proposed site reduction plans. Andrew Hughes confirmed that this issue was factored into the programme but that the focus was as much on service delivery as it was on buildings and that the planned changes would take into account increased mobile working, remote working and IT solutions. Robin Harvey questioned the reference in the presentation to the reduced level of service user and carer involvement in the process up to this point. Andrew Hughes advised that through the "Right Service Right Place" consultation, active involvement from service users and carers had taken place and in the intervening time, the views from the consultation had been fed into the development of the SOC. Once this was approved the intention was to begin to consult on the detailed plans relating to

localities and that service user and carer involvement would be central to this process and would be essential both to allay concerns and rumours and to inspire commitment and full engagement. He also confirmed that communication and engagement with service users and carers had been taking place in the lead up to the production of the SOC including a presentation to the Service User and Carer Sub Committee. In response to a question from Robin Harvey about the difference budget allocation in difference localities, Andrew Hughes advised that where the spend was comparatively small, the buildings existing in the locality were likely to be fit for purpose as they stood or with small amounts of refurbishment required. Peter Cross assured governors that if any governors were concerns about the impacts or implications of the programme in their localities that they could raise their concerns with himself or Lois Dale or with Steve Grange and Andrew Hughes and that they would be considered and responded to. He emphasised that the focus would continue to be on recognising the likelihood of future changes in service delivery needs and models of care and the consequent need to ensure flexibility with building design and use. Steve Grange confirmed that Lois Dale and Peter Cross would continue to represent the Council of Governors with respect to the programme and it was agreed that the programme would be a standing agenda items for future Council of Governors meetings. In response to a comment from Cllr Arnold England, it was agreed that mechanisms for two way communication would be further explored as part of the programme.

Action: Inclusion of ICEMP as standing agenda item (Membership Office); feedback arrangements to and from governors and service users/carers to be confirmed and assured; communications with potential partners to be reviewed/confirmed (AH/SG/PC/LD)

27/14 COUNCIL OF GOVERNORS SELF ASSESSMENT

Michael Allen presented the report on behalf of Tony Price and summarised the process and changes from the previous year. He advised that the questionnaire was of benefit to the whole Council as well as to individual governors and urged all governors to complete and return the questionnaire by the closing date of 8th August 2014. He advised that the name of the respondent, which was used to enable the Membership Office to remind those who had not responded, was removed from the questionnaire on receipt so that all responses were treated anonymously. Michael Allen advised governors that this year the questionnaire included a skills audit of governors to ensure that the Trust were aware of the knowledge, skills and experience of governors and could therefore use them to best effect. It was noted that the skills audit was one of the actions from the 'holding to account' work undertaken in 2013. The self assessment process and questionnaire were agreed.

Action: Questionnaire distribution (Membership Office); completion and return (all governors)

28/14 GOVERNOR MEMBER REPORT

Michael Allen presented the governor member report, highlighting the following points:

- Holding to Account Action Plan: the completed priority actions were noted and it was agreed to devolve the remaining actions to the Steering Group to prioritise.
- NED Shadowing: the report was noted and agreed that this had been a useful exercise for both governors and NEDs.
- The NED activity schedules were received and noted.
- Ravi Bhakhri reported on a successful constituency meeting, which was well attended and which had received an excellent presentation on dementia from Professor Tony Elliott.
- Public engagement events: governors were encouraged to attend and support the events as an important means of engaging with members and the public. Michael Allen thanked the Membership Office for their hard work in creating these opportunities for governor members.
- Governwell training: governors who had attended evaluated the training very positively. Lois Dale referred to her summary report and the recommendation that the Trust put itself forward for a Council meeting to be recorded for training purposes. This was generally agreed to be something the Trust should consider.
- 2014 Election: Membership Office to check and confirm that all governors up for re-election had been notified.
- Governor Compact: the compact was noted to have been agreed by the Steering Group and was approved for use by the Council of Governors. In response to a question from Jackie Boyle about the requirement of governors to attend 3 out of 4 meetings, Jane Landick advised that it was non attendance without good reason that was likely to be an issue, but that each individual case would be dealt with on its own merits and there would always be an attempt to address and resolve any issues informally. In response to a question from Graham Riley about attendance at Council meetings, Jane Landick advised a third of governors was required to make a meeting quorate and that in general a 50-60% attendance was probably the norm.
- Policy for Engagement between the Board and Council of Governors: Jane Landick explained that the existence of this policy was an expectation of the Monitor Code of Governance and effectively covered existing arrangements and a common sense approach to communication, interaction and engagement between the two bodies and a process for when things go wrong. It was noted that it had been reviewed and agreed by the Steering Group and formally approved, subject to a minor amendment notified by Mark Cardwell.
- Engagement summary reports were received and noted. Chairs were invited to provide additional comment:
 - Community Engagement: Ravi Bhakhri reminded governors of the Unity Fest taking place on 26th July 2014 at Stafford Rugby Club between 3.00pm and 10.00pm.
 - Strategic Direction Engagement Group: Bridie Oaks-Richards advised there had been two meetings since the last Council of Governors meeting, with good attendance and a wide range of strategic business issues addressed and debated.
 - Service User and Carer Sub Committee: Sue Nixon referred to the Celebration Day taking place on 19th June 2014 and thanked the

governors involved in judging the awards which were due to be presented on the day.

- Performance and Assurance Engagement Group: Jayne Deaville summarised the focus of the previous meeting on the Cost Improvement Programme and assurance that in meeting the CIP challenge that quality of service was not being compromised. It was noted that ESR visits have been renamed Quality Assurance Visits with the focus on assuring and monitoring the quality of service and the environment for service users.

Action: Governor Compact: implementation (Membership Office)
Policy for Engagement between the Board and Council of Governors (publication and implementation (Membership Office/JL)
Holding to Account Action Plan: monitoring and review (Steering Group)
2014 Election: confirm that all governors up for re-election had been notified (Membership Office)

29/14 ANY OTHER BUSINESS

a) Steve Jones: Michael Allen took the opportunity to pay tribute to the significant contribution made by Steve Jones during his Chairmanship of the Trust and Council of Governors. He commented on the advances and progress made by the Council under Steve's stewardship which had made the governors and Council more effective and whose leadership and encouragement had strengthened the Council. Michael echoed the sentiments of governors by describing the respect held for Steve, not only in how he carried out his corporate duties, but also his personal approach to each individual governor and his skill in networking and knowing everyone by name. Graham Riley endorsed the sentiments expressed by Michael and added his own recollections of Steve's tenure as Chairman.

Steve thanked Michael Allen and the Council for their kind words and accepted a gift in recognition of the governors' appreciation of his contribution to the Trust and Council and expressed confidence that under the chairmanship of Martin Gower that the Trust and the Council of Governors would continue to go from strength to strength.

30/14 DATE OF NEXT MEETING

Wednesday 10th September 2014 (Annual Members' Meeting) at the Learning Centre, St George's Hospital, Stafford.