

MINUTES OF THE COUNCIL OF GOVERNORS OF SOUTH STAFFORDSHIRE AND SHROPSHIRE HEALTHCARE NHS FOUNDATION TRUST HELD ON WEDNESDAY 12TH MARCH 2014 AT 6.15PM AT THE SHROPSHIRE CONFERENCE CENTRE.

01/14 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
Rosy Crehan	Partner
Peter Cross	Public/Service User/Carer Governor (South Staffs)
Cllr Arnold England	Partner
Jurai Darongkamas	Staff Governor (Clinical Support)
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
Robin Harvey	Public/Service User/Carer Governor (Shropshire)
Monica Hall	Public/Service User/Carer Governor (North Staffordshire)
Bridie Oakes-Richards	Partner
Steve Riddle	Public/Service User/Carer Governor (South Staffs)
Graham Riley	Public/Service User/Carer Governor (Shropshire)
Janet Smith	Public/Service User/Carer Governor (Regional/National)
Mark Tandy	Staff Governor (Nursing)
Fran Virden	Staff Governor (AHP)
Dave Gill	Public/Service User/Carer Governor (Shropshire)
Mac Cock	Partner
Lilian Owens	Partner
Yvonne Oliver	Public/Service User/Carer Governor (Shropshire)
Nick Maslen	Partner

02/14 IN ATTENDANCE:

Neil Carr	Chief Executive
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)
Ron Hilton	Vice Chair (Non Executive Director)
Steve Grange	Director of Business Development
Dr Ian Wilson	Non Executive Director
Alison Bussey	Director of Nursing/Chief Operating Officer
Marina McQuade	Non Executive Director

03/14 APOLOGIES:

Frances Carlin	Public (South Staffs)
Lois Dale	Public/Service User/Carer Governor (Shropshire)
Colin Wilkinson	Public/Service User/Carer Governor (South Staffs)
Enrique Mateu	Public/Service User/Carer Governor (South Staffs)
Councillor Simon Jones	Partner
Dr Bill Gowans	Partner
Katy Morris	Staff Governor (Non-Clinical Support)
Anna Hammond	Partner

05/14 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. He also referred to the meeting taking place on an historic date for the Trust with the formal opening of The Redwoods Centre by HRH the Duke of Gloucester.

06/14 MINUTES

The minutes of the Council of Governors Meeting held on 17th December 2013 were agreed as a true and accurate record of the meeting.

07/14 MATTERS ARISING

The following matters arising were noted:

Page	Item	Action
6	CQC Community Mental Health Survey Action Plan	This has been circulated to governors following the meeting.
7	Castle Lodge	In response to a request for an update from Councillor England, Lesley Crawford summarised the local involvement and consultation taking place including a presentation to the Health Overview and Scrutiny Committee in April 2014 and stakeholder engagement sessions schedule during April and May 2014. She emphasised that the Trust was working in close partnership with the CCG to determine the future service provision needs.
7	Right Service Right Plan	In response to a question from Fran Virden, Steve Grange advised that first project steering group had met, including governor representatives Peter Cross and Lois Dale and agreed to ensure that an effective means of communication with respect to the activities and decisions taken by this group, to the full Council of Governors. Steve Grange also confirmed that

		the project would include both in-patient and community estate.
--	--	---

Action: Communication of outcomes from Right Service, Right Place Steering Group to Council of Governors (SG/Membership Office)

08/14 CHIEF EXECUTIVE REPORT AND ENVIRONMENTAL SCAN

Neil Carr briefed the Council of Governors on the following:

- Notification of Staffordshire being identified as one of 11 failing health economies in the country and the approach being taken by NHS England, the NHS Trust Development Authority (NTDA) and Monitor through an agreed process over a four month period.
- Completion of the sale and disposal of Shelton Hospital. It was noted that a formal three month period of consultation would be required with a potential further three months to allow for appeals, but that advance work including planning applications had been undertaken to mitigate any problems or delays.
- Improved use of data and information to monitor vacancy rates and hotspot areas in light of recent high use of bank and agency staff on Baswich Ward.
- Positive feedback on the deployment of RiO making a real impact with respect to influence and assure safe and effective patient care. It was noted that e-prescribing would shortly be live on the system.
- The Nuffield report “Francis – one year on”, which although specific to acute hospitals, highlighted the importance of behaviour and culture in ensuring challenge and criticism takes place within a nurturing and supportive environment.
- The anticipated signing of contracts with commissioners over the next few weeks and emerging and anticipated additional demands for savings, requiring much work and energy required to ensure sign off, paying particular attention to the financial position for the Trust in 2014/15 and subsequent years, given that the Trust operates within an area sitting in the bottom quartile for mental health spend in the country.
- The new Care Quality Commission (CQC) inspection regime from 1st April 2014 and the pilot visit already completed in the West Midlands involving Coventry and Warwickshire Partnership Trust and the next one being to Birmingham and Solihull NHS Foundation Trust. Early findings have flagged the need for the CQC to apply a consistent approach to the visits and it was noted that the Trust would ensure learning from the early visits was applied to the preparation for a visit to the Trust which it was anticipated would not take place before June 2014.

The following questions were received from governor members:

- In response to questions from Fran Virden, Neil Carr and Steve Grange clarified the definitions of ‘repatriation’ and ‘prime contractor’ and with respect to Oak House, Neil Carr agreed that the services were highly valued but that it was important to review the service provision to ensure that they continued to deliver effective and efficient services which were valuing of service users and their carers and which were needs led in line with evidence based practice.
- Pauline Pearsall referred to the vacancies on Baswich Ward in the context of the Safer Staffing initiative. Neil Carr advised that the establishment on

Baswich Ward was 27 whole time equivalents (WTE) and that there was a good skill mix, but that the issue had related to the there being 10.0 WTE vacancies of which five were qualified posts and five unqualified which were being filled by bank and agency staff. It was noted that five of the ten posts had now been filled. With respect to safer staffing, Alison Bussey reported that the Board now received reports on a six monthly basis following the publication of guidance in October 2013 relating to the Government's requirement for the ongoing monitoring and measurement of staffing levels in all care settings.

- With respect to the sale and redevelopment of Shelton Hospital, Yvonne Oliver referred to concerns locally about the bowling green and access and Neil Carr advised that these concerns were being addressed.
- In response to a question from Ravi Bhakhri, Neil Carr summarised the process of ensuring all cost improvement plans were subject to rigorous quality impact assessments and in negotiations with commissioners about additional savings, the Trust was clear that services would not be diluted.
- Robin Harvey referred to the Trust's commitment to carer standards and a carer friendly culture through the automatic engagement of carers, which he did not believe was applied consistently within the Trust. Neil Carr acknowledged that there was still much to do and that staff could not hide behind the excuse of confidentiality. Lesley Crawford summarised the 'share and spread' process to disseminate the learning from the Birch Ward Rapid Process Improvement Workshop (RPIW) relating to the involvement of carers and the development of carer packs. She agreed to discuss this issue with Robin Harvey outside of the meeting and Neil Carr also gave a commitment to investigate any specific concerns on case by case basis. It was agreed that an update report would be received at the next Council of Governors meeting.

Action: Follow up of items relating to carers by Robin Harvey (LC) and update report to June Council of Governors (Steering Group/Membership Office)

09/14 ANNUAL PLAN

Steve Grange outlined the process for agreement and submission of the Annual Plan for 2014/15 as contained within Monitor guidance and highlighted the key elements of the Plan as being a description of the risks and mitigants associated with the position of the local health economy, a defining vision for the Trust for five years, based on the first two years and the subsequent three and a delivery plan and financial projections. He advised that the timeframe for submission to Monitor which was in two phases in March and June 2014. In response to a question from Jackie Boyle with respect to the Governors' Statutory guide and the expectation that the Plan must be discussed with governors and reflect membership plans and the interests of members, Steve Grange advised that the proposed content of the Annual Plan had been shared and discussed with governors at the Strategic Direction Engagement Group on 20th January 2014. He advised that Monitor was not prescriptive with respect to how engagement with members and the public was conducted and that through the Annual Reporting processes, evidence was available that engagement with stakeholders allowed the annual planning process to reflect and embed the feedback and outcomes of wider consultation and discussion on the Trust's services and future direction and priorities. With respect

to the role of the Strategic Direction Engagement Group, he added that was important that this group continued to shape and influence the strategic direction of the Trust as a continuous process rather than at a single point in time, when the Annual Plan was due for submission. Neil Carr commented that it was important that governors continued to engage with constituents and that the Trust continued to support them in doing so. The Council of Governors confirmed their support for the process as outlined and the arrangements in place to assure involvement and engagement of governors in the Annual Plan development and submission to Monitor.

10/14 MENTAL HEALTH DIVISION STRATEGIC DELIVERY PLAN 2014-2019

Lesley Crawford presented a summary of the delivery plan highlighting the background to the plan, the drivers for change and the ambition of moving to a recovery model with the service user at the centre through co-production and new ways of thinking and delivering services. She advised that the plan was divided into the priorities for acute services, community services and dementia services. Mark Cardwell highlighted the role of Approved Mental Health Practitioners (AMHP) and noted that opportunities for other professional groups to undertake this role as well as social workers. The following questions and comments were raised by governor members:

- Nick Maslen highlighted the wide range of opportunities for partnership working with the third sector particularly in dementia services. Lesley Crawford advised that engagement sessions would be taking place during May 2014 and that invitations to key third sector partners would enable such opportunities to be explored and developed.
- Mac Cock requested contact be made with the South Staffordshire Dementia Network and it was agreed that this would be followed up.
- Mark Tandy referred to the findings from benchmarking and suggested that that the variation across teams in caseloads and increased numbers of referrals could reflect the discharge from care having taken place too early. Lesley Crawford advised that further work was being undertaken on whether some referrals were more appropriately directed to primary care or IAPT services and that factors influencing the referral rates and caseloads were often complex. It was noted that the use of peer recovery workers and training and support for teams in the recovery focus were also being explored in discussion with Rachel Lucas, Director of Psychological Services.
- In response to a question from Monica Hall, Lesley Crawford confirmed that staff had been and would continue to be involved in discussions and decisions regarding the future provision of services, referrals and caseloads and pathways.
- Lilian Owens commended Lesley Crawford on her presentation which she felt clearly identified the gaps and issues with respect to mental health services and reflected the same issues highlighted by the voluntary sector.
- Tony Price highlighted the role and potential for input from the housing association sector.
- Yvonne Oliver referred to the duty on commissioners to deliver a social return on investment as part of demonstrating quality. Lesley Crawford advised that Jurai Darongkamas had been asked to work on the identification of two or three outcome measures in this respect for which data could be collected to report to

commissioners on a regular basis. Steve Grange commented that it was important to recognise the high quality services already provided and the existing focus on corporate social responsibility and associated returns on investment which was also reported annually through the quality accounts.

- In response to a question about the proposals for the provision of services out of hours and the potential costs associated with this, Lesley Crawford acknowledged that this could be an issue but gave an example of staff working in dementia care where to their credit they proposed working at weekends instead of Monday/Tuesday. She confirmed however, that the cost implications of all of the proposed changes were being worked through in detail.

Action: Third sector contribution and partnership working to be taken forward as part of the Strategy consultation and engagement process (LC)

11/14 PERSONALITY DISORDER STRATEGY UPDATE REPORT

Jurai Darongkamas presented the update report using an example of a patient story which illustrated the benefits of the strategy implementation both in terms of improved service delivery and outcomes for service users and carers. Jackie Boyle commented that having attended the first day of the training, which she commended, staff had referred to the importance of supervision as distinct from caseload management and the commitment of the Trust in ensuring that supervision is part of the day job. Claire Barkley confirmed that the Trust was committed to the deployment of clinical supervision recognising the risks and impacts on quality when it was not provided and evidence which clearly supported the benefits. Jurai Darongkamas outlined the approaches being taken to both supervision and training and support for staff in relation to deployment of the strategy including embedding a generic awareness of formulation, the establishment of formulation meetings as a means of supporting staff and providing supervision and different models of supervision such as 'speed supervision'. It was agreed that it was important to encourage and embed a culture where supervision was seen as an integral part of the working day. Neil Carr confirmed that it should be seen as a right and not a luxury and that this view should be reinforced through training and staff support.

12/14 NON EXECUTIVE BRIEFING: MARINA MCQUADE

Marina McQuade gave a presentation covering her background, career history, role within the Trust and her particular interests within the Trust.

13/14 GOVERNOR MEMBER REPORT

Tony Price presented the governor member report, highlighting the following points:

- **The Governor Handbook:** this was circulated at the meeting, having been approved for use by the Steering Group earlier in the day. He emphasized that it was an iterative document, which since it was produced as an electronic document, could be amended as often as required. Suggestions and comments on any changes, additions or amendments were invited.

- **Essential Standards Review (ESR) Visits:** it was noted that Jill Wells had presented a detailed report to the Performance and Assurance Group and that a number of service improvements had been identified from visits undertaken to date, as well as providing a valuable source of assurance for the Board and Council of Governors. Governors who had not yet undertaken a visit were encouraged to contact the Membership Office.
- **RiO:** the implementation of the new clinical information system was noted to be progressing well. Tony Price advised that Pete Kendal was scheduled to give a detailed briefing to the next Performance and Assurance Group and invited any interested governors to attend. It was also noted that the Steering Group had proposed a summary briefing should also be given at Council of Governors meeting in June 2014.
- **National Veterans' Mental Health Service:** The transfer of the National Veterans' Mental Health Service to NHS England along with the lead, Wayne Kirkham, who was commended and thanked for his contribution to supporting veterans' mental health whilst at the Trust.
- **Alan Snuggs:** Tony Price also paid tribute to the huge contribution to the Trust, the Membership Office and the Council of Governors made by Alan Snuggs who had given up his role as governor consultant to the Trust after many years. He advised, however, that it was anticipated that Alan would still continue to be engaged from time to time to deliver governor training. Grateful thanks to Alan were formally minuted.
- **We are Human:** the conference organized by former governor Lynda Jones taking place on 1st April 2014 was highlighted and noted.

Action: Comments on the Governor Handbook (All)
 Notification of interest in undertaking ESR visits (All)
 RiO summary of implementation to June Council of Governors
 (Steering Group/Membership Office)

14/14 ANY OTHER BUSINESS

- a) **Unity Fest:** Ravi Bhakhri advised that this event was taking place in the summer and agreed to arrange for further details to be sent to governor members.

Action: Circulation of details (Membership Office)

15/14 DATE OF NEXT MEETING

Wednesday 18th June 2014 at the Learning Centre, St George's Hospital, Stafford.

16/14 NOMINATIONS COMMITTEE

All those with the exception of Governor Members, the Company Secretary and the Director of Human Resource, Organisational Development and Equalities left the meeting.

Tony Price summarised the report of the Nominations Committee and the robust process which had been followed leading up to the recommendations presented to

the Council. Dave Gill commented from the perspective of the Stakeholder Group of Governors as part of the process commented that the Panel had considered the successful candidate to be a worthy successor to Steve Jones and supported the appointment. Mark Cardwell and Peter Cross commented on the role of the successful candidate as Chair of an NHS Trust which had to date failed to achieve authorisation as a Foundation Trust in response to which Jane Landick advised that no inferences should be drawn from this with respect to the Trust in question, given that only one NHS Trust had been authorised in the past 12 months, which was widely believed to be attributable in part to an increasingly risk averse culture in the NHS at present. Tony Price, on behalf of the Nominations Committee further assured governors that this issue and the reasons for the successful candidates decision to leave his current Trust and to move to South Staffordshire and Shropshire Healthcare NHS Foundation Trust had been fully explored by both the Nominations Committee and the Stakeholder Panels as part of the recruitment and selection process, to their mutual satisfaction. Tony Price concluded his report by commending the excellent contribution made by Gareth Eccleston as Service User Representative in support of the Nominations Committee through the interview process.

The Council of Governors received the minutes of the Nominations Committee meetings held on 3rd March 2014 (shortlisting) and 11th March 2014 (interviews) and confirmed their assurance that a robust and transparent process has been followed. The recommendation of the Nominations Committee that Martin Gower be appointed Chair of South Staffordshire and Shropshire Healthcare NHS Foundation Trust for a period of three years with effect from 1st July 2014 was formally approved.

Action: Letter of appointment (JL)