

Council of Governors

Minutes of the 51st Meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held on Thursday 14 December 2017 from 2.45pm to 4.45pm in the 7th Floor Conference Suite of Fulwood House, Old Fulwood Road, Sheffield S10 3TH

Present:

Name	Governor Constituency	Name	Governor Constituency
Jayne Brown OBE	Chair	Cllr Steve Ayris	Appointed (SCC)
John Buston	Public	Adam Butcher	Service User
Billie Critchlow	Carer	Sylvia Hartley	Public
David Houlston	Public	Celia Jackson-Chambers	Appointed (SACMHA)
Jules Jones	Public/Lead	Vin Lewin	Staff (Nursing)
Toby Morgan	Service User	Julian Payne	Service User
Terry Proudfoot	Service User	Dr Abdul Rob	Appointed (PMC)
Adam Rodgers	Staff (Clinical Support)	Sue Roe	Carer
Antony Sharp	Staff (Support Work)	Jonny Sibbring	Staff (Psychology)
Janet Sullivan	Appointed (Mencap)	Michael Thomas	Young Service User
Susan Wakefield	Appointed (SHU)	Prof Scott Weich	Appointed (UoS)
Maggie Young	Staff (AHP)		

In attendance:

Name	Designation	Name	Designation
Tania Baxter	Head of Clinical Governance	Cllr Olivia Blake	Non-Executive Director
Clive Clarke	Deputy Chief Executive	Richard Mills	Non-Executive Director
Sue Rogers	Non-Executive Director	Margaret Saunders	Director of Corporate Governance (Board Secretary)
Ann Stanley	Non-Executive Director	Sam Stoddart	Deputy Board Secretary
Kevan Taylor	Chief Executive	Mervyn Thomas	Non-Executive Director
Dean Wilson	Director of Human Resources	Karen Jones	PA to Chair

Apologies:

Name	Designation	Name	Designation
Tyrone Colley	Service User Governor	Liz Donaghy	Public Governor
Mark Gamsu	Appointed Governor	Joan Green	Public Governor
Sue Highton	Appointed Governor	Cllr Adam Hurst	Appointed Governor
Mohammed Kwahja Ziauddin	Public Governor	Cllr Josie Paszek	Appointed Governor
Tammy Raines	Service User Governor	Rivka Smith	Young Service User/Carer Governor
Joan Toy	Service User Governor		

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	<p>opportunity to improve their understanding of the ACS, albeit continuing to have more questions than answers, especially regarding the influence governors could bring to bear in the new system. The Chair acknowledged the governors' desire for further information and suggested that focus is placed upon the Accountable Care Partnership (ACP) specific to Sheffield. The Chair promised to continue sharing all information available and agreed to provide a refresher presentation on the ACP at a future meeting.</p>	J Brown
	<p>Kevan Taylor suggested asking Jim Millns, Responsible Officer across Sheffield for the Mental Health and Learning Disability Delivery Programme, to present on the work streams and specifics of the ACP. Kevan Taylor would report governors concerns through the Executive Delivery Group which reports formally to the ACP Board.</p>	M Saunders
	<p>Sam Stoddart informed governors she is pursuing meetings with fellow governors from Sheffield Teaching Hospitals and Sheffield Children's Hospital to discuss how governors can jointly influence the ACP and ACS.</p>	
	<p>Jules Jones provided feedback from the Clover Group Patient Participation Group which included concerns regarding the high number of 'did not attends' (DNAs) which she believed could be linked with access issues. The Chair informed Council a report regarding the Clover Group had been received by the Board of Directors on 13 December 2017 where it had been noted improvements are still required.</p>	
	<p>Maggie Young reported her attendance at the service user led art exhibition 'CAST a light'. The event was successful and constructive, emphasising the benefits of arts therapies. The Chair acknowledged the importance of arts therapies as part of a holistic approach to care.</p>	
	<p>Michael Thomas provided feedback from the NHS Sheffield Clinical Commissioning Group Review of Psychological Therapies and reported the full report compiled by Mental Health Strategies was still awaited. In addition he reported that during discussions a number of third sector organisations had reported an increase in the number of service users with complex needs seeking help who they believed should be under the care of SHSC. He queried if this could be related to the current transformation of services. Kevan Taylor and Clive Clarke agreed to discuss this with the organisations involved and address any issues.</p>	K Taylor/ C Clarke
	<p>Sue Roe had attended the monthly meeting of Families Lobbying and Advising Sheffield (FLASh). She reported that a response was awaited from Clive Betts MP and the date for</p>	

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	<p>the Christmas Concert in aid of Bents Green School is 15 December and not 5 December as reported in her feedback to Council.</p> <p>Terry Proudfoot attended the Safer Care Event in October 2017 and although the speakers were excellent, it would have been helpful to have a service user's perspective. Jules Jones asked for an explanation of 'safety huddles'. Ms Proudfoot explained these are very brief meetings involving all the staff on a ward. It provides an opportunity to raise any concerns around the safety of patients. Vin Lewin explained that the initiative is currently being piloted within the Trust and would be willing to provide governors with further information if required. Figures from Bradford show that the use of safety huddles reduced self-harm by 50%. Ms Proudfoot asked if this would be rolled out to community teams. Mr Lewin confirmed this would be the long term plan and added that once the initial data from the pilot is obtained a presentation will be provided to the Quality Improvement Forum in February 2018. He would be happy to replicate the presentation to Council.</p> <p>The Chair thanked governors for their valuable feedback.</p>	
CoG 51/6	<p>Nomination and Remuneration Committee Position Update</p> <p>(a) Chair Appraisal</p> <p>The Senior Independent Director (SID) Mervyn Thomas reported that the Chair's annual appraisal had been conducted by himself and Jules Jones, Lead Governor. The completed questionnaires from Board members and governors contributed towards the discussions during the appraisal and comments were overwhelming positive. In particular, Board members and governors were pleased with the Chair's management and leadership, and how she had raised the Trust's profile nationally. The Chair thanked Mr Thomas for the positive comments, adding there were areas identified for development one of which was to provide the opportunity to meet with governors outside of the scheduled Council meetings. The Chair informed governors she will be producing a monthly blog from January 2018 in order to provide governors with additional information on Board topics. The Chair reminded governors that her door was always open and she was more than happy to meet individual or groups of governors to discuss particular issues.</p> <p>(b) Non-Executive Director appointments</p> <p>The Chair reported that the recruitment panel were currently in the process of sifting through 57 applications for the Non-Executive Director posts all of which were of</p>	All to note

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	<p>a very high standard. Final shortlisting will take place on 15 December and it is possible that interviews will take place over two days. Governors will be invited to attend the candidate's presentations. The date and time will be circulated and governors will be required to confirm their attendance.</p> <p>(c) Extension to Terms of Office for Susan Rogers and Mervyn Thomas. The Chair informed governors that following suggestions at the last Council meeting, the terms of office of Susan Rogers and Mervyn Thomas would be extended by a further two months until the end of March 2018 in order to support work around capital planning and induction of the new Non-Executive Directors.</p>	<p>All to note</p> <p>All to note</p>
CoG 51/7	<p>Appointment of External Auditors to the Trust Margaret Saunders requested the Council approve the Audit Committee's recommendation to extend the appointment of the external auditors by 2 years as per the agreement approved by Council in 2015. This was unanimously agreed.</p>	Agreed
CoG 51/8	<p>Introduction of Disclosure and Barring Service (DBS) checks and issuing of Governor name badges The Chair informed governors that at its meeting of 13 December 2017 the Board of Directors had made the decision to introduce DBS checks for all governors and revise ID badges for governors and volunteers. Dean Wilson, Director of HR, confirmed that there will be no cost to governors for the checks. Jules Jones expressed concern that DBS checks could deter future governors from standing. The Chair gave reassurance that criminal offences would not automatically bar a person from becoming a governor and all information would be treated in the strictest confidence and discussed with the individual on a case-by-case basis.</p> <p>The Chair advised Council that the design of the new ID badges will be co-produced with governors and volunteers and until agreed, governors should continue with their existing ID badges.</p> <p>Toby Morgan stated that reissuing new ID badges was an unnecessary expense. The Chair acknowledged his view but confirmed this was a necessary expense.</p>	<p>All to note</p> <p>All to note</p>
CoG 51/9	<p>Quality Objectives Tania Baxter, Head of Clinical Governance explained to Council that each year the Trust is required to produce a Quality Report within which key quality objectives are set and performance reported upon. The three quality objectives for 2017/18 are:</p>	

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	<ul style="list-style-type: none"> • Improving access to services and treatment; • Improving service user experience, involvement and engagement; • Improving physical, mental and social wellbeing outcomes for all service users. <p>The Trust believes these three objectives remain relevant and should be carried over into 2018/19. Ms Baxter sought the Council's view on this suggestion for which there was agreement. Suggestions were also sought for any additional objectives for 2018/19. The Chair suggested the Trust's commitment to carers should be demonstrated by expanding the second objective to include carers and include the outcomes of reconfiguration as part of improving service user experience. Ms Baxter agreed and noted this suggestion.</p> <p>Ms Baxter added that as part of the quality accounts, it was a requirement that governors identify a quality objective to be audited by KPMG, the Trust's external auditors. Governors were asked to consider this and she would return to the February 2018 Council meeting to agree this with governors.</p>	<p>T Baxter</p> <p>All to note T Baxter</p>
CoG 51/10	<p>Transitions Work: From Children's to Adult Services It was agreed the presentation should be rescheduled following the January 2018 meeting with Sheffield Children's Hospital.</p>	Agreed
CoG 51/11	<p>Performance Report Because of timing issues, it was agreed that governors would receive the report and raise any questions outside of the meeting.</p>	Agreed
CoG 51/12	<p>Chief Executive's Update Kevan Taylor reported the implementation period for the reorganisation of the Community Mental Health Teams (CMHTS) had been extended to January 2018. The disruption and anxiety changes can cause for both the service users and staff was recognised and acknowledged a number of service users have had their care coordinator changed and the impact this can have.</p> <p>Council was reminded that the previous CMHT model resulted in variability of service across the city. Access and waiting times differed significantly between teams in conjunction with caseloads and productivity. Many people accessed the service at the point of crisis, or were detained and many GP referrals were not accepted.</p> <p>The prime objective of the reconfiguration was to provide a seamless service where people could either self-refer or be referred. There will be a single point of access based at</p>	

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	<p>Netherthorpe House which will go live on Monday 18 December 2017 and people will be navigated to the most appropriate service for their specific needs. Mr Taylor added that all service users have been assured they will receive the same care package regardless of changes to care coordinators and stated with confidence that the new service will be an improvement on the previous model.</p> <p>Terry Proudfoot asked Mr Taylor regarding the assurance in place to ensure that clear and direct communication is shared with staff and service users, plus queried how communication is monitored and feedback sought by the Trust.</p> <p>Mr Taylor stated staff communication has taken place through a number of exercises and mechanisms, however acknowledged that communication can always improve. Council was informed that a number of concerns had been raised under the Freedom to Speak Up mechanism and assurance was provided these have been reviewed objectively. It was added that in addition to the communication mentioned above, staff have met with members of the Board and front line managers on a number of occasions. Any letters received providing feedback or raising concerns have been answered and the Chief Executive operates an open door policy encouraging staff to raise their concerns or discuss issues with him directly.</p> <p>The Chair reassured Ms Proudfoot that the Board had received and continued to seek assurance regarding effective communication. She added that, if there were suggestions that communication was limited, governors should contact her and concerns will be treated in confidence and responded to.</p> <p>Toby Morgan queried if staff from Sheffield Outreach Team (SORT) will continue to work with the same service users providing the same level of support. Kevan Taylor confirmed the same level of support will be provided as previously provided by SORT. Mr Taylor added that it was never the intention to disband SORT and rumours regarding this had been unhelpful and had spread confusion and anxiety.</p> <p>Jules Jones informed the Chair that at the governor pre-meet there had been collective concerns regarding the CMHT reconfiguration.</p> <p>Maggie Young stated that it may be timely for NEDs to visit the new teams to listen to concerns and observe the new model in action. The Chair added that both she and the NEDs make visits as part of their role, adding it is the role of the NEDs to provide assurance to governors without</p>	

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	<p>becoming involved in operational management.</p> <p>Antony Sharp questioned how staff, who are themselves unsure of the changes, can effectively communicate these changes to service users. In these circumstances, how can the Trust be assured that service users fully understand the changes and the process of reconfiguration?</p> <p>The Chair responded that questions are raised at Board which reflect the personal concerns of staff and service users. The responses to these provide an assurance loop.</p> <p>Clive Clarke added the Trust has a communication strategy for both staff and service users as part of the reconfiguration and every current service user has been written to informing them of the changes and process. The Trust relies upon staff to provide help and support to service users in interpreting the information if required. In addition, service users have been provided with opportunities to attend meetings regarding the reconfiguration.</p> <p>For staff experiencing an organisational change process, there are prescriptive methods of communicating which involves the unions (Staff Side). Mr Clarke stated that no members of staff have lost jobs as a result of the reconfiguration and over 80% secured their first choice job. Conversations have taken place with staff who are unhappy with the posts offered to them and the Trust continues to listen and respond to its staff. Managers have been talking with teams regarding the availability of support now and following the transition.</p> <p>Adam Butcher suggested seeking service user feedback utilising a questionnaire via the Service User Engagement Group once the reconfiguration is complete. The Chair encouraged the sharing of creative ideas.</p> <p>Billie Critchlow stated governors were unclear whether the Trust had required a risk assessment to be undertaken with individual service users prior to commencing the process and how risk was to be managed during and after the process. If a risk assessment did take place Ms Critchlow questioned whether service users and family members were involved, adding service users are stressed and anxious regarding the process and queried whose responsibility it was for managing and assessing this.</p> <p>Clive Clarke responded the current care coordinator should be assessing and managing the risk and stressed packages of care will not change. During transitional arrangements risk should be constantly reviewed. It was recognised service users required varying levels of support and help to smoothly</p>	

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	<p>transition and they will be moved when appropriate, based on their individual need.</p> <p>Toby Morgan acknowledged change is never easy, however queried the support provided to carers to help support the person cared for.</p> <p>Kevan Taylor thanked Toby for the fair challenge and acknowledged no specific support is provided to carers. Kevan agreed to report back.</p> <p>Due to its importance and the level of debate involved the Chair requested that the CMHT reconfiguration remains a standing item on future agendas.</p> <p>Carers Strategy The Chair reported that the Board of Directors received an update on the Strategy, and following discussion agreed further work would continue to support implementation. A number of issues would benefit from additional pace and grip and, as a consequence, Non-Executive Directors had challenged Executive Directors to drive it forward. A further update will be taken to the February 2018 Board. Kevan Taylor agreed the ambition had stalled slightly. However, governors were reminded of the extent of actions delivered to date. The Board discussion had enabled Executives to consider additional resources/staffing which may be required to progress the Strategy.</p> <p>Billie Critchlow thanked the Chief Executive for his encouraging feedback querying whether the Trust has any plans to involve carers in discussions about taking forward the strategy. The Chair confirmed the involvement of carers.</p> <p>Adam Butcher suggested the requirement of a holistic co-produced care packages for service users who are also carers.</p> <p>The Chair thanked governors for their valid points and gave assurance that the Board would drive this forward.</p> <p>Kevan Taylor continued with his update confirming additional funds had been secured to provide a 24/7 Liaison Service. He also announced the Chair had been elected to the NHS Providers Board representing mental health Trusts nationally. Governors offered their congratulations.</p>	<p>K Taylor</p> <p>M Saunders</p>
CoG 51/13	<p>Any Other Business Angela Barney informed Council she sits on Mental Health Tribunals outside of Sheffield and was happy to report seeing excellent examples of how this Trust is bringing service users</p>	

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	<p>back to Sheffield.</p> <p>The Chair thanked Angela for her feedback.</p>	
	<p>Date of Next Meeting Thursday 15 February 2018 in the Mayfield Suite, Fulwood House at 2.45pm</p>	