



11th February 2015

Item No 12c

Council of Governors: Summary Sheet

Title of Paper: Performance Overview Group Notes

Presented By: John Kay, Lead Governor

Action Required:

For Information	<input checked="" type="checkbox"/>	For Ratification	<input type="checkbox"/>	For a decision	<input type="checkbox"/>
For Feedback	<input type="checkbox"/>	Vote required	<input type="checkbox"/>	For Receipt	<input type="checkbox"/>

To which duty does this refer:

Holding non-executive directors individually and collectively to account for the performance of the Board	x
Appointment, removal and deciding the terms of office of the Chair and non-executive directors	
Determining the remuneration of the Chair and non-executive directors	
Appointing or removing the trust's auditor	
Approving or not the appointment of the trust's chief executive	
Receiving the annual report and accounts and auditor's report	
Representing the interests of members and the public	
Approving or not increases to non-NHS income of more than 5% of total income	
Approving or not acquisitions, mergers, separations and dissolutions	
Jointly approving changes to the trust's constitution with the Board	
Expressing a view on the Trust's forward plans	
Consideration on the use of income from the provision of goods and services from sources other than the NHS in England	
Monitoring the activities of the Trust to ensure that they are being conducted in a manner consistent with its terms of authorisation and the constitution.	
Monitoring the Trust's performance against its targets and strategic aims	x

How does this item support the functioning of the Council of Governors?

The Performance Overview Group is a mechanism by which governors can better understand the detail behind the Trust's performance data and question board members on questions that arise as a result of this.

Author of Report: Sam Stoddart

Designation of Author: Deputy Board Secretary

Date: 23rd January 2015

Council of Governors Performance Overview Group

Minutes of the 5th Performance Overview Group held on Tuesday 9th December 2014 in the Board Room of Fulwood House, Old Fulwood Road, Sheffield S10 3TG

Present:

Name	Title	Name	Title
John Kay	Chair	Jason Rowlands	Director of Planning, Performance & Governance
Paul Robinson	Executive Director of Finance	Nigel Donaldson	Deputy Director of Human Resources
Elaine Hall	Staff Governor	Jules Jones	Public Governor
Doug McCallum	Service User Governor	Paul Miller	Staff Governor
Dan Creber	Staff Governor	Joan Davies	Staff Governor
Tony Clayton	Non Executive Director	Samantha Stoddart	Membership Manager
Dean Chambers	Service User Governor	Karen Jones	PA (notes)

Minute	Item	Action
POG 05/01	<p>Welcome</p> <p>The Chair welcomed everyone to the meeting and thanked those present for attending. He encouraged the attendance of more governors and acknowledged the presence of Non Executive Director, Tony Clayton. Apologies were received from Professor Peter Woodruff who had provided the Chair with information on the identified action arising from the previous meeting.</p>	
POG 05/02	<p>Notes of the meeting held on 2nd September 2014</p> <p>The Chair ran through the notes page by page allowing for member's feedback and comment.</p> <p>POG 04/06 Finance Report</p> <p>Correction to minute POG 04/06. The 4th sentence is incorrect and should read 'forecast possibility of undershooting on the £2.2m surplus/underspend'. The notes of the meeting were accepted as a correct record with the above amendment.</p>	
POG 05/03	<p>Matters arising from Notes of the Meeting held on 2nd September 2014</p> <p>POG 04/03 (a) Research Activity within the Trust</p> <p>Jules Jones asked if there was anything further to report on research activity. The Chair informed Jules that he had received no feedback but Nick Bell, Interim Director of Research and Development, had been asked to present at a future Council of Governors.</p> <p>POG 04/03 (b) IAPT four week wait – To be covered by Jason Rowland's at item 6.</p> <p>POG 04/03 (c) Memory Service Update</p> <p>Jason Rowlands provided a brief verbal update on the Memory Service. The waiting times are simply due to too much demand for the service. This is</p>	

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	<p>acknowledged by the CCG and they have agreed to invest in this area. Following discussions during April, May and June with the CCG an agreement has been reached to move forward and implement a plan to address this. A shift in how we deliver care will release resources. More outreach work and care will be provided within primary care settings and the community, providing people with care closer to home. A phased implementation plan is being followed with the first clinics starting next Monday.</p> <p>POG 04/03 (d) Staff to patient ratio on wards. Paul Robinson advised that lots of trust data is available on ratios and that this is regularly reported on at the Board of Directors meetings. He said information is available on the website as it is a requirement to publish on issues nationally.</p> <p>POG 04/04 PLACE Assessments At the previous meeting much discussion took place around these assessments and the methodology behind the scores. It was agreed that Professor Peter Woodruff would receive the full report and make comments on the process and the bluntness of the tool. This response would then be conveyed to Health & Social Care Information Centre (HSCIC) as formal suggestions by Helen Payne. In Professor Woodruff's absence the Chair conveyed his report to the members. Professor Woodruff's findings were based on statistical analysis and much of his report was around the scoring system including his own clarified scores. A copy of his report will accompany the notes of this meeting. His findings changed several percentage scores and his amended figures can be seen within the report. Elaine Hall commented that if we change our scale then we no longer compare favourably with other Trusts that are not using Professor Woodruff's suggested scoring system. Discussion took place and members expressed their appreciation of Professor Woodruff's report, however, on reflection agreed that the Trust needs to assess itself according to the criteria given and in accordance with the national scores. Accurate, useable data is only achievable by the Trust undertaking consistent assessments overtime. The Chair suggested that Professor Woodruff be invited to respond to the figures within his report and share his method at a future meeting.</p> <p>The Planning, Performance and Governance update followed but for continuity purposes will be recorded at item POG 05/06.</p>	<p>Peter Woodruff</p>
POG 05/04	<p>Workforce Report In Dean Wilson's absence Nigel Donaldson attended to present the Workforce Report. Nigel introduced the report and gave a brief description of the types of data included. Nigel explained the increase in sickness absences due to colds/flu. This is not a problem easily solved and is an ongoing issue. A joint staff working party has been formed to look at this. The Chair asked if sickness from anxiety and depression is a top priority. Nigel said that anxiety and depression is a key contributor for every Trust. Paul added that we cannot identify if this is work-related or not. Tony highlighted how the Medical Directorate was consistently reporting low, which could be the result of a small team. It was suggested to change the term 'medical' as this was found to be misleading as the Medical Directorate does not include consultants – these are recorded within their service directorate. Nigel apologised for the incorrect colour coding within the absence rate by directorate table. On a positive note staff's Personal Development Reviews (PDRs) are at 93%. Elaine asked if the Trust plans to use fewer bank staff and if their use causes problems due to staff</p>	

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	<p>having to work in an unfamiliar environment. Nigel explained that the use of bank staff is not always more expensive and the first point of call is always to use internal staff. He said Giz Sangha, Lead Nurse is looking at this in relation to qualified/non-qualified staffing levels. Bank use is highlighting the need for recruiting in some areas but due to contracting issues and challenges the Trust is holding off for now. Paul added that flexible staffing is never an overspend and is managed well.</p> <p>Paul Robinson suggested that future reports include a coversheet highlighting exception actions similar to the ones that go to the Board of Directors. This was agreed by everyone present as an excellent idea and the Chair actioned its introduction at future meetings.</p> <p>The Chair thanked Nigel for his report.</p>	Agreed
POG 05/05	<p>Finance Report</p> <p>Paul Robinson spoke through the figures on the dashboard report for the period up to 31st October 2014. Paul highlighted that the Trust is currently under target for its surplus but this is nothing that cannot be addressed. Discussion took place around the carry forward figures and the Cost Improvement Programmes for next year and the huge challenges the Trust faces year on year. The Trust has achieved 94% of its CIP and disinvestment targets, with the shortfall covered by reserves. Paul informed the members that meetings are taking place with Directorates to ensure they achieve their cost improvement programmes as this is the number one priority carrying forward. Overall Paul was confident that the Trust will achieve plan despite not being able to forecast the 170,000 shortfall. One point that Paul raised was that the cash balance is less than planned due to contractual issues which have are now resolved and he was confident that it would be more or less back on plan by year end.</p> <p>Tony Clayton reiterated what Paul had said by adding that our finances, compared to many other trusts, are in a good position. We have no borrowing and have been able to fund new builds from reserves.</p> <p>The Chair asked the governors present to consider the information provided and to bring any questions they may have to the full Council meeting then thanked Paul for his report.</p>	All to note
POG 05/06	<p>Planning, Performance and Governance Report</p> <p>Jason Rowlands introduced the report for month 7 – period to end of October 2014. On seeing the printed report, Jason recommended changing the print size in future for easier reading. Jason reported that overall performance was good with slight exceptions in the second quarter where the Trust did not achieve 7 day follow-ups targets. This was picked up by the Board and CCG colleagues who looked at each case in detail. They were reassured that proactive efforts had been made in each case. With better information systems now in place and planned discharge dates agreed before leaving hospital this should be addressed. The service will also make more effort to contact individuals within 3 days of discharge.</p> <p>On out of town admissions, acute were good but PICU were quite high. This was due to capacity problems and was reported at Board. The Chair asked</p>	

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	<p>Jason if it is Trust policy to reduce bed numbers. Jason replied that the Trust has no such policy and in fact bed numbers will increase from the current 8 beds to 10 when the new PCIU facility opens. The new ward facilities will be much more flexible and can be adapted to accommodate male and female patients appropriately.</p> <p>Community Mental Health referrals increased during September/October. This could be random but Katy Kendall, Clinical Director and Tom Ayers, Service Director will be able to provide more information as they are scheduled to attend the next meeting. Significant improvements are underway to move people more quickly through the care pathway. Jason spoke of the quality objectives; waiting times, physical health, and Service User Experience Monitoring Unit (SUEMU). Jane Lyon, Head of SUEMU, is currently making contacts and building relationships in order to develop the Trust's approach to monitoring service user experience. Service user feedback is being encouraged through simple regular correspondence. The Friends and Family Test is currently underway and Jane will build on this next year. It was agreed that Sam would invite Jane Lyon to the next meeting to discuss in more detail. The Chair asked about the 'invalid/no outcome' figures and asked what happened to those people. Jason explained that this could simply be due to the quality of data available and incomplete record reporting. It is likely that most people were picked up elsewhere. Jason informed the group that Paul Nicholson, Assistant Service Director, is currently looking at the numbers.</p> <p>The Chair thanked Jason for attending. Jason explained how waiting times are a Trust priority and tabled a paper showing average IAPT waiting times experienced by practices in Sheffield over a ten month period. Eight practices with the longest waiting times were targeted and with staff effort and the introduction of direct bookings these are now improved. Over the ten months the Trust saw 10,597 referrals.</p> <p>Sam suggested that if Governors had any issues they would like to raise about the performance report they could discuss this with the Non-Executive Directors. Tony Clayton said he was happy to have discussions with Governors but, maybe this would be best discussed at the NED/Governor pre-meeting that is held before each Council. The Chair took the opportunity to reiterate his invitation to all the Non-Executive Directors to attend this meeting to encourage more interaction and engagement. Paul Robinson added that in terms of governance, Non-Executives should attend.</p> <p>Dan Creber explained that as a relatively new governor he found the information and graphs provided quite overwhelming and asked that governors are presented with any issues or concerns they should be focussing on. Sam asked if exception reporting would be more useful. Do Governors just want 'red light' alerts or all the information? Jason said the information provided was developed two years ago with the governors at the time but he is happy to look at the presentation of it again.</p> <p>The Chair thanked Jason for his report.</p>	<p>All to note</p> <p>All to note</p>
POG 05/07	<p>Any Other Business</p> <p>The Chair and Tony Clayton took the opportunity to encourage those present to encourage and invite along more governors to the meetings.</p>	

Minute	Item	Action
POG 05/08	Date and Time of Next Meeting Wednesday 29 th April, 2014 at 10.00am to 12.00noon in the Conference Suite, 1 st Floor, Tower Block, Fulwood House.	