

Minutes of the 40th Meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held on Thursday 17th December 2015 in the Mayfield Suite Trust Headquarters, Fulwood House, Old Fulwood Road, Sheffield S10 3TG

2nd March 2016

Item 3

Present:

Name	Governor Constituency	Name	Governor Constituency
Prof Alan Walker CBE	Chair	Brandon Ashworth	Public South West
Teresa Barker	Appointed	Angela Barney	Carer
John Buston	Public North West	Tyrone Colley	Service User
Dorothy Cook	Public South East	Dan Creber	Staff (Social Work)
Joan Davies	Staff (Psychology)	Cllr Roger Davison	Appointed
Ian Downing	Carer	Elaine Hall (left 3.45pm)	Staff (AHP)
Joan Healey	Appointed	Diane Highfield (left 4.20pm)	Staff (Clinical Support)
Gill Holt	Carer	Cllr Adam Hurst	Appointed
Paul Ince	Appointed	Celia Jackson-Chambers (left 3.05pm)	Appointed
Jules Jones	Public South East/Lead	Cllr Josie Paszek	Appointed
Dr Abdul Rob (left 4.15pm)	Appointed	Sue Roe	Carer
Janet Sullivan	Appointed	Nev Wheeler OBE (left 3.50pm)	Service User

Apologies:

Name	Governor Constituency	Name	Governor Constituency
Barbara Bell	Public	Debjani Chatterjee	Service User
Rosemary de Ville	Public South West	Sarah Burke	Service User
Sue Highton	Staff Side	Dani Hydes	Staff (Central Support)
John Kay	Service User	Dr Paul Miller	Staff (Medical & Clinical)
Pat Molloy	Service User	Toby Morgan	Service User
Lorraine Ricketts	Public North East	Russell Shepherd	Service User
Dr Leigh Sorsbie	Appointed	Mark Thorpe	Staff (Support Work)

In Attendance:

Name	Role	Name	Role
Tom Ayers	Service Director	Tony Clayton	Member
Jill Dentith	Interim Board Secretary	Karen Jones	PA, Minute taker
Faye Mellors	Governor & Membership Officer	Richard Mills	Non-Executive Director
Sue Rogers	Non-Executive Director	Jason Rowlands	Director of Planning, Performance & Governance
Ann Stanley	Non-Executive Director	Sam Stoddart	Deputy Board Secretary
Kevan Taylor	Chief Executive	Mervyn Thomas	Non-Executive Director

Minute	Item	Action
COG40/1	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the 40th meeting of the Council of Governors. Eleven Governors sent their apologies. The Chair provided a brief update on comings and goings. He welcomed Jill Dentith, Interim Board Secretary, to the meeting. He reported that three governors, Sarah Burke, Abbey George and Enos Mahachi had stepped down. Mark Thorpe will replace Enos as Staff Governor in the Support Work constituency. Fifteen governor seats are up for election next year and workshops for</p>	

	<p>potential governors will be held in February. Anyone interested in attending and providing insight into the governor role should contact Faye Mellors. The Chair was sad to say that it would be goodbye to some of the longest serving governors, Dorothy Cook, John Kay and Nev Wheeler. Warmest wishes and thanks go to those governors. The Chair reminded governors of essential dates of upcoming events in 2016. The Performance Overview Group will meet on the 12th January. There will be a joint health and wellbeing event with STH held on 19th February. Two membership recruitment events are planned at the RHH on the 19th January and 2nd February – any offers of help or participation would be much appreciated. Please see Faye.</p>	<p>All to note</p> <p>All to note</p> <p>All to note</p> <p>All to note</p>
COG40/2	<p>Declaration of Interest</p> <p>The Chair asked if anyone had any interests to declare. Political party membership was raised and this is covered in Item COG40/9.</p>	
COG40/3	<p>To receive and approve the confidential minutes of the Council of Governors’ meeting held on 22nd October 2015</p> <p>The Chair asked that governors agree that the minutes were a correct record of proceeding and to note that these minutes are now in the public domain and no longer confidential. All agreed to sign off as a correct record.</p>	<p>Agreed</p>
COG40/4	<p>Matters arising from the confidential minutes of the meeting held on 22nd October 2015</p> <p>Brandon Ashworth re-asked his question at COG39/4 which was around legal advice on the potential selling of shares in the 7 Hills operating company. Kevan Taylor said this was not necessary as the only shareholder in the company would be the Trust.</p>	
COG40/5	<p>To receive and approve the minutes of the open Council of Governors’ meeting held on 22nd October 2015</p> <p>COG39/10 (page 9) - Jules Jones requested clarification on the Clover Group responsibilities. It was noted that Darnall and Highgate practices serve the Roma population and Mulberry the asylum population.</p> <p>The minutes of the open Council of Governors’ meeting held on 22nd October 2015 were accepted and approved subject to the above amendment.</p>	<p>Agreed</p>
COG40/6	<p>Matters arising from the minutes of the open Council of Governors’ meeting held on 22nd October 2015</p> <p>COG39/1 (Page 2) – Jules Jones reiterated the importance of the Nomination and Remuneration Committee (NRC) and the need for a full compliment of members. This followed a poor response to Sam Stoddart’s letter inviting appointed governors to fill the available position. Cllr Adam Hurst asked about the potential time commitment required for NRC. The Chair advised that it depends on the situation at the time. Sam Stoddart suggested that for the recruitment to the Chair position it could involve 2-3 meetings plus the interview process, similarly for Non-Executive Director positions. Cllr Hurst said that he would be willing to take up this role but to bear in mind that the May Elections could have an impact on his governor position. The Chair thanked Cllr Hurst for taking up the position.</p>	<p>Adam Hurst</p>
COG40/7	<p>Community Strategy Development Update</p> <p>Tom Ayers, Service Director for Community Services, attended to present a strategy update for this directorate. He shared a short presentation covering the last 12 months, future developments and challenges expected over the next 12-24 months. Two significant developments in the last year have been a £556k investment in Early Intervention Services and circa £600k increase in out-of-hours resources. Over the</p>	

	<p>next two years the Trust has made a commitment to move more resources to community provision. These resources will target care for people with complex and acute needs. The challenge will be how this change is delivered while having to meet £1.5m in cost improvements (CIPs). As the current system cannot tolerate this level of reduction (12%) things need to be done differently. The strategy is to move from thinking about care in terms of ‘teams’ to thinking about pathways of care. Clinical pathways of care will be developed which will identify clearly the treatments and support service users can expect, with the right staff to deliver them. This pathway will be developed collaboratively with service users, carers and stakeholder and led by frontline staff. This will be challenging and we will need to work out together how the Trust prioritises resources and delivers services. Ultimately we want to achieve clear pathways of care across our teams, including access to psychological therapies and other treatments as recommended by NICE; we want clarity about where resources are prioritised, and how that is managed in a financially sustainable model. Questions were then invited from Governors.</p> <p>Angela Barney commented that the presentation was really interesting and that it is difficult to gauge the difference in the quality of care of what you’d like to provide and what can actually be provided. This transparency of the underfunding is helpful if Governors wanted to write to MPs or the Clinical Commissioning Group (CCG).</p> <p>Jules Jones asked that given the financial constraints how can the Trust ensure that it develops a safe and rational service, whilst mitigating risks? Tom said that at this stage it is not known what the final configuration will be and so the Trust can’t say what risks will be mitigated. This will form part of the development work and one of the key considerations. Sam Stoddart reassured governors that they would see the final strategy and implementation plan.</p> <p>Sue Rogers asked Tom about the timescale for this work. Tom said the development of the pathways would take place over the next six months with decisions made at the end of 2016. It was agreed that Tom should return to the July 2016 Council meeting to provide an update on progress.</p> <p>Dorothy Cook said she would like to know what service users, when in a crisis, would like and what would help and whether the Trust had any feedback that could inform this? Tom said in his experience service users don’t want to wait too long to be seen, and want a safe comfortable place to wait (not in A&E). He said lots of multi-agency work is taking place around out-of-hours/crisis services. Cllr Josie Paszek asked that Tom bring to the July meeting the risks for each pathway and what could be done to mitigate these risks. Cllr Adam Hurst asked that when these plans are being considered they are embedded with ways of how to make the service users’ experience less traumatic and more positive. The Chair thanked Tom for the presentation.</p>	<p>All to note</p> <p>Tom Ayers</p>
COG40/8	<p>PLACE (Patient Led Assessment of the Care Environment) Outcome Report</p> <p>Helen Payne, Director of Facilities Management, attended the meeting to provide an update on PLACE outcomes 2015. Helen provided a report that had been presented to Board of Directors earlier in the year. This is for reassurance purposes as PLACE is an annual Foundation Trust requirement. Helen explained that the report was very positive and that the Trust had done very well with improvements been made year on year. Helen provided a short background on the process. The PLACE assessments consider 5 key environmental areas. At the end of the process each unit which has undertaken an assessment is given a result against these five assessment areas. Each year the questions can change and the results form part of the quality assurance</p>	

	<p>process. The Trust was in the top 20 nationally for its dementia domain score. This is a great achievement and down to the dedication and hard work of staff (housekeeper, maintenance and frontline). Helen said that even though the Trust had done well this doesn't mean it can't improve and an action plan is produced accordingly. As a result of the PLACE assessments, the Longley Centre wards are undergoing redecoration and the Trust is revising its nutrition strategy.</p> <p>Gill Holt asked about service users access to the internet and if the Trust planned to change its stance to increase scores in this area. Helen explained that this was one of the questions that was more relevant to acute care settings than mental health. The Trust has no plans to change its policy at the moment and that internet access is available free to service users within some clinical services. It was important to ensure a balance between internet use and other therapeutic activities. Cllr Hurst raised concerns about staffing levels to ensure effective engagement with service users. This would be discussed with the Board of Directors.</p> <p>Dorothy Cook asked for clarification on the food assessments and wanted to know the difference between organisational food and ward food. Helen explained that organisational food is more to do with the Trust's policy on nutrition and that ward food is the actual food quality and experience. John Buston asked if dietician input is included and if specific diets are catered for. This was confirmed; a dietician reviews the needs of individuals and the Trust can cater for a wide range of health and religious dietary needs.</p> <p>The Chair thanked Helen for her positive report.</p>	Chair
COG40/9	<p>Register of Interests</p> <p>To comply with the Trust's Constitution the Chair presented the Governors' declarations of interest and asked those present to note the content and inform of any changes. Gill Holt and Angela Barney declared that they are members of the Labour Party. This was noted.</p>	Gill Holt Angela Barney
COG40/10	<p>Amendment to the Constitution</p> <p>The Chair explained that it is good practice to review the constitution from time to time to ensure that it is fit for purpose. A review had been conducted and amendments made, specifically around the process for the removal of governors from office.</p> <p>The Chair asked the governors to review and accept the proposed changes. Following the correction of a typing error at 3.1.22 where 'the capacity' was duplicated Council agreed to hold a vote. The Chair declared 21 votes in favour and the changes were accepted and recommendation made to the Board to ratify the changes and advise Monitor.</p>	Agreed
COG40/11	<p>Non-Executive Director Appointments</p> <p>(a) To approve the Nomination and Remuneration Committee's recommendation to appoint Cllr Leigh Bramall.</p> <p>The Chair explained that a formal process has taken place whereby two members of the Nomination & Remuneration Committee (NRC) and himself had interviewed Cllr Leigh Bramall, the Local Authority's nomination for the NED position. He explained that the process of appointment was different for the Local Authority position.</p>	

	<p>He then asked the governors to agree to the NRC’s recommendation to appoint Cllr Bramall as Non-Executive Director. Council unanimously agreed.</p> <p>(b) To receive information on the Chair appointment process. Jules Jones, Lead Governor, provided a brief overview in relation to the Chair appointment. She explained that Professor Alan Walker’s term as Chair will end on 30th June 2016, and as such it is important that we look at and start to plan the recruitment process for his replacement. When considering the process it is important to ensure a good quality pool of candidates and two options are available to do this. We could undertake the recruitment internally using our HR team or by using an external recruitment agency. Discussion took place about the pros and cons of each. Both options had been used successfully in the past. Jules explained that this would be discussed in more detail at the next NRC before bringing a paper to the next Council for formal approval which would include the job description, person specification, terms and conditions, and clarity regarding the process.</p> <p>Jill Dentith advised that a timetable had yet to be agreed but it had been suggested to hold the Nomination and Remuneration Committee on the 18th February. As this date was scheduled for Council of Governors it is proposed to move COG to the 2nd March. These dates would be confirmed following the January 2016 Board meeting.</p>	<p>Agreed</p> <p>All to note</p>
<p>COG40/12</p>	<p>Chief Executive Update including CQC Action Plan Progress Update Kevan Taylor provided a verbal update on relevant issues.</p> <p>CQC Update – Kevan was pleased to report that there are no red indicators and that the majority of indicators are reporting green (103), 26 are blue (complete and embedded) and 22 amber.</p> <p>It was noted that the Trust had submitted a tender in partnership with Primary Care Sheffield for the Clover Group Practices contract. If successful this will mean that staff will remain with the Trust. However there is a risk financially as the funding will be significantly less than the previous contract value. The forecast is a £100k shortfall in the first year. Ways of managing this will be assessed. It is known that other organisations have also submitted tenders. This is a very anxious time for staff at Clover. Angela Barney asked if there are positive strengths in working in partnership. Kevan said that tendering in partnership is a fresh way of working and provides the potential for a wider relationship with primary care services in Sheffield. At the moment Asylum Seekers do not form part of this tender but there is the possibility of future negotiations for this provision. The Trust will be looking at transforming and expanding its services. The Chair thanked Kevan for his update.</p>	
<p>COG40/13</p>	<p>Governor Feedback</p> <p>The Chair distributed two papers for information and welcomed any questions on these.</p> <p>(a) Feedback from Governor Activities. Six governors submitted feedback from several events that they had attended.</p> <p>(b) Feedback from Board Questions. Four questions from governors were received by Board. Sam Stoddart requested that the reply to a question raised by Joan Healey regarding the Trust’s actions from the Compassion Conference be revised</p>	

	<p>to include more strategic ways forward. The Chair agreed and added that the Compassion Conference that was held early in the year was a great success and suggested that it be followed-up.</p>	
COG40/14	<p>Performance Report</p> <p>Jason Rowlands attended and provided a short presentation on delayed discharge and bed pressures before opening up the floor to more general performance questions. The Inpatient Services bed occupancy rates on the graph for April look like they went up but this is due to the way data is captured. A new way of reporting has been proposed that will address this problem on the graph in future. The weekly bed nights on Adult Acute Wards will be available to see at a glance as the system adjusts. Beds have been available and no out of town placements have been necessary. Kevan added that this is a fundamental change and good news and puts the Trust in a good position nationally. Jason said this is achieved with the best use of resources and providing care locally.</p> <p>On delayed discharge Jason confirmed that activity is improving. Beds are now becoming available as people are discharged. Cllr Josie Paszek referred to the weekly bed nights graph and asked how this situation was being managed. Jason explained that some beds are mothballed but can be temporarily re-opened when needed to manage any fluctuation in patient numbers. Staff levels have remained the same as when there were more beds were available so there is no problem with coping. Dorothy Cook asked if there is a ratio of beds to population, and how/why we are doing better than others nationally. Jason said that we regularly do comparison benchmarking exercises in terms of the bed numbers; we are about average. In terms of numbers of admissions we are a bit below average, although length of stay is slightly above. Jason said that nationally more people are admitted for one or two days and that this is not good practice as re-admissions within a month are more likely. We compare well and provide good support. Paul Miller wished to comment, as a clinician, that things had improved significantly.</p> <p>Brandon Ashworth asked if the pressures from cost improvement savings will have an impact. Kevan answered that while CIPs will have an impact, and services will have to make saving and changes to some extent, there will also be opportunities for additional investments and strategic re-investments.</p> <p>Jules Jones referred to the service delivery dashboard and commented on Crisis and IAPT and the Trust's over achievement and asked if our activity is above the CCG contract. Jason said that the Crisis Resolution and IAPT targets are old and that new ones have not been issued but generally we do over perform. Talks with commissioners have taken place around the provision of Liaison and Out of Hours services, what is needed and how this will be funded. There is also work ongoing to move to a different model for IAPT including discussions around activity and targets expected. Both these areas of work involve working with the commissioners to achieve the best outcome in terms of provision of services and funding. There is a need to understand demand and capacity and how the activity is recorded.</p> <p>The Chair thanked Jason for his presentation.</p>	
COG40/15	<p>Any Other Urgent Business</p> <p>No further questions or comments were raised and the Chair thanked everyone for attending, wished everyone a Happy Christmas and looked forward to seeing everyone in the new year.</p>	