



28<sup>th</sup> July 2016  
**Item No 14c**

## Council of Governors: Summary Sheet

**Title of Paper:** Performance Overview Group Notes

**Presented By:** Jules Jones, Lead Governor

**Action Required:**

<b>For Information</b>	<input checked="" type="checkbox"/>	<b>For Ratification</b>	<input type="checkbox"/>	<b>For a decision</b>	<input type="checkbox"/>
<b>For Feedback</b>	<input type="checkbox"/>	<b>Vote required</b>	<input type="checkbox"/>	<b>For Receipt</b>	<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:** July 2016



## Council of Governors Performance Overview Group

Minutes of the eighth Performance Overview Group held on 10<sup>th</sup> May 2016 at SHSC Headquarters, Fulwood House

**Present:**

Name	Title	Name	Title
Jules Jones	Chair/Lead Governor	Sam Stoddart	Deputy Board Secretary
Barbara Bell	Rest of England Governor	Dorothy Cook	Public Governor
Dan Creber	Staff Governor	John Kay	Service User Governor
Phillip Easthope	Executive Director of Finance	Jason Rowlands	Director of Planning, Performance & Governance
Caroline Parry	Assistant HR Director	Karen Jones (Notes)	PA to Chair

Minute	Item	Action
POG08/01	<b>Welcome</b> The Chair welcomed everyone to the meeting.	
POG08/02	<b>Notes of the meeting held on 12<sup>th</sup> January 2016</b> The minutes of the meeting held on 12 <sup>th</sup> January 2016 were accepted as a correct record.	
POG08/03	<b>Matters arising from Notes of the meeting held on 12<sup>th</sup> January 2016</b> The following items arose from the notes:  <u>POG07/03 Crisis Care City-wide Plan (Concordat)</u> Sam Stoddart agreed to put on the agenda for Council of Governors.  <u>POG07/07 John Buston asked if the majority of staff leavers from within the Community Services Directorate were due to MARS</u> Sam Stoddart provided the answer in Dean Wilson's absence as 'No'.	SKRS
POG08/04	<b>Finance Report</b> Phillip Easthope, Executive Director of Finance, presented and reported on the finance dashboard. The February position had little variance on previous months with nothing of concern to report with risk ratings of 4 and governance ratings of green. Surplus is just under £1m on plan but subject to year end. A narrative was provided to Board.  Sam Stoddart asked for clarification on the value of Trust assets. Philip answered that assets are re-valued every 5 years and unless there is a significant market change are not re-valued in between that time. This triggered a conversation around the vacating of Fulwood House with governors being invited to participate in the meetings that are taking place on this issue.  The Chair asked about the PICU scheme VAT position. Phillip said that the Trust is still waiting for the final review but the assessment so far is accurate.	all to note

Minute	Item	Action
	<p>Philip was then asked about the possible implications from the red debt position. Phillip said that in terms of liquidity the Trust has significant cash holdings and so this does not present a problem and added that the outstanding debts are low risk. He explained how Government changes had encouraged NHS organisations to delay the paying of debts to hold on to cash. This causes the delays in payment and slows the whole process; however SHSC tries not to delay payments for too long. Barbara Bell commented that the local authority position appeared to be much improved and Phillip said that this was helped by Cllr Leigh Bramall's input and his position as a Non-Executive Director of the Trust. The Chair thanked Phil for his report.</p>	
POG08/05	<p><b>Draft Quality Account Report 2015/16</b></p> <p>Jason Rowlands presented the report and gave a brief background. The report has been produced for the last six years and it is an NHS requirement to produce a formal report on care quality. Each year quality objectives are set and regular feedback on progress is reported. Over time the report has been made more user-friendly and is working well. It is shared with the Board, Healthwatch and the CCG as well as the Council of Governors. Jason shared some of the highlights. Priorities for improvement during 2015/16 were:</p> <p><u>Responsiveness</u></p> <ol style="list-style-type: none"> <li>1. Improving access to services and treatment Improve access to services so that people are seen quickly.</li> </ol> <p><u>Safety</u></p> <ol style="list-style-type: none"> <li>2. Improving physical health outcomes Improve the physical health care provided to service users.</li> </ol> <p><u>Experience</u></p> <ol style="list-style-type: none"> <li>3. Improving experience through service user engagement and feedback</li> <li>4. Establish the Service User Experience Monitoring Unit to drive improvements in service user experience across the Trust.</li> </ol> <p>A typing error was pointed out on page 4. The table shows the average waiting time for people to be assessed in adult CMHTs for a routine appointment as 6.5 weeks. This figure is actually for the Memory Service not CMHTs.</p> <p>This year saw the introduction of national access targets for mental health services. IAPT Services met the targets and are performing well – seeing more people than the national average. In Quarter 4, Early Intervention Services achieved the new standard (50%) for people with a first episode of psychosis being assessed and on the caseload of an early intervention care coordinator within 2 weeks.</p> <p>On physical health needs Jason explained that there was still a way to go to embed physical health assessments but it is progressing well with better communication with GPs, the use of screening and assessing tools, and additional support with alcohol misuse and smoking cessation.</p> <p>The Report formally reports on the findings from the CQC Inspection, and notes a number of concerns regarding services provided across the Trust. It goes on to describe a range of actions that have since been taken to deliver necessary improvements and progress against these actions have been closely</p>	JR

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	<p>monitored and reviewed by the Board.</p> <p>For the past 2 years Monitor have rated the Trust's performance overall as 'Green' meaning there were no evident concerns regarding our performance.</p> <p>From the Government's national quality indicators two are identified for SHSC;</p> <ul style="list-style-type: none"> <li>- Improve physical healthcare to reduce premature mortality in people with severe mental illness.</li> <li>- Improve staff health and wellbeing.</li> </ul> <p>The quality of data and information received and reported is increasing and improving. This is down to a more positive reporting culture with easier ways to report incidents i.e. online. Sam Stoddart asked how SHSC compared with other Trusts. Jason said that 60% of our staff would report incidents compared the 40% nationally.</p> <p>Estates facilities received positive feedback and above average scores in all categories in the Patient Led Assessment of the Care Environment (PLACE). The Staff Survey results indicated that staff generally felt positive about working for the Trust. However of concern was staff motivation which was below average.</p> <p>Dorothy Cook asked about the No Smoking Campaign and wanted to know what measures have been introduced. Jason said following the successful launch programme the Trust is proactively helping to improve people's health by ensuring materials and resources are available. We are also working with staff on how to communicate with services users to support positive health choices. Jason rounded up by saying that the Quality Account shows that good progress was made overall and he was confident with the improvements.</p> <p>Sam Stoddart reminded governors that the Auditor's report would be received by Council in July. Jason said he was happy to take suggestions of things to be included in the report but they needed to be auditable.</p> <p>Dan Creber asked that the number of referrals be audited. Jason said this could be discussed for next year. Sam suggested it should be discussed at a future Performance Overview Group (POG) before going to Council of Governors.</p>	SKRS
POG08/06	<p><b>Planning, Performance and Governance Update</b></p> <p>Jason Rowlands introduced the Monthly Performance Report for Month 11 – period to end of February 2016. All the main standards were achieved. Delayed discharge figures had rose slightly and are in the process of being looked at.</p> <p>The Chair asked a question which was raised during the governors pre-Council meeting – why has staff turnover increased during the last 12 months from 11% to 17%. Is this connected to the staff survey results? Jason said the figure over the 12 month period is average. The figures reflect staff moving to new providers when tenders have been lost. Governors requested if the information could be broken down further to show staff groups i.e. nursing.</p>	JR

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	<p>Caroline Parry said additional HR support was being provided in areas with ongoing issues. Further analysis of the Trust staff turnover will be completed shortly. Phillip Easthope added that Board are also keen to understand more around the statistics. He gave reassurance that Board are looking at this.</p> <p>The Chair asked at the request of Council that the staff survey/quality report on equality and diversity, from Dean Wilson which went to Board, could also be presented to Council. Sam agreed to action this and put on a future agenda.</p> <p>The Chair asked about the effective use of feedback gained from patient experience measures. Staff feedback received was below average. Jason said this was a key priority for the Board and would be looked at over the summer with work undertaken within directorates on how to engage and seek the views of service users. Actions will be reported in the annual plan. Phillip added that resources this year and last had been put into this and needs reassessing. He also suggested this is an objective for 2016/17 and for governors to press Board for action.</p>	SKRS
POG08/07	<p><b>Workforce Report</b></p> <p>Caroline Parry, Assistant HR Director, attended on behalf of Dean Wilson to present the Workforce Report. Items arising were discussed. Barbara Bell and Dan Creber shared their concern that the statistics are not showing in detail what's taking place and the reasons behind the results, for example staff to staff violence and the causes of stress-related absences. Phillip said Board are dissatisfied with some statistics and contradictory results and are reacting to these issues. Dean Wilson, HR Director, is looking into this to determine if there is a problem with under reporting. Caroline Parry said a full time dedicated case manager had been appointed to work within the directorates with the highest sickness levels. So far the results are encouraging although it could take 12 months to see the benefits. The sickness policy has been updated and a Sickness Absence Conference has been held for staff.</p> <p>John Kay and Barbara Bell asked if stress and anxiety could be caused by a lack of communication with staff and a feeling of not knowing what is happening. Caroline said regular monitoring takes place and HR partners look at specific triggers in areas. Phillip suggested looking at exemplary trusts for inspiration.</p> <p>Sam asked if our sickness absence record had any implications for our regulatory ratings. Phillip said no but our figures are on Monitor's radar. John Kay was concerned of the impact staff absences have on service users.</p> <p>Given the discussion about data and the information behind it, Sam Stoddart asked the governors present to be clear on what specific information they would want to receive through the Performance Overview Group meeting. The Chair agreed that POG be used to look at information in more detail before going back to Council of Governors. Sam suggested the POG meet in four months when more detail will be available and actions set.</p> <p>John asked if the staff governors provided regular feedback to staff groups. Dan Creber said as a staff governor he is contacted by staff who wish to raise issues. Sam said that staff governors used to provide a summary of issues and talking points raised at council meeting which was shared with all staff, but</p>	All to note

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	<p>this has fallen by the wayside as staff pressures had increased. However, she could ask staff governors if they would like to resume this process. Jules also suggested that pertinent points arising at POG could also be shared.</p>	<p>SKRS</p>
<p>POG08/08</p>	<p><b>Any Other Business</b></p> <p>John asked if governors could be made aware of the importance of POG and if it could be more high profile on the governor’s calendar to encourage attendance. Sam suggested this was not best done via a directive from her but that governors communicate this between themselves, although she was happy to re-stress attendance. Maybe COG could evaluate the effectiveness of POG. Phillip and Sam suggested sparking interest in attending POG by advertising themes and items of interest from the agenda.</p> <p>The Chair drew the meeting to a close and thanked everyone for their participation.</p>	