

## Council of Governors: Summary Sheet

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

**Presented By:** Jayne Brown OBE, Trust Chair

<b>Action Required:</b>	<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:

<b>Holding non-executive directors individually and collectively to account for the performance of the Board</b>	X
<b>Appointment, removal and deciding the terms of office of the Chair and non-executive directors</b>	
<b>Determining the remuneration of the Chair and non-executive directors</b>	
<b>Appointing or removing the Trust's auditor</b>	
<b>Approving or not the appointment of the Trust's chief executive</b>	
<b>Receiving the annual report and accounts and Auditor's report</b>	
<b>Representing the interests of members and the public</b>	
<b>Approving or not increases to non-NHS income of more than 5% of total income</b>	
<b>Approving or not significant transactions including acquisitions, mergers, separations and dissolutions</b>	
<b>Jointly approving changes to the Trust's constitution with the Board</b>	
<b>Expressing a view on the Trust's operational (forward) plans</b>	
<b>Consideration on the use of income from the provision of goods and services from sources other than the NHS in England</b>	
<b>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</b>	
<b>Monitoring the Trust's performance against its targets and strategic aims</b>	X

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

In order to hold the NEDs to account for the performance of the Board, governors needs to be able to understand and question the Trust's performance against its targets and strategic aims.

**Author of Report:** Sam Stoddart

**Designation:** Deputy Board Secretary

**Date:** July 2019

## Council of Governors Performance Overview Group (POG)

Minutes of the Performance Overview Group held on Wednesday 15 May 2019 in the Conference Suite at Fulwood House

Present:

Name:	Title:	Name:	Title:
Sam Stoddart	Deputy Board Secretary	Toby Morgan	Service User Governor
Adam Butcher	Service User Governor	Jules Jones	Lead/Public SE Governor
John Buston	Public Governor	Fay Colphon	Appointed Governor
Antony Sharp	Staff Governor	Caroline Parry	Deputy Director of Human Resources
Phillip Easthope	Executive Director of Finance		

Minute	Item	Action
POG 01	<b>Welcome</b> Jules Jones (Chair) welcomed everyone to the meeting.	
POG 02	<b>Declarations of Interest</b> None received	
POG 03	<b>Minutes of Meeting held 23 January 2019</b> The minutes were approved as a correct record.	Approved
POG 04	<b>Matters Arising from the meeting held on 23 January 2019</b> Sam Stoddart confirmed she had changed the job titles in the Terms of Reference (ToR).  Caroline Parry highlighted an action for Dean Wilson, Executive Director of Human Resources (HR), on page 2 relating to sickness absence reporting. It was confirmed HR is updating its reporting processes and it will be included in future reports.  Page 3 of the minutes queried underlying issues at Birch Avenue. Caroline confirmed there was a general theme of working hard and working under pressure, and differences between behaviours which can cause tensions. Adam Butcher queried if the tensions at Birch Avenue were linked to the reconfiguration. Antony Sharp stated Birch Avenue had not been subject to any reconfiguration. However, the tensions could be exacerbated by sickness absence.	DW/CP

	<p>Jules Jones referred to next action for Dean on page 3 relating to apprenticeship numbers. Caroline confirmed 33 new apprentices started at the Trust in 2017/2018. In 2019/2020 there is a plan for 69 more in a mixture of clinical and administrative areas.</p> <p>Caroline highlighted some apprenticeships had not led to permanent employment, however with ongoing work in the Trust it is anticipated these posts will become part of the establishment. There should be a fixed career route and a post available on completion of the apprenticeship. Jules queried the pay scales for apprenticeships. Caroline confirmed there would be a slightly enhanced rate, paying 80% of a band two salary until completion of the apprenticeship.</p> <p>Jules queried Phil regarding his action on page 3 in relation to figures relating to agency staff. Phillip stated the information will be provided in a future meeting.</p>	
<p><b>POG 05</b></p>	<p><b>Workforce Dashboards</b></p> <p>John Buston referred to a number graphs on the performance report which can be linked to staff wellbeing. Caroline acknowledged John's point and added that HR Business Partners are working with clinical networks and teams. They have more detailed sickness reports which look into areas of high sickness absence and work with managers in those areas to consider particular issues, such as training or specific support that staff require, and ensure staff are aware of the support which is available to them. Caroline highlighted the Health and Wellbeing widget on the Human Resources web site on the Intranet which signposts staff to a number of support functions available to them.</p> <p>John questioned further the high levels of sickness in those areas that had not been subject to reconfiguration and whether this was of concern to the Trust.</p> <p>Caroline confirmed she had liaised with the HR Business Partners who provided assurance there did not seem to be any underlying issues and were working closely with relevant managers and that any concerns raised with HR are followed up.</p> <p>John raised the issue of bullying and local newspaper reports of it in the Trust and highlighted body worn cameras being worn in relation to staff being bullied by patients. John then questioned what systems were in place to ensure patients are not being bullied by staff and if CCTV cameras record behaviours of both staff and patients.</p> <p>Phillip Easthope referred to the Trust's pilot scheme of body worn cameras and confirmed the Trust is looking at its policy on surveillance cameras. It was confirmed the Trust has surveillance in crisis areas that can be observed but not recorded. The Trust is looking at a policy to introduce recording. Phillip confirmed reasons for having a pilot scheme.</p>	

Adam Butcher highlighted the issue of patients bullying each other in acute wards and queried the ratio of staff on wards to deter the bullying from escalating.

Phillip stated there is growing need to undertake observations on a 1-1 or 2-1 basis on inpatient wards due to the increased acuity of patients. This is resulting in a need to increase staffing levels. However, Phillip confirmed the number of total incidents had reduced over the past six months and the Trust has approved a staffing increase with improved use of e-rostering and acuity tools in addition to an annual review of establishment.

Adam queried if the staff increase was due to mental health awareness or the complexity of cases. Caroline stated it was a combination, including observations which involve three staff observing one service user. These situations are monitored regularly to ensure the establishment levels are correct. Phillip added mental health awareness had impacted the organisation in terms of accessing services, and stated it is difficult to ascertain a definitive answer to those questions. The Trust will look at the therapeutic experience of patients to ensure staffing levels including psychologists and therapists are correct in line with providing a positive experience and outcomes.

Discussions returned to the subject of bullying and it was queried if Wendy Fowler, Freedom to Speak Up Guardian produced an annual report which could be shared with Governors.

Phillip confirmed there are governance routes for reporting through to the Executives, Audit Committee, Board and Governors. Caroline added in the last staff survey, bullying between staff was not raised as an issue, however bullying from the family of service users against staff was raised as an issue. HR has joined with the Head of Diversity and Inclusion at Rotherham Doncaster and South Humber NHS Foundation Trust (RDASH) to work on resolving this. Through Listening Into Action (LiA), 1500 comments were received from staff members about their experiences and HR is looking at what can be done to provide support, for example values-based training. HR has provided some bespoke bullying and harassment training in specific areas.

Adam highlighted the recent reports of bullying in the press and enquired if the Trust has a bullying and harassment issue generally or if it is caused by the changes occurring in the Trust. Phillip stated he does not believe the Trust has a bullying and harassment issue, however did not wish to dismiss what individuals were experiencing. It was acknowledged that there are specific cases currently being dealt with. The Trust has 2,500 employees and the number of bullying and harassment cases across the Trust is not significant. However, the Trust will manage cases effectively and is committed to learning from them. Phillip acknowledged the press publication

	<p>relating to two cases. He confirmed one is ongoing and provided assurance to governors it is being managed, and the other refers to an historic case which has been completed. He reminded governors the outcome of cases does not always satisfy all parties, which can create further challenges for the organisation.</p> <p>It was noted that feedback from data sets can be contradictory, including feedback from staff surveys, however Phillip noted the importance of creating an environment where staff feel able to speak up and the Trust is promoting opportunities for do this. It also takes allegations seriously and investigates in an appropriate manner and implements recommendations.</p> <p>Toby stated reporting can be done anonymously through HR, which eases the fear of repercussions. Caroline confirmed HR would have discussions regarding taking reports forward. However, Phillip stated it would be impossible for the Trust to take action if nobody was willing to go on record and report an issue.</p> <p>John queried the number of the range assaults on service users at 753, assaults on staff at 1,958, non-physical abuse of at 2,598 and confirmed the latter would affect staff psychologically and create anxiety through stress. He noted the racial abuse figure was 327 and enquired what action the Trust can take to stop the non-physical abuse of staff, and claimed it would detract from their commitment to their work.</p> <p>Jules asked if discussions could focus on racial abuse, as the other issues had previously been raised. Caroline stated the Working Together conference last year focussed on this area and staff were encouraged to record physical and verbal assaults. Phillip added this was discussed at Board and the Trust is supporting staff to say it is unacceptable and to involve police in these instances.</p> <p>Adam Butcher queried the number of service users with disabilities being abused by staff. Caroline confirmed Liz Johnson would be able to provide these statistics and stated she would follow up with Liz.</p> <p>There were further queries in relation to homophobic abuse and religious abuse in the Trust; however Caroline reiterated she would liaise with Liz Johnson.</p> <p>Toby enquired if the Trust could invest in posters stating abuse of any type would not be tolerated. Caroline responded that there are posters to this effect. She added the work around bullying and harassment reiterates the Trust's values, including respect and behaviours.</p>	<p>CP</p> <p>CP</p>
<p><b>POG 06</b></p>	<p><b>Performance Dashboards</b> Adam referred to the number of deaths and stated the figure was a large increase. It was noted the coroner's inquest had not yet taken</p>	

place for a number of these. Sam added the coroner's office was under pressure and experiencing a backlog of cases. Jules referred to the Clover Group dashboard and stated she attended a public health lecture with Greg Fell, the Director of Public Health, and discussed some of the issues in Darnall including GP appointments. Phillip stated Clover performance including its financial position was discussed at Board in May 2019. He added Clover services were put onto a general funding model which had led to a significant reduction in funding for its services. The Trust has been working to restructure and bring it into balance while improving the quality of the services. The Trust will ask commissioners for an increase in financial contribution and will justify this request.

Sam queried when Heeley Green and Buchanan Road GP practices became part of the Trust and questioned if they formed part of the Clover Group. Phillip stated one per year in those two years and confirmed they are separate.

Jules stated one of the issues relating to reduced performance in Darnall and Highgate was the fact that appointment slots were longer at 15 minutes each, leading to an impact on the number of people that can be seen.

Phillip responded the Trust has a standard model with an extended appointment system.

Adam stated NHS England are looking at supporting GP practices through the use of Allied Health professionals (AHPs) and queried how the Trust is looking to use AHPs to support GP services at Clover.

Phillip highlighted the importance of approaching this from a cultural and service user experience/expectation perspective, and confirmed not all service users wish to discuss their health problem with a nurse or other health professional.

Sam asked what impact the Decision Unit has made. Phillip confirmed it is too early to make an impact assessment and stated review is usually completed within 6 – 12 months of implementation depending upon the complexity of the service.

Adam queried if, once know, this data would be included in the performance dashboard. Phillip confirmed this but pointed out the performance dashboard does not cover the full breadth of the Trust's specialist or community services. However, it is working with services to define performance and key performance indicators (KPIs) in these areas.

Jules queried out of area PICU beds and stated the information was contradictory to that received at the last CoG meeting. Executive Director Mike Hunter confirmed there was no issue with regards to

	<p>bed numbers; however the column highlighted a red rating. Phillip stated the Trust aspires to have no out-of-town area admissions. Jules then questioned if there were enough PICU beds. Phillip stated he will take the question back and added he does not believe there is a trend that would indicate the expense required for additional capacity.</p> <p>Sam raised a question on behalf of some Governors that were not in attendance in relation to CPA annual reviews and seven day follow-up, both of which were rated red. Phillip confirmed this had been reported in previous performance reports and acknowledged it was an ongoing issue. Recovery Teams have been looking at care co-ordinators, workload and case mix in order to ascertain why the standard is not being met. Phillip reiterated it was a recognised issue, and plans and additional capacity have been put in place to review the impact. Sam further queried if the 7 day follow up was a national KPI, which Phillip confirmed.</p>	PE
<b>POG 07</b>	<p><b>Finance Performance</b></p> <p>Jules queried how the Acute Care Modernisation (ACM) Phase II was progressing. Phillip confirmed the Trust received the necessary approvals, closing off design stage three and moving onto design stage four which would look at the best use of space. Phillip confirmed the move will occur in the year 2022/2023 and stated it was a complex build, with the move including building the ward, familiarisation and training in a complex environment. Phillip reiterated the move will be completed in stages when it is safe to do so.</p>	
<b>POG 08</b>	<p><b>Any Other Business</b></p> <p>Sam queried how best the Trust's progress to achieving its annual and strategic objectives could best be reported to governors. Jules added this could be an agenda item for POG.</p> <p>Phillip confirmed there is an Audit Committee report and a Board discussion and the Trust is looking at more regular reporting mechanisms including frequency and content. It was confirmed that Jason Rowland was the lead and a meeting with Jason was recommended to discuss further.</p> <p>Jules thanked all for their contributions and drew the meeting to a close.</p>	All to note
	<p><b>Date of Next Meeting</b></p> <p>Wednesday 2<sup>nd</sup> October 2019, 10am to 12noon, Room 107, 1<sup>st</sup> floor, Fulwood House.</p>	