

COUNCIL OF GOVERNORS' MEETING

20 JULY 2017

Paper Title:	Minutes of the Council of Governors' Meeting held on 11 May 2017
Section:	Public – Standing Items
Lead Director:	Michael Smith, Chair
Paper Author:	Stella Jackson, Deputy Trust Secretary
Agenda Item:	3

EXECUTIVE SUMMARY:

Attached are the minutes of the Council of Governors' meeting held on 11 May 2017.

RECOMMENDATION:

- The Council is asked **to approve** the minutes.

BRADFORD DISTRICT CARE TRUST

Minutes of a Public Meeting of the Council of Governors held at Bradford District Care Trust, New Mill, Saltaire, Shipley, BD18 3LD at 6.00 pm on Thursday, 11 May 2017

Present:	Michael Smith	Chair
	Colin Perry	Public Governor, Bradford West
	Mahfooz Khan	Public Governor, Bradford West (until agenda item 8)
	Kevin Russell	Public Governor, Bradford East
	Sandra McIntosh	Public Governor, Bradford South
	George Deane	Public Governor, Bradford South
	Hazel Chatwin	Public Governor, Craven (until agenda item 12)
	Nicholas Smith	Public Governor, Keighley (until agenda item 12)
	Nicky Green	Public Governor, Keighley
	Ann West	Public Governor, Shipley
	Sarah Jones	Public Governor, Shipley
	Steve Oversby	Appointed Governor, Barnardo's
	Ranjit Arora	Appointed Governor, Bradford Assembly
	Liz Howes	Clinical Staff Governor
	Nigel Green	Non-Clinical Staff Governor
In attendance:	Paul Hogg	Trust Secretary
	Stella Jackson	Deputy Trust Secretary
	Nicola Lees	Chief Executive (until agenda item 8)
	Andy McElligott	Medical Director (until agenda item 10)
	David Banks	Non-Executive Director
	Louise Hussain	Patient Advice and Complaints Manager (for agenda item 5)
	Chris Storton	Care Quality Commission
	one member of the Trust	

1. WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting including Mr Green, the newly elected Non-Clinical Staff Governor.

Apologies had been received from Mrs Cromack, Cllr Graham, Miss Lomas, Mrs Martin-Richards, Mrs Moran-Whitehead, Professor Congdon, Mr Waterhouse, Cllr Gibbons and Cllr Mohammed. Ms Sarwar and Dr Nawaz were also absent from the meeting and apologies had not been forwarded.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PRIVATE MEETING HELD ON 9 FEBRUARY 2017

The minutes of the private meeting held on 9 February 2017 were agreed as a true and accurate record subject to Dr Ranjit Arora's apologies being noted in the minutes.

4. MATTERS ARISING FROM THE PRIVATE MEETING HELD ON 9 FEBRUARY 2017

There were no matters arising.

5. MINUTES OF THE PUBLIC MEETING HELD ON 9 FEBRUARY 2017

The minutes of the public meeting held on 9 February 2017 were agreed as a true and accurate record.

6. MATTERS ARISING FROM THE PUBLIC MEETING HELD ON 9 FEBRUARY 2017

- Item 5: Chair's Report – Mr Perry queried whether the Bradford Clinical Commissioning Groups (CCGs) had completed their piece of work on autism and ADHD assessments. In response, Ms Lees reported the scoping exercise had been completed and the results shared. The next stage in the process would involve the 11 CCGs in the West Yorkshire and Harrogate Sustainability and Transformation Partnership (STP) agreeing their commissioning intentions. Mr Russell asked when the Bradford and Airedale Neurological Development Service (BANDS) would be open to new referrals. Ms Lees reminded Governors the service had been suspended due to the number of referrals being more than four times higher than anticipated levels. This issue would be discussed with CCGs at the next contracting meeting. **Action: Chief Executive to keep the Council of Governors apprised of the outcome of discussions.**

Actions

- 9/2/17-2: Mr Hogg provided a progress update on action taken to address issues identified in the previous Integrated Performance Report (a copy of the report is appended to these minutes at Annex A); and
- 9/2/17-3: Mr Hogg reported key 'knotty' issues were being considered at the monthly Governor Open House meetings. Updates from those meetings would be provided at the Council of Governor meetings through the Chair's report.

7. EFFECTIVENESS OF THE REVISED COMPLAINTS PROCESS

Mrs Hussain reminded Governors that, at the Council of Governors meeting in August 2016, assurance had been sought relating to the effectiveness of the revised complaints process. An effectiveness review had subsequently been undertaken and the results had been scrutinised by the Quality and Safety Committee. The findings had also been shared with two Governors, Mr Perry and Ms West, (who had experience of the complaints process) and they were assured that the service was working effectively. Mr Smith added he had received positive feedback about the complaints service from a member of the public who had recently experienced this. Mr Smith then asked whether the Complaints team identified trends in complaint themes. In response, Mrs Hussain informed Governors trends were highlighted in monthly reports which were shared with relevant service areas and the Quality and Safety Committee. The reports were also considered by the CCGs. Mr Smith informed Governors he had been made aware of a small number of themes which appeared to be arising in the Keighley area. Mrs Hussain invited Mr Smith to contact her directly to discuss the themes.

Mr Deane referred to the action being taken to capture views from young people who did not feel able to raise concerns and asked how the Trust promoted the range of communication tools available to young people. In response, Mrs Hussain reported that the Trust had developed printed promotional material for young people and staff were being encouraged to direct young people to the Trust's website. Mr Oversby informed Governors that Barnardo's was aware that most complaints were made by parents rather than children. He highlighted the importance of any complaints made by young people being treated as seriously as those made by parents. Mr Smith believed the Trust would benefit from working closely with those local organisations that provided services for young people such as Barnardo's and the local authority. Mrs Hussain concluded the discussion by inviting Governors to contact her should they wish to meet the Patient Advice and Complaints team.

The Council of Governors was assured that:

- **The service users, patients and carers had not been adversely affected by the integration of the PALS and Complaints team;**
- **Appropriate arrangements were in place for concerns and complaints to be raised and addressed; and**
- **The Patient Advice and Complaints department continued to promote a learning culture and to improve the service by listening to feedback from service users, carers, staff and managers.**

8. CHAIR'S REPORT

The Chair referred to his written report and highlighted the following:

- **Governor Open House Conversation:** The 'My Wellbeing College' promotional cards had been circulated at the meeting and the Chair urged Governors to pass these to people they believed might benefit from the service. He reported that the Mental Health Act training had been organised;
- **Update on Governance:** The Deputy Trust Secretary reported the performance evaluation questionnaire had been emailed to Governors that day. The Chair then informed Governors:

- Work was underway to prepare for the Governor elections;
- The structure of the Council of Governors would be considered at the 19 July 2017 Board/Council of Governors away day;
- A questionnaire had been circulated to Governors requesting feedback about the Non-Executive Directors' performance;
- The Non-Executive Director recruitment campaign would commence on 30 May. Members of the Council of Governors Nomination's Committee would be involved in the process;
- He would arrange to undertake one-to-one appraisals with Governors. **Action: Chair to organise;**
- Michelle Eggett had resigned as a Governor and elections for all vacancies would take place at the same time as other Governor elections (planned for January to March 2018); and
- Public Governor, Nick Smith, had won the Good Morning Britain Lifesaver award.

Mr Perry requested an update on plans for the Intensive Therapy Centre (ITC). Ms Lees reported alternative uses had been considered. These included: use of the centre at a regional level for people that were being placed out of the area for mental health care provision (this would be considered as part of the Sustainability and Transformation Partnership work) and, should this not materialise, the potential relocation of an existing Trust service to the centre (pending the outcome of the estates review which would be completed in three months' time). **Action: Chief Executive to circulate information about the date on which a decision would be made by the STP relating to the potential use of the centre at a regional level.**

The Council of Governors noted the Chair's report.

9. OPERATIONAL PLAN PRESENTATION

The Chief Executive gave a short presentation which highlighted:

- The big issues facing the NHS and Social Care;
- The implications for the Trust; and
- The Trust's quality and safety plans.

The Council of Governors then broke into three different groups to consider: i) the service developments that Governors wanted to know more about; and ii) the contribution individual Governors could make to the service developments.

It was agreed that notes of the discussion would be appended to these minutes (attached at Annex B).

10. INTEGRATED PERFORMANCE REPORT

Mr Banks highlighted the following key points from the report:

- The Trust had achieved a quarter four CQC performance rating of green and a provisional score of 1 for NHS Improvement Use of Resources;
- The exceptions within the IPR mainly related to vacancy levels within some areas of the Trust, labour turnover which was 13% against a target of 10% and the sickness absence rate which was 5.12% against a target of 4%. The Workforce Strategy was being reviewed to determine what additional measures could be taken to address these issues;
- Despite a very challenging year, the Trust had achieved its 2016/17 control total and had, therefore, been awarded Sustainability and Transformation Funding. There was a requirement that this be utilised for capital projects; and
- The Audit Committee slide outlined the assurances in place following internal and external audit reviews.

During ensuing discussion, the following key points arose:

- Mr Deane sought assurance about the action being taken by the Trust to encourage more staff to state their reasons for leaving. Mr Banks reported the Finance, Business and Investment Committee (FBIC) had requested a deep dive into workforce issues and this matter would be covered as part of that. The Chair added that matters such as this were also picked up through discussions with staff during the Directors' quality and safety visits to services. Additionally, and just as importantly, staff also informed Board members about their reasons for remaining at the Trust. Mr Perry queried whether there was a STP-wide approach to workforce issues, in particular in relation to actions to reduce the number of staff moving from one NHS organisation in the region to another. In response, Ms Lees reported that this matter would be addressed within the joint Workforce Strategy being developed by health organisations within the West Yorkshire and Harrogate STP;
- Mr Oversby sought assurance that the Trust's labour turnover figure was not an outlier when compared to other similar trusts. **Action: Director of Human Resources and OD to confirm.** Mr Green queried how the Trust had derived a labour turnover figure of 10%. In response, Mr Banks reported the performance of other trusts had been taken into consideration when setting the target;
- Mrs Jones sought an update about action being taken to review the protected characteristics of those people using mental health services. In response, Dr McElligott reported there had been recognition that this issue had an organisation-wide impact and that consideration was being given to how the Trust as a whole might capture and use that data. **Action: Ms Mirza to circulate to Governors an update of action being taken;**
- Mr Perry sought assurance about the action being taken to address staffing concerns within the Mental Health Act team. Dr McElligott reported temporary staffing arrangements were now in place; and
- Mr Perry also requested that Governors be informed about the impact of the Psychological Therapies and IAPT restructure on waiting time levels. **Action: Director of Nursing and Operations.**

The Council of Governors noted the report.

11. MORTALITY REVIEW UPDATE

The Medical Director informed Governors of work being undertaken, following the 2015 Mazars inquiry at Southern Health NHS Foundation Trust which had revealed low numbers of investigations or reviews of deaths within mental health and learning disability services. Dr McElligott reported the Trust had established a Mortality Review group which reviewed the deaths of all mental health and learning disability service users identified by services. Dr McElligott urged Governors to read the CQC 'Learning, Candour and Accountability' report (which was embedded in Dr McElligott's paper) and outlined the requirement for mortality data to be published in Board reports and in the annual Quality Report.

Mr Russell asked how the Trust benchmarked against similar trusts in relation to mortality. In response, Dr McElligott reported Office of National Statistics data suggested the Trust's death rates within mental health services were lower than comparative trusts. However, he urged caution in relation to the statistics as the data was not based on like-for-like comparisons. Mr Perry asked whether Mazars was comfortable with the Trust's approach to the numbers and level of investigations undertaken. In response, Dr McElligott reported Mazars had not taken a view about any Trusts in the Northern Alliance. Mazars had, however, reviewed the figures for each trust. The main purpose of the mortality reviews was to learn from experience. Consequently, there was a desire to move away from focussing on the numbers. The Trust had, however, compared its figures with other mental health trusts in the Northern Alliance and findings revealed the Trust reported more deaths as incidents. In response to a question raised, Dr McElligott then informed Governors that there had been a serious incident at the Trust relating to a service user who had epilepsy. As a result, action had been implemented to raise staff awareness of epilepsy. The Chair added the Non-Executive Directors were involved in investigations into deaths at the Trust. Dr McElligott informed Governors about the governance arrangements in place in relation to the reporting of deaths. Mr Deane asked whether there was a timescale for the reporting of deaths. Dr McElligott reported this should be undertaken immediately and, should this not occur, then the Trust would become aware of the death shortly after it was registered on the national 'spine' because a weekly 'spine search' was undertaken.

The Council of Governors:

- **Noted the progress made in relation to mortality review processes and associated early learning; and**
- **Confirmed it was assured that there was strong, Non-Executive oversight of progress in respect of local process and national reporting requirements.**

12. APPOINTMENTS

A paper was presented which sought ratification of the Lead Governor and Deputy Lead Governor appointments and outlined changes to the membership of the Council of Governors Nominations Committee, the Remuneration Committee and the Membership Development Working group.

The Council of Governors endorsed:

- **The Deputy Governor and Deputy Lead Governor appointments; and**
- **The Council of Governors Nominations Committee, Remuneration Committee and Membership Development Working Group membership.**

13. FEEDBACK FROM GOVERNORS

Mr Russell reported that both he and Mr Khan had visited the Mental Health services at Lynfield Mount hospital. They had both been impressed with the standard of care and person-centred approach.

The Council of Governors noted the feedback received.

14. COUNCIL OF GOVERNORS' BUSINESS CYCLE

The business cycle contained proposed agenda items for the July 2017 meeting. The Deputy Trust Secretary invited Governors to consider the topic of the July bite size training (this was due to focus on 'the challenges and pressures faced by the Trust/NHS' which had been largely covered during the Operational Plan discussion). Governors agreed the July bite-size training session should focus on 'agile working'. **Action: Chair/Trust Secretary/Deputy Trust Secretary to consider the content.**

The Council of Governors noted those items scheduled for discussion at the July 2017 meeting.

15. QUALITY REVIEW OF AUDITS

Governors considered a paper which contained the result of a quality audit, undertaken by the Quality Assurance Directorate of the Institute of Chartered Accountants of England and Wales, into the quality of KPMG LLP's audit of the Trust for the year ended 31 March 2016. The audit did not highlight any issues for the Trust to raise with Governors.

The Council of Governors noted the content of the letter from the Quality Assurance Directorate of the Institute of Chartered Accountants of England and Wales and the assurance that this provided.

16. REGISTER OF GOVERNOR INTERESTS

The Register of Governor Interests for the year ended March 2017 had been forwarded to Governors for review. Subsequent amendments had been incorporated into the Register which would be published in the Annual Report. Governors were informed, via the paper considered at the meeting, of the requirement for them to declare any future interests which were relevant and material and to inform the Trust Secretary should they no longer meet the Fit and Proper Person requirements.

The Council of Governors noted the Register of Governor Interests.

17. APPROVED MINUTES OF COUNCIL OF GOVERNOR COMMITTEE AND WORKING GROUP MEETINGS

The paper contained the approved minutes from the Membership Development Working Group meeting held on 10 January 2017.

The Council of Governors noted the approved minutes.

18. ANY OTHER BUSINESS

Board/Council of Governors Awayday, 19 July 2017

The Chair reported one Governor had asked whether the Council of Governors meeting, due to take place on 20 July, could be brought forward to after the awayday on 19 July. **Action: Deputy Trust Secretary to determine the availability of Governors on 19 July.**

There were no other items of business.

17. DATE AND TIME OF NEXT MEETING

The next meeting would be held at 5.30 pm on Wednesday 19 July or Thursday, 20 July 2017 (depending on Governor availability) at Trust Headquarters, New Mill, Victoria Road, Saltaire.

The meeting concluded at 8.35 pm.

**COUNCIL OF GOVERNORS' MEETING
11 MAY 2017**

ACTIONS

Ref No	Actions requested	Timescale	Progress
9/2/17-2	<u>Integrated Performance Report</u> Deputy Director of Planning and Performance/ Deputy Trust Secretary to ensure the report highlights actions taken to address issues identified in the previous report(s), as well as the resultant impact of the action.	By May 2017	Ongoing
9/2/17-3	<u>Trust Board/Council of Governors: Capitalising on our Potential</u> Governors to forward suggestions to the Chair about i) how to achieve the appropriate focus on 'assurance and holding to account' and helping to meet local challenges; and ii) what they believe the key knotty problem (or opportunity) to be and why.	One month	Completed – through Governor Open House Discussions
11/5/17-1	<u>Matters Arising</u> Chief Executive to inform Governors of the outcome of discussions with CCGs relating to the backlog of referrals into the BANDs service.	July 2017	Update to be provided at the July CoG meeting
11/5/17-2	<u>Chair's Report</u> Chair to organise one-to-one appraisal discussions with Governors Chief Executive to inform Governors (via email) of the date by which a decision will be made by the STP relating to the potential use of the Intensive Therapy Centre at a regional level.	June 2017 July 2017	Governors contacted and meetings in the diary
11/5/17-3	<u>Integrated Performance Report</u> Director of Human Resources and OD to confirm to Governors whether or not labour turnover at the Trust compares favourably with other similar trusts. Ms Mirza to provide an update about action being taken to capture, at an organisation-wide level, the protected characteristics of those people using mental health services. Director of Nursing and Operations to inform Governors about the impact of the Psychological	June 2017 June 2017 July 2017	Data circulated via Friday Folder 7/7/17

	Therapies and IAPT restructure on waiting time levels.		
11/5/17-4	<u>Council of Governors' Business Cycle</u> Chair/Trust Secretary/Deputy Trust Secretary to consider the content of the July bite-size training on agile working	June 2017	Completed
11/5/17-5	<u>Any Other Business</u> Deputy Trust Secretary to determine the feasibility of moving the 20 July meeting of the Council of Governors to 19 July (to take place following the Board/Council of Governors Awayday).	June 2017	Meeting re-arranged for 19 July 2017

ANNEX A

Committee	Exceptions	Quarter 3	Quarter 4 Follow Up?
FBIC	Quarter 3 financial position and forecast - 0.5m risk	YES	YES
	Agile Productivity risk & FBIC review	YES	YES
	Telephony pressures and follow up	YES	YES
QSC	Serious Incidents	YES	YES
	CAMHS & ADHD	YES	
	Psychological Therapies	YES	YES
	DAU Capacity and Staffing	YES	ccg agreed funding in December - staff recruitment already underway
	Medicines Management	YES	YES
MHLC	Level of BME detentions under MH Act	YES	
	Smoke Free Impacts on staff, incidents and planned Re-launch	YES	
	CPA audits and programmed deep dives	YES	
CHARITABLES		NO MEETING	

Notes of Facilitated Discussions with Governors Regarding the Operational Plan

Facilitated Discussion Led by Dr McElligott

Governors wanted to know more about the following areas and Dr McElligott provided further details. A number of actions arose as detailed below:

- The mechanics of staff going into schools where pupils are experiencing pre-exam anxiety **Action: Trust Secretary to provide information to Governors about the 'My Wellbeing College' [completed – message sent via Friday Folder on 23/6/17]**
- Complex care developments
- Dentistry **Action: Deputy Trust Secretary to incorporate this information into a future Friday Folder [completed 30/6/17]**
- Preventive health and self-care and how our services can connect with each other in that respect **Action: Trust Secretary to arrange a meeting with George Deane, Sandra McIntosh and Hazel Chatwin to discuss the link between the Mental Wellbeing Strategy and the Trust's work. [Completed – to meet up during the Board/Governor awayday].**
- How we will support and develop our staff **[Completed – message sent to Governors via Friday Folder on 7/7/17]**

Governors believed they could contribute to areas outlined in the Operational Plan as follows:

- Knowledge of communities and groups which are active in those communities
- Knowledge of how to connect with 'hard to reach' groups
- **Action: Trust Secretary to arrange a meeting with George Deane, Sandra McIntosh and Hazel Chatwin to explore these areas in more depth. [Completed – to meet up during the Board/Governor awayday].**

Facilitated Discussion Led by Ms Lees:

Members:

Nicola Lees
David Banks
Colin Perry
Liz Howes
Mahfooz Khan
Steve Oversby

The discussion focussed on the following three areas:

1. Clinical information system
2. Maternal mental health
3. Stand-alone eating disorder services

A brief update on each of the areas was provided by Nicola Lees and David Banks as detailed below.

Clinical Information System

- Due to replace RiO with SystemOne by March 2018
- Mental health system has now been fully tested by a number of mental health trusts
- The current contract with TPP will be extended to cover the mental health component
- Detailed plans will be put in place to migrate from RiO to SystemOne
- A steering group of clinicians led the process to consider if SystemOne was the best option for the future and made recommendations to the Trust Board
- The GPs, Airedale (mainly) and the LA are already on SystemOne so this brings us closer to a total system on a shared clinical information system

ACTION:

Governors to be kept informed of progress [completed – update provided via Friday Folder on 14/7/17]

Maternal Mental Health

- Confirmed that additional funding had been secured through the Sustainability and Transformation monies for which West Yorkshire and Harrogate STP had placed a bid
- Each of the six areas on the West Yorkshire and Harrogate STP were awarded monies
- Bradford will use the monies to develop a dedicated maternal mental health team which will include consultant input
- Progress around implementation will be monitored through the STP

ACTION:

Governors to be kept informed of progress locally and across West Yorkshire and Harrogate

Stand-alone Eating Disorders Service

- The aim of the service is to offer help and support to children, young people and their families who have a suspected or confirmed eating disorder
- A specialist team of nurses, psychological therapists, doctors and dietitians offers assessment, diagnosis and interventions in line with NICE guidance
- The service will also support the wider workforce by developing their knowledge and skill-base around prevention and early detection of eating disorders

ACTION:

Liz Howes has experience of working in eating disorder services and running a peer support group and would like to be involved in the development of the service [completed - the Service Manager has invited EH to discuss her ideas]

Facilitated Discussion Led by Paul Hogg

Members:

Ranjit Arora
Nicky Green
Paul Hogg
Sarah Jones
Steve Oversby
Kevin Russell

The key area discussed was how to promote the Trust's Wellbeing College. A brief update was provided by Paul Hogg in response to initial questions from Governors and a number of actions arose as detailed below.

- One Governor provided an example of 'Vet-line' an online support service for Vets and whether there were parallels to be drawn from this. **Action: Nicky Green and Paul Hogg to hold further discussions outside of the meeting to explore further [completed].**
- Another suggested whether a 'train the trainer' programme could be considered and how the service could be signposted/more accessible to more young people. **Action: Paul Hogg to explore with the service Team Leader [completed – update provided via Friday Folder on 23/6/17].**
- Greater promotion of the Wellbeing College – both online through social media and through circulation of Wellbeing College cards and alternative sites (hairdressers or supermarkets) to be explored. **Action: Paul Hogg to discuss this suggestion with the Team Leader and Communications team [completed – update provided via Friday Folder on 23/6/17].**
- Which part of the NHS triple aim does the Wellbeing College align to? (implementing new models of care and delivering core access targets - IAPT)