

COUNCIL OF GOVERNORS' MEETING

14 DECEMBER 2017

Paper Title:	Feedback received from Governors and members
Section:	Public
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Agenda Item:	10
Presented For:	Discussion

1. Purpose of the Paper

This paper highlights feedback received from the following meetings:

- The Trust Board/Council of Governors Awayday held on 19 July 2017;
- The Governor drop-in meeting prior to the Annual Members Meeting on 26 September 2017;
- The roundtable discussions at the Annual Members Meeting on 26 September 2017; and
- The evaluation findings from the Annual Members Meeting on 26 September 2017.

The paper also highlights where action has already been taken or where further discussion is required with Governors.

2. Feedback Received

Suggestions were made at the above meetings relating to: community engagement, holding to account and relationships, quality goals, eating disorders, service user and carer engagement and young people.

The feedback is captured within the tables at Annex A.

- Table 1 highlights actions taken in response to comments made by Governors regarding enhancing community engagement. *Outcomes: Two of the three Governor working groups have now been established; joint engagement with other FTs is producing good results and it is proposed that the Governor Membership Development Group will follow up the remaining actions;*
- Table 2 contains suggestions for consideration by EMT in relation to community engagement. *Outcomes: Staff Governors will be invited to consider the best approach to engagement at their quarterly meetings with the Chair and Chief Executive and Deputy Trust Secretary; Public Governors will be contacted again about a programme to visit services in their constituencies. The wider issue of community engagement will be considered by the You and Your Care Strategic*

Reference Group. The Trust is looking for a Governor to sit on the Patient Engagement Group (via Friday Folder).

- *Table 3 captures the Governor suggestion that consideration be given to ways in which Governors and Non-Executive Directors could develop their relationships further. Outcomes: it is proposed that the Board/Council of Governors continues to hold an annual development day. In addition, NEDs will continue to attend Council of Governors' meetings on a rotational basis and a number of Board members will be involved in the Governor induction programme in April 2018;*
- *Table 4 contains comments made by Governors and members about the Trust's quality goals. Outcomes: The Medical Director has used this feedback to produce three, broad quality goals covering the 'High Quality Care for All' (2008) definition of quality as care that is safe, clinically effective and provides the best possible experience (see below). A wider staff engagement exercise is now planned to consider these draft goals and use them to generate a number of SMART objectives for each Business Unit by the end of January 2018.*
 - *We will really listen to our patients, their families and carers and our staff and will act upon their feedback;*
 - *We will improve the safety of our services and learn from our mistakes; and*
 - *We will achieve excellent outcomes, for people who use our services, which can be demonstrated through objective measurement and benchmarking*
- *Table 5 contains comments made by Governors about the Trust's Eating Disorders service. Outcomes: The suggestions made by Governors will be addressed once the Eating Disorders Task and Finish Group has been established now that staff have been appointed into this new service.*
- *Table 6 contains comments made by Governors and members about Service User and Carer Engagement. Outcomes: Good progress has been made in opening more Carers Hub/Branch sites at Lynfield Mount, Bradford and Dyneley House, Skipton. It is proposed that other areas, such as developing a carer's passport, encouraging alternative ways to feedback on services and carer stories at Board meetings will be discussed through the You and Your Care Strategic Reference Group.*
- *Table 7 contains comments made by Governors and members about the Trust's young people services. Outcomes: the Chief Executive has already asked for the MyWellbeingCollege to investigate a service model for children under 18 years of age, the Trust already participates in Fresher's events and Young Dynamos, a research group for young people, is already well established. Further work with young people is planned through the forthcoming Children's Strategy.*
- *Table 8 contains feedback received by Governors. Outcomes: EMT has agreed that there will be a feedback stall at the 2018 AMM to highlight actions that have happened as a result of Governor and member comments. The Freedom to Speak up Guardian, although a member of staff, is an independent person who is appointed by, and reports directly to, the Trust Board/Chief Executive. Other comments made in the drop-in session are being picked up with the relevant service managers.*
- *The last page summarises feedback received about this year's Annual Members Meeting (AMM). Paragraph 3 (below) contains information about the 2018 AMM. Outcomes: The Executive Management Team is supportive of a Governor stall at the 2018 AMM and will put in place resources to support Governors with this. Based on feedback received, a working group will be established in early 2018 to*

develop/plan the event and Governors are invited to express an interest in joining the initial planning meetings to help with planning the content of the event.

3. Recommendations:

That the Council of Governors:

- Notes the feedback received at the Board/Council of Governors Awayday, Governor drop-in session and the Annual Members Meeting;
- Notes the actions already taken and/or proposed which can be reported back at the 2018 Annual Members Meeting; and
- Inform the Deputy Trust Secretary should individual Governors wish to join initial planning meetings regarding the 2018 Annual Members Meeting or be considered for the Patient Engagement Group.

Feedback from the Trust Board/Council of Governors Awayday, Annual Members Meeting and Governor drop-in

Trust Board/Council of Governors Awayday Feedback:

Theme: Community Engagement

Table 1 highlights action taken in response to comments made about community engagement.

No	Suggestion	Action Taken
1.	Governor Task and Finish groups to be established to focus on key areas of work	'Quality Account' and 'BME in Employment' Task and Finish Groups have been established. An 'Eating Disorders' Task and Finish Group is to be established in the near future.
2.	Develop calendar of external events that Governors might find useful	The Trust now publishes its own events on the Trust website (http://www.bdct.nhs.uk/news-events/events/) and a wider calendar of local events is published on the local authority website (http://www.visitbradford.com/events/)
3.	Determine how to seek feedback from schools and educate them about the NHS and access to services	Young People event took place on 18 October 2017. Follow up with young members will be considered by the Membership Development Group.
4.	Consideration should be given to joint engagement initiatives (working with other Trusts and commissioners)	Joint engagement events have been held with local Trusts: District-wide Young People's event and Dementia event. Additionally, a coffee morning was organised with the Governors of Airedale NHSFT. Future events for 2018 will be discussed with the Membership Development Group.

Table 1: Actions taken

Table 2 contains details of suggestions made regarding community engagement.

No	Suggestion
1.	Community engagement to be targeted (one or two specific areas):
2.	Governors to visit services in their constituency areas
3.	Staff Governors to encourage staff to engage and provide feedback as members of the Trust
4.	Develop links and connections in communities
5.	Governors to utilise/educate their community contacts to encourage better use of the Trust's services
6.	Engage with older people who are 'actively ageing' – helping them to manage their health as they get older
7.	Appropriate channels of communication to be identified and utilised for engagement purposes – consider how best to reach the wider/diverse communities i.e. through focus groups
8.	Governors to work with local teams to understand how they are engaging with their communities – this may require a cultural shift

Table 2: Suggestions made regarding community engagement

Theme: Holding to Account Feedback

Table 3 contains a suggestion that consideration be given to ways in which to develop joint working relationships between NEDs and Governors.

No	Suggestion
1.	Consider joint working opportunities between NEDs/Governors

Table 3: Joint Working/Relationship building

Theme: Quality Goals (Feedback from the Awayday and Annual Members Meeting)

Table 4 contains feedback received about the quality goals.

Suggestions made at the Awayday:
<ul style="list-style-type: none">• Trust to develop an understanding about the individual communities and their needs as well as their concerns;• Focus on specific, community views and education (particularly in an attempt to try to deter A&E attendance);• Quality goals should be memorable and people should be able to relate to these;• Start with listening to experiences;• Develop an emotional connection with the public;• Governors, staff and service users – use their expertise in the process;
Suggestions made at the Annual Members Meeting:
<ul style="list-style-type: none">• The Quality Goals language should be clear, concise and memorable and the Goals need to be mapped alongside the `bigger picture' e.g. Trust objectives.• There should be three Quality Goals which should be presented as promises/pledges.• Potential goals:<ul style="list-style-type: none">○ Goal 1: We will listen to you and make sure you are heard○ Goal 2: We will keep you safe○ Goal 3: We will support you to achieve personal recovery• Potential measures (Goal 1 - Patients):<ul style="list-style-type: none">○ FFT acting on feedback and improving scores (small sample)○ Engagement in your care plan○ Complaints/compliments○ FTSU feedback○ Student placement feedback○ Public meeting feedback○ Service user/carer feedback○ Trust Wide Involvement Group used dynamically.• Potential measures (Goal 1 - Quality):<ul style="list-style-type: none">○ Service users/carers seeking service user/carer feedback○ Service user/carer research/ surveys○ Service user feedback on leaflets, redesign.• Potential measures (Goal 1 - Carers):<ul style="list-style-type: none">○ As above plus:○ Carer's Connections○ Carer's Hub○ Dementia Action Alliance

- Other User Group input
- Potential measures (Goal 1 - Staff):
 - Monitoring Triangle of Care
 - Staff Survey
 - Chat2Nicola
 - FTSU Guardian
 - Quarterly staff briefings
 - Staff networking
 - Dynamic technology and crowd sourcing
- Potential measures (Goal 2):
 - Debate – zero tolerance
 - Risk assessments
 - Mandatory training
- Other potential goals:
 - Everyone is safe
 - We are effective
 - We will maximise your potential/independence
- The term 'achieve personal recovery' just relates to mental health and not community health.
- Three goals is sufficient and would mean that staff could remember them.
- The purpose of the Quality Goals is more important than the number of these. Formation of the goals should be a 'bottom-up' process with those people that experience the Trust's services (patients, carers, staff) consulted about the content.
- The goals need to be accessible to and understood by staff, patients, carers and the general population
- Can the three key areas be personalised by the Business units?
- The goals should be generic enough to meet the needs of the range of business units, mental health, community and children's.
- It would be helpful to articulate the purpose of the Quality goals and how they lead to positive outcomes.

Table 4 quality goal themes

Theme: Eating Disorders Service for Young People

Table 5 contains suggestions made about the Eating Disorders service.

- Business card to be developed promoting the service;
- Rapid access is important;
- Buddying/peer support systems to be introduced for young people;
- Eating disorders should be embedded into the school curriculum;
- The Trust should work with partner organisations that have expertise in working with certain groups of young people i.e. LBGT, substance misuse etc. The Governors do not have the expertise to engage with those groups;
- Utilise Local Authority Appointed Governors to reach a large and diverse group of people;
- The Trust to engage the LA Health and Social Care Scrutiny panels about proposals/service;
- A Governor Task and Finish Group could be formed to support the team to identify and engage key groups/partners;
- Prior to this, a bite-size training session should take place to aid Governor understanding;
- Consider using an appreciative inquiry approach with clinical teams;
- Consider using an alternative phrase to `eating disorders`;
- A Membership talk/event to be developed on eating disorders; and
- Those service users with experience of eating disorders to be asked to contribute to service developments.

Table 5 Eating Disorders Feedback

Feedback from the Annual Members Meeting

Theme: Service User and Carer Engagement

Table 6 contains suggestions regarding improvements that could be made to service user and carer engagement. A number of these have already been addressed from the comments received at the AMM.

<ul style="list-style-type: none">• The existence of the Carer's Hub and the services it provides should be promoted more widely (to the Trust's staff, via community centres and pop-up centres, in schools directly to those with a support/advocacy role e.g. head girl/boy/prefects)• Why not take elements of the Carer's Hub out into the community i.e. pop-ups.• More training should be rolled out relating to the Carer's Hub and branches• Carer's Hub – push and promote multi-agency approaches• Support people to get to and from the Carer's Hub – many care 24/7.• It's important that the Trust communicates with the right people (i.e. service users and carers rather than head teachers) via communication channels which meet their needs (for instance, social media).• Revisit the Mental Health Forum approach – forum to ask questions• Ensure people feel able to ask questions – not everyone wants to do so in public.• Invite feedback post-discharge (when people are feeling better and have had time to reflect)• Are current methods of engagement slanted towards mental health?• Involve service users and carers in service design and redesign• Incorporate more information on the hospital discharge letter so that the GP is aware a patient has a carer and gives patients/carers an information pack/flags up carer arrangements and the support available (flu jabs, easier/facilitated access to appointments, information regarding Carer's Hub etc.).• Important to check out the needs of each of the people in the relationship• Ensure far reaching and good quality training across all staff groups.• Importance of having information for carers in one place and accessible through social	<ul style="list-style-type: none">• Work is underway to promote the three existing Carer's Hubs (Horton Park, Lynfield Mount and Dyneley Barn, Skipton). The recent launch in Skipton attracted press and social media interest. The schedule of activities at the Hubs is regularly updated in response to comments/suggestions from carers.• Members have the option to submit questions to the AMM in advance and we will have blank forms at the 2018 meeting• The Trust Wide Involvement Group (TWIG) has recently been refreshed as a result of the 2017 AMM.
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<p>media, texts and website</p> <ul style="list-style-type: none"> • Recognise carers are a valuable source of information about the service user • Recognise that carers are so tied up with caring that when they get some precious free time they don't necessarily want to spend it talking about caring • Could you develop a carer's passport? • Be clear about the definition of a carer – the role, responsibilities and expectations • Better promotion of the Carer's Hub and branch with local communities • Greater recognition of carers through more patient stories at Board meetings • Recognise that carers can get isolated – how can the Trust support carers when they are in hidden crisis? • More information and guidance for carers when their loved ones are admitted 	<ul style="list-style-type: none"> • TWIG and You and Your Care Group are reviewing other suggestions/developments relating to carers. • A Carer's story will be scheduled into the Board story programme • A leaflet explaining the process of what happens when someone is admitted to an inpatient ward has been produced
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Table 6 Service User and Carer Engagement

Theme: Young People

Table 7 contains suggestions about how the Trust's young people services could be enhanced:

<ul style="list-style-type: none"> • The Trust should work in partnership with the local authority to provide early intervention support within schools. • Young people should be involved in the redesign of services. • Consideration should be given to developing a 'Champions Show the Way' initiative for young people. • Engagement with young people should be structured and should take place within young people groups. • Communications should be accessible (in terms of style and channels) • The Wellbeing College initiative should be expanded for young people and they should be involved in any redesign. • Young people should also be involved in their own care (ie when going into and leaving hospital). • Consideration should be given to how we engage with children/young people who have additional needs i.e children with complex health needs and/or disabilities. • Trust is key – staff members act as trusted adults to children/young people. • Periods of transition in a child/young person's life need to be the focus of services. • Younger people should be encouraged to become a Governor. • The Trust should offer shadowing opportunities to young people. • The Trust should participate in Fresher's events • The Trust should share tips/help across young people networks. • Develop a 'young people's service user group – that group could lead on improving involvement of young people. 	<ul style="list-style-type: none"> • A number of these actions are being followed up including the development of a young person Wellbeing College model; attendance at Fresher's events; and promotion of Governor elections. • The Trust's new Children's Strategy addresses the need to communicate with young people and families differently on the website and through social media. • A number of Governors attended the district-wide young people event in October where around 500 young people aged 14-18 were able to discuss health and wellbeing, employment in the NHS and wider engagement opportunities. Further work on engaging younger members will be discussed through the Membership Development Group.
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Table 7 Young People

Feedback Provided to Governors via (or subsequent to) the Governor Drop-in Session

Governors received a limited amount for formal feedback from the drop-in session, which is summarised below, together with initial responses.

- Members and Governors should be informed of action taken by the Trust following feedback from the AMM. *There will be a Governor stall that highlights progress through a 'You Said, We Did' approach at the next AMM.*
- One comment received suggested that some service users are being referred back to GPs rather than having the follow up they need from mental health teams – evidenced via BAMHAG and MIND. *This is being explored with service managers.*
- Training of staff in First response service. *Evidence will be shared at the AMM to highlight the training, induction and experience of staff in this service.*
- There was a query over the independence of Freedom to Speak up Guardians who are members of staff. *Our FTSUG is appointed by the Board and reports regularly to Board and Quality and Safety Committee. More work on her role will be shared at the next AMM.*
- One comment was received that people with depression who have recently been discharged should be eligible for a temporary Blue Badge. *This scheme is operated via local authorities and there is a set eligibility criteria in place for applicants.*

Feedback Received about the Annual Members Meeting

The 39 questionnaire responses have been evaluated and positive feedback was received about:

- The presentations (there was mixed response about the doodle boards with some people favouring these and others suggesting they were hard to read)
- The video
- The stalls
- The interaction with the audience (through the question and answer session and the round table discussions)

The following suggestions were made about how to improve next year's event:

- Hold the event during the day rather than the evening
- Consider using a different and more accessible venue
- Allow more time to view the stalls
- Consider asking a service user/member of staff to present an item
- Provide feedback about action taken in response to feedback/suggestions
- Hold the whole event in one room (perhaps giving Governors a stall rather than a separate drop-in session).

These issues will be considered by the 2018 AMM Steering Group.