

Minutes of the Council of Governors Meeting held at 4.30pm on Wednesday 7 February 2018 in the Old Library, Merley House, Merley, Wimborne BH21 3AA.

Present:	Andy Willis	Chair and Non-Executive Director
	Jan Owens	Lead Governor Public Governor (Dorset RoEW)
	Paul Boseley	Public Governor (Dorset RoEW)
	Scottie Gregory	Public Governor (Dorset RoEW)
	Joy Ford	Public Governor (Dorset RoEW)
	Sue Howshall	Public Governor (Dorset RoEW)
	Alison Fisher	Public Governor (Dorset RoEW)
	Jack Welch	Public Governor (Dorset RoEW)
	Celia Millar	Public Governor (Poole)
	Andy Mayers	Public Governor (Bournemouth)
	Becky Aldridge	Partner Governor, Service User Group
	Ray Bryan	Partner Governor, Dorset County Council
	Karen Parker	Partner Governor, Bournemouth University
	Steve Cole	Partner Governor, League of Friends
	Stephen Churchill	Staff Governor
	Karen Loftus	Staff Governor
	Phil Redford	Staff Governor
Pat Cooper	Staff Governor	
Peter Kelsall	Staff Governor	
In Attendance:	Heather Baily	Non-Executive Director
	John Carvel	Non-Executive Director
	David Brook	Non-Executive Director
	John McBride	Non-Executive Director
	Nick Yeo	Non-Executive Director
	Fiona Haughey	Acting Chief Executive
	Eugine Yafele	Chief Operating Officer
	Riaz Dharamshi	Consultant Geriatrician / Deputy Medical Director
	Helen Persey	Locality Manager Weymouth & Portland
	Keith Eales	Trust Secretary
	Tapiwa Songore	Deputy Trust Secretary (Minutes)
	Jacqueline Stratford	PA to the Chair
Apologies:	Bill Batty-Smith	Local Government District Councils
	Bobbie Dove	Local Government, Bournemouth Council
	Terry Purnell	Public Governor (Bournemouth)
	Scott Porter	Public Governor (Poole)
	Kenneth Lavery	Public Governor (Dorset RoEW)
	Judith Adda	Public Governor (Bournemouth)
	Anna Webb	Public Governor (Poole)
	Vishal Gupta	Local Government, Poole Borough Council

01/18 Welcome and apologies

The Chair welcomed everyone to the meeting and reported the apologies received.

02/18 Minutes

The Council approved the minutes of the meeting held on 14 December 2017 as an accurate record.

03/18 Matters Arising

The Trust Secretary presented the Matters Arising report. It was noted that the one matter arising had been completed.

The report was noted.

04/18 Quality Account and Report 2017/18: Selection of a Quality Indicator for External Audit

The Director of Nursing, Therapies and Quality presented a report to assist the Council of Governors in selecting an indicator for the Quality Account 2017/18.

The Committee noted that the Trust was required to provide assurance that the Quality Reports contained accurate and robust data and as part of the process, the Council of Governors were required to select one local indicator which would be audited by the External Auditors, PricewaterhouseCoopers (PwC) and included in the Quality Report. The Auditors would then provide a report on their findings and recommendations for improvements to the Board of Directors and the Council of Governors.

The Regulations required the Trust to identify a minimum of one quality priority from each of the domains of quality – patient safety, clinical effectiveness and the patient experience. Alongside the priorities, Trusts were required to identify three indicators of quality for each of the domains. For 2017/18 the recommended indicator was to embed John's campaign and introduce a carer's passport in the Community hospitals.

The Council noted that the indicator had been chosen as it had standards which could be audited. However concern was raised as the Council had not been involved in the initial process of choosing the indicator, and as a result there was only one recommended option for the Council to consider. It was agreed that for 2018/19 the Council would be involved from an early stage in the process of selecting an indicator.

The Council;

- a) Noted the report;**
- b) Approved the embedding of John's campaign as the indicator for 2017/18;**
- c) Agreed that in future the Council would be involved in at an early stage in the selection of the indicator.**

05/18 What is a Hub and How Does it Work – The Weymouth Experience

The Council received a presentation on the Weymouth Hub and how it worked.

The presentation gave an overview of how an integrated service works as a single point of access to ensure the needs of patients were met.

The Council noted that since the Weymouth hub opened in 2015:

- a) There had been a reduction in the length stay in hospital for over 65s;
- b) Attendance at Emergency department had reduced;
- c) There was less need for step-up beds;
- d) There were less unplanned admissions to hospital and less readmissions;
- e) Delayed transfers of care (DTC) had also been reduced.

After the presentation the Council held table discussions to discuss the top three issues they considered to be the key factors in underpinning successful hub working. The following suggestions were made;

- Involving the Community in decision making
- The need to break down silos
- The need for staff involvement
- GP/ clinicians involvement in shaping the hubs
- The need for public awareness
- Hubs should be Community owned
- The need for joined up working and consistency
- Clear visions for services and communication
- Need to involve the third sector and charities
- The need to rid of job titles
- Clarity around the coordinators role
- Need to ensure coordination of services was removed from the patient
- Need to ensure patients can access all services they required before being discharged
- Clear process for re-entering the system
- Hubs should be based on the needs of the Community and involving the Community all the way
- Need to address access issues ,parking and transport
- To ensure care was available at short notice for all age groups
- Consistency in the provision of services.

Responding to a question on missed opportunities in the work of hubs, the Chief Operating Officer (COO) reported that services would continue to learn and improve as was the case with the recently opened Mental Health Retreat in Bournemouth. The experience would be used to inform the provision of services in the Retreat to be opened in Dorchester.

The Council noted the presentation and thanked the presenters.

06/18 Council of Governors Regulatory Dashboard

The Chair presented the regulatory dashboard for the Council, which had been reviewed by the Board on 31 January 2018.

It was noted that the dashboard summarised performance in respect of the

indicators that the Trust was required to report against in the NHS Improvement Single Oversight Framework. It also set out performance in respect of key financial indicators. An assessment had also been made of forecast performance in the next quarter.

The Council noted that the Trust was within the threshold for all the indicators in the dashboard. The Trust was also on target in respect of all the strategic financial indicators with the exception of the capital and cost improvement programmes.

The Chair commented that the achievement of the Cost Improvement Programme (CIP) was becoming increasingly challenging each year, given the need to make year on year savings. The Board had expressed concern at the proportion of savings that were non recurrent. The Council noted that the indicator relating to the treatment for people with a first episode of psychosis 'to begin treatment with a NICE-recommended package of care within 2 weeks of referral' was still within the target, however performance had been falling. The COO undertook to confirm the reasons for the drop in performance.

Responding to a question on the problems encountered with the achievement of the Capital Programme, the Chair reported that the Trust needed to engage the right people early enough to ensure there were no problems with planning permissions.

The Council ;

- a) **Noted the dashboard;**
- b) **Asked the COO to confirm the reasons for the decline in performance for people with a first episode of psychosis to begin treatment.**

07/18 Report from Trust Chair

The Chair advised that the items which he wished to report on were covered in substantive agenda items

08/18 Chief Executive's Report

The Acting Chief Executive (ACEO) gave a verbal update and the following issues were highlighted:

- Dawn Dawson had been appointed as Director of Nursing and Quality and would be starting in April 2018.
- Dr Steven Tomkins a, GP had been appointed as the new Medical Director.
- Feedback from the Care Quality Commission (CQC) inspection had been positive so far and the final report was expected in March 2018.
- The had been a national 'pause' on the progress of Accountable Care Systems (ACS) to allow conversations around the governance and processes, however the Dorset Board continued to meet and develop the system.
- Winter pressures had been severe this year. The acute trusts and the Community Hospitals had been working under severe pressure, which had been exacerbated by the outbreak of flu leading to ward closures. The system had however shown enough resilience.
- The Flu vaccination campaign was continuing and the Trust had now vaccinated over 58% staff against a target of 70%. There was resistance from some staff; however the Trust was still working to encourage staff to be vaccinated.

- In the CQC survey of Mental Health Trusts, the Trust had been placed joint first out of 56 Trusts.
- The staff survey results were expected soon and the Trust was expecting to do well.

The Council noted the report.

09/18 Discussion with Chair of the Quality Governance Committee and Reports from the Board Committees

The Chair of the Quality Governance Committee discussed with Governors the role of the Committee and how it supported the work of the Council.

The Council noted that the Committee ensured that the Trust had the right mechanisms and processes in place to deliver safe quality care to patients. To enhance its effectiveness, the Committee used data from various sources including national benchmarks, data from complaints, reviews of untoward incidents and mortality data. The Committee met six times a year and Governors were welcome to observe the meetings.

Governors requested further information on Schwartz Rounds. The ACEO informed the Council that these were structured forums where all staff, clinical and non-clinical, came together regularly to discuss the emotional and social aspects of working in health care. Schwartz Rounds helped staff reduce the feelings of stress and isolation and the shared understanding improved communication between colleagues, fostering a greater sense of teamwork. The first Schwartz round was in January and the theme was on working with challenging patients. The next one would be in February 2018.

In response to a question on the programme for the Committee, the Chair of the Committee reported that the Committee had a work plan and some of its work was delegated from the Board.

Governors asked why the levels of clinical supervision varied by staff groups. The Committee had requested for a review to identify why this was the case.

Regarding the Board risk appetite statement, the Chair of Committee explained that this enabled the Trust to have a defined approach to identify the amount of risk it was prepared to accept in the delivery of its aims and objectives. The Board had agreed a framework for its tolerance of risk at each level of the organisation, expressed through a score for each risk and a score at, or above, a specified score would be treated as a trigger for a discussion as to whether the Trust was willing to accept this level of risk.

The Council thanked the Chair of the Quality Governance Committee for the information and noted the reports from the following Committees

- I. **Quality Governance Committee 10 January 2018;**
- II. **Mental Health Legislation Assurance Committee: 10 January 2018;**
- III. **Audit Committee 17 January 2018;**
- IV. **Appointments & Remuneration Committee 29 November and 20 December 2017.**

10/18 Review of the Board Meeting Summary

The Chair presented the Board meeting Summary from the meeting held on 31 January 2018.

The Council noted the Board meeting Summary.

11/18 Reports from the Council of Governors Membership Committee on 10 January 2018

The Council received a report from the Chair of the Council of Governors Membership Committee following the meeting on 10 January 2017. The Committee had discussed the membership profile, recruiting students from Bournemouth University, the arrangements for the engagement event in Blandford, arrangements for the Annual Members Meeting in 2018 and approved the next edition of the Members newsletter. The Committee also recommended amendments to its Terms of Reference.

The Council

- a) **Noted the report ;**
- b) **Approved the proposed changes to the Committee Terms of Reference.**

12/18 Reports from the Council of Governors Nominations and Remuneration Committee on 14 December 2017

The Council received a report from the Council of Governors Nominations and Remuneration Committee.

The Council noted the outcome of the appraisals of the NEDs for 2016/17 had been concluded satisfactorily and received the proposed process and timetable for the evaluation of the performance of the Chair and NEDs in 2017/18.

The Council also received the draft Policy and Principles for the Non-Executive Director remuneration.

The Council noted that in accordance with the Committee Terms of Reference, an election to its membership had been held and new Governors elected for a three year term.

The Council ;

- a) **Noted the report;**
- b) **Approved the outcome of the NEDs appraisal for 2016/17;**
- c) **Approved the process and the timetable for the evaluation of the Chair and Non-Executive Directors for 2017/18;**
- d) **Approved the Policy and Principles for the Non-Executive Director remuneration;**
- e) **Noted the results of the election and that the Committee would be composed of:**
 - i. Andy Willis –Trust Chair
 - ii. Jan Owens – Lead Governor
 - iii. Karen Parker – Partner Governor , Bournemouth University
 - iv. Pat Cooper – Staff Governor

- v. Scottie Gregory – Public Governor (Dorset RoEW)
- vi. Alison Fisher – Public Governor (Dorset RoEW)

13/18 Lead Governor Report

The Lead Governor reported on her recent areas of work.

The Lead Governor drew particular attention to the Clinical Commissioning Group (CCG) Public Engagement Group (PEG) meeting she attended at which the following issues were discussed:

- a) The Dementia Service Review;
- b) The STP engagement plan;
- c) Integrated Community and Children’s Services Review;
- d) Patient Participation Groups;
- e) Transformation of Primary Care;
- f) Process of connecting people to Groups that could support them.

The Lead Governor took the opportunity to ask the Council to consider creating the role of Deputy Lead Governor, which would help in succession planning and also ensure there was someone to undertake key duties of the Council when the Lead Governor was not available.

The Council;

- a) **Noted the report;**
- b) **Agreed to create the role of Deputy Lead Governor and requested that a process for the appointment be distributed to Governors.**

14/18 Reflections from Governor visits

Joy Ford gave feedback on her visit to Forston Clinic with the Trust Chair.

She also reported that the Carer support service had been awarded the Gold Star for the work on raising carer awareness.

15/18 Governors attendance

Alison Fisher reported that she had attended a Finance and Business Skills course in London on 6 February 2018 and encouraged other Governors to use the opportunities available to enhance their skills.

16/18 Retirement of the Director of Nursing Therapies and Quality

The Council noted that the Director of Nursing Therapies and Quality would be retiring at the end of March and expressed its sincere appreciation for her significant and prolonged contribution to the Trust.

17/18 Date of Next Meeting

The Council noted that the next meeting of the Council of Governors would be held on 9 May 2018 at Merley House, Wimborne.

Signed

Date

Andy Willis, Chair