

**TOGETHER NHS FOUNDATION TRUST
COUNCIL OF GOVERNORS MEETING
ROYAL GEORGE HOTEL, BIRDLIP
14 JANUARY 2009**

PRESENT:

Rennie Fritchie (Chair)	Bronwen Carless
David Coombs	Tim Coupland
Carol Dass	Amanda Fisk
Julie Garnham	Nigel Hayward
Angela Lewis	Alison Lott
Jan Marriott	Chandni Mehta
Joan Nash	Tim Stokes
Ros Taylor	Sam Tolley
Francesca Tolond	

Nick Bell (arrived at 6.00pm)
Richard Butt-Evans (arrived at 5.45pm)
John Gillett (arrived at 7.30pm)

IN ATTENDANCE: Shaun Clee, Chief Executive
Anna Hilditch, Assistant Trust Secretary
David McGrath, Director of Corporate Affairs/Trust Secretary
Frank Powell, Senior Independent Director
Simon Thompson, Director of Operations

1. WELCOMES AND APOLOGIES

- 1.1 Apologies were received from Mervyn Dawe, Rae Murray, Janet Newbould and Tony Warnes. Sandra John and Duncan Smith did not attend the meeting.
- 1.2 Rennie Fritchie welcomed Tim Coupland and Jan Marriott to the meeting. Tim Coupland had been elected unopposed as a Staff Governor for the Nursing Constituency. Jan Marriott had taken over the role of Nominated PCT Governor from Ingrid Barker.

2. DECLARATION OF INTERESTS

There were no changes to the declaration of interests. No conflicts of interest were declared for the business being conducted.

3. MINUTES OF THE MEETING HELD ON 15 OCTOBER 2008

- 3.1 The Council of Governors were presented with the minutes from the Council of Governors meeting held on 15 October 2008. Ros Taylor asked that it be noted that she had been present at the last meeting as she had been omitted from the attendance list.
- 3.2 Subject to the suggested amendment, the minutes were approved as a correct record.

4. MATTERS ARISING

- 4.1 Rennie Fritchie informed the Council that Monitor had been invited to come along to a Council meeting; however, they had indicated that this was not something they routinely did. Monitor had offered the Trust some helpful paperwork that it was hoped might give Governors more insight into who they were. This paperwork would be pulled together and shared with Governors.

ACTION: Background information on Monitor to be pulled together and shared with Governors

- 4.2 The Council noted that Rennie Fritchie and Amanda Fisk had not yet had the opportunity to meet to progress discussions around the Governor workplan but it was hoped that they would get together at the Membership Committee planned for 3 February.
- 4.3 The Chief Executive expressed his thanks to the Governors for all the hard work carried out around membership. Monitor had published its Annual Report and Plan and 2gether had been used as a case study of good practice in this area.
- 4.4 At the last meeting, it was agreed that it would be helpful to have a working group of Governors in place to review the actions identified from the Annual Patient Survey. Simon Thompson said that it might be good to incorporate this into the Trust's established Users and Carers Group as it would be helpful to hear other views. Tim Coupland noted that this group had a very broad remit and varied agenda items which would not all be relevant for Governors to be in attendance for. Angela Lewis said that it was sometimes helpful to receive a broad range of information. Shaun Clee agreed to speak to the Chair of the Users and Carers Group to look at setting a specific agenda item for Governors to attend. Five Governors expressed an interest in being part of this group (Angela Lewis, Alison Lott, Ros Taylor, Sam Tolley and Francesca Tolond).

ACTION: Shaun Clee/Simon Thompson to speak to the Chair of the user and carer group to arrange a suitable time for Governors to attend the meeting to discuss the Annual Patient Survey action plan

- 4.5 Shaun Clee updated the Council on the progress with producing Care Plan folders. He said that the folders had still not gone out to print as it had been incorporated into a bigger project. The folders would be tied into CPA folders as there were key points in the patient pathway where people were not getting the right information. Leaflets were in the last stage of editing and it was planned that the folders would contain assessment and care plans, important contact information, relevant information leaflets for the individual and any other information that would be useful. Ros Taylor asked whether the folders would still include phone number contacts. Shaun Clee said that the folders would include key questions and answers, as well as crisis contacts.
- 4.6 Rennie Fritchie informed the Council that she had spoken to Frank Powell, Chair of the Practice Standards Committee about whether it would be

appropriate for the Governors to receive the minutes of these meetings to help them keep up to date with issues of quality and safety. Sam Tolley said that the FT Governors Association event that she had attended advised that this might be a useful way to keep Governors up to date, but it hadn't been a personal request on her part. She did query how Governors were kept up to date with developments or incidents. Tim Coupland suggested that it would be helpful for Governors to see how risk was assessed within the Trust to help gain a better understanding. David McGrath informed the Council that he would be happy to provide an overview of risk in a presentation at the next meeting. The Council welcomed this idea. Rennie Fritchie advised that the Trust's Board Committee structure was currently under review but asked that if any Governors were interested in receiving the minutes of the current Committee meetings to let Anna Hilditch know and she would send these out.

ACTION: Session on Risk to be scheduled for March Council meeting (Medical Director to be invited to attend)

ACTION: Governors interested in receiving the minutes from the Practice Standards Committee to contact Anna Hilditch

- 4.7 The Council of Governors were informed that Andy Moore, Service Director for Substance Misuse services would be raising the issue of creating a virtual tour of BranchLea Cross at the next management team meeting.
- 4.8 Simon Thompson reported that he had looked into the current transport arrangements in place for service users and their families travelling to and from the older people's inpatient units and said that no problems had been identified. Shaun Clee advised the Governors that when people were admitted, their care co-ordinator informed them and their carers about the transport available to them and this appeared to be working well. Angela Lewis said that the cost of voluntary transport was quite high. Shaun Clee advised that the voluntary transport was a commissioned service via Gloucestershire PCT and there was no cost to the individual. Angela Lewis asked about transport for people attending services in Gloucester. David McGrath noted that this was the individual's responsibility but there were opportunities for some people to claim benefits to assist with this.
- 4.9 David McGrath informed the Council of Governors that a lot of work had been going on to appoint a Learning Disabilities Partnership Board Governor. Anna Hilditch had been meeting with the Learning Disability locality groups to explain the role of the Governor and so far, over 20 nominations had been received from interested people. The Learning Disabilities Partnership Board would be voting for the Governor at their meeting on 19th January. The question was asked as to how those people who were not successful could still get involved with the Trust. Bronwen Carless advised that she was carrying out training with people in recruitment techniques so they could take part in future interviews of senior staff. Bronwen, who would be in attendance at the Partnership Board agreed to raise the issue of people joining the Health Action Groups that had been set up as part of the Health Facilitation work. Francesca Tolond said that she had been doing some similar work alongside

Children and Young People's services and suggested that they could share learning.

5. CHAIR'S REPORT

- 5.1 Rennie Fritchie informed the Governors that she had attended an event held by Bevan Brittan solicitors on incident management which she had found very useful. As per earlier discussions, it was agreed that Governors would find it helpful to receive a presentation on risk at a future meeting and the Trust's Medical Director would be asked to attend.
- 5.2 Rennie had accepted an invitation to visit the Lydney GP Practice of Dr's Bennett and Sharma and to meet with them and John Hale from Crossroads to hear about their work and their experience of 2gether services and, together with the Director of Operations, explore ways of working together better.
- 5.3 Rennie Fritchie had taken part in the Voluntary Services Event held at Gloucester Rugby Club. She said that this was both a useful and successful event which was attended by voluntary organisations well known to the Trust and some less well known. Each of the Strategic Service unit Directors gave a short overview of their services and an idea of some of the opportunities and challenges. There was a good exchange of thoughts and ideas.
- 5.4 Rennie Fritchie and Carolyn Elwes, Non Executive Director had been involved with the Clinical Excellence Awards panel and Rennie informed the Council that she could attest to the rigour and probity of the process. She said that the Trust was fortunate to have such a broad range of suitably qualified clinicians to consider.
- 5.5 The Council were informed that the Trust would be sponsoring the Caring Hero category at this year's Pride of Gloucestershire Awards. Rennie Fritchie tabled information about the awards for Governors to see.
- 5.6 Rennie Fritchie informed the Governors that a standing agenda item would be added to future Council meetings to give Governors the opportunity to let people know about any events they may have attended in their Governor capacity or any issues that they felt that the Council should be made aware of.

6. GOVERNOR UPDATE

- 6.1 Tim Coupland informed the Council of Governors that staff had been looking into the initiative of green travel to work with bikes and bus passes. Each year the Trust holds a Bike to Work week event and Tim Coupland was pleased to note that the Trust had sourced a local provider who would donate a bike as a prize for this.
- 6.2 Amanda Fisk informed the Governors that she had attended the first meeting of the FT Governors Association National Executive Committee, which she was now a member of. She said that the Committee had discussed some of the events coming up which were organised by the FT Network. Rennie Fritchie advised that 2gether were not members of the FT Network and

therefore did not normally receive invitations to their events. Shaun Clee said that the FT Network was dominated by acute Trusts and 2gether had made the decision to join the Mental Health Network instead. Amanda Fisk said that she felt that the FTGA National Executive Committee was also acute focussed and welcomed some steer on how best to make the most of the Trust's involvement.

6.3 Francesca Tolond noted that she had attended a recent Social Responsibility Officers meeting. It was suggested that some pressure could be placed upon mental health services over the next year with the countries current financial situation and that 2gether should be prepared for some spikes in performance.

6.4 Angela Lewis asked whether 2gether, as a Foundation Trust, would be in a stable place as it had contracts with organisations that would need to be upheld. Shaun Clee asked whether Governors might find it helpful to have a session on contracts as it was quite a complex area. The Governors agreed that this could be helpful to aid further understanding.

ACTION: Future Council meeting to receive a presentation on contracts and how these worked

6.5 Alison Lott noted that the Social Inclusion event planned for late January had been postponed and she asked for the reason for this. She said that she felt this postponement was very disappointing. Shaun Clee expressed his thanks to all those who had put aside the time to attend the event and said that letters were being sent out to all planned attendees and participants explaining the reason for the postponement in more detail. Shaun Clee informed the Governors that there had been a legitimate reason for postponing the event and it was thought that this would make the rescheduled event more successful.

ACTION: Shaun Clee to ensure that letters postponing the Social Inclusion event had been sent out

6.6 Alison Lott informed the Council that she was concerned about the vacant Care and Service User Participation Worker posts. She acknowledged that interviews were underway to recruit to the posts; however, she had received post inviting her to events that had already happened and people were being sent information about everything, rather than just those things they had asked for information about. Simon Thompson agreed to pick this up and would write to both Alison Lott and Angela Lewis to update them on what would be done to rectify the situation.

ACTION: Simon Thompson to look into the concerns raised regarding the information being received about events and report findings back to Alison Lott and Angela Lewis

6.7 Sam Tolley said that she was happy to see a pack of membership forms that had been put out at Park House as it would give services users and visitors the opportunity to see them and to consider signing up as members. Sam

Tolley informed the Council that she had attended the membership event at Stroud College on 10 December which seemed to go well.

7. SERVICE EXPERIENCE REPORT

- 7.1 The Council of Governors were presented with the Service Experience Report which provided an update and overview of public and patient engagement within the Trust for the period June to October 2008. Simon Thompson informed the Council that this was the first report that had been compiled since Kathy Holmes, Carer Participation Worker moved on to work in Older People's Services. He acknowledged that there was a gap in service user and carer participation since Kathy had left but work was underway to recruit to both posts as soon as possible.
- 7.2 The Council were informed of some of the highlights from the report. Ex service users from Honeybourne in Cheltenham have been enrolled in the Trust as volunteers to help support other service users. The Day Care Review is still underway and service users and carers are well represented in the work of the review. The review of the Reimbursement Policy for service users and carers has now been completed.
- 7.3 As highlighted by Alison Lott earlier in the meeting, the Council were informed that the service users and carers newsletter was currently on hold until the appointment of the two new members of staff. It was hoped that once this was back up and running, relevant and up to date information would again be communicated.
- 7.4 Simon Thompson highlighted some of the great work that had been carried out within the Learning Disability service, with particular reference to the Health Facilitation Team.
- 7.5 The Trust carried out Integrated Performance Reviews (IPR) with each of the strategic service units and it was promising to see the partnership working that was going on and the direction of travel. Simon Thompson said that it was difficult to portray this good work within written reports. Ros Taylor agreed and urged all Governors to attend Trust events where displays and presentations were given as it was great to hear information directly from the people involved.
- 7.6 The Council of Governors noted the Trust's complaints performance during the period. Alison Lott asked about the ease of making a complaint as people with mental health problems may need someone to write a complaint for them and it took a lot of energy to do this and follow up on the response. Rennie Fritchie said that there needed to be a resolution on complaints. The Trust's complaints process was currently under review and it was hoped that one of the many proposed outcomes of this would be for the Trust to get more active feedback from people. Sam Tolley informed the Council that she had made a complaint about the Trust a few years ago and people had encouraged her to get involved with the Trust as a member or Governor, and she had.

- 7.7 Ros Taylor raised the issue of the graduation of the complaints process. She said that many issues were seen as complaints as nothing had been done in the interim to try and resolve them. If things were raised much earlier work could be done to resolve them before they turned into formal complaints. Angela Lewis said that she had used the Trust's services in the past and this was her reason for wanting to become a Governor so she could ensure that things could be fixed or improved where it was needed. Tim Coupland suggested that responsiveness was needed as well so people didn't feel as though they had to shout to make themselves heard.
- 7.8 Simon Thompson said that the Trust was always keen to get feedback from people about any of its services as it was an excellent opportunity for learning.

8. PERFORMANCE DASHBOARD

- 8.1 The Council of Governors were presented with the performance dashboard report showing the Trust's performance against key national and local indicators from April to November 2008.
- 8.2 Simon Thompson informed the Governors that there had been a further update on performance since the report had been published. The Crisis home treatment service was well on target to deliver the 1021 cases required by the end of the financial year, currently meeting 96% of cases. The Early Intervention service met and exceeded its target of 211 new cases by December, actually achieving 225. Simon Thompson advised that this was the result of an excellent response by all members of the team and other Trust services to what was an extremely challenging target.
- 8.3 The Delayed Transfers of Care (DToC) position continued to prove challenging. Simon Thompson noted that this was a national problem as revised guidance and targets were only received in August. The Healthcare Commission have set a year end target of 7.5% and the Trust is currently performing at 8.7%. The Council were advised that Monitor had been alerted to the current situation. It was noted; however, that the average for all mental health trusts was 15% and 2gether was one of the best performing Trust's.
- 8.4 Angela Lewis asked about the cause of the DToC. Simon Thompson reported that it was not the fault of the Trust's processes, more to do with the availability of care home placements for people to transfer to. He asked the Council to note the amazing progress made since the same time last year where there were 27 DToC within working age adult services.
- 8.5 Amanda Fisk highlighted that this was the time of the year when bed pressures were high and asked whether the Council could be assured that 2gether remained a priority in meeting these targets. Shaun Clee assured the Governors that 2gether had an equitable share of placements.
- 8.6 Tim Coupland informed the Governors that within Older People's services the whole pathway is examined to iron out any issues as it was important to ease people into the transition humanely. Jan Marriott agreed that this was

extremely important. The Trust signed up to Direction of Choice; however, the provision of beds for the elderly and infirm was out of the Trust's control.

- 8.7 Angela Lewis suggested that social care services should be asked to look at some of the issues to see if people could remain in their own homes as it might be cheaper than moving people into nursing homes.
- 8.8 Shaun Clee explained that a delayed transfer meant keeping someone in hospital after their episode of care had finished. He felt that it was inappropriate care for people to remain within the hospital environment. He expressed his feeling that there should be zero tolerance on delayed transfers for that reason. It was acknowledged that Gloucestershire had insufficient care home capacity.
- 8.9 Tim Coupland agreed with Shaun Clee's zero tolerance statement and suggested that the Council of Governors should be used to lobby this point and represent their communities to move these important issues forward. It was agreed that further thought would be given to this as a role.
- 8.10 Simon Thompson reported that all other targets within the report were on track.

9. CHALLENGES AND OPPORTUNITIES 2009/10

- 9.1 Shaun Clee presented the Governors with a helpful overview of the opportunities and challenges facing the Trust during 2009/10. This included the national and local drivers and the political and economic context.
- 9.2 One of the key issues raised was the probability of vacancies being harder to fill over the coming years. Rennie Fritchie said that this was potentially quite serious, noting that for some roles it could take up to three years to train people. Shaun Clee agreed, stating that it was important that the Trust was seen to be a good employer and working hard at retaining people and the skills required to provide services.
- 9.3 Angela Lewis noted that the use of agency staff was quite high in the Trust. Shaun Clee said that the Trust had reduced its use of agency staff considerably over the past few years and had created its own Staffbank. The Staffbank was made up of Trust staff that had been trained in the use of policies and procedures and was proving an excellent service to have.
- 9.4 Bronwen Carless said that she agreed with the need for the Trust to strengthen leadership; however, she did not agree with the need to increase numbers of leaders. Shaun Clee noted that this related to managers being allowed to exercise their leadership skills more fully, not to the Trust employing more people to carry this out.
- 9.5 Bronwen Carless also highlighted the problem with short term projects as the Trust needed long term commitments and people were unlikely to provide the funding.

- 9.6 The Council of Governors thanked Shaun Clee for the helpful overview.

10. NOMINATIONS AND REMUNERATION COMMITTEE

- 10.1 The Governors received the tabled minutes from the Nominations and Remuneration Committee meeting that had taken place on 18 December.
- 10.2 Julie Garnham, Chair of the Committee, informed the Governors that the purpose of the meeting had primarily been to consider the process to be used for the Chair and Non Executive Director appraisals. For the Chair's appraisal, a questionnaire would be developed, with input from Committee members which would help to assess the Chair's performance. All Board members would be asked to complete the questionnaire and it was agreed that 6 Governors would also be asked to take part to gain fuller feedback. Three Governors had already been chosen to take part and the Council were asked for three further nominations. Once the process had been completed, the Chair would receive feedback from Frank Powell, the Senior Independent Director who would then report back to the Nominations and Remuneration Committee. It was hoped that the minutes from the Committee could then be presented to the full Council of Governors meeting on 25th March for approval.
- 10.3 The Council of Governors were happy with the proposed process for appraisal.

ACTION: Three Governors to volunteer to take part in Chair appraisal process. Interested Governors to let Anna Hilditch know.

11. CODE OF CONDUCT COMMITTEE

- 11.1 The Governors received the tabled minutes from the Code of Conduct Committee meeting that had taken place on 8 January.
- 11.2 The Committee had considered five key issues that had arisen regarding Governor conduct and involvement and whether any action should be taken.
- 11.3 David McGrath had agreed to revise the Code of Conduct for the Council of Governors in line with the comments received and would present the revised document to the full Council for approval at the next meeting in March.

ACTION: Revised Code of Conduct to be presented to March Council of Governors meeting for approval and adoption

12. GOVERNOR INVOLVEMENT

- 12.1 Governors were asked to volunteer to take part in a working group to review the Trust's Standards for Better Health self declaration. Governors would be sent an e-mail as a reminder asking them to respond with their interest.
- 12.2 Governors were asked to volunteer to take part in a joint working group with Board members to review the Trust's Constitution. Governors would be sent an e-mail as a reminder asking them to respond with their interest.

ACTION: E-mail to be sent to Governors asking for volunteers to take part in working groups.

13. ANY OTHER BUSINESS

- 13.1 Rennie Fritchie asked the Governors whether they felt that the earlier start time of the meeting of 5.00pm had been helpful. This was agreed. All future meetings would be set for a 5.00pm start time.
- 13.2 The Governors received the proposed dates for future Council meetings. These were 25th March (already confirmed), 8 July, 14 October and 20 January. These would all take place at 5.00pm at the Royal George Hotel, Birdlip.

14. DATE OF NEXT MEETING

The next meeting would take place on Wednesday 25th March 2009 at 5.00pm at the Royal George Hotel, Birdlip.

**Council of Governors
 Action Points**

Item Ref	Action	Lead
4.1	Background information on Monitor to be pulled together and shared with Governors	Anna Hilditch
4.4	Shaun Clee/Simon Thompson to speak to the Chair of the user and carer group to arrange a suitable time for Governors to attend the meeting to discuss the Annual Patient Survey action plan	Shaun Clee/Simon Thompson
4.6 & 5.1	Session on Risk to be scheduled for March Council meeting (Medical Director to be invited to attend) Governors interested in receiving the minutes from the Practice Standards Committee to contact Anna Hilditch	Anna Hilditch All Governors
6.4	Future Council meeting to receive a presentation on contracts and how these worked	Anna Hilditch
6.5	Shaun Clee to ensure that letters postponing the Social Inclusion event had been sent out	Shaun Clee
6.6	Simon Thompson to look into the concerns raised regarding the information being received about events and report findings back to Alison Lott and Angela Lewis	Simon Thompson
10	Three Governors to volunteer to take part in Chair appraisal process. Interested Governors to let Anna Hilditch know.	All Governors
11.3	Revised Code of Conduct to be presented to March Council of Governors meeting for approval and adoption	David McGrath
	E-mail to be sent to Governors asking for volunteers to take part in working groups for S4BH and Constitution	Anna Hilditch