

**Oxford Health NHS Foundation Trust**

**Members’ Council**

Minutes of the Meeting held on 17 November 2011 at

6.00 p.m. at Thame Barns Centre, Thame, Oxfordshire

In addition to the Chair, Martin Howell, the following Governors were present:

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| Lynda Atkins | Stewart George |
| Jacqui Bourton | Moira Gilroy |
| Paul Cann | Gautam Gulati |
| Karen Campbell | Fiona Mackay Perkins |
| Lynda Colvin | Rob-Michael Phillips *(part meeting)* |
| Maureen Cundell | Paul Rogerson |
| Juliet Dunmur | Dana Scott |
| Pauline Fair | Peter Tankard |
| Arash Fatemian *(part meeting)* | Liz Turvey |
| Sarah Gardner | Soo Yeo *(part meeting)* |
| David Geaney |  |

In attendance:

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| Ros Alstead | Director of Nursing and Clinical Standards |
| Graeme Armitage | Director of Human Resources |
| Mike Bellamy | Non-Executive Director |
| David Bradley | Chief Operating Officer |
| Alyson Coates | Non-Executive Director |
| Justinian Habner | Trust Secretary *(Minutes)* |
| Mike McEnaney | Director of Finance |
| Clive Meux | Medical Director |
| Julie Waldron | Chief Executive |
| Lyn Williams | Non-Executive Director |

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| **MC 43/11**  a  b | **Introduction and Welcome**  The Chair welcomed everyone to the Council meeting.  The Council was informed that Mike Alexander had resigned as a Governor. The Chair recorded his thanks to Mike for his work especially on the appointment of Auditors and on the Council’s Nomination and Remuneration Committee. |  |
| **MC 44/11**  a | **Apologies for Absence**  Apologies had been received from: Pat Armstrong, Vivian Lanzon-Miller, Jayne Champion, Frances Tammer, Neil Oldfield, Julia Besooijen, Meg Barbour, Heather Mintern, Pam Norton, Fiona Lomas. |  |
| **MC 45/11**  a | **Declarations of Interest**  The Council confirmed that the interests listed in the Register of Governors’ Interests remained correct. |  |
| **MC 46/11**  a  b  c  d  e  f  g | **Minutes of the Previous Meeting – 8 September 2011**  The Minutes of the meeting were approved as a true and accurate record.  **Matters Arising**  **Item MC 36/11 g – Trust Auditors:** the Director of Finance said that the process to appoint a new Trust Auditor would commence in the coming weeks with the expectation that potential candidate firms would be interviewed during January 2012.  *Rob Michael-Philips joined the meeting at this point.*  **Item MC 37/11 a – Annual Report:** the Chief Executive said the suggestion of including further detail on value for money in the next Annual Report would be taken in to account. In addition the newly appointed Auditors would be asked to consider how best to report on value for money.  **Item MC 37/11 d – Manor House:** Pauline Fair reported that the stakeholder group for the Manor House re-development had now met and was content with the current design for the re-build.  **Item MC 37/11 g – Quality Account:** Lynda Atkins said that she had met with the Director of Nursing and Clinical Standards but she was no closer to understanding where the Governor feedback came from. She said that she would monitor the process more closely for the next Quality Account.  *Soo Yeo joined the meeting at this point.*  **Item MC 38/11 d – NHS Bill and the Board:** the Chair said that the current NHS Bill before Parliament included the provision for all NHS FT boards to meet in public. Given this and other proposals, the Board would need to consider how it operated which could include meeting in public in different locations across the counties served by the Trust.  **Item MC 38/11 d – Governor Visits:** the Chair said that he had reflected on the suggestion to include Governors on Executive and Non-Executive director visits and had come to the view that this was not appropriate. However, he said that he would encourage Governors to undertake visits where appropriate; those who wished to do so should contact either the Chair or Trust Secretary. |  |
| **MC 47/11**  a  b  c  d  e  f  g | **Report from the Board of Directors**  Lyn Williams presented the report which set out the main issues discussed by the Board between September 2011 and October 2011 (the Board did not meet in August).  The Chair noted that the Board had approved the Manor House Outline Business Case (OBC). Neil Oldfield had sought clarification, out-of-session, on the process given that the Full Business Case (FBC) would be considered by the Board in March 2012. The Chair explained that the Trust was following the standard process for such a project and that the time between OBC and FBC allowed for matters such as planning approvals and guaranteed maximum price to be obtained. He said that the Board remained fully committed to completing the Manor House re-build.  Noting the Board discussion on Delayed Transfers of Care (DTCs), Lynda Atkins said that she was concerned with the suggestion that the Board had been told that the Oxfordshire County Council was to blame for many of the DTCs in the county. Information she had received from Stephen Richards, Consortium Lead, Oxfordshire Clinical Commission Group, did not show that the County Council was the cause. The Chief Operating Officer explained that he was working closely with Stephen Richards to resolve DTCs. There were many reasons behind the high level of DTCs in Oxfordshire and changes in County Council funding, in the early stages, had had an impact. Paul Rogerson asked what the position of DTCs in Buckinghamshire was and the Chief Executive said that there were three, which were all NHS related. Juliet Dunmur added that, from her perspective, that lack of appropriate supported accommodation was having an impact on the number of DTCs. The Chief Executive agreed.  Liz Turvey asked why the Trust had been unsuccessful in the Ridgeway PQQ. The Chief Executive said the feedback from the South Central SHA had been that the Trust was not successful because it did not provide social care services and that the model of care proposed was not clear. She reminded the Council that the Trust did in fact provide such services and that the Executive Board had thought that the model proposed was clear.  *Arash Fatemian joined the meeting at this point.*  David Geaney noted that the Board had visited Unipart as part of its development. He said that he would hope that the Board would also consider visiting creative organisations to learn from them; he suggested that lessons from creative industries might be more appropriate to the NHS than production industries. The Chair welcomed the suggestion and said that the Board was looking to learn from a range of sectors.  On the CQC Community Mental Health Service User Survey 2011, Lynda Atkins said that the written report indicated that the results the Board showed the Trust not to be performing as well as other NHS trusts, yet earlier reports had suggested that the Trust was performing better. She suggested that the information being presented to the Council was confused. The Chair apologised if the information was not presented as clear as it should have been but he reminded the Council that the results of the survey were published online and added that the Board was not happy with the Trust’s performance and was seeking ways to improve the results.  **The Council noted the report.** |  |
| **MC 48/11**  a  b  c  d  e  f  g  h  i  j | **Reports on Surveys**  ***Staff***  The Director of Human Resources presented the report which set out the actions being taken to improve the Trust’s staff survey performance. He said that the Board was very disappointed with the Trust’s results and had requested that improving performance be a key priority. The current Staff Survey Working Group was being changed into a Wellbeing and Culture Group, which would have a broader focus and more members. A Board seminar has also considered the results and discussed the action plan, and had asked the Director of Human Resources to refine the plan to ensure that very specific actions would be taken.  Paul Cann asked for clarification on the main problem areas. The Director of Human Resources said that the results suggestions problems in the following:-   * Availability of hand-washing facilities. * Communication (senior management engaging staff). * Appraisals. * Line manager support.   Noting that the Staff Governors had been meeting with the Chief Executive and Director of Human Resources to discuss the action plan, Lynda Atkins asked whether other Governors could become involved. The Director of Human Resources said he welcomed this idea and would seek to include a broad-based membership on the new group.  Paul Rogerson said that the report did not provide enough analysis of the problems or measures to show whether improvements were being made. The Chair agreed and said that future reports should take account of this.  David Geaney said that he was not convinced that the Board focussed enough on the survey data. The Chair disputed this suggestion and explained that the Board was taking a deep interest and was closely following the implementation of the action plan. The Director of Human Resources agreed and added that the staff survey had been on the Board’s agenda for the past few years. David Geaney said that he would urge the Board to read and take account of the book – ‘Intelligent Kindness: Reforming the Culture of Healthcare’ by John Ballatt and Penelope Campling (published by the Royal College of Psychiatrists). He suggested that the Board may find many of the ideas and concepts set out in the book of value when considering how to improve the organisation.  Gautam Gulati said that, from his perspective, he thought the Board was taking the results of the survey seriously and was trying to find ways to improve performance and address problem areas.  Sarah Gardner asked whether the Trust’s Occupational Health data had been examined to see what the levels of staff sickness due to stress were. The Director of Human Resources said that this data had been looked at which showed there had been an increase in referrals due to stress, although not all stress had been related to work.  Fiona Mackay Perkins said that it seemed as though it had taken some time for the action plan to be developed. She stressed the importance of the programme of Board director visits to frontline services and suggested that the Council would welcome feedback on the outcome of these visits.  Noting all the comments made, the Chair asked what the Council would like to receive on this matter in the future. David Geaney said that he would hope the Board would consider the book but the Chair said that there did not seem much support from the Council for this. Lynda Atkins suggested that the Council should receive a further report which clearly set out the action plan, showed progress against it and indicated how the Board and Council was being engaged. The Chair thanked the Governors for the suggestions and asked the Director of Human Resources to provide further reports on progress at future Council meetings.  **The Council noted the report.** | **GA**  **GA**  **GA**  **GA** |
| **MC 49/11**  a | **Update Reports**  **The Council received and noted the following update reports:-**   * **Finance** * **Performance** * **Quality and Safety** * **Quality Account Quarter One** |  |
| **MC 50/11**  a  b  c | **Appointment of Lead Governor**  The Chair said that Liz Turvey had indicated to him that she no longer had the capacity to continue in the role of Lead Governor. The Chair said that he had asked Fiona Mackay Perkins if she would consider nominating herself for this role and she agreed. Accordingly, the Chair proposed appointing Fiona Mackay Perkins to the role of Lead Governor.  Lynda Atkins said that she supported the nomination but not the process by which it was obtained.  **The Council endorsed the appointment of Fiona Mackay Perkins as Lead Governor.** |  |
| **MC 51/11**  a  b  c  d  e  f  g  h | **Reports on Surveys**  ***Patient Experience Update***  The Director of Nursing and Clinical Standards presented the report which summarised the results of a range of surveys measuring the patient experience across the Trust. She explained that the Board had recently considered the results and noted that the Trust’s performance was broadly the same as other trusts, although the Board was keen to improve it. She outlined the areas where the Trust was not performing as well as other trusts (in the community mental health service user survey) and suggested that Governor Quality and Safety Group be established to help generate ideas to improve performance and monitor progress. The Director of Nursing and Clinical Standards noted that the Oxfordshire Community Patient Surveys indicated good levels of satisfaction with the services provided.  David Geaney said that he thought that the report was inaccurate in parts as the data had not been correctly interpreted. The Director of Nursing and Clinical Standards said that she did not believe this to be the case and would meet with David Geaney, out-of-session, to work through his concerns.  Paul Cann said that he would welcome a future discussion at Council on ‘dignity in care’. The Chair welcomed this suggestion.  Paul Rogerson said that it would be helpful if future reports could provide more graphical representations of the results. The Director of Nursing and Clinical Standards said that she would take this request in to account.  **The Council noted the report.**  ***Carers Survey***  Liz Turvey presented the report which provided a progress update on the action plan developed following completion of the Trust-wide Carers Experience Survey in adult and older adult mental health services. She reminded the Council that this survey had been developed as a consequence of the suggestions made by Carer Governors in 2009/10. In particular, to work by the former Carer Governor, Jane Amies, was acknowledged.  Most areas were on track but there was still work required to develop the Carer’s Information Pack. This was due in part to three former Carer Governors standing down from the role. Accordingly, Liz Turvey said she would hope the new Carer Governors would consider participating. Lynda Colvin said that she would like to be involved and an invitation would be extended to Pat Armstrong.  **The Council noted the report.** | **RA / DG**  **RA** |
| **MC 52/11**  a  b  c  d  e | **Report from Members’ Council Nomination and Remuneration Committee**  The Chair provided an update on matters that would need to be considered by the Nomination and Remuneration Committee when it next met. He reminded the Council that on 31 October 2011 Tom Burns term-of-office had ended and, as such, the Council needed to appoint a new Non-Executive Director to represent the University of Oxford. Accordingly, the Chair had written to the Vice-Chancellor seeking nominations for this post, as well as a new Governor to represent the University.  The Chair explained that discussions were underway with the University to ensure that an appropriate nomination was put forward and he suggested that if a nomination was received before the next Council meeting, then approval from the Council be sought out-of-session to ensure that the new appointee could take up post as soon as possible. The Council supported this suggestion and said that a brief CV should be circulated to assist Governors in coming to a decision.  The Chair reported that with the resignation of Mike Alexander a new Public Governor member was required for this Committee. Lynda Atkins nominated herself to sit on the Committee and the Council endorsed this appointment.  The Chair explained that the Committee would next meet in early 2012 and that the Director of Human Resources would work with Committee members on setting the date.  **The Committee noted the update and approved the process to appoint a University of Oxford Non-Executive Director and approved the appointment of Lynda Atkins to the Committee.** | **GA** |
| **MC 53/11**  a  b  c  d  e  f | **Members’ Council Way of Working Discussion**  The Chair noted the discussion paper that had been sent to all Governors, along with the other suggestions made by some Governors, which sought to generate ideas and proposals as to how the Council could work best in the future. He reminded the Council that all NHS FTs were operating in a state of flux with the NHS Bill before Parliament which would likely change the role and powers of Governors. In preparing for the changes, he suggested that the Council should start considering now how it wanted to work in the future.  In particular, the chair proposed the establishment of sub-groups of the Council to take forward work and report back to full Council meetings.  Lynda Atkins said that, for her, the biggest gap for the Council’s working was a lack of information flow between the Board and the Council. To overcome this she suggested that an Executive Summary of all Board papers be produced and provided to Governors. The Chair said that he understood the concern but was not sure if the proposed solution would work. He reminded the Council that the Board’s focus was different to the Council and, as such, the information contained in the papers would often have little relevance for Governors. Lynda Atkins said that it was still important for Governors to receive this information, even if it was not in context.  On the working group idea, Paul Rogerson said he supported a staff survey working group being maintained, given the concerns expressed in the earlier part of the meeting. Liz Turvey agreed and suggested that groups should focus on all of the main surveys (staff/patient/carer).  The Chief Executive suggested that the Council consider establishing a sub-group to focus on quality. The Director of Nursing and Clinical Standards said she would welcome this and would value the opportunity to work with Governors to focus on quality and safety matters.  **The Council noted the report and agreed to the establishment of working groups. The Chair said he would discuss the suggestions with the Lead Governor in order to agree what groups should be established.** | **MGH** |
| **MC 54/11**  a | **Update on Trust Strategy**  *Given the limited time remaining, the Chair proposed deferring this item to the February 2012 meeting.* |  |
| **MC 55/11**  a | **Questions from Public**  None. |  |
| **MC 56/11**  a  b | **Any Other Business**  ***CHO***  Fiona Mackay Perkins said that she would appreciate a paper at a forthcoming meeting which showed what progress had been made on the CHO integration. The Chief Executive supported this proposal and said a report would be presented and/or information briefing sessions established.  ***Continence Services***  Fiona Mackay Perkins said that she was aware that the Trust had received a number of complaints from patients/carers regarding changes in the continence service and asked for an update as to how the Trust was managing the concerns. The Chief Executive said that she would provide an update out-of-session. | **JW / DB**  **JW** |
|  | **The meeting was closed at 8.25 p.m.** |  |

**Signed:**

Chair

**Date:**