

**Meeting of the Oxford Health NHS Foundation Trust
Council of Governors**

**Minutes of a meeting held on
10 September 2020 at 18:00
Via Microsoft Teams Virtual Meeting**

CoG 09/2020
(Agenda item: 04)

In addition to the Trust Chair and Non-Executive Director, David Walker, the following Governors were present:

Present:

Chris Roberts (CR)	Patient: Service Users Carers (Lead Governor)
Angela Conlan (AC)	Staff: Community Services
Gordon Davenport (GD)	Staff: Children and Young People
Gillian Evans (GE)	Patient: Service Users Oxfordshire
Benjamin Glass (BG)	Patient: Service Users Buckinghamshire and other counties
Louis Headley (LH)	Staff: Oxfordshire, Banes, Swindon & Wiltshire Mental Health Services
Dr Mike Hobbs (MH)	Public: Oxfordshire
Alan Jones (AJ)	Patient: Service Users Carers
Dr Tina Kenny	Buckingham Healthcare NHS Trust (<i>part-meeting</i>)
Davina Logan (DL)	Age UK Oxfordshire
Dr Mary Malone (MM)	Oxford Brookes University
Andrea McCubbin (AMc)	Buckinghamshire Mind
Madeleine Radburn (MR)	Public: Oxfordshire
Cllr Lawrie Stratford (LS)	Oxfordshire County Council
Hannah-Louise Toomey (HT)	Public: Oxfordshire
Sula Wiltshire (SWi)	Oxfordshire Clinical Commissioning Group

In attendance (non-voting):

Allan Johnson (AJo)	Public: Oxfordshire (<i>part-meeting</i>)
Richard Mandunya (RM)	Public: Oxfordshire
Neil Oastler (NO)	Staff: Children and Young People
Soo Yeo (SY)	Staff: Older People

In attendance from the Trust:

John Allison (JA)	Non-Executive Director
Nick Broughton (NB)	Chief Executive
Tim Boylin (TB)	Director of HR
Marie Crofts (MC)	Chief Nurse
Mark Hancock (MH)	Medical Director
Chris Hurst (CH)	Non-Executive Director
Aroop Mozumder (AM)	Non-Executive Director
Mike McEnaney (MMcE)	Director of Finance
Ben Riley (BR)	Managing Director Primary and Community Care
Kerry Rogers (KR)	Director of Corporate Affairs & Company Secretary
Hannah Smith (HS)	Assistant Trust Secretary
Susan Wall (SMW)	Corporate Governance Officer (<i>minutes</i>)
Martyn Ward (MW)	Director of Strategy & Chief Information Officer
Surangi Weerawarnakula (SW)	Corporate and Claims Officer

Presenters:

Rob Bale (RB)	Clinical Director – Oxfordshire & BSW Mental Health Directorate
Emma Hill (EH)	Service Manager, Urgent Care Pathway (Oxon)
Iain Murry (IM)	Engagement Lead – Grant Thornton UK LLP (Trust external auditors)
Sam Robinson (SR)	Head of service (Bucks)

PUBLIC

1.	Introduction and welcome from the Chair	Action
a	The Trust Chair welcomed all those present to the virtual Microsoft Teams Council of Governors meeting in Public.	
2.	Apologies for absence and quoracy check	
a	Apologies were received from the following Governors: Dr Hasanen Al-Taïar; Maureen Cundell; Tom Hayes; Angela Macpherson; Paul Miller; and Myrddin Roberts.	
b	Apologies received from the Board: Bernard Galton, Non-Executive Director; Sue Dopson, Non-Executive Director; and Debbie Richards, Managing Director of Learning Disability and Autism.	
c	Absent without formal apology were: Victoria Drew; Reinhard Kowalski; Jacqueline-Anne McKenna; Abdul Okoro; and Chelsea Urch.	
d	The meeting was confirmed to be quorate as over a third of the total number of Governors were present, including at least five Governors representing the public or patients' constituencies.	
3.	Declaration of interests	
a	No interests were declared pertinent to matters on the agenda.	
4.	Register of Governor's Interests	
a	An updated register of Governors interests was presented at CoG 04/2020.	
b	Updated Governor interests were noted, and no interests were declared pertinent to matters on the agenda.	
5.	External Audit Report	
a	Iain Murray, Engagement Lead for Grant Thornton UK LLP, the Trusts external auditors, reported on CoG 05/2020 the Audit Findings for Oxford Health NHS Foundation Trust for year ended 31 March 2020, stating the statutory deadline had been delayed by a month owing to the pandemic.	

<p>b</p> <p>c</p> <p>d</p> <p>e</p> <p>f</p>	<p>Iain Murray said the pandemic had created financial uncertainty and this was reflected in the financial statements. He highlighted a couple of significant risks: one being the valuation of land and buildings of the Trust with the uncertainties and fluctuations in property markets; and changes to funding in the NHS from a commissioner provider relationship to funding based on costs incurred with an uncertain end date for this payment process. He confirmed the Trust plans indicated the Trust as a going concern for the next 12 months, and no modifications were required to the statement.</p> <p>Iain Murray said the Trust had forecast a financial deficit for the last financial year 2019/20 but had ended the year in a surplus position owing to the crystallisation of surpluses from new care models towards the end of the financial year. He confirmed assurance and appropriateness had been sought by the auditors from NHSE on the surplus position.</p> <p>Iain Murray stated an unqualified position of value for money had been issued to the Trust for the past financial year 2019/20, as the Trust had reflected fair and transparent financial statements. In satisfying the auditors the Trust had proper arrangements in place for securing economic, efficient and effective use of its resources. He outlined there were still challenges in delivering Cost Improvement Programmes (CIP) with diminishing returns and inadequate funding for mental health services in Oxfordshire.</p> <p>Lucy Weston, Non-Executive Director and Chair of the Trust’s Audit Committee present at the Council meeting confirmed the Audit Committee had agreed with the auditor’s findings.</p> <p>The Council noted the external auditors report.</p>	
<p>6.</p> <p>a</p> <p>b</p>	<p>Annual Report and Annual Account 2019/20</p> <p>The Director of Finance and the Director of Corporate Affairs/Company Secretary reported on the Annual Report and Annual Accounts 2019/20 for the Trust.</p> <p>The Director of Finance reported on the Annual Accounts stating the deficit predicted at the beginning of the financial year was owing to: underfunding in mental health provision particularly in</p>	

	<p>Oxfordshire; pressures in demand with insufficient income; and significant agency usage with premium costs.</p>	
c	<p>The Director of Finance stated the positive conclusion to the financial year could be attributed to the Trust being efficient, and securing leadership of two provider collaboratives, New Care Models for Eating Disorders and Adult Forensic Services. A contribution of £7.5m from NHSE subsidised the Trust's investment into the New Care Models and would roll over into the next financial year.</p>	
d	<p>He informed the Council the Trust had received the agreed additional Mental Health funding in March 2020 from the CCG, payable over two years, and this would empower the Trust in achieving the desired break-even position.</p>	
e	<p>The Director of Corporate Services and Company Secretary highlighted the Annual Report and Accounts had been laid before parliament and subsequently the Trust was able to publish these. They were therefore made available to the Council, along with the Annual Accounts and Auditors report prior to the AGM as had been requested by the Council in previous years.</p>	
f	<p>Gordon Davenport asked if the Trust felt it had been supported by the Government in covering Covid-19 costs. The Director of Finance confirmed the Trust had, and this would be covered in more detail in the Finance report at Item 10 on the agenda.</p>	
g	<p>Mike Hobbs enquired if the Trust could confirm with certainty the additional funding from Oxfordshire CCG would address the deficit. The Director of Finance stated funding was already being invested in resources in Oxford and that the funding should address the deficit. However, it was not a precise matter as resource requirements varied from area to area and it was about making the most of funds available together with the on-going uncertainty around Covid-19.</p>	
h	<p>Andrea McCubbin enquired about the financial provision for Buckinghamshire. The Finance Director replied the allocation for Mental Health Services for Buckinghamshire was reasonable and fair and Buckinghamshire generally achieved a break-even position.</p>	
i	<p>The Council noted the report.</p>	

<p>7.</p> <p>a</p> <p>b</p>	<p>Minutes of last Meeting on: 11 June 2020 and Matters Arising</p> <p>The minutes of the last meeting on 11 June 2020 was approved as a true and accurate record, and there were no matters arising.</p> <p>The Council approved the minutes and noted there were no matters arising.</p> <p><i>Tina Kenny joined the meeting.</i></p>	
<p>8.</p> <p>a</p> <p>b</p> <p>c</p> <p>d</p> <p>e</p>	<p>Update Report from the Chair</p> <p>The Trust Chair welcomed the new Chief Executive, Nick Broughton to his first formal meeting as Chief Executive, and embraced his ambition to elevate the Trust from a CQC rating of, 'good,' to, 'outstanding.'</p> <p>In his oral update the Trust Chair expressed the equilibrium of finances for Mental Health ensured the long-term plan for the Trust remained in place, however it was recognised there was some instability due to the recent folding of Oxford Federation of General Practitioners (OxFed) in the city area, sparking renewed conversations with partners in rationalisation and streamlining of Community Services. He cited an additional area of uncertainty for the Trust being if the Government brought in new legislation where Buckinghamshire, Oxfordshire and Berkshire Integrated Care System (BOB ICS) would become a legal entity with statutory footing rather than remaining as a 'voluntary' body.</p> <p>The Trust Chair thanked Councillor Lin Hazel for her role as Governor as she had reached the end of her tenure, representing Buckinghamshire Council. The Trust awaited nomination of her successor.</p> <p>The Trust Chair spoke about the importance for the Trust Board to foster diversity in being more representative of the area the Trust serves. He said the Council would be involved in the evolution and integration of diversity within the Trust in the process of integrating and governorship of the Trusts aims and visions over time in delivering the best possible healthcare.</p> <p>The Council noted the oral update.</p>	

<p>9.</p>	<p>Update Report from CEO including Covid-19 response</p>	
<p>a</p>	<p>The Chief Executive said he was pleased to be at his first formal Council of Governors’ meeting as Chief Executive, and welcomed Dr Ben Riley, Managing Director for Primary and Community Services to his first meeting too.</p>	
<p>b</p>	<p>The Chief Executive reported on paper CoG 07/2020, Chief Executive’s report. He reflected on his first three months in post saying the Trust had potential to achieve, ‘outstanding,’ but there was work to be done around culture for all to truly embrace the Trust’s values and to empower others.</p>	
<p>c</p>	<p>He informed the Council the Board would be embedding a Quality Improvement approach across the Trust, and a strategy would be developed to cultivate an environment and culture of quality improvement to underpin everything undertaken in the Trust.</p>	
<p>d</p>	<p>The Chief Executive stated the Trust had received formal notification from NHSE Chief Officer outlining: the response to the pandemic was now in the third stage of recovery in restoring services that had been temporarily suspended; to prepare for a possibility of a second wave of Coronavirus; and to prepare for the pressures of winter.</p>	
<p>e</p>	<p>He stated the Trust did not step down many services owing to the pandemic, however Community Services for Podiatry, School Nurses and Health Visitors that had been suspended, had now resumed, but not without the challenges of reduced productivity to ensure adequate infection prevention control and social distancing.</p>	
<p>f</p>	<p>The Chief Executive stated winter was of concern with expected flu cases, and a possible spike in coronavirus cases. He said the Chief Nurse was leading the Trust’s flu immunisation programme and the Trust was aiming for an increase on 72% of Trust staff being vaccinated commensurate with that achieved last year. He said it would be important to reach out to patients in vulnerable groups to ensure they were vaccinated.</p>	
<p>g</p>	<p>The Chief Executive reported there were currently no Covid-19 inpatients, and there were only a small number in Community Services. He stated there had been an increase in Covid-19 cases, notably in Oxford City amongst the younger population who</p>	

	<p>generally did not require in-patient care. He informed the Council that modelling suggested a peak in Covid-19 cases mid-November. The Trust had acknowledged a second peak would pose challenges; however, the Trust was not anticipating the same demand for critical care as in the first peak and would continue to build relationships and share best practice across Trust geographies.</p>	
<p>h</p>	<p>The Trust Chair enquired how the long-term effect of the pandemic was affecting staff and patients, and what was the Trust doing to avoid being Oxford centric. The Chief Executive replied he had visited many services across the Trust to ensure they felt included and listened to, noting the Trust as an organisation was complex covering a large geographic area. He said he also was endeavouring to base himself at the Whiteleaf Centre, Aylesbury, Buckinghamshire one day a week. He added the appointment of Ben Riley, Managing Director Primary and Community Care would ensure that Trust wide Community Services would feel valued and he anticipated would receive the recognition and enhanced support through that appointment.</p>	
<p>i</p>	<p>Ben Riley answered stating that patients experiencing long-term effects of Covid-19 could experience chronic fatigue and have ongoing pulmonary issues requiring rehabilitation. He expressed the winter had the potential to be challenging and he was in collaboration with colleagues to ensure adequate primary care and urgent care to be available, incorporating all safety requirements in lieu of the pandemic. Incorporating safety measures had impacted staff as it necessitated working in twos or threes rather than singularly, resulting in fewer patients being seen, creating a backlog that was being addressed.</p>	
<p>j</p>	<p>Ben Riley told the Council the demise of OxFed, networks of GP practices of which Oxford had four, was part of the NHS reforming strategy noting the contracts for the Federation Groups in Oxford were in the process of winding down to new models as their contracts ended in March 2021. He stated the Federation Groups would be replaced by smaller 40 – 50k people/patient clusters, known as Primary Care Networks, and patients should not experience any loss in services as the change took place in line with the longer-term strategy for integrated care within BOB ICS.</p>	

<p>k</p>	<p>The Chief Nurse stated Trust staff were encouraged to have the flu vaccination and had access to full information about the vaccination and were encouraged to ask questions if there were any queries. She added the Trust promoted the importance of duty of care for patients, for each member of staff and their family to assist their decision-making process in accepting the vaccination. This was in response to a question by Ben Glass who enquired about the Trust’s flu strategy for staff.</p>	
<p>l</p>	<p>The Council noted the report.</p>	
<p>10.</p> <p>a</p> <p>b</p> <p>c</p> <p>d</p>	<p>Finance Report – month 4 update</p> <p>The Director of Finance gave an oral update, to supplement the detail in the finance report in the reading room, stating the plans for the Trust to contribute extra funds towards the deficit in the BOB ICS system had been put on hold due to the pandemic. He said, during COVID-19 the Trust was no longer running on a contractual basis, and funds were being received directly from the centre and were calculated by last year’s actual cost base and income for this year. He stated all costs incurred for Covid-19 had been reimbursed to enable the Trust to achieve the required break-even status, however this method was due to change soon and full details for the new regime was still to be clarified. He noted the average COVID-19 cost recovered from NHSI to the Trust per month had been £1.8m and this covered for now, all aspects, for example, setting up a PPE Warehouse, additional agency staff and extra IT support for staff working from home.</p> <p>The Director of Finance stated the Trust was running efficiently with some cost savings relating to the pandemic being offset with increases in other areas, so overall the Trust was running to plan despite the difficult circumstances.</p> <p>He stated the investment money received by the Trust owing to the fair allocation for Mental Health investment transformation money would be utilised in the second half of the financial year and plans had been reassessed and prioritised to account for this.</p> <p>Mike Hobbs enquired if there was any additional information around the new financial regime for the Trust. The Finance Director qualified that money for the Trust was being pushed from the</p>	

<p>e</p>	<p>centre rather than the historical method of raising an invoice, that was scrutinised prior to payment. The expectation was the Treasury would be tightening up to get the NHS envelope of spend within target, and the Trust would need to enforce tight management of funds as ultimately there potentially would be less money available. He added it was complex, as collaboration was required in securing resources as they were being managed and allocated by BOB ICS who were without statutory infrastructure and fiscal accountability.</p> <p>The Council noted the oral update.</p>	
<p>11.</p> <p>a</p> <p>b</p> <p>c</p>	<p>Out of Hours Services Progress Report</p> <p>The Trust Chair summarised it was the role of Governors to be guardians for the Trust and commended them for their action in setting up a Task and Finish group to review Out of Hours (OoH) and Night Team Services (NTS), thanking all those who had been involved in supporting the Trust identify areas in need of improvement.</p> <p>Madeleine Radburn (Chair of the Task and Finish Group and public governor) outlined how the Task and Finish group had been formed in August 2019 following initial concerns raised 18 months previously in the quality of staff responses to those who were contacting the Oxon OoH service in a crisis situation, and its task was to progress and resolve issues within the OoH and NTS in support of those using the service. She highlighted both Buckinghamshire and Oxfordshire services had been reviewed, however the majority of issues raised had been identified in Oxford services.</p> <p>Emma Hill, Service Manager, Urgent Care Pathway delivered an update and progress report for OoH and NTS for Oxon. She informed the Council the OoH service was based at OUH at the John Radcliffe with tele psychiatry services available to the Horton Hospital. She gave an overview of mental health urgent care in Oxon referencing the Night Assessment Team that had been of interest for the Task and Finish group. She added the interim Mental Health Helpline set up in response to the pandemic would be succeeded by the 24/7 South Central Ambulance Service (SCAS) mental health triage helpline.</p>	

d	<p>Emma Hill stated a quality review had taken place in March 2019 of Oxon NTS and from this Karen Lascelles, Nurse Consultant for Suicide Prevention had undertaken shadowing at nights with the OoH service working alongside staff to assess issues and needs, and she now facilitated reflective practice groups every 6-8 weeks. Additionally, a development day had taken place for training and development, and feedback in February 2020 focusing on: patient-centred communication; customer service skills involving service users; crisis management; safety planning; grounding; problem solving and de-escalation. The importance of connectivity between different teams and use of digital services was also addressed, and the Trust Head of Inclusion, Mohamed Patel had delivered a session on team culture, values and sensitivities.</p>	
e	<p>Emma Hill reported on other actions and developments for Oxon urgent care which included the following:</p> <ul style="list-style-type: none"> • recording of phone calls was being progressed Trust-wide; • Oxon Safe Haven, was on a permanent sustainable footing; • Banbury Safe Haven commenced February 2020; and • Oxon Children and Young People Home Treatment Team commenced July 2020, start date having been delayed due to the pandemic. 	
f	<p>Sam Robinson, Head of service for Buckinghamshire gave an overview of mental health urgent care in Buckinghamshire. She stated that Oxon and Bucks broadly offered similar services, however the difference being availability and timing of funding, highlighting Bucks had been fortunate to receive their crisis funding earlier.</p>	
g	<p>Sam Robinson said Psychiatric Liaison Services was based at Stoke Mandeville Hospital linked closely to the Crisis Response and Home Treatment Team, and the Night response Team based at the Whiteleaf Centre. She said services were co-ordinated so there was 24/7 cover for those presenting in a crisis.</p>	
h	<p>Sam Robinson said there had been an increase in the number of people that had been contacting the service and this was being closely monitored to establish if it was due to the nationally predicted rise of mental health issues relating to the pandemic or</p>	

	<p>the possibility of the increase being from local advertising of services.</p>	
i	<p>Emma Hill summarised that prior concerns received regarding the Mental Health Helpline staff lacking communication skills and not facilitating access to services had been addressed with overall positive feedback being received from callers to the Oxon Night Team. She added reflective practice had been added as the result of the only partially upheld complaint during the period under review, and that a repeat of the service user survey conducted in 2019 would commence over the next three months.</p>	
j	<p>Emma Hill stated Oxon continued to work with other system partners and service users to identify gaps and themes in the quality of services that would be reviewed and addressed as funding became available.</p>	
k	<p>Rob Bale, Clinical Director, Oxfordshire & BSW Mental Health Directorate said the Governors investigation and action plan had been very valuable. He stated operational and process changes had taken place from this as well as investment into a quality driven agenda with positive changes being noted.</p>	
l	<p>Madeline Radburn thanked all that had been involved in the Task and Finish group and was pleased many actions had been completed, and said on-going actions would be reviewed at the next Governor' Safety and Clinical Effectiveness sub-group.</p>	
m	<p>Chris Roberts asked of the Non-Executives present how they saw this type of task and finish group model working for other issues that may arise in the Trust. Aroop Mozumder, Non-Executive Director and Chair of Quality Committee replied the Task and Finish group for OoH and NTS had been an important piece of work and had been discussed in-depth at the Quality Committee the previous day, where the action plan demonstrated the majority of concerning actions were now completed. He said the Task and Finish group embodied the seriousness to which the Governors sought improvement for services the trust provided, and this approach may be appropriate to consider in the future.</p>	
n	<p>Gordon Davenport, Chair of the Governor Safety and Clinical Effectiveness sub-group expressed his concern regarding operational matters traditionally not being part of a governors' role.</p>	

o	<p>The Chief Executive added the work that had been completed by the governors formed part of a wider future transformation programme that he hoped would benefit from governors' input.</p> <p>The Council noted the report.</p> <p><i>Allan Johnson left the meeting.</i></p>	
12.	<p>Council of Governors' Responsibilities and Relationship with the Board of Directors</p> <p>a Chris Roberts, the Lead Governor stated following the recent Governor Forum a smaller group of Governors would be meeting separately to review how best Governors could assist in the Trust achieving its goals.</p> <p>b The Council noted the update.</p>	
13.	<p>Annual Fit and Proper Persons Checks progress</p> <p>a The Director of Corporate Affairs and Company Secretary gave thanks for Governors who had completed the annual fit and proper person checks in a timely fashion and reminded others of the importance and relevance of this.</p> <p>b The Trust Chair reminded those present that completing the checks were part of the Trust's legislative requirements and it was required they be observed.</p> <p>c The Council noted the oral update.</p>	
14.	<p>Questions from the public</p> <p>a There were no questions from members of the public.</p>	
15.	<p>AOB</p> <p>Lead Governor and Deputy Lead Governor appointments</p> <p>a The Director of Corporate Affairs and Company Secretary stated that due to the pandemic the usual process for appointing Lead and Deputy Lead Governor had not taken place. She stated Chris Roberts, current Lead Governor was happy to continue to March 2021 subject to the Council's approval.</p>	

b	The Council approved for Chris Roberts to remain as Lead Governor until the next elections.	
16.	Close of meeting Meeting closed at 19:37 Date of next meeting: 18 November 2020 via Microsoft Teams virtual meeting.	