

Council of Governors

UNCONFIRMED Minutes of the meeting of the Council of Governors held in a hybrid format (in-person at Centre Court and on MS Teams) on 19th December 2023

Governors present in person:

Name	Designation	Name	Designation
Ben Duke	Public Governor (Deputy Lead)	Celia Jackson-Chambers	Appointed Governor (SACMHA)
Billie Critchlow	Carer Governor	Dave Swindlehurst	Appointed Governor (Sheffield MENCAP)
Terry Proudfoot	Service User governor (Lead)	Angelito Esguerra	Staff Governor
Alan Radford	Public Governor		

Governors present on MS Teams:

Name	Designation	Name	Designation
Jonathan Hall	Service User Governor	Scott Weich	Appointed Governor (Sheffield University)
Julie Kitlowski	Public Governor	Chris Digman	Public Governor
Fozia Nadeem	Public Governor	James Barlow	Appointed Governor (Sheffield Carer Centre)
Alistair Brash	Young Service User	Julie Marsland	Appointed Governor (Staff Side) from item 7

In attendance in person:

Name	Designation	Name	Designation
Sharon Mays	Chair	Heather Smith	Non-Executive Director
Anne Dray	Non-Executive Director	Deborah Lawrenson	Director of Corporate Governance
Philip Easthope, Executive Director of Finance	Executive Director of Finance for item 2	Amber Wild	Head of Corporate Assurance
Jason Rowlands	Deputy Director of Strategy for item 10	Bethan Devonald	Executive Assistant (minutes)

In attendance on Teams:

Name	Designation	Name	Designation
Mark Dundon	Non-Executive Director	Brendan Stone	Associate Non- Executive Director
Olayinka Monisola Fadahunsi-Oluwole	Non-Executive director	Tania Baxter	Head of Clinical Governance and risk Item 11

Apologies:

Name	Designation	Name	Designation
Ross Mallett	Appointed Governor (Sheffield Hallam University)	Kathleen Myrie	Staff Governor

Name	Designation	Name	Designation
Rebecca Lawlor	Service User Governor	Cllr Martin Phipps	Appointed Governor (SCC)
Nicola Hodson	Service User Governor	Vyvyan Hopkinson	Staff Governor
Saira Jabin	Carer Governor	Dave Palfreyman	Staff Governor
Steve Ayris	Appointed Governor (Sheffield City Council)	Irene Nakamatte	Public Governor
Mohammed Khawja Ziauddin	Public Governor	Esther Ogunleye	Staff Governor
Irfan Khan	Appointed Governor	Owen McLellan	Non-Executive Director

Minute	Item	Action
CoG 19/12/23 Item 1	<p>Welcome, Apologies and Declarations of Interest</p> <p>The Chair welcomed governors to the meeting. Apologies were noted and there were no declarations of interest.</p>	
CoG 19/12/23 Item 2	<p>Performance Review Framework Presentation</p> <p>Phillip Easthope (PE), Executive Director of Finance gave a presentation on the Performance Framework outlining the role of the framework, how performance is monitored and measured, and how this is managed throughout the organisation.</p> <p>The following key points from the presentation were noted:</p> <ul style="list-style-type: none"> • The performance framework comprises metrics and key performance indicators that are aligned to demonstrating delivery of our vision, values, strategic aims, objectives and priorities. • The data collected and performance reviews are important to support driving improvement and building a culture of quality improvement. • Relevant information flows up from the services through our governance arrangements to the relevant Board assurance committees, Board and Council of Governors. • The current process includes performance management with directorates three times a year (tri-annual). This will be changing to a more tailored approach where each directorate will be rated based on current performance with performance reviews then taking place either monthly, bi-monthly or quarterly. This will include opportunity to showcase success, innovation and learning. • The Care Quality Commission (CQC) is in the process of changing its approach to a use of quality statements and the performance reviews will be amended to reflect this. • It was explained that the IPQR reports use Statistical Process Control icons (SPC) which supports identification of trajectories and movement. <p>In response to a query on how information on staffing (e.g. retention, agency and bank staff usage), is captured, it was explained that this could be found be within the IPQR (Integrated Performance Quality Report). A number of key performance indicators (KPIs) such as finance targets on use of agency or workforce targets in relation to safe staffing levels are presented in the IPQR reports and it is useful to look across these to understand impact rather than looking at them in isolation. PE added full detail on the KPI's, which are agreed annually, are available in the performance framework document.</p>	

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	<p>It was confirmed that the list of KPI's measures are included in the IPQR. For areas which are audited, a mental health minimum data set is submitted, which is externally audited every year, and the Trust is currently c94% compliant. In the discussion it was suggested:</p> <ul style="list-style-type: none"> • Future reporting include more detail on 'leading' KPIs rather than 'lagging' KPIs (i.e. less retrospective and more forward looking) and more detail on preventative interventions in order to be more outcome focussed. <p>It was explained work is taking place to develop more system level reporting.</p> <p>It was agreed that it would be helpful to share the most recent performance report from public board with governors, with the caveat the KPI's are currently being reviewed along with a review of the approach to presentation of the IPQR and the timescale for finalisation of these, when it is available will be shared with governors. Action: AW</p> <p>It was suggested a session in interpreting SPC charts would be organised for interested governors. Action: AW to reflect on the development plan.</p>	<p>AW</p> <p>AW</p>
<p>CoG 19/12/23 Item 3</p>	<p>Minutes of the Council of Governors meeting held on 18 October 2023</p> <p>The minutes from 18 October 2023 were approved as a true and accurate record subject to the following amendments:</p> <ul style="list-style-type: none"> • The reference to the Longley Centre roof repairs which was raised at the previous meeting be added on page 5. Action 	<p>AW</p>
<p>CoG 19/12/23 Item 4</p>	<p>Action Log</p> <p>The action log was reviewed, and actions marked for closure agreed.</p>	
<p>CoG 19/12/23 Item 5</p>	<p>Chair Report to the Council of Governors</p> <p>The Chair provided an update on the following matters:</p> <p><u>Board Recruitment</u></p> <ul style="list-style-type: none"> • The new Director of Strategy, James Drury will join the Trust from 1 January 2024. • The Director of Operations post has been advertised. The Interim will continue in post until recruitment has been completed. • Governors will be invited to participate in stakeholder groups for this upcoming board recruitment. <p><u>External meetings and relationships</u></p> <ul style="list-style-type: none"> • The Chair has continued to meet twice a year with the Chair of Health Watch which supports developing connections between the organisations. • The Chair has continued to meet with the Chairs from the Collaborative. • The Chair has continued to chair the South Yorkshire Mental Health Learning Disability and Autism Provider Collaborative (SY MHLA), there has been good progress in agreeing the trajectory for the priorities and sharing of good practice and it was noted that information on partnerships has been shared in the Board Update report to governors. • The Chair has attended the Sheffield Female Leaders dinner. 	

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	<ul style="list-style-type: none"> • The Chair has attended the NHS Providers Annual Conference, as a Board member, providing opportunity for building relationships nationally. • The Chair has visited 'Aspiring Communities Together Sheffield' and has heard about the impact of working with communities to improve services and access to services for people who use them. • The Chair has visited the Sheffield Adult Autism and Neurodevelopmental Service (SAANS) and the Gender Identity Clinic. <p><u>Governor engagement</u></p> <ul style="list-style-type: none"> • The Chair thanked Heather Smith, Deputy Chair for deputising for some of the governor drop-in sessions in November. • It was noted that governors have been giving excellent feedback from engaging with their constituencies. • The 'Let's Talk about Race' Conference was held in November at the Pakistani Muslim Centre to increase awareness of the Patient Carer Race Equity work. Trust services, partners and VCS organisations were in attendance and there was good attendance from governors. 	
<p>CoG 19/12/23 Item 6</p>	<p>Board Update Report</p> <p>The Board update report from November 2023 was presented to the Council of Governors. This outlined key matters the Board wished to draw to the attention of the Governors.</p> <p>In relation to a query about the uptake of staff vaccinations, which at the time of reporting was 40% for flu and 34% for COVID vaccination, it was noted that mobile clinics have been put in place which should improve uptake. Vaccinations are also being offered in the evenings to support staff doing night shifts with some targeted support for bank staff. The flu vaccination programme is ongoing and will continue into the new year. It was agreed further detail on progress with vaccinations, including comparison with previous years, will be provided to Governors Action: SMi/MD</p> <p>In relation to the Nursing Plan, clarity was requested on diversity by staff banding and it was confirmed that there was good representation at all levels up to and including Band 6 with further work needed above that level and continuing.</p> <p>An update on staffing across the organisation in relation to vacancies and recruitment was requested and it was noted that there has been a general challenge with recruitment to some specific roles such as Psychiatrist roles with a general resource shortage. Recruitment for Health Care Support workers and Nurses has improved, and overall vacancies are reducing.</p> <p>In relation to a query as to whether the vacancy rate has reduced in actual numbers, or percentage numbers, it was confirmed that the number of people employed is going up in absolute numbers. However, whilst recruitment has increased, the benefits have not yet been reflected in improved sickness levels and this remains a priority area of focus.</p> <p>It was agreed it would be helpful to have a dedicated session to outline to Governors the work taking place on recruitment and health and wellbeing led by the Chair of People Committee MD with support from the Executive Lead, linking in with the staff governors and the health and Wellbeing NED</p>	

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	<p>Champion. Action: MD/OFO to link in with the Executive lead and staff governors. Note for forward plan timing to be confirmed.</p>	
<p>CoG 19/12/23 Item 7</p>	<p>Feedback from Governors from constituencies and any key meetings</p> <p>Jonathan Hall (JH) provided feedback on the Lived Experience Research Partnership (LERP) meetings:</p> <ul style="list-style-type: none"> ○ The group is looking at ways to safely bring sensitive topics to meetings. Ideas included agendas being explicit about details for discussion, circulation of the agenda early to allow time for questions, attendees being able to leave and re-join as needed, pre-meetings to allow time for questions before the meeting. ○ SHSC is part of a newly formed Yorkshire digital hub, a representative from LERP went to the meeting to consult with members about the use of digital technologies in mental health and to explore potential research topics. Discussions focused on optimisation of the benefits of digital technology and mental health care. It was noted that there is a need to have carefully structured research in these areas taking into consideration data protection and governance. ○ At the December meeting, the group looked at the benefits of using Patient Recorded Outcome Measure (PROMs). ● Attendance at the SUN:RISE meeting - the group discussed a suicide prevention research project, where work is being done in conjunction with GPs to look at how they approach the question of suicidality with patients. The importance use of language was discussed and good practice when discussing sensitive topics such as suicide. ● JH advised that SHSC are the sponsorship NHS trust for a research study looking at new roles in mental health and how they are embedded. JH will be involved in this and will be conducting some of the interviews and has been put forward to be on the advisory board for this study. <p>The Chair thanked JH for his contribution and for highlighting the value of having service users and governors involved in research.</p> <p>Ben Duke (BD) gave an update on the groups he has attended since the last meeting:</p> <ul style="list-style-type: none"> ● Let's Talk About Race Conference where there was a focus on unconscious bias and microaggressions. ● Adult social care coproduction group hosted by Sheffield City Council. ● Re-think mental health carers working group monthly meeting. ● Carers Open Door meetings and SUN:RISE meeting. ● Visit to the Health Based Place of Safety. <p>James Barlow (JB):</p> <ul style="list-style-type: none"> ● Attended the Carer's roadshow which showcased joint working across Sheffield. It was agreed that it would be helpful to share information about referrals into the Sheffield Carer Centre from the trust, where the carer wasn't previously known, to support understanding of which SHSC services are routinely referring carers for support and this will be emailed to the Chair with details for 	

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	<p>sharing with the Carer Strategic Lead. Action – JB to share with SM</p> <p>Cecelia Jackson-Chambers (CJC) gave feedback on the following:</p> <ul style="list-style-type: none"> • She has participated in a visit to the Health-Based Place of Safety and noted that it was really good to see the excellent work that has been done to make it a safe space. • The Sheffield African Caribbean Mental Health Association (SACMHA) has opened a memory hub and it was agreed that a website link or poster details of this resource will be circulated to governors for onward sharing. Action: CJC/ AW 	
<p>CoG 19/12/23 Item 8</p>	<p>Quality Assurance Committee Chair of the committee presentation</p> <p>Heather Smith (HS), Non-Executive Director and Chair of the committee presented an update on the work and key items from the Quality Assurance Committee (QAC) during the course of 2023/24 which she presented through an alert, advise and assure approach:</p> <p>Alerts:</p> <ul style="list-style-type: none"> • Waiting lists and access to acute care and out of area beds continues to be a consistent issue particularly for Sheffield Adult Autism and Neurodevelopmental Service (SAANS), Gender Identity Clinic and Memory services. Recovery Improvement Plans are in place and monitored at QAC. • There have been improvements to delayed discharges, however these have worsened since August. • The repurposing of the Health-Based Place of Safety for use for hospitals bed for acute crisis has been an area of focus and discussion. • Quality risks have been alerted to the board as required. • Clinical supervision targets are not being met and this has been referred to People Committee. <p>Positive alerts:</p> <ul style="list-style-type: none"> • Improvement of waiting lists in some services such as: <ul style="list-style-type: none"> ○ Single Point of Access (SPA) where referrals have stabilised since an increase during Covid-19, and waiting times in triage has reduced from 300 to 19 people. The longest waits have reduced from 12 weeks to around 1 or 2 days. ○ The waiting list for Emotional Wellbeing Service (EWS) has reduced from around 1000 to 300 people waiting in the previous year. • Use of restrictive practice has been reduced. The closure of seclusion rooms hasn't raised levels of restrictive practice which has been positive. • There has been an improvement in recruitment of nurses and support workers with a reduction in use of agency staff. • The number of falls has reduced following the implementation of Hush huddles. • The Patient Safety Incident Response Framework (PSIRF) has created a new way of looking at incidents. SHSC has been a pilot for this with excellent work having taken place. • Learning Lessons: reporting has significantly improved, and further sources are being used to help with learning and improvement. • Safeguarding has improved significantly in recent years. • The Community transformation programme has made good progress, a lot of work has been done on co-production to switch into an improved way of working. 	

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	<ul style="list-style-type: none"> Clinical and Social Care Strategy, there is a focus on trauma informed care which is evident through board visits. <p>In relation to the staff in the community transformation programme, it was noted that there has been recruitment to new roles as well a re-shaping of existing teams. Governors were reminded that there is a governor development session in January 2024 on the community transformation programme where this can be discussed in more detail.</p> <p>In relation to feedback regarding a leaking roof at the Longley Centre which had been raised by BD it was confirmed that he would be provided with further follow up information on progress. With regards to a follow up question around safeguarding and the new EPR system from BD, it was confirmed that further detail will be provided following from the Executive Director of Nursing Professions and Quality, and this will be shared with BD.</p> <p>Action: AW to support <i>[Post meeting note: A meeting has been set up between BD and the Director of Operations and Transformation to answer these questions.</i></p> <p>Further assurance on the understanding of the management of waiting lists was requested and it was noted that feedback from governors, and feedback captured in board visits to services support the Non-Executive Directors to gain an understanding from staff and service users. This information is used to support triangulation with more formal reporting received.</p> <p>The Chair added that a recent visit to the Sheffield Adult Autism and Neurodevelopmental Service (SAANS), and Gender Identity Clinic, both of which have long waiting lists, was a good opportunity to speak to those involved in the day to day running of the services to get a better understanding of what is happening on the ground in services. It was noted that carers are also affected by the waiting times and out of area beds, as this creates a lack of opportunity to visit and offer support.</p> <p>It was acknowledged that waiting lists are a national problem and the South Yorkshire Mental Health Learning Disability and Autism Provider collaborative have made this one of their priorities. The Chair explained that progress has been made for the autism spectrum disorder pathway of SAANS, and governors have been kept updated of progress through the Board Update reports. It was acknowledged that there is a need to continue asking the questions and providing appropriate challenge in relation to waiting lists.</p> <p>Governors were informed that a new model is being developed that looks at primary care through a quality improvement initiative and teams have been using Quality Improvement methodology to understand the system and to develop improvement plans.</p>	
CoG 19/12/23 Item 9	<p>Governance Report</p> <p>An update was provided by the Director of Corporate Governance on the following key areas:</p> <ul style="list-style-type: none"> Opportunities to observe Non-Executive Directors at Board and Board Assurance Committees. The report provided detail on Governor observers at committees. Governors were asked to express an interest if they would like to take on a board committee observation role and to confirm if they wish to continue to observe if already doing so; and were encouraged to observe public Board meetings. Papers are available on the website. Governors were reminded that the annual call for updated declarations of interest would be taking place between December and the end of March 	

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	<p>2024. The Head of Corporate Assurance will email all governors with a copy of their previous declarations, with a request to update these and return the forms to support this requirement for onward reporting to Audit and Risk Committee.</p> <ul style="list-style-type: none"> • A separate item was provided in the confidential session on proposals regarding External Audit provision. <p>The Council of Governors received and noted the updates provided.</p>	
<p>CoG 19/12/23 Item 10</p>	<p>Operational Plan 23-24 progress update</p> <p>Jason Rowlands (JR), Deputy Director of Strategy presented an update on the operational Plan for 2023-24 highlighting the main priorities and pieces of work underway across SHSC, linked to the strategic aims.</p> <p>He noted the following key points:</p> <ul style="list-style-type: none"> • Work to deliver improved therapeutic environments continues with expected completion dates for the Health Based Place of Safety and Stanage ward expected in early 2024. Preparation for the refurbishment of Maple Ward will begin in the new year. • New service model agreed delivering enhanced support and extended hours of operation has been agreed for the Community Learning Disability Service. • New service model has been agreed focussing on improving access and outcomes for the adult Community Mental Health Team Service. • Work to develop the Primary Care Mental Health Service continues. • Crisis care services have had more money invested in liaison services so they can see people faster in A&E and there is more funding for dedicated hospital social workers. There will be a dedicated crisis line working with a voluntary led organisation to achieve this. • Talking Therapies (previously known as Improving Access to Psychological Therapies (IAPT), continue to deliver on national access standards. • The Reducing Waiting Lists and Waiting Well Collaborative involves ten services working together to deliver improvements. • The use of seclusion has reduced, and the overall number of physical restraints has gradually decreased since April 2021. A critical area of focus will be the reduction for people from Black/African Caribbean ethnicity. • The new Electronic Patient record (EPR) has been a significant improvement priority throughout the year. It is taking longer than expected to ensure everything is right before rolling it out across the whole of the organisation. • There has been positive engagement work around making sure services are inclusive, including work on Patient Carer Race Equality Framework (PCREF). <p>It was noted that the strategic priorities have been updated. The focus at this mid-year review has been on having key, high level priorities that can be clearly communicated through the organisation. The Non-Executive directors highlighted their contribution to the revision of strategic priorities and robust challenge which had taken place in relation to the financial plan and challenges, patient experience and health inequalities.</p> <p>Governors requested continued focus on whether the priorities will deliver on what the organisation needs. The Chair noted that there has been</p>	

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	<p>movement in the financial situation since the last governor workshop on finance in April 2023, and that an update on this for the Council of Governors would be helpful at an appropriate point. Note to confirm for forward plan timing to be confirmed.</p> <p>Governors were reminded that all governors are able to observe the public Board of Directors, where appropriate challenge takes place on the financial plan and Governors are also able to observe the Finance and Performance Committee.</p> <p>It was noted that the next steps in relation to the operational plan will be a refreshed list of priorities, following receipt of national policy and guidance which will be brought back to the Council of Governors. Note for forward plan – April 2024</p>	
<p>CoG 19/12/23 Item 11</p>	<p>Quality Objectives 2024-2027 Tania Baxter (TB), Head of Clinical Governance presented an update on development of quality objectives for 2024-2027</p> <p>It was noted that the three previous objectives for Quality expire in March 2024. Work is underway to determine the new objectives going forward, looking at areas of focus for the Trust and what external organisations, such as the CQC, are prioritising. It was explained that these are not new work streams, and these ideas will be included into work already taking place. It was stressed this was the beginning of the process of deciding the objectives for 2024-2027 and the current suggested priorities include:</p> <ul style="list-style-type: none"> • Sexual safety • Neurodiversity • Dementia <p>It was noted that co-production and equality and inclusivity will continue to be embedded within new objectives. A review of the current Quality objectives from the previous 3 years will be brought back to the Council of Governors meeting in February for discussion.</p> <p>In response to a question about whether there was a risk around achievement of the quality objectives due current pressures on the organisation, it was explained that risks are being monitored and used to help with this planning. The aim was that the objectives would not create new or additional work but will be aligned within the processes of work that are critical, and already being worked on to ensure they are deliverable.</p> <p>The Chair asked that discussion on the updated objectives be built into the agenda for Council of Governors going forward. Note for forward plan.</p>	
<p>CoG 19/12/23 Item 12</p>	<p>Any other business</p> <p>The Chair thanked the governors for all for their hard worked and wished them a Merry Christmas and a Happy New Year.</p>	
	<p>CLOSE</p>	

The next meeting of the Council of Governors will be held on
22 February from 2.30 – 5.00pm