

# GOVERNORS' ANNUAL REPORT 2017/18



## Chair's introduction

# Leisha Fullick

It has been another busy year for Camden and Islington NHS Foundation Trust governors. The governors as a whole group meet once a quarter, and the meetings, which I chair, always have very full agendas, as governors need a comprehensive picture of what is going on in the Trust if they are to fulfil their important role of holding the Trust to account.



In addition, our governor working groups, which look in depth at finance, quality, staff and service user experience, member engagement and the St Pancras site development, continue to flourish and provide valuable feedback to the Trust.

One of the most important issues for the governors this last year was the full Care Quality Commission (CQC) inspection which took place in December 2017. I am very grateful to the governors for their support and involvement in the inspection.

During the visit, the inspectors were very keen to get governors involved and held an open meeting with groups of governors, as well as attending one of the governor working group sessions.

In February, we were told that we had been rated as 'Good' overall and some areas – our Substance Misuse Services and our community-based older people's services – were rated as 'Outstanding'.

The CQC thought our Clinical Strategy, which governors helped develop two years ago, was excellent. Other areas, where governors have focused attention, such as acute services, care planning, and cultural change, were all recognised as having strongly improved since the last inspection. We know we have further work to do - on staff recruitment and retention and patient safety for example - and the governors are already looking to see how the Trust can improve on these issues.

As you will see from this annual report, C&I is very fortunate to have a lively, committed and diverse group of governors who make a great contribution to the Trust. I look forward to us all continuing to work together for the benefit of our service users, staff and the wider community.



## Lead Governor's message

# David Barry

**T**he Council of Governors represents the general community. A small number of governors are appointed – one each by University College London, Camden, Islington, and the voluntary sector. Otherwise we are mostly elected by the Trust membership which is drawn from service users, staff and local residents. We are unpaid volunteers.

We hold the Trust Board to account and pass motions from time to time which asks the Board to do things. In the past, these have included food quality and issues relating to the discharge of homeless inpatients. We are also much involved in the plans for the St Pancras site development, some aspects of which will require our consent in due course. It is the Council which appoints the non-executive directors of the Trust.

I have continued to chair the Council of Governors' Steering Committee which plays a vital role in planning the agenda for Council meetings. One of our key priorities is to consider how we can make these meetings more engaging. Our colleague, Wendy Savage, chairs the Council's Nomination and Remuneration Committee, which most recently had a strong focus on non-executive director recruitment and developing appointment recommendations for the Council.

Governors are also responsible for the Service User Improvement Fund. It's been pleasing to see the fund in action, (it was singled out for a special mention at the NHS Providers' Conference in 2017, where we were invited to make a poster presentation about it.) You can find out more about these projects later on in this report.

Finally, I would like to thank our retiring governors for their help in the past, existing governors for their commitment to C&I and its service users, and the new governors who have just joined us.

# Your governors in 2017/18



Thank you to the following governors who served for part of 2017/18:

Maureen Brewster, Simone Hensby, Farah Khan, Cllr Asima Shaikh, Cllr Nurullah Turan and Mala Wijeweera

## Service Users



Hagir Ahmed



Julia Austin



Peri Chaim



Bamidele Esuola



Kevin Hull



Roger Searle



## Public: Camden



Dr Zaheer Afridi



Suncica Mandich



Michelle Murray



## Public: Rest of London



Saira Nawaz



## Public: Islington



David Barry



Doris Daly



Valerie Graham-Dunkley



Prof. Wendy Savage



Monika Schwartz



## Staff



Sandra Chakara



Debra Hall



Rachel Kent



Simon Ramage



## Appointed



Dr Angela Hassiotis



Andy Murphy



Cllr Lorraine Revah



## Colour key –

Committee or group members/attendees:

- Steering Committee
- Nomination and Remuneration Committee
- Finance and Business Planning Working Group
- Membership Working Group
- Service User/Staff Experience and Quality Working Group
- St Pancras Hospital Site Development Working Group



# 'Good' rating in 2017 inspection



**C**amden and Islington NHS Foundation Trust was delighted with the outcome of its most recent Care Quality Commission (CQC) inspection that took place during December 2017.

With such energy and commitment given from our key stakeholders, including our Council of Governors, the Trust achieved a 'Good' rating.

We would like to say a huge thank you to all of our governors and members who were actively involved in preparations for the visit and while the inspectors were here.

Our governors played a significant role in supporting the Trust to improve on its previous rating of 'Requires Improvement', and as a result, a number of their invaluable contributions were highlighted in the formal inspection report.

Keen to improve service user experience, a number of governors participated in the "15 Steps Challenge" in advance of the inspection. The initiative's aim is to identify necessary improvements, enable continuous progress and to provide fresh eyes on wards and across our services.

While the inspectors visited the Trust, they attended a governor working group session, to hear about the key priorities and the progress that been had made so far – you can read more about this on pages 8 and 9.

Overall, we know there are still improvements we need to drive through. We can learn from the progress we have made already to ensure that we keep going and build on our success so far.



**The Trust had clarity about its strategic priorities and the culture it wanted to embody. An excellent clinical strategy provided clear future direction for the services delivered by the Trust. This strategy drew on details of the local population and the prevalence of mental health needs. The clinical strategy had been produced with input of patients, carers, staff and governors. The clinical strategy linked with the estates redevelopment programme at St Pancras.**

**Governors were supported with their role and had systems in place to hold non-executive directors to account. They chaired the nominations and remuneration board sub-committees. However, more could be done to encourage feedback from the 5,000 members of the Trust.**

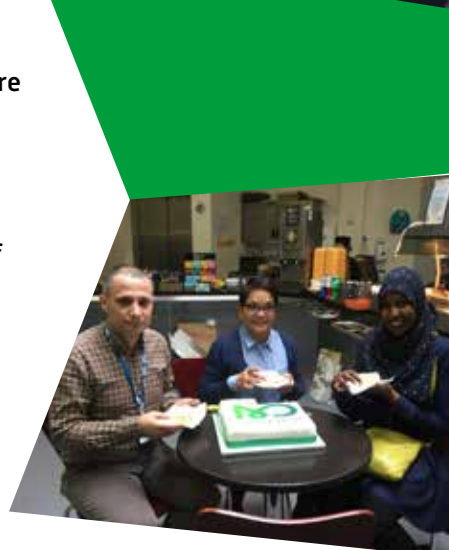




### Highlights from the CQC report:

- Good promotion of the use of research to improve care and treatment
- Innovative models of care
- Great progress in meeting the physical health care needs of patients
- Numerous examples of patient-centred care
- Challenges with recruitment and retention
- Significant shortfalls in staff completing mandatory training
- Further work required to improve safety of patients
- Pressures with bed management

To read the full report, visit: [www.candi.nhs.uk/cqc](http://www.candi.nhs.uk/cqc)







# Meet Simon Ramage, Staff Governor



**I am passionate about the NHS, having been employed there all my working life. I have 33 years continuous service in the NHS, with 30 years based locally within Camden and Islington, performing a range of diverse clinical and non-clinical roles, but with a main background in finance and contracts. It is my firm belief that no matter what your role in the NHS, or wherever you work, we have but one objective, and that is to help patients to get better. If you lose sight of that, you cannot perform effectively in your role.**

I once wrote a statement about my thoughts on the NHS on her 60th birthday which still holds true on her 70th, where I said: "I was born into the NHS and have worked there all my working life and hopefully will continue to do so until I retire. I will probably then volunteer within the NHS and may need to call on it should my health decline. When I die, it will be in the NHS and I will then look down and still feel I have not repaid my debt to the NHS."

I feel very privileged to have been elected as a Staff Governor and look forward to my second term in office. The initial three years have proven to be very rewarding, as I have engaged in as many of the Trust's activities as possible. I participated in interview panels for several non-executive director roles and stakeholder interview panels for the Chief Executive appointment. I am the Chair of the Governor Finance and Business Working Group, and sit on the Membership Working Group and on the Nominations Committee.

I helped to facilitate the final arrangements for establishing the garden project at The Rivers Crisis House. However, the role I am most proud of is being a member of the C&I Community Choir since its inception over two years ago. I have seen the positive benefits music can have on those suffering from mental illness, and have seen over 200 members come and go, with weekly attendances now swelling to over 30.

**In my second term of office, I look forward to supporting the Trust through its major redevelopment plans and shall support ways to reduce the incidence of violence and aggression against staff and patients. I will also establish regular staff surgeries to listen to concerns raised by my constituency and to act as a bridge between staff and the Trust Board.**



# Membership update

## Over the past year, C&I continued to focus on growing an engaged membership.

Over 2017/18, the Trust's membership remained stable with the number of public members moving from 4,289 to 4,268 and its service user membership increasing from 799 to 802. Although the Trust fell short of its individual projected targets of 4,350 public members and 850 service user members, we exceeded our overall membership target of 5,000+, by maintaining 5,070 public and service user members during this period.

### Number of members by Constituency

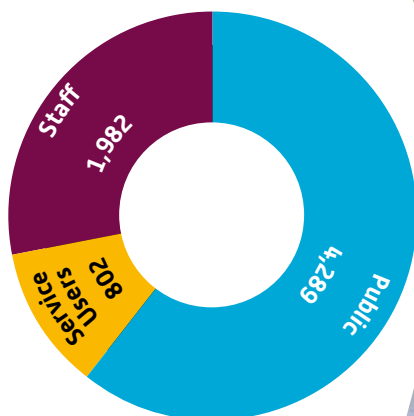
Opposite is a breakdown of our membership figures:

### Developing an active and engaged membership:

Over 2017/18, the Trust hosted a number of events, improving engagement with members. This included three "Mental Health Matters" events, which featured talks and discussions on Obsessive Compulsive Disorder and on the topic of "Is categorising always helpful?" During this time, it was also planned that the Membership Newsletter would be re-established to provide Trust members with regular updates, news, invites to key events and better communication overall.

### Enhancing governance and accountability:

Camden and Islington NHS Foundation Trust held a by-election to elect new governors to fill vacancies in both the Service User and Staff constituencies. Using an online system, members of each constituency were able to vote for their preferred candidate. As a result of this by-election, Kevin Hull, Peri Chaim and Sandra Chakara joined the Council of Governors.



# Your Governor Working Groups

In 2017/18, C&I had four established Governor Working Groups that represented the interests of members and the wider community in areas that are of key importance to the Trust. They were:

- Finance and Business Planning Working Group
- Membership Working Group
- Service User/Staff Experience and Quality Working Group
- St Pancras Hospital Site Development Working Group

## Finance and Business Planning Working Group

Objectives	Actions
<ul style="list-style-type: none"> <li>• Supporting the Trust's long-term financial focus (five year plan)</li> </ul>	<p>The Finance and Business Planning Working Group ensured it regularly reviewed the Trust's financial status and how it could be improved.</p>
<ul style="list-style-type: none"> <li>• Considering C&amp;I's Business Strategy</li> </ul>	<p>To support bed management issues, this Working Group developed an outline business case to support the Trust with discharging patients.</p>
<ul style="list-style-type: none"> <li>• Reviewing significant transactions</li> </ul>	<p>This group was significantly involved in appointing the Trust's external auditors for 2018, as it made the appointment recommendation to the Council.</p>

## Service User/Staff Experience and Quality Working Group

Objectives	Actions
<ul style="list-style-type: none"> <li>• Supporting Staff: focus on staff welfare and staff retention)</li> </ul>	<p>This Working Group played a significant role in choosing the 2017/18 priorities for the Trust.</p> <p>As part of the Quality Account, governors were given the opportunity to have their own chosen priority reviewed by external auditors.</p>
<ul style="list-style-type: none"> <li>• Care planning: knowing who is in charge of my care</li> </ul>	<p>The Service User/Staff Experience and Quality Working Group were hugely involved in a Trust initiative – Triangle of Care – that strives for better engagement with service users and carers, to improve care management.</p> <p>In coordination with this group, all governors were invited to participate in the "15 Steps Challenge", where they visited wards and shared their first impressions of what it was like to be there.</p>







### Membership Working Group

Objectives	Actions
<ul style="list-style-type: none"> <li>Monitoring progress against the Trust's Membership Strategy</li> </ul>	<p>At the request of the Steering Group, the Membership Working Group adopted a fourth objective by taking over the administration of the Service User Improvement Fund.</p> <p>To drive membership recruitment, the group used a number of methods. This included re-introducing the Membership Champion volunteer role, which was actively promoted through the Trust's website; social media; and at events.</p> <p>This group planned a number of "Mental Health Matters" events that were very well attended. With sensitive issues debated and high-profile key speakers, a huge number of members engaged with the events.</p>
<ul style="list-style-type: none"> <li>Using governors as existing links in the community</li> </ul>	
<ul style="list-style-type: none"> <li>Exploring different ways to engage with the membership</li> </ul>	
<ul style="list-style-type: none"> <li>Organising and monitoring the Service User Improvement Fund</li> </ul>	

### St Pancras Hospital Site Development Working Group

Objectives	Actions
<ul style="list-style-type: none"> <li>Ensuring that governor views about the design of the site are fully represented</li> </ul>	<p>This Working Group played a significant role in exploring some of the key factors that had the potential to impact the site redevelopment project.</p> <p>Understanding that the proposed community hubs are required to be effective, the group considered possible locations that could facilitate therapeutic and preventative spaces.</p> <p>In addition, the St Pancras Hospital Site Development Working Group considered how current inpatient facilities could be improved.</p>
<ul style="list-style-type: none"> <li>Ensuring that the site plan has a facility that encourages people to get back to work</li> </ul>	
<ul style="list-style-type: none"> <li>Ensuring that site plans adequately provide opportunities for users of the site to have physical exercise through a range of facilities</li> </ul>	

# Update from Malcolm McFrederick, St Pancras Transformation Programme Director on C&I's site redevelopment



**O**n 12 October 2018, we closed the public consultation into our plans to redevelop our community and inpatient facilities at St Pancras and across our two boroughs.

There was an initial delay of several months to the start of the consultation because of changes to the way public consultations are run, but it finally got underway in July.

There followed a very busy few months during which we met with hundreds of service users, carers, staff and the wider general public.

The Governors' St Pancras Hospital Site Development Working Group plays a key role in ensuring that governors and the wider membership are directly involved in influencing and shaping these plans. This has so far included discussion around the locations of the community hubs and the look of the inpatient facility.

At all our meetings, we outlined our vision to provide the calibre of mental health care that our service users rightly deserve and expect.

It includes building a brand new inpatient facility opposite Highgate Mental Health Centre enabling us to close our inpatient beds at St Pancras and sell or lease some of the land. However, we would retain enough land on the site to build a brand new community mental health hub, as well as provide space for our academics and researchers so they can work more effectively together.

We would also build two more community mental health hubs - one in Camden and the other in Islington - and these would house a wide range of mental health and other services.

We are hugely grateful for the invaluable feedback we've received from governors and a wide range of other individuals throughout the public consultation period.

This redevelopment project is so important because it will enable us to fulfil our three strategic aims which are: early and effective treatment and care; helping people to live as well as possible; and ensuring our ground-breaking academic research is translated into tailored treatment for every individual.

We look forward to hearing the outcome of the public consultation in December 2018 and hope that we can resubmit our Outline Business Case with public support shortly after.

If we get the go-ahead, the next phase in the project will involve service users, families, carers and staff giving their views on the clinical model for the community hubs and the new hospital, with final decisions on how they should look expected by autumn 2019.

We expect the community hubs to be built by December 2022 and the new hospital to be finished by June 2024.

**We are really excited at how plans are progressing and would love to hear from anyone who is interested in helping to shape the look of the new facilities. Please get in touch with me at: [Malcolm.mcfrederick@candi.nhs.uk](mailto:Malcolm.mcfrederick@candi.nhs.uk) or Chair of the Governors' St Pancras Hospital Site Development Working Group, Monika Schwartz, at: [Governors@candi.nhs.uk](mailto:Governors@candi.nhs.uk) and we will let you know how you can get involved.**







# Service User Improvement Fund

The Council of Governors is allocated a sum of £20,000 each year to support different initiatives that have the potential to improve the lives of service users.

During 2017/18, previous initiatives were brought forward and have really grown, with staff, service users and members actively participating on a regular basis. Here are summaries of two of our key initiatives:



## C&I's Community Choir

C&I's Community Choir has gone from strength-to-strength with over 200 people having attended on at least one occasion since it started in 2016.

It now has 30 regular attendees, who are often invited to perform at key internal and external events.

Some of the key performances over the last year included:

- the Trust's Star of the Year Awards
- the annual Carol Concert
- performing a Ghanaian lullaby for the Duke and Duchess of Cambridge at St Luke's Community Centre

If you would like to join the choir, come along to The Well at St Pancras Hospital every Tuesday, from 5:30pm – 7pm.

## Women's Exercise Group

Following a women's exercise group finishing in 2016, money from the Service User Improvement Fund was put towards a new exercise group catering for women service users, living in either Camden or Islington.

Although the women were not initially used to exercising regularly, they were able to join in and improve their physical health and wellbeing, helping them to:

- lose weight
- improve core strength and flexibility
- learn to relax and breathe properly
- improve their posture
- increase self-confidence

With a yoga/pilates instructor and a personal trainer, who is also a mental health nurse, the women in the group were well supported in the sessions with a thorough plan and guidance on maintaining the correct posture and techniques.



## Contact us

### Become a member

If you are not a member, you can find out more about membership by emailing [membership@candi.nhs.uk](mailto:membership@candi.nhs.uk).

You can also sign up via the Trust's website: [www.candi.nhs.uk/get-involved/membership](http://www.candi.nhs.uk/get-involved/membership).

### Become a governor

To find out more about becoming a governor, please email [membership@candi.nhs.uk](mailto:membership@candi.nhs.uk).

### Become a volunteer

If you are interested in volunteering with us, please contact [volunteer@candi.nhs.uk](mailto:volunteer@candi.nhs.uk) or telephone Jo Scott on: 020 3317 7146.

### Contact a governor

To contact a governor or Governor Working Group, please send your enquiry to [governors@candi.nhs.uk](mailto:governors@candi.nhs.uk) or use the 'Contact a governor' form on the Trust's website. Alternatively, you can submit your enquiry to:

The Membership Office:  
Freepost RTGZ\_ZKAY\_XGGC,  
Camden and Islington NHS Foundation Trust,  
St. Pancras Hospital,  
4 St Pancras Way,  
London NW1 0PE.

### Advice, complaints and compliments

If you wish to seek advice, leave a compliment or make a complaint, please email [feedback@candi.nhs.uk](mailto:feedback@candi.nhs.uk).

