C&I Governors’ Annual Report 2016/17

Listening to you
Speaking on your behalf
Representing your interests
Improving your experience of the Trust
Being a critical friend to the Trust
Holding the Trust Board to account
Scrutinising and challenging the Trust’s performance
Influencing Trust plans
Making key statutory decisions
Appointing key decision makers

We are YOUR Council of Governors
Message from Lead Governor David Barry

Governors are mostly elected by Trust members. There are also appointed governors from partner organisations and voluntary bodies. Together, we aim to represent the views of the Trust’s community but this is dependent on people joining the Trust as members and voting in elections. So we rely on you, and those of you who have joined in the last year are very welcome.

In 2016/17 was a busy year for the Council. Governors were engaged in a wide range of quality, financial and strategic issues both at the formal meetings of the Council and through the Governor Working Groups where they have worked closely with myself and the Board’s other non-executive directors (NEDs). They have regularly reviewed our financial position, kept an eye on a range of quality issues and provided valuable challenge and input as we started working on our proposals for developing the St Pancras site.

A vital role governors play each year is agreeing the priorities for service improvements which forms part of the Trust’s Annual Quality Accounts. In 2016/17, governors wanted to focus on the number of service users admitted to private sector beds.

The proper management of our finances is essential as there are so many demands on our resources. Governors have the responsibility for choosing the Trust’s external auditors and this year, they selected Grant Thornton LLP as the new auditors until 2020.

Another important role is appointing NEDs to the Trust’s Board. During 2016/17, the Council of Governors appointed both Professor Tom Burns and Kieran Parmar as NEDs for a three-year term. On this note, I would like to say goodbye and thank you. You can find out more about these projects later in this report.

Finally, I would like to join our Chair in thanking retiring governors for their help in the past, existing governors for their support over the last year and welcome those who have been recently appointed. I look forward to continuing valuable working relationships with all my governor colleagues, old and new.

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Introduction from Chair Leisha Fullick

As Chair of Camden and Islington NHS Foundation Trust one of my most important roles is to chair the Council of Governors meetings and to work closely with governors to take forward the work of the organisation. Through representing the interests of service users, staff and the local community the governors provide an important framework of democratic accountability and certainly help me keep my feet on the ground!

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Another important role is appointing NEDs to the Trust’s Board. During 2016/17, the Council of Governors appointed both Professor Tom Burns and Kieran Parmar as NEDs for a three-year term. On this note, I would like to say goodbye and thank you to our longstanding NED and Deputy Chair of the Trust, Richard Brooman. Having been significantly involved in both the Audit and Risk Committee and Nomination and Remuneration Committee, Richard’s contribution to the Trust has been exceptional and he will be missed by his colleagues.

I would like to thank all of our governors for their commitment and support over the last year and welcome those who have been recently appointed. I look forward to continuing valuable working relationships with all my governor colleagues, old and new.
Early this summer, the Board of C&I approved the submission of plans to redeploy our community and inpatient facilities to make them fit for the 21st century.

Our vision is to provide the calibre of mental health care that our service users rightly deserve and expect with brand new inpatient facilities and two innovative community health hubs housing a wide range of mental health and other services.

The Outline Business Case (OBC) containing our proposals is waiting for sign-off from NHS Improvement, Department of Health and HM Treasury as required – a significant step forward in enabling us to develop our clinical vision. They will decide in the autumn if and how they will be making sure that we can progress our plans further.

We looked at three feasible options. They were:
1. Repair and maintain all our current buildings, including our St Pancras site
2. Sell or lease some of the land at St Pancras and use the revenue to move our inpatient beds from St Pancras and build new ones on a site next to Highgate Mental Health Centre; invest in our community facilities, and bring our researchers and academics together on a single site
3. Sell or lease some of the land at St Pancras and use the revenue to move our inpatient beds from St Pancras and build new ones on a site at St Ann’s Hospital in Tottenham; invest in our community facilities, and bring our researchers and academics together on a single site

Our preferred option – and the one that most service users, carers and staff liked best when we asked them to score the three options – was 2.

Option 2 would not incur any additional building or infrastructure cost to the NHS. It would allow us to invest in our community services, build warm and welcoming inpatient facilities for those who need to come into hospital and bring our world-class research teams together at St Pancras to enable them to work together on research that can be directly translated into patient care.

Key to the success of the project will be making sure that we talk to service users, carers, staff and all other interested parties to give them the opportunity to help shape our plans. Having already engaged with service users and carer groups earlier this year, we are now requesting your input on how these facilities might look.

Although there are strict rules around many aspects of how inpatient facilities should look, we do have flexibility around the planning of communal areas such as inpatient service user recreation areas.

Let me know if you’d like to get involved by emailing me at: malcolm.mcfrederick@candi.nhs.uk

Malcolm McFrederick, St Pancras Transformation Programme Director

Meet a Governor

Valerie Graham-Dunkley, C&I staff member and Islington Public Governor, shares her perspective on the governor role and why mental health should be treated like any other condition.

“To reduce the stigma around mental health, we need to continue to talk about the issues at hand, show we care and see people as people – not conditions.”

Valerie Graham-Dunkley, Islington Public Governor

“My vision is to see C&I become a mental health trust that others look to as a model of how mental health services should be delivered.

I believe it’s essential that mental health and physical health should be treated together, as it requires a holistic approach to improve someone’s wellbeing. The Trust has been doing a lot of work to start bridging the gap between mental and physical health care, which is such a positive step forward.

“To reduce the stigma around mental health, we need to continue to talk about the issues at hand, show we care and see people as people – not conditions.”

Valerie Graham-Dunkley, Islington Public Governor

“With over 20 years’ experience of working in mental health, I am very passionate about making a difference for both service users and staff involved in the mental health system.

“I have seen first-hand the need for effective mental health support and care, particularly for people from a Black Minority Ethnic (BME) background, who often face inequalities when it comes to treating their mental health. For this reason, I take pride in my role as a governor, as we really can make a difference for those who need it.

“We are the connection between local residents and members of the Trust. It is vital that my colleagues and I are linked to the communities we serve, so we can represent their concerns views accurately, ensuring improvements are made where necessary.

“I will be coming to the end of my governor role in 2018. While being on the Council of Governors, I have been on interview panels for the roles of Trust Chief Executive and non-Executive Directors, worked on setting up the Staff BME Network and attended local conferences to hear vital feedback from Islington residents. All these activities have helped me gain the perspective on the governor role and why mental health should be treated like any other condition.”

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## Your Governor Working Groups

In 2016/17, C&I had four established Governor Working Groups:
- Finance and Business Planning Working Group
- Service User/Staff Experience and Quality Working Group
- Membership Working Group
- St Pancras Hospital Site Development Working Group

### Finance and Business Planning Working Group

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<tr>
<th>Objectives</th>
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<tbody>
<tr>
<td>Supporting the Trust’s long-term financial focus (five year plan)</td>
<td>At the request of the Council of Governors, this group was re-established during 2016.</td>
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<td>Considering C&amp;I’s Business Strategy</td>
<td>They agreed to change one of the ‘terms of reference’ to reflect that all governors were welcome to attend the group meetings.</td>
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<tr>
<td>Reviewing significant transactions</td>
<td>This Working Group was greatly involved in appointing the Trust’s external auditors for 2017, having provided a recommendation to the Audit &amp; Risk Committee and Council of Governors.</td>
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### Service User/Staff Experience and Quality Working Group

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<tr>
<td>Supporting Staff: focus on staff welfare and staff retention</td>
<td>With input from the Trust’s Human Resources and Organisational Development Department, this Working Group considered various factors to help improve staff retention. Governors were invited to participate in the 15 Steps Challenge – a scheme in which they went on impromptu visits to our wards to feed back to senior management their first impressions within ‘15 steps’ of walking onto a ward.</td>
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<tr>
<td>Supporting Staff: focus on staff welfare and staff retention</td>
<td>During 2016/17, this group continued to seek feedback from service users around their understanding of care plans.</td>
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### Membership Working Group

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<tr>
<td>Monitoring progress against the Trust Membership Strategy</td>
<td>This Working Group helped to shape a new membership strategy, which was approved by both the Council of Governors and the Board of Directors.</td>
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<td>Using governors as existing links in the community</td>
<td>This group considered various ways to increase membership and encourage other governors to take a lead in promoting it. A number of governors spoke at local forums about the benefits of becoming a member, while Trust events were also a platform for increasing the membership.</td>
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<tr>
<td>Exploring different ways to engage with the membership</td>
<td>With agreement from the group, ‘Medicine for Members’, which are talks on interesting mental health topics, was renamed ‘Mental Health Matters’. This Working Group continues to work with the Trust’s Communications Team to plan Mental Health Matters events, to which all members are invited. They also invited all members to attend an exhibition called Art of Caring, hosted at St Pancras Hospital, which received very positive feedback.</td>
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### St Pancras Hospital Site Development Working Group

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<tbody>
<tr>
<td>Ensuring that governor views about the design of the site are fully represented</td>
<td>As a key stakeholder within the St Pancras Site Redevelopment, this group considered what could be learnt from other development projects.</td>
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<tr>
<td>Ensuring that the site plan has a facility that encourages people to get back to work</td>
<td>Having previously looked at the options for the site, the group revisited them and considered what external approval might be required.</td>
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<tr>
<td>Ensuring that site plans adequately provide opportunities for users of the site to have physical exercise through a range of facilities</td>
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Update on Membership
Over the past year, C&I has continued to focus on the four key areas outlined in the Trust Membership Strategy.

Membership size and growth
Over 2016/17, the Trust’s membership remained stable with the number of public members moving from 4,290 to 4,289, and its service user membership decreasing from 799 to 797. Although the Trust fell short of its projected 2016/17 targets of 4,350 public members and 850 service user members, we exceeded our overall membership target of 5,000+, by maintaining 5,086 public and service user members during this period.

Below is a breakdown of our membership figures up to the end of March 2017:

<table>
<thead>
<tr>
<th>Number of Members by Constituency</th>
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<tbody>
<tr>
<td>Public</td>
</tr>
<tr>
<td>4,289</td>
</tr>
<tr>
<td>Service Users</td>
</tr>
<tr>
<td>797</td>
</tr>
<tr>
<td>Staff</td>
</tr>
<tr>
<td>1,924</td>
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<tr>
<td><strong>Total:</strong> 7,010</td>
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Developing an active and engaged membership
Over 2016/17, the Trust hosted a number of events, improving engagement with members. This included four ‘Mental Health Matters’ events (previously known as Medicine for Members), which featured ‘Seven Simple Steps to Quit Smoking’ and ‘Race Equality in Mental Health’ amongst other topics.

In addition, the Trust held its annual Open Day and Members’ Meeting, where new members were recruited.

Enhancing governance and accountability
During 2016/17, online elections were a significant part of electing new governors to the Council. A microsite, created specifically for the elections, improved accessibility and ease of voting, provided more detailed information about candidates and was an environmentally-friendly process.

Learning and improving
The Trust organised training and development sessions in partnership with University College London Hospitals (UCLH), which provided governors with an opportunity to enhance their skills and meet governors from another organisation. The training was delivered by NHS Providers’ GovernWell Programme and included Membership and Engagement, and NHS Finance and Business Skills modules.

“Over 2016/17, the Trust hosted a number of events, improving engagement with members.”

Governor project to improve the lives of service users, staff and the wider-public
One of the key initiatives for the governors during 2016/17 has been the Trust’s Community Choir, which celebrated its first birthday in August.

They have performed at several high-profile events and are going from strength-to-strength, with over 80 individuals attending sessions during the last year.

The Community Choir was invited as guests of honour by NHS Providers for their National Volunteers’ Week celebrations. They were described as an “excellent example” of governors making a strong contribution to an NHS Trust.

Other key performances during the year included our Annual Carol Concert and the Trust’s 2016 Star of the Year Awards, where they closed the event with an excellent rendition of “Summertime” by George Gershwin and other well-known songs.

The choir was set up in collaboration with Key Changes, a charity that promotes positive mental health through music. Islington Public Governor, Professor Wendy Savage, put forward a proposal for the choir in early 2016, hoping to encourage participation from everyone, regardless of their background, ability or experience.

“Governor project to improve the lives of service users, staff and the wider-public”

“The Community Choir is an excellent example of governors making a strong contribution.”
How our Service User Improvement Fund is being used

In 2015/16, our Council of Governors was allocated £20,000 to go towards different initiatives they felt would be beneficial for improving the lives of service users.

Now a year on, we are pleased to report that all proposals were agreed and ran effectively during 2016/17. The initiatives were:

- Patient activity for Services for Ageing and Mental Health (SAMH) Division
- A women’s exercise group
- A community choir
- Gardening improvements at St Pancras Hospital

Where we are now?

A number of iPads were made available to service users in the Services for Ageing and Mental Health (SAMH) Division, enabling them to keep in touch with family and friends and to have access to the internet and helpful apps. While the fund was prepared to buy iPads, the Trust’s ICT Department were able to recycle some from another completed project, so it was carried out at a small cost. Funds saved by this support from ICT were used on the other projects.

As part of the women’s exercise group initiative, Charlotte Evans, C&I’s Physical Health and Wellbeing Manager, was engaged to run weekly yoga and Pilates groups for women service users. These sessions provide a platform for women to engage in suitable exercise in a supportive environment. Many service users report that they feel “relaxed, calm and less anxious” after classes.

In collaboration with Key Changes, a charity that promotes positive mental health through music, the community choir has been fully established for over a year. Service users make up the majority but staff, governors and members of the public also regularly attend the weekly sessions, which are held every Tuesday from 5.30pm – 7pm in The Well at St Pancras Hospital. All are welcome to attend.

From an original proposal by Service User Governor, Hagir Ahmed, and support from the fund and C&I’s maintenance team, Engie, our gardening projects have developed, creating wonderful green areas at The Rivers Crisis House at St Pancras Hospital. The garden now has a variety of plants and fruit trees, resulting in a positive and happy environment for service users, staff and those who visit the site. Thanks are also due to Staff Governor, Simon Ramage, for his help.

Looking forward

Proposals for new and continuing initiatives to be supported by the Service User Improvement Fund have been received. They will be reviewed by the Trust’s Executive Team to ensure the proposed projects are viable and do not duplicate existing Trust services, before being reported to the full Council of Governors.

Get in contact

Become a member

If you are not yet a member, you can find out more about membership by emailing membership@candi.nhs.uk.

You can also sign up via the Trust’s website: www.candi.nhs.uk/get-involved/membership.

Become a Governor

To find out more about becoming a Governor, please email membership@candi.nhs.uk.

Become a volunteer

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

Contact a Governor

To contact a Governor or a Governor Working Group, please send your enquiry to governors@candi.nhs.uk or use the ‘Contact a Governor’ form on the Trust’s website.

Alternatively, you can submit your query to:

The Membership Office;
Freepost RTGZ_XKAY_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.
Camden and Islington NHS Foundation Trust,
St. Pancras Hospital, 4 St Pancras Way, London NW1 0PE
For a full list of Governors on the Council please visit the Trust website at www.candi.nhs.uk