

Board of Governors' Meeting

Notes from a meeting held on Tuesday 4th December 2007
at 2pm, in the 5th floor lecture theatre

Present

Dr Robin Anderson, Public: Rest of London
Ms Alison Armstrong, Specialist Commissioning
Dr David Bell, Staff: Clinical, Academic, Senior
Jennie Bird, Public: Camden
Mr Robin Bonner, Staff: Trades' Unionists
Mr John Carrier, Primary Care Trusts
Ms Stephanie Cooper, Public: Rest of London
Councillor Roger Freeman, Local Authorities
Ms Caroline Garland, Public: Camden
Mrs Amanda Hawke, Staff: Administrative & Technical
Ms Simone Hensby, Non-Statutory Sector
Angela Kenny, Public: Rest of London
Professor Susan Price, University of East London
Mr John Wilkes, Public: Rest of London

In attendance

Mr Nicholas Selbie, Trust Chair
Dr Nick Temple, Chief Executive
Mr Simon Young, Director of Finance (Items 7 and 13)
Dr Sally Hodges, PPI Lead (Items 11 and 13)
Ms Trudy Klauber, The Dean (Item 13)
Ms Lizzie Smith, Deputy Director of Training and Postgraduate Education
(Item 13)
Ms Vicky Franks, Vice Dean of Adult Directorate (Item 13)
Dr Matthew Patrick, Trust Director (Item 13)
Ms Julia Smith, Director of Performance (Item 13)
Mr Altaf Kara, Non-Executive Director (Item 13)
Mr Stan Ruszczynski, Clinical Director, Portman Clinic (Item 13)
Dr Rob Senior, Medical Director (Item 13)
Professor Andrew Cooper, Director of Research & Development (Item 13)
Mr Jonathan McKee, Trust Secretary

Observers

Ms Anna Young, Patient and Public Involvement Forum Chair

1. Chair's Opening Remarks

The Chair welcomed everyone to the meeting.

2. Apologies for absence

Lou James, Public: Camden
Chrissie Kimmons, Public: Rest of England & Wales
Dr Caroline Lindsey, Public: Rest of London
Dr Aulay Mackenzie, University of Essex
Dr Claudine Strickland, Public: Rest of London
Mr Michael Whiteley, Public: Camden

3. Minutes of the previous meeting

JM 1. Simone Hensby will be added as present

4. Matters arising

Robin Bonner tabled a paper that he had been asked to write at the 19th October at the Governors away day meeting. The paper related to the Governors' assessment of their performance as a Board. Robin and the Chairman had discussed the paper and agreed the objectives annexe needed more work before being returned in final form for approval. In the meantime, it was agreed that a working group be established to undertake this work and report to the Board of Governors. Recommendations A and C were adopted. D was amended to read "any Governor could attend the group but the group would be fixed"

All 2. Any interested Governor who wishes to join this group should contact the Trust Secretary

Recommendation F was accepted, but amended to show that Non-Executive Directors and senior management would be involved. The group will be dissolved once it presents its report to the Board of Governors.

5. Chairman's Report

Governors informal off-site meeting, 19th October 2007

The Chairman reported that he had attended a meeting with Governors and the meeting was constructive and positive. Agreed outcomes had included involving governors in business planning at an early stage. A meeting took place on 20th November 2007; this is the first of several meetings, and the process would be iterative.

Other points will be covered later in this meeting.

Board of Directors

The Board of Directors had met on 27th November 2007, and the Chairman reported that the Board has discussed:

1. the Annual Plan process;
2. IAPT;
3. Healthcare for London;
4. the Trust's performance, in particular the Financial Risk Rating of 2;
5. the education and training department being below target,
6. the adverse situation at the Tavistock Consultancy Service (TCS), and at the Mulberry Bush Day Unit;
7. the Assurance Framework (risk management);
8. and corporate governance.

The Board of Directors also discussed:

1. LINks (thanks were given to Anna Young for her work in this area);
2. the Healthcare Commission's award of "excellent" for services and "good" for use of resources (the use of resources rating was up from "fair" last year);
3. the Patient and Public Involvement report;
4. the staff survey action plan;
5. research, this is a major concern for the Trust;

An Investment Committee had been established in line with recommendations from Monitor, and its task was to review future investments and long-term strategic partnerships with other organisations to ensure ventures produce effective contributions to the delivery of the Annual Plan. Governors felt that the name seemed to be misleading.

- | | |
|-------------------|--|
| NS,
NT | ➤ The Chair and Chief Executive to reconsider the name of this Committee |
| NT | ➤ The Chief Executive to report on the work of this Committee at the next Board of Governors meeting |

Governors noted that the current changes in the research funding infrastructure were a challenge to all foundation trusts, and the Trust was currently considering collaborative research partnerships with those organisations with which the Trust has a mutual interest.

6. Chief Executive's Report

Nick Temple presented his regular report, highlighting the following areas:

1. The Trust is in a very tough financial environment, especially relating to the commissioning of specialist clinical services in common with other organisations in the NHS;
2. The Education and Training Department had recruited fewer students than was targeted;
3. A review of TCS will be reported to the Board of Directors in January;
4. A review of the Day Unit will be reported to the Board of Directors in January;
5. The Trust needs to make £1.5m savings in 2008/09;
6. The Annual Plan is in a very early stage and Governors' input was welcome;
7. The Board of Directors will be discussing the Trust's estate strategy on 18th December 2007;
8. That the Trust is very keen to engage with Primary Care Trusts (PCTs), each of whom has to set up a psychological therapies service in line with the IAPT initiative;
9. The Chief Executive and Chairman had met with the Chief Executive and Chairman of some other PCTs with a view to exploring the Trust's involvement in their polyclinics, Camden had been especially helpfully in this regard;
10. The bid to provide Haringey residents with a looked-after children's service had been considered by the relevant authorities and had been recommended for acceptance. The service will be called the Tavistock Haringey Service (as named by users themselves);

Governors noted that:

1. Robin Bonner reported that in his experience some PCTs were more flexible than others;
2. in considering the estates' strategy the Governors noted that the sale of land would not improve the Trust's revenue position;
3. the 'stepped care model' promoted by the IAPT policy may not be appropriate for people with more serious mental health problems;
4. the Trust is making a number of cuts in order to improve the cost-based position of the Trust;

It was announced that Professor Philip Richardson had died today. Professor Richardson's hard work for the Trust was noted, his loss will be sadly mourned.

7. Finance Directors' Report

Simon Young presented his regular report, and highlighted the following issues:

1. That the shortfall in income against target from the Training and Postgraduate Education Department had affected the results for the Trust;
2. That the Trust would have to work hard to eliminate the deficit and produce a surplus and this would mean short-term cost savings;
3. That in 2008/09, cost savings of £1.5m would have to be made, some of this would be met through growth, though the majority will have to be made through changes in working practices throughout the Trust.

Governors noted:

1. That the Trust was working hard to ensure that it would find the necessary savings in quarter 3;
2. That the issue of unused surplus in other Trusts was becoming a political issue at national level;
3. That the Board of Directors' review financial results on a monthly basis;
4. That under the Comprehensive Spending Review, the three-year projections for increases in health expenditure indicated further savings would be required throughout this period.

8. Board of Governors: Annual Progress Review

The Chairman had presented a paper that suggested that the meeting on the 19th October provided a record of assurance that the Trust had met its obligations under the Code of Governance in that the Board of Governors had reviewed its performance as a Board. Should any governor have any thoughts to add then they should do so by the year end. If no comments were received, the paper would be adopted as the record of assurance.

All ➤ Any comments on the paper to be e-mailed to the Chairman

9. Monitoring the decisions of the Board of Directors

Robin Bonner had presented a paper and this was adopted

RB ➤ Robin Bonner to be in touch with Governors to undertake the agreed recommendations

10. Governors Membership and Governors Review Committee vacancy

The Chairman highlighted that engagement with members and

stakeholders was an extremely important issue for the Trust. The Trust is urgently looking for a Public Governor for a vacancy on this Committee. No Governor came forward at the meeting.

- All** ➤ Any Governor interested in this position should contact the Trust Secretary

11. LINKs – Implications for the Trust

Sally Hodges presented a paper. Governors noted that a local event on LINKs was to take place in Camden, and the Trust hoped that Governors would also attend.

- all** ➤ Governors interested in attending should contact the Trust Secretary
- JM** ➤ Further discussion of this paper to be deferred until February 2008

12. Engaging Members and Stakeholders

The paper was noted; issues raised in the paper will be picked up in group work under Item 13 and throughout the process of producing the Annual Plan.

13. Our future as an NHS Foundation Trust

Nick Temple presented a paper noting:

1. that consulting the Governors at this stage was part of a long process
2. the paper presented cannot in nature be comprehensive as this is an early stage of that process
3. that the Board of Governors has a key role in considering the issues raised, and the process of formulating the 2008/09 Annual Plan.

a) Review of progress on 2007/08 Annual Plan

Nick Temple referred to his paper by highlighted some key areas:

1. Senior management were steering the process and had reviewed this 2007/08 Annual Plan delivery to date;
2. The Trust has had some success in winning new work;
3. Increasing activity does not solve cost pressures;
4. At present the Trust cost base is too high, especially in relation to pay.

b) Plans for the 2008/09 Annual Plan, including process for preparing the plan

Nick Temple referred to his paper by highlighting the following points:

1. That this was the second Annual Plan the Trust had produced;
2. That the planning was ongoing and was at an early stage;
3. That an Executive Steering Group had been formed to guide the process;
4. That there was a distinct difference between the role of the Executive in formulating the plan and the Governors consultative function;
5. That the Plan would be discussed in more detail at the informal meeting with Governors on 15th January 2008, and that this meeting would particularly focus on:
 - a. The effect the plan would have on users
 - b. The views of members and stakeholders
6. That the market assessment was important, especially in relation to consultancy;
7. That a draft would be presented to Governors on 14th February 2008.

c) Discussion of key issues in the Annual Plan

Nick Temple referred to his paper by highlighting the following points:

1. That the Plan would have to address the challenge of high costs;
2. That the Plan would promote expansion, but would not assume it;
3. That the Plan would address opportunities, particularly the need to engage with other partners;

Governors noted that the Trust should consider outreach into new locations in the various forms available.

Group work

Following breakout into four groups:

Improving Access to Psychological Therapies

Simon Young noted strong support had been received from his group. It involved advice being given; and that the Trust could work with the concept in order to add value to the government's proposed process.

It was noted that:

1. Philip Stokoe will lead on this work, and that the Trust bid for funding to provide such services had included support for all trainees as an integral part of the Trust's approach.
2. Trudy Klauber had discussed the opportunities for her department, particularly the demand from therapists for support during their training.
3. Matthew Patrick noted that Cognitive Behavioural Therapy (CBT) therapists do not engage clinicians at community level.

Research

Andrew Cooper reported this group had focused on survival and the Trust's ability to recover its capacity to develop and grow in partnership.

It was noted that:

1. Those previously in competition with the trust might become new partners and this would be useful in recruiting numbers of patients for clinical trials
2. Research key to building the Trust's reputation.
3. In maintaining the Trust's research function, it was noted that there needed to be a balance between creativity and managed programmes in order to create space for long-term developments.

Healthcare for London

Matthew Patrick noted his group had supported the Trust's aims to develop its business in other communities in other locations in addition to Camden, provided the quality of the Trust's work was maintained. It was suggested that the teams were not separated from the Trust, but remain linked to the Trust's main headquarters. This approach will require strong leadership from team leaders.

Education and Training

Trudy Klauber reported that her group had looked at the training strategy top-level draft plan up to 2011. The diagram showed a "supply driven" model while one governor suggested a "demand driven" model would be an interesting complimentary perspective. The Trust will be developing training at all levels, and its outreach work with nursing teams (adult and forensic) and could lead to modules towards a foundation degree. It is possible in the present climate that we have peaked for our Masters and Professional Doctorate programmes. Self-funded students are now less than 20% of our total recruitment. The CPD programme, including postgraduate medical education has been successful and could be a continued area of modest

growth. Primary care and forensic training are likely areas of possible development. Recruiting more BME students will be year on year is a strategic objective.

It was noted that:

1. the market environment is restricted in terms of funding and granting study leave
2. the Trust cannot continue to subsidise courses that do not generate a surplus
3. it takes up to ten years from planning to run a successful regional programme, and this has often depended on continuing subsidy. A new model will need to be developed.

- NT** ➤ Nick Temple to send drafts of the proposed Annual Plan to Governors

Governors thanked the management for their input and agreed that this was a useful session. Nicholas Selbie thanked the executive for their input and facilitation of the groups.

14. Any other business

None.

15. Notice of future meetings

Caroline Garland asked that all of the meetings in 2008 be moved from Thursday to Tuesday as she was not available on Thursdays. This was agreed.

- NT** ➤ All meetings to be moved to Tuesdays, a revised schedule to follow
JM

The meeting ended at 4:25pm.

Outstanding Action

Due Date	Agenda Item	Action Required	Director / Manager	Originating meeting & notes
Dec 07	3. Minutes of the previous meeting	Simone Hensby will be added at present	Jonathan McKee	4 th December 2007
ASAP	4. Matters arising	Any interested Governor who wishes to join the Governors Objectives working group should contact the Trust Secretary	Governors	4 th December 2007
Feb 08	5. Chairman's Report	Trust Secretary to share the Board of Directors' views on corporate governance once they have established them	Jonathan McKee	4 th December 2007
Feb 08	5. Chairman's Report	The Chief Executive to reconsider the name of the Investment Committee	Nick Temple	4 th December 2007
Feb 08	5. Chairman's Report	The Chief Executive to report on the work of the Investment Committee at the next Board of Governors meeting	Nick Temple	4 th December 2007
Jan 08	8. Board of Governors: Annual Progress Review	Any comments on the paper to be e-mailed to the Chairman	Governors	4 th December 2007
Jan 15 th 08	9. Monitoring the decisions of the Board of Directors	Robin Bonner to be in touch with Governors to undertake the agreed recommendations	Robin Bonner	4 th December 2007
ASAP	10. Governors Membership and Governors Review	Any Governor interested in this position should be contact the Trust Secretary	Governors	4 th December 2007

	Committee vacancy			
February 2008	11. LINKs – Implications for the Trust	Further discussion of this paper to be deferred until February 2008	Jonathan McKee	4 th December 2007
Feb 08	13. Our future as an NHS Foundation Trust	Nick Temple to send drafts of the proposed Annual Plan to Governors	Nick Temple	4 th December 2007
Feb 08	15. Notice of future meetings	Nick Temple to facilitate the necessary room changes so that Jonathan McKee move all of the days from Thursday to Tuesday	Nick Temple Jonathan McKee	4 th December 2007