

Minutes of the Annual Members Meeting
Held on Thursday 5 November 2020
Via Teams
Commencing at 10:00

Minutes

Open Formal Business

Mike Maier, Chair

The Chair opened the meeting and welcomed everyone to the Annual Members Meeting (AMM).

He introduced himself and his colleagues;

- Anne Farrell, Deputy Lead Governor, attending on behalf of Brian Crouch, Lead Governor.
- Sheena Cumiskey, Chief Executive
- Tim Welch, Director of Business and Value & Deputy Chief Executive
- Suzanne Edwards, Director of Operations
- Gary Flockhart, Director of Nursing, Therapies and Patient Partnership

The meeting was confirmed to be quorate.

The Chair outlined the programme of the meeting and noted that no questions had been received in advance of the meeting. Due to the nature of the on-line AMM it would not be possible for members to pose questions during the meeting, however any questions could be submitted to the cwp.governor@nhs.net mail box and answered in due course.

The Chair invited Anne Farrell, Deputy Lead Governor to present the Trust Update for the Council of Governors.

Trust Update: The Council of Governors

Anne Farrell, Deputy Lead Governor

The Deputy Lead Governor outlined there were 34 seats on the Council of Governors, including Service User/Carer Governors, Public Governors and Staff Governors plus appointed Partnership Governors. The Governors played an important role in holding the Trust to account for the services it provided and they also represented the interests of members to the Trust's Board of Directors.

She thanked all of the Governors for helping and supporting the Trust to develop over the past 12 months and informed members of the changes to the Council of Governors throughout 2019/20.

She thanked those Governors completing their term of office at the end of the 2020 Annual Members Meeting:

- Nigel Richardson, Out of Area Governor
- Derek Bosomworth, Public Governor
- Elizabeth Bott, Public Governor
- Philip Mook, Staff Governor
- Jacqueline McGhee, Service User / Carer Governor
- Maria Bishop, Service User / Carer Governor

A Farrell formally welcomed the newly elected Governors who commenced their role officially at the end of the 2020 Annual Members meeting:

- Beverley Greenwood, Service User / Carer Governor
- Alice Smith, Service User / Carer Governor
- Councillor Gareth Gould, Cheshire West and Chester Council
- Rob Walker, Public Governor, Cheshire East
- Roy Cartlidge, Public Governor – Cheshire East
- Kevin Bradburne, Public Governor – Cheshire West
- Paul Taylor, Out of area Governor
- Lisa Hulmes, Staff Governor – Clinical Psychology
- Jennette Wilne, Staff Governor – Non-Clinical
- Gill Thompson, Staff Governor - Therapies

A Farrell formally welcomed back Governors re-elected for a further term of office:

- Tim Seabrooke, Service User / Carer Governor
- Gus Cairns, Service User / Carer Governor
- Helen Nellist, Public Governor – Cheshire West
- Richard Agar, Public Governor - Wirral

The Deputy Lead Governor handed back to the Chair to inform the meeting of the changes to the Board of Directors.

Trust Update: The Board of Directors **Mike Maier, Chair**

M Maier, Chair, advised members of the changes to the Board of Directors which had occurred during 2019/20.

Avril Devaney MBE had retired from the role of the Director of Nursing, Therapies and Patient Partnership at CWP in September 2019. At the 2019 AMM, her time with the Trust had been reflected upon and the Trust's thanks for her work, dedication, and commitment had taken place. ~~As part of the 2019/20 reporting year, and~~ the Trust again expressed its thanks to Avril.

The Trust had undertaken a recruitment process for the role of Director of Nursing, Therapies and Patient Partnership in March 2019 and Gary Flockhart was appointed to the role and took up his position in August 2019.

In 2019/20 a non-voting Director of Strategy position was created to further support the Board of Directors. Andy Styring, formerly Executive Director of Operations was appointed to the non-voting Director of Strategy position in March 2020.

Also, during this reporting year, Lucy Crumplin, Non-Executive Director stepped down from the Board of Directors in July 2019, after completing her full 6 year tenure. She had brought valuable knowledge and experience to the Trust and the Board of Directors offered its thanks to her.

M Maier noted the appointment of Non-Executive Directors Anne Boyd and Paul Bowen in September and October 2019 respectively for three year terms of office. Due to unforeseen personal circumstances, Anne Boyd stepped down from her post in June 2020 and the Trust/~~Board of Directors~~ wished her all the very best. M Maier offered a warm welcome to Paul Bowen.

The Chair also reported that further to the completion of their first term in office, the Council of Governors had agreed the re-appointment of Edward Jenner and Andrea Campbell as Non-Executive Directors.

In addition, changes to the Board of Directors outside of the reporting year had included:

- appointment of Suzanne Edwards as Director of Operations effective from April 2020.
- re-appointment of Rebecca Burke-Sharples as Non-Executive Director and Trust Senior Independent Advisor for a further year from June 2020.
- Dr Jim O'Connor left the Trust in October 2020 after completing his full six year tenure. The Trust and Board of Directors offered its thanks to him and wished him all the best for the future.

Finally, in view of the vacancies resulting from the departures of Anne Boyd and Dr Jim O'Connor, on October 2020 the Trust had appointed two new Non-Executive Directors whose appointments brought a wealth of experience to the Board of Directors and completed the Non-Executive Director Team. The Chair welcomed:

- Elizabeth Harrison
- Farhad Ahmed

The Chair handed over to Tim Welch, Director of Business and Value & Deputy Chief Executive to inform the meeting of the Annual Report and Accounts.

Annual Report and Accounts 2019/20

Tim Welch, Director of Business and Value & Deputy Chief Executive

Tim Welch, Director of Business and Value outlined the Annual Report, Accounts and Quality Account 2019/20.

He advised that some changes to the usual reporting processes had occurred in light of the NHS's response to COVID-19.

Updated guidance for 2019/20 did not require the Trust to provide a Quality Account as part of its reporting process, nor was it a requirement for the Auditors to provide an audit opinion against the Quality Account. The Trust's Quality Account would be reported separately and published in December 2020 in accordance with guidance from NHS Improvement (NHSI).

The audit process had been slightly delayed, resulting in the Annual Report and Accounts 2019/20 being approved in July 2020, instead of May as in previous years.

T Welch informed the members that the report had undergone a rigorous approval process. In July 2020 the document was received by the Audit Committee and subsequently approved by the July 2020 Board of Directors. In July 2020 it was submitted to NHS Improvement and laid before Parliament, and in September 2020 the report was presented to and discussed with the Council of Governors by the Trust's external auditor, Grant Thornton.

The independent auditors report to the Council of Governors was found on page 77 of the full Annual Report and Accounts 2019/20, which can be viewed on the CWP Trust website at <https://www.cwp.nhs.uk/resources/reports/annual-report-and-accounts-20192020/>

The Trust's external auditor (Grant Thornton), issued the following opinions to the Trust following the 2019/20 external audit:

- Unqualified opinion issued for the Trust's financial statements
- Satisfied that in all significant respects the Trust had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

T Welch stated that overall it had been a positive year for the Trust and handed over to Suzanne

Edwards, Director of Operations to inform the meeting of the Reflections on COVID-19.

Reflections on COVID-19

Suzanne Edwards, Director of Operations

Suzanne Edwards, Director of Operations provided an update on the work CWP had undertaken during the pandemic.

The Annual Report and Accounts 2019/20 highlighted achievements of the Trust during the reporting year, however, the Trust wanted to share some of the achievements during the past few months and the learning taken from COVID-19.

Under normal circumstances, the Annual Members Meeting would be accompanied by the Trust's Big Book of Best Practice Event, however due to the restrictions in place, this had not occurred. She was pleased to report that the information which followed her introduction would be published as part of the 'Little Book of Best Practice' which was launched on the day of the AMM. It would be promoted via social media and available on the Trust website.

Although circumstances had been challenging for delivering care in the midst of lockdown:

- CWP remained able to deliver the majority of planned appointments in the community
- 98% of planned appointments took place in physical community services
- 87% of planned community appointments across mental health, learning disability and children, young people and family services went ahead
- Anyone who did not receive a planned appointment was followed up for a rearranged appointment
- CWP's learning disability and children and young people's services extended their hours to provide support during evenings and weekends
- We provided additional support to shielding patients, with joint working across mental health and physical health community teams
- Community physical health care colleagues had reached out to inpatient mental health services to provide end of life care and physical health care checks for COVID-19 positive patients
- Our Centre for Autism, Neuro-Developmental Disorders and Intellectual Disability (CANDDID) and our MyMind young people's websites shared information and resources via their online and social media channels
- Appointments and assessments had been facilitated in different ways, using telephone and video conferencing technology
- Technology had enabled people receiving inpatient care to keep connected to their loved ones, with the introduction of iPads on wards to support the use of apps such as FaceTime and WhatsApp
- Mindful of digital exclusion – people supported as individuals based on need
- CWP's Mental Health Support Teams (MHSTs) had been developed to work within schools across Cheshire to support the emotional health and wellbeing of local young people

Throughout the COVID-19 pandemic, staff from all over the Trust came up with innovative ways to continue high standards of care to the people we serve.

- Launch of the 24/7 Helpline for mental health established to support the people we care for
- Collaborative working to tackle common issues across Rural Alliance
- Simplified referral process to Crisis and Reablement Team (CART)
- Hand-knitted hearts on Silk Ward to keep loved ones connected

Our equality, diversity and inclusion networks had remained active throughout the pandemic.

- Our BAME + (Black, Asian and Minority Ethnic + all ethnicities both visible and non-visible) Network had produced a sketchnote to raise awareness of the group and its aims
- Our Disabled Staff Network had co-produce a set of Reasonable Adjustments Guidelines to help and support managers and staff
- Our LGBT+ (Lesbian, Gay, Bisexual and Transgendered) Staff Network celebrated Pride 2020 by sharing stories, flying the Rainbow Flag and launching NHS Pride pin badges at CWP

Keeping people informed had been key to ensuring our staff and the people we care for are kept as up to date as possible. Since the beginning of the pandemic the Trust had delivered:

- 24/7 help line direct marketing – 18,000+ calls; 222,000+ social media reach, 2m+ reach with broadcast and print media
- Over 500 COVID-19 social media posts with reach of 400,000+ people
- Over half a million page views on our website
- 83 internal bulletins with 190,000 reads
- Over 50 submissions to the COVID-19 ideas portal
- 515 staff Facebook posts with over 16,000 engagements

Suzanne Edwards handed over to Sheena Cumiskey, Chief Executive to inform the meeting of the plans for 2021 and beyond.

Looking Forward; Our plans for 2020/21 and Beyond Sheena Cumiskey, Chief Executive

Sheena Cumiskey, Chief Executive outlined that the wonderful response from all people at CWP to COVID-19 had been quite remarkable, including staff, governors, volunteers and members, as well as partners, people who access our services and people within our communities who had shown their support.

So much had been learned from the past few months: from how to successfully use new online and digital methods for providing effective therapies, to how communities can respond effectively to meet people's needs when truly working together with a single goal.

It was with enormous pleasure and pride that she introduced the Trust's Little Book of COVID-19 Best Practice and noted that in 2018/19, the Big Book of Best Practice was recognised by the Health Service Journal for being an example of best practice in communications and engagement.

2020 had been a very different year than others and while many aspects of the Trust's day-to-day practice had changed to keep patients and staff safe, one thing which had not wavered was the commitment of everyone at CWP to provide the best possible care to the people the Trust served. It was therefore no surprise that despite the challenges that each and every-one at CWP had faced, there remained an enormous appetite to share and learn from gold standard clinical practice.

Throughout the pandemic the Trust had seen so many examples of innovation and quality improvement. To help celebrate these achievements and inspire others, the Trust would be publishing a special edition 'Little Book of COVID-19 Best Practice'. The book was officially launched at this Annual Members' Meeting and would be promoted far and wide and could be found at [Little Book of COVID-19 Best Practice 2020 | CWP](#).

The help of members in sharing this across communities would be invaluable and Sheena encouraged them to look out for further communications on this.

Looking ahead, this learning would be taken forward in plans for the coming year which included:

- Continuing to adapt to an evolving picture, whilst being mindful of local and national restrictions and infection rates
- The implementation of mental health investment plans, recovery from COVID-19 and winter planning
- Continued support for staff as well as patients through ongoing challenges with a key emphasis on wellbeing and resilience
- Ongoing emphasis on recruitment, particularly for inpatient areas plus exploring new roles and working alongside partners
- Refreshing the Trust's strategy with a focus on tackling health inequalities and supporting communities. This work had commenced to understand the key national, regional and Place based requirements and how the Trust might respond to those. The Trust was particularly keen to work within communities and in partnership with the people who access our services, third sector and other health and care partners. To achieve this, the Trust would be embarking on wider engagement during the next few months as the Trust aimed to co-produce how it and the wider health economy design and deliver services in future.

The Chief Executive invited the Deputy Lead Governor and the Director of Nursing, Therapies and Patient Partnership, to present a Membership Update.

Membership Update:

Anne Farrell, Deputy Lead Governor & Gary Flockhart, Director of Nursing, Therapies and Patient Partnership

A Farrell, Deputy Lead Governor outlined that the Council of Governors ensured the appropriate steps were taken so that the Trust's membership accurately represented the communities it serves.

The Membership and Development Sub-Committee of the Council of Governors had been working closely with the Patient and Carer Experience Team to further develop this work.

There ~~were~~was a total of 14,668 members comprised of 1,794 Service Users / Carers, 9,046 members of the Public and 3,828 Staff.

Within the 3,828 Staff, 96 were from Clinical Psychology, 1,778 from Nursing, 1,030 were Non-Clinical, including Volunteers, 119 were Medical Staff and 805 were from Therapies.

The Trust had continued to build on its commitment to establish a representative Foundation Trust membership, where members were informed about the organisation, had the opportunity to engage with the Trust and become involved. This resulted in CWP being a stronger, more responsive and better organisation.

Membership for each locality was 4,873 in Cheshire West, 3,097 in East Cheshire, 4,278 in Wirral, complemented by 2,419 in the Out of Trust area

Membership was divided into three groups, known as constituencies:

- People who access services and Carers
- Public
- Staff

Anyone aged 11 or over was eligible to join the Trust as a member.

The Membership and Development Sub Committee oversees membership development and receives regular reports from the Patient and Carer Experience team. The Sub Committee had worked with the

Associate Director for Patient and Carer Experience to closely examine the information contained within the membership database and consider how best the Trust can improve the membership of the representation of our population.

The work to review of the membership strategy with involvement from existing members had started however due to COVID-19 much of the workload had moved to supporting keeping people apprised of national guidance and therefore this work had stalled for much of the year.

The importance of ensuring that the Trust was engaged with its members in a meaningful way was recognised, so that it was better able to listen, connect and interact with them. The Trust remained committed to working on a longer term strategy to enable the Trust to better focus on its goals; identifying the call to arms or calls-to-action, including improvement programs, events, opportunities for co-production and improvements in person-centred planning and care and other engagement and volunteering opportunities.

The Membership and Development Sub Committee will oversee the longer term plan to determine which parts of the communication and engagement were most effective. Evidence that the overall strategy was working would be seen over time, with members with higher engagement levels.

It was evident that staff, along with volunteers and leaders, were also interacting with other members and volunteers on a daily basis, which meant they had a lot to contribute towards membership and engagement. The Trust would listen to their opinions.

The development of the use of membership management software would enable the Trust Committee to be more efficient and effective. There would continue to be a focus on both the present and the future.

A Farrell handed over to Gary Flockhart Director of Nursing Therapies and Patient Partnership to present an update on Involvement.

Gary detailed that 'Involvement' had three main aims:

- to raise awareness of involvement and co-production opportunities and increase participation in under-represented areas
- to support people to access suitable and fulfilling roles that make a difference
- to work collaboratively to improve and be the eyes and ears of patient experience and help the Trust be the best it can be.

During 2019/20 over 200 people signed up as volunteers, plus more who were involved and participated in focus groups, the Listen Up group and specific pieces of work surrounding improvements to services including training and development. People had been involved in the whole project of reviewing services in light of changes due to COVID-19. They had been involved in the development of surveys and in the analysis of the research to help the Trust to understand how this impacted on peoples' lives.

Volunteers had also been involved in remote interview processes and remote meetings where they could provide feedback and support staff recruitment. Many of the amazing volunteers joined NHS Responders to offer their help during COVID and continued to do so.

G Flockhart offered his personal thanks to everyone who had worked so hard.

In the previous two years members had been informed about how the Trust had revised the reward and recognition system. It had also advised that it would work with people with lived experience to redesign how get people involved.

The Trust had worked with the Lived Experience, Volunteering and Engagement Network (LEVEN) to co-produce with people who accessed our service and their carers and we ~~continues~~continue to keep the systems and processes under continuous review to ensure we remained person centred.

The Trust also developed paid roles specifically for people with lived experience. A number of people were employed to co-deliver training in person-centred thinking, planning and in Values based recruitment to staff and people who accessed our services. The Trust would continue to develop roles for people with lived experience to be involved in the delivery of training and the development of paid peer support over the coming year.

In order to improve services for people it was crucial the Trust listened to feedback and what people told us about their experience. One of the ways this was being achieved was by listening to what people had to say. The Trust was developing creative ways to listen to peoples experience of CWP, both people who accessed services and who worked in them via, for example, staff networks, plus by the introduction of patient stories.

G Flockhart stated that the Trust was in the process of training people, including volunteers, in developing digital stories which were very memorable and built empathy in the listener which leads to changes in practice.

Digital stories are voice recordings put together with images to create a short video. The digital story format had three basic principles:

1. it was a first-person story
2. it was always short, usually under 3 minutes
3. the storyteller remained the director of the story

Recording a story could help showcase best practice when things had gone right, it could also help a patient process what was happening to them, but most importantly, it could give the teller a voice when things had gone wrong and help advocate for better services

G Flockhart shared a short 3 minute story with members, which was a very moving story of a person's experience. The story shared was being used so the Trust could make a difference for young people today.

Further to the video, the Chair would then conclude the meeting.

Trying To Be Me

The video was shared and can be found at; <https://youtu.be/6ggOb8q6ZM0>

Close of Formal Business. Mike Maier, Chair

M Maier, Chair, thanked all who had been involved in the meeting and re-iterated that if any questions had arisen during the Annual Members Meeting, these could be submitted to the cwp.governor@nhs.net mailbox.

The formal meeting was closed.

The attendance list was held by the Corporate Affairs Team.

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