

DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS

Held in the Boardroom, Trust Headquarters, Bramble House, Kingsway, Derby, DE22 3LZ

On Wednesday, 25th July 2012

MEETING HELD IN PUBLIC

Opened: 2.00 pm

Closed: 3.45 pm

PRESENT:

Alan Baines	Chairman
Kathryn Blackshaw	Acting Chief Executive
Graham Foster	Non-Executive Director
Ifti Majid	Executive Director of Operations, Performance and IM&T
Mick Martin	Deputy Chairman/Senior Independent Director
Tony Smith	Non-Executive Director
John Sykes	Executive Medical Director
Maura Teager	Non-Executive Director
Lesley Thompson	Non-Executive Director
Tim Woods	Executive Director of Finance

IN ATTENDANCE:

Alison Baker (minutes)	Personal Assistant to Chairman and Chief Executive/Office Manager
Hayley Darn	Infection Control Nurse
Stephen Edgeley	Head of Patient Safety, Deputy Director of Nursing (for Paul Lumsdon)
Graham Gillham	Director of Corporate and Legal Affairs
Helen Marks	Director of Workforce & Organisational Development

And 2 members of the public

APOLOGIES:

Paul Lumsdon	Executive Director of Nursing and Quality
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**DHCFT
2012/67**

OPENING REMARKS

The Chairman welcomed those present to the meeting and apologies were noted from Paul Lumsdon. The Board of Directors were updated on the Chairman's activities during the month, which included:

- The Council of Governors quarterly meeting on 28th June, which had been a very positive meeting, including a session on how the Trust deals with things that go wrong.
- A visit to the chair of North Staffs to discuss areas of mutual interest and their application for Foundation Trust status.
- Chairing an interview panel for an Older People's Mental Health consultant with John Sykes and Kathryn Blackshaw.
- A meeting with the Chairman of Nottinghamshire Healthcare to discuss areas of mutual interest.
- Attendance at the Quality, Research and Audit showcase.
- Continued regular meetings with Mike Shewan and Kathryn Blackshaw.
- A visit to Derbyshire Friend with Harinder Dhaliwal, Assistant Director of Engagement as part of the community engagement programme.

	<ul style="list-style-type: none"> ➤ The commencement of Executive Director “Grandparent” IPR (Individual Performance Review) sessions. ➤ The commencement of the recruitment process for the Trust’s new Chief Executive, following the current Chief Executive’s notification to the Chairman of his intention to retire from the Trust at the end of December. <p>Mick Martin confirmed that the Chairman had been reappointed for a second term as Trust Chairman by the Council of Governors on 28th June 2012 and congratulations were received from fellow Board members.</p> <p>Declarations of interest were recorded from the Executive Directors in relation to the Long Service Awards paper.</p>
<p>DHCFT 2012/68</p>	<p><u>MINUTES OF THE MEETING OF DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST, HELD ON 27TH JUNE 2012</u></p> <p>The minutes from the meeting of Derbyshire Healthcare NHS Foundation Trust, held on 27th June 2012, were approved with the following amendments:</p> <p><u>DHCFT 2012/59 CHIEF EXECUTIVE’S OVERVIEW AND UPDATE, INCLUDING EXECUTIVE LEADERSHIP TEAM FEEDBACK</u> First bullet point, last sentence to read “Kathryn Blackshaw added that a scoping meeting with Ripplez had also taken place.” Second bullet point to read “Customer Care training launch – the first event had been held on 14th June and had received a positive response from staff. The training was being considered for inclusion on the induction programme for new staff.”</p> <p><u>DHCFT 2012/61 GOLDEN QUESTION (FRIENDS AND FAMILY TEST)</u> Last paragraph to read “In response to Mick Martin, it was agreed that this initiative would create an opportunity for direct carer feedback, which needed to be collected and reported.</p> <p>RESOLVED: First bullet point to read:</p> <ul style="list-style-type: none"> ➤ To agree for the Executive Director of Nursing and Quality to be the Board level lead for the “Friends and Family <u>Test.</u>” <p><u>DHCFT 2012/62 BUSINESS & COMMERCIAL DEVELOPMENT REPORT</u> Third paragraph to read “Graham Foster commented positively following his attendance at the NHS Confederation Conference where the integrated approach with providers had been noted”.</p>
<p>DHCFT 2012/69</p>	<p><u>MATTERS ARISING – ACTIONS MATRIX</u></p> <p><u>DHCFT 2011/13 Draft Communications and Marketing Strategy</u> In response to the Chairman, Kathryn Blackshaw confirmed that the Communications and Marketing Strategy would be presented to the Board of Directors in October.</p> <p><u>DHCFT 2012/62 COMMERCIAL AND BUSINESS DEVELOPMENT REPORT – KATHRYN BLACKSHAW/TIM WOODS</u> The Business Development Group had not met since the action had been requested and an update would therefore be provided at the next meeting.</p> <p>In relation to the report from the external consulting group, Tim Woods confirmed this had now been received. Kathryn Blackshaw said the document would be forwarded to the Non-Executive Director members of the Business Development Group.</p>

	<p><u>DHCFT 2012/64 REVIEW OF STANDING FINANCIAL INSTRUCTIONS AND SCHEME OF DELEGATION</u> Graham Gillham confirmed the amendments requested had been made and the document had been published on the Trust's internal intranet site. Tim Woods added that reference to the revisions had been highlighted in the 'Connect' staff magazine.</p> <p><u>DHCFT 2012/65 MENTAL HEALTH ACT COMMITTEE 2011/12 ANNUAL REPORT</u> Graham Gillham advised that the Mental Health Act Committee 2011/12 Annual Report had been published on the Trust's website.</p>
<p>DHCFT 2012/70</p>	<p><u>CHIEF EXECUTIVE'S OVERVIEW AND UPDATE, INCLUDING EXECUTIVE LEADERSHIP TEAM FEEDBACK – KATHRYN BLACKSHAW</u></p> <p>Kathryn Blackshaw provided an update to the Board of Directors and highlighted the following key areas from her report:</p> <ul style="list-style-type: none"> ➤ The first away day for health care assistants, held at the end of June. Positive feedback had been received and additional events were being arranged. ➤ The Carers Health Day at the beginning of month, attended by approximately 70 carers, was a successful day and demonstrated the Trust's commitment to support the carers of people with mental health needs. ➤ The attendance of GRID (Grassroots Recovery in Derbyshire) at the June Board Development Session to discuss the recovery agenda. Executive Directors were now arranging to hold further meetings with this peer-led group to look at ways to support the expansion of the programme and explore alternative sources of funding. ➤ The Health Visitor Improvement Plan and preparation for the visit from 'Sustain'. The Board praised the work carried out by Jane Elliott and her team and looked forward to receiving the report from Sustain, once complete. <p>The Chairman referred to the decision to hold Board Development Sessions around the Trust and requested further thought to be given on how the drop in sessions could be further promoted. Helen Marks highlighted the difficulty in some inpatient areas to release staff and Kathryn Blackshaw suggested a discussion with staff on effective engagement would be beneficial. Ifti Majid added that another way to meet staff would be for Board members to carry out visits in small numbers (1s and 2s). Alternative suggestions would be considered outside the meeting.</p> <p>In response to Mick Martin, Kathryn Blackshaw provided a brief update on progress being made to establish a social enterprise vehicle to develop a Patient Volunteer Programme and referenced the updates included in Sarah Carter's Business and Commercial Development report previously presented to the Board. Kathryn Blackshaw also referred to a meeting which had been held the previous day to review the Trust's work on Recovery. Mick Martin raised concern that a number of strands of work seemed to be underway with no clear timelines to bring back to the Board for discussion/approval. Kathryn agreed that as part of the on-going work on developing the Trust's strategic direction, all such strands would be reviewed to ensure they meet the overarching priorities for the organisation and would come to the Board for agreement.</p> <p>In response to the Chairman, Maura Teager said that Healthcare Assistants were not presently regulated. As part of the planning for future away days for this sector of the workforce, Sue Stocks, Assistant Director of Professional and Practice Development, was working closely with Paul Lumsdon to set these standards. Stephen Edgeley added that the issue was also one of the key objectives for the</p>

	<p>Local Nursing Cabinet and that the Trust was fortunate in that it had the highest number of registered nurses.</p> <p>The Chairman asked for a response to be put together on the draft set of NHS care objectives, published for consultation by the Secretary of State, and Kathryn Blackshaw agreed to action this.</p> <p>In further response to the Chairman, Kathryn Blackshaw confirmed the Trust was involved in Sir David Nicholson's "NHS Heroes" campaign. The launch material had been received from the Department of Health and staff were being briefed.</p> <p>In relation to the Hospitality and Food Service Voluntary Agreement, produced by WRAP (the Government's Waste and Resource Action Programme), Tim Woods agreed to ensure the Trust had signed up to the agreement.</p> <p>The Chairman queried how the rules in relation to the lifting of the private patient income cap for Foundation Trusts from 1st October 2012 would be handled. The potential issue would arise if Governors were required to support any planned increase of 5% or more (of the proportion of total income from non-NHS sources) by a majority vote. As Governors only met once every three months, such instances where a majority vote was required could result in the need for extraordinary meetings to be held or for an alternative solution to be identified.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To receive and note the contents of the report.
<p>DHCFT 2012/71</p>	<p><u>QUALITY OVERVIEW AND UPDATE – MAURA TEAGER</u></p> <p>Maura Teager concentrated on three themes for her Quality Overview and Update report:</p> <ul style="list-style-type: none"> ➤ Governor's Working Group for Quality: <ul style="list-style-type: none"> • Meetings held since August 2011. • Focussed attention on patient engagement and quality visits, bringing a new level of scrutiny to the process. • Three areas identified in March 2012 to concentrate on over the next year (Releasing Time to Care; Compassion Focus Therapy; and Schwartz Rounds). • The Group has demonstrated the commitment and impact of the Governor role on the Quality Agenda. ➤ The End of Season 3 of the Quality Visit Programme: <ul style="list-style-type: none"> • Demonstrated the impact of the changes to the process. • The need to review to ensure integrity and challenge. • Assurance through evidence of changes, sustainability, and external scrutiny. • Key theme for Season 4. ➤ League of Friends Summer Fair <ul style="list-style-type: none"> • The impact of their work on the services provided. • Enhanced quality of patient/carer experience. • Support for activities. • Suggestions to structure where funds are spent.
<p>DHCFT 2012/72</p>	<p><u>ANNUAL HEALTH & SAFETY REPORT – STEVE EDGELEY</u></p> <p>Stephen Edgeley presented a positive health & safety annual report for 2011/12 and highlighted the following main points:</p>

	<ul style="list-style-type: none"> ➤ The Trust had declared compliance with the Regulatory Reform (Fire Safety) Order 2005, the Manual Handling Operations Regulations 1992, and the Health and Safety at Work etc. Act 1974. ➤ The instances of actual fires within the Trust remained below average when compared to other Trusts. ➤ Falls within inpatient areas continued to be closely monitored. Preventative measures had been implemented during the year, including joint working with Derbyshire Fire and Rescue to minimise the falls risk associated with heavy fire doors, particularly in Older Adult inpatient areas. In response to Maura Teager, Stephen Edgeley confirmed the Risk Management Committee were taking proactive steps to address the issues highlighted in the surveillance data into falls within inpatient areas and Ifti Majid added that the Division was undertaking a piece of work to understand the associated factors more fully. ➤ Training and Education needed to be targeted differently. The Training Board on 30th July would be looking to adopt the same approach to that used to improve Safeguarding Training completion. <p>The report had been thoroughly reviewed by the Risk Management Committee and Health and Safety Committee prior to its presentation to the Board of Directors.</p> <p>In response to Tony Smith, Helen Marks confirmed that the review of the Trust's Management of Stress Policy had included a stress management tool to improve understanding of the stress factors.</p> <p>In response to Lesley Thompson, Kathryn Blackshaw referred to a discussion by the Executive Leadership Team in relation to EDS (Equality Delivery System) and how the positive or negative impact on the REGARDS (Race, Economic Disadvantage, and Gender/gender identity, Age, Religion/belief, Disability and Sexual Orientation) Groups could be demonstrated on the front sheet of Board reports. Harinder Dhaliwal, Assistant Director Engagement, would be invited to spend some time with the Executive Team to look at this in more detail and ensure REGARDS had been fully explored in each case.</p> <p>The Chairman drew the Board of Directors' attention to the positive statistics and improved upward trajectory since 31st March 2012 and requested that this be recorded in the minutes.</p> <p>Stephen Edgeley agreed to take the report back to the Risk Management Committee, after which it would be brought back to the Board of Directors for approval.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ For the Health & Safety Annual Report 2011/12 to be taken back to the Risk Management Committee prior to being approved by the Board of Directors at a future meeting.
<p>DHCFT 2012/73</p>	<p><u>SAFEGUARDING ANNUAL REPORT – STEVE EDGELEY</u></p> <p>The Safeguarding Vulnerable Adults and Children Annual Report 2011/12 was presented to the Board of Directors and the following points were highlighted:</p> <ul style="list-style-type: none"> ➤ The Trust Safeguarding Children Declaration of “full compliance” was posted on the website on 1st April 2012. ➤ The Trust was fully compliant with the NHS Executive Standards. ➤ The organisation had been commended for its active participation in the local multi-agency commitment to safeguarding vulnerable children and adults. ➤ The annual report had been delayed, due to late receipt of the external

	<p>scrutiny and assessment SAAF (Safeguarding Adults Assessment Framework).</p> <ul style="list-style-type: none"> ➤ The Trust had adopted a Non-Executive Champion (Maura Teager) role at Board level to complement the Medical Champion, John Sykes. <p>In response to Lesley Thompson’s question about staff completion of Safeguarding Vulnerable Children training, Stephen Edgeley confirmed that the Safeguarding Committee had plans in place to meet the stretch target of 100% compliance by 1st April 2013.</p> <p>Mick Martin requested further background information with regard to the process undertaken by the East Midlands Safeguarding Adults Assessment Framework (SAAF), which was provided by Stephen Edgeley. It was suggested that further explanatory detail would be useful at a future Board Development Session.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To note the contents of the report and support the Trust Safeguarding Committee to continue to meet the required standards in protecting vulnerable adults and children.
<p>DHCFT 2012/74</p>	<p><u>BOARD ASSURANCE FRAMEWORK – STEVE EDGELEY</u></p> <p>The Board Assurance Framework (BAF) 2012/13 was presented to the Board of Directors. Stephen Edgeley explained that the document provided the central basis to support the Board’s disclosure requirements with regard to the Annual Governance Statement, and demonstrated solid assurance.</p> <p>Graham Foster referred to the review of the BAF, undertaken by the Audit Committee, and referred to the blue text which represented the changes that had been made as a result of the Committee’s discussions. Areas for further consideration included the Trust’s long term ability to respond to the changes in the health economy, together with staff profile in relation to the changes to the pay and reward framework.</p> <p>The Chairman requested the inclusion of reference to the work the Trust was doing with Clinical Commissioning Groups.</p> <p>In response to Lesley Thompson, Kathryn Blackshaw confirmed that the Directors continued to contribute to the BAF on a monthly basis prior to its presentation at the Audit Committee and that the document would continue to take shape throughout the year. Tim Woods added that the Trust’s internal auditors, PWC, had commented that the Trust’s BAF was one of the better ones they had reviewed.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To receive and support the BAF for 2012/13. ➤ To receive an update on the BAF again in November 2012, following review by the Audit Committee in October 2012.
<p>DHCFT 2012/75</p>	<p><u>BUSINESS & COMMERCIAL DEVELOPMENT REPORT – KATHRYN BLACKSHAW</u></p> <p>Kathryn Blackshaw presented the key points from Sarah Carter’s report. The review of Communications and Marketing had been completed, along with the consultation process. Implementation of the changes had commenced and the revised team structure would ‘go live’ fully in September. The sales post would be hosted through the Divisional structure and report into PCOG (Performance & Contracts Overview Group) and the BDG (Business Development Group). The income generation</p>

	<p>targets for this post would be monitored through the PCOG and, would be agreed, following the risk and sensitivity analysis presented to the Board of Directors in August.</p> <p>Graham Foster asked for early feedback from the Mastin Moor development. Data would be limited as the unit only opened at the beginning of the month and we are providing a service only, not an activity based contract, but Ifti Majid agreed to provide an update to the August meeting.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To note the contents of the report. ➤ To support the activity contained within the report. ➤ To undertake the actions as required.
<p>DHCFT 2012/76</p>	<p><u>LONG SERVICE AWARDS – HELEN MARKS</u></p> <p>Helen Marks presented the new proposal for Long Service Awards. Following the staff listening events, it was clear that staff were keen to see one system in place instead of the two systems currently being operated.</p> <p>There was a cost implication, due to the number of staff who would qualify for an award under the new scheme, and who had not to date received an award. However, the costs would reduce considerably over the following years as the scheme was embedded across the organisation. Tim Woods said that monies would need to be identified to fund the scheme.</p> <p>In response to Lesley Thompson and Graham Foster, Helen Marks confirmed that the proposed changes had been requested by staff and the changes would not fall under changes to terms and conditions, as the scheme was a benefit policy.</p> <p>It was anticipated that, from next year onwards, the long service awards would form part of the annual staff awards ceremony, but there would be too many staff for this to be possible for the September awards for 2012, however, ways to look at marking the achievement of long service would be explored.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To approve the proposed Long Service Award Scheme. ➤ To agree that the new Long Service Award Scheme would be launched from 1st September 2012.
<p>DHCFT 2012/77</p>	<p><u>WORKFORCE DASHBOARD – HELEN MARKS</u></p> <p>Helen Marks introduced her paper on the Workforce Dashboard, which would be built around three core themes: Metrics in relation to actions around the implementation of the People Strategy; Workforce KPIs (Key Performance Indicators); and Workforce Standards. Work was underway with the Trust's internal auditors to help shape the standards, including measures for well structured appraisals and a job satisfaction benchmark.</p> <p>The Board of Directors thanked Helen Marks for her comprehensive report.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To note the contents of the report.
<p>DHCFT 2012/78</p>	<p><u>INTEGRATED PERFORMANCE REPORT – KEY PERFORMANCE INDICATORS COMPLIANCE – JULY 2012 – IFTI MAJID/TIM WOODS</u></p> <p>Ifti Majid presented the first of the new performance reports and highlighted the performance dashboard on page four. All Monitor indicators were reported as 'green' and the issue the previous month with the KPIs for community services had</p>

	<p>been clarified, also resulting in a 'green' rating.</p> <p>There had been two instances where a minor had been admitted to one of the Trust's inpatient units. This had been necessary to ensure the safety of the individuals concerned and the Board of Directors were assured the individuals had been moved into more appropriate accommodation within 24 hours.</p> <p>The Board's attention was drawn to the Schedule 3 data at the bottom of the performance dashboard. This was not an enforceable CQUIN target but was important for the Board to be made aware of the position. Ifti Majid highlighted an issue in relation to the speed that typed discharge letters were being sent out to GPs, an ongoing problem across the NHS. This did not present any clinical risk as carbon copy discharge sheets continued to be automatically sent to patients and faxed to General Practitioners. Measures had been put in place to address the issue with the typed letters and the Board should expect to see an increase in trajectory over the coming months.</p> <p>Page five of the report highlighted the way in which downward trajectory data was being monitored to minimise the likelihood of the indicator being reported 'red' in future. Page eight onwards included the service line management report, setting the scene for optimising the performance of the service lines. This exciting data showed the triangulation of service line performance data, workforce KPI's, etc. from reports such as the Integrated Quality Governance Report and Finance reports to demonstrate the impact on the service lines of the organisation. Service Line Managers would attend the Board meetings in future to increase their own experience and answer questions from Board members.</p> <p>The Board of Directors were delighted with the report and thanked Ifti Majid and his team for their hard work, the result of which was a report demonstrating an accurate real time picture of performance.</p> <p>Turning to the financial position, Tim Woods was pleased to report that the Trust was £885k above the planned position. The main reason for this was due to the profiling of some CIP delivery schemes into latter quarters of the year, in line with Programme Office plans. The position at month 3 represented a financial risk rating of '4', which was a positive position for the Trust.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> ➤ To acknowledge the current performance of the Trust. ➤ To note the actions in place to ensure sustained performance.
	<p><i>The Chairman requested, in accordance with the Trust's Standing Orders, that representatives of the press and members of the public be excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted, the publicity on which would be prejudicial to the public interest. A five minute adjournment was therefore called.</i></p>

Date and time of next meeting

Date of next scheduled meeting

Wednesday, 29th August 2012 at 2.00 pm

Boardroom, Trust Headquarters, Bramble House, Kingsway Site, Kingsway, Derby, DE22 3LZ