

**DERBYSHIRE MENTAL HEALTH SERVICES NHS TRUST**

**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS**

**Held in Conference Room A, Education Centre, Kingsway**

**On Wednesday 1<sup>st</sup> July 2009**

**MEETING HELD IN PUBLIC**

Opened: 2.00 pm

Adjourned: 3.00 pm

**PRESENT:**

Alan Baines	Chairman
Kathryn Blackshaw	Executive Director of Business Strategy
Graham Foster	Non-Executive Director
Paul Lumsdon	Executive Director of Nursing and Quality
Ifti Majid	Executive Director of Operations
Mike Shewan	Chief Executive
John Sykes	Executive Medical Director
Lesley Thompson	Non-Executive Director
Tim Woods	Executive Director of Finance
Graham Gillham	Director of Corporate and Legal Affairs
Alison Baker	Executive Business Assistant (Minute Taker)

**IN ATTENDANCE:**

Philip Atkinson	AstraZeneca UK Ltd, Mental Health Business Development Executive
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**APOLOGIES:**

Alan Barclay	Non-Executive Director
Mick Martin	Non-Executive Director
Carole Appleby	Non-Executive Director

**DMHT  
09/64**

**OPENING REMARKS**

*Those present were advised that the meeting would be audio recorded for the purpose of accurately recording the minutes. The audio recording would be retained for a period of six months, after which time it would be destroyed.*

*Those present were reminded to turn off any mobile telephones, unless urgently required, due to their interference with the recording equipment.*

*The Chairman confirmed that Carole Appleby, new Non-Executive Director, had commenced in post that day, although she was unable to attend the July Trust Board. The new Chairman of Derbyshire County PCT had been appointed and a meeting would be arranged in August.*

*Since the June Board, the Chairman had been to see Sir John Brigstocke for his annual appraisal and the appraisals of the Non-Executive Directors would also be arranged shortly.*

**DMHT  
09/65**

**MINUTES OF MEETING OF THE TRUST BOARD HELD IN PUBLIC ON  
WEDNESDAY 3<sup>rd</sup> JUNE 2009**

The minutes of the meeting held on 3<sup>rd</sup> June 2009 were accepted and approved with the following amendments:-

*DMHT 09/59 Emergency Plan*

Addition to the final paragraph - to read "The Emergency Plan would be reviewed in light of the outcomes from the Swine Flu Emergency Planning exercise".

*DMHT 09/60 Information Management & Technology (IM&T) Strategy*

The second to last paragraph to read "..... and Graham Gillham asked that reference be made to the legal implications of the Data Protection Act **on the front sheet of the strategy document.....**"

**DMHT  
09/66**

**MINUTES OF MEETING OF THE EXTRAORDINARY TRUST BOARD HELD IN PUBLIC ON WEDNESDAY 10<sup>th</sup> JUNE 2009**

The minutes of the meeting held on 10<sup>th</sup> June 2009 were accepted and approved with the following amendment:-

*DMHT 09/67 Closing Remarks*

Final paragraph to read "The Chairman reminded those present that the **Board to Board** with Derby City PCT would be held after the Trust Board on 1<sup>st</sup> July 2009 and would be unlikely to finish until approximately 7.00 pm."

**DMHT  
09/67**

**MATTERS ARISING FROM MINUTES OF THE MEETING OF THE TRUST BOARD HELD IN PUBLIC ON 3<sup>rd</sup> and 10<sup>th</sup> JUNE 2009 AND ACTIONS MATRIX**

*DMHT 09/14 Transforming Community Services*

A new Chairman had now been appointed at Derbyshire County PCT and the Board to Board would therefore be scheduled.

*DMHT 09/36 Annual Agenda Schedule*

Although a "live" document, individual comments were awaited from Executive Directors.

*DMHT 09/59 Emergency Plan*

Paul Lumsdon advised that the Emergency Plan would be timetabled once the Swine Flu Emergency Planning exercise had been completed.

*DMHT 09/60 IM&T Strategy*

Ifti Majid confirmed that the necessary amendments had been made to the IM&T Strategy.

Kathryn Blackshaw assured the Board that the articulation of the IM&T Strategy and cultural change had been incorporated into the Executive Summary of the IBP.

*DMHT 09/67 Closing Remarks*

Mike Shewan confirmed that the Mock Board to Board with Whitehead Mann would be held on 29<sup>th</sup> July 2009 and suggested that a briefing note be circulated two weeks prior to the meeting to outline the format of the session. (N.B. the Mock Board to Board with Whitehead Mann would subsequently need to be rescheduled).

**DMHT  
09/68**

**VERBAL REPORT FROM THE NHS CONFEDERATION ANNUAL CONFERENCE – MIKE SHEWAN**

Mike Shewan explained that the NHS Confederation Conference was the main NHS event of the year and the main preoccupation had been the topic of the economic and political scenarios. It had been evident that a large number of NHS organisations were engaged in the same agenda as the Trust with regard to understanding the challenges ahead and the various options available. Mike Shewan suggested that the Board should familiarise themselves with the following publications:-

- 1) Dealing with the Downturn
- 2) Commissioning in a Cold Climate
- 3) Industrial Transformation in the NHS

Mike Shewan also made reference to the progress of developing a tariff for mental health services, which had been raised at the conference. It was still unknown how the tariff would work and, although work had been ongoing for some time to look at care clusters in mental health, it was increasingly difficult to identify a cost for services which were developed in very different ways. An announcement had been made that a tariff was unlikely to be in place until 2013 at the earliest.

The conference had heard from the newly appointed Health Secretary, Rt Hon Andy Burnham, Shadow Secretary of State for Health, Andrew Lansley, and Chief Executive of the NHS, David Nicholson.

**DMHT  
09/69**

### **BOARD ASSURANCE FRAMEWORK – PAUL LUMSDON**

Paul Lumsdon presented the new Board Assurance Framework (BAF), based on the objectives previously agreed by the Board. All Directors had been through the BAF and identified the principal risks. The Trust Risk Register and BAF were combined into one document and the use of colour coding had been incorporated with the top five red risks easily identified. The new style demonstrated how the audit programme would provide assurance to the Board in relation to the processes in place to mitigate the risks. The Board were delighted to note that the Head of Internal Audit Opinion had given significant assurance for the Trust's BAF.

Graham Foster was pleased to see patient and carer feedback as a source of assurance in the BAF and asked whether it would be possible to identify staff input and feedback in the same way. Paul Lumsdon replied that the staff survey would enable staff views to be incorporated and also provide a national benchmark against other Trusts. Ifti Majid added that the information from the Workforce Balanced Scorecard could also be utilised.

Graham Foster highlighted a new form of Board reporting which had been demonstrated at a recent conference. Paul Lumsdon responded that he had downloaded the presentation given by the Innovation Institute representation, with a view to exploring alternative ways of reporting.

Kathryn Blackshaw suggested that some of the risks in the BAF should be reviewed to look at the links and impact when combined with other risks.

The Chairman stressed the importance of fully understanding the BAF, which encapsulated what could go wrong and the steps in place to mitigate against those risks.

Graham Foster provided feedback from the Audit Committee and was pleased to note the integration of the clinical audit work into the BAF. The Board were also advised that Tim Thomas from Internal Audit was anxious to develop a more methodical approach to writing the Statement on Internal Control (SIC). He had reflected on the structured way of preparing the accounts throughout the year but recognised that the SIC tended to get pieced together and a more structured programme was required.

#### **RESOLVED:**

- To agree the Board Assurance Framework for 2009/2010.
- To agree the plan of action for update and review of the Board Assurance Framework.
- To receive updates on the Board Assurance Framework in November 2009 and March 2010.

## INFECTION CONTROL QUARTERLY REPORT – PAUL LUMSDON

Paul Lumsdon highlighted the key themes. The Trust had no cases of Methicillin-resistant Staphylococcus Aureus (MRSA) bacteraemia and no cases of Clostridium Difficile infection during quarter one. The Board were pleased that a letter had recently been received from Derbyshire County PCT commending the organisation for the low rates of those two organisms, which had been consistent for the past year.

The progress with Infection Prevention and Control training for clinical staff was also noted with 72.9% of clinical staff having completed the training at the time the report was written. Steps were being taken to increase the percentage level to 100%.

### **RESOLVED:**

- **To note the progress thus far and support the ongoing work to strengthen compliance to the required standards.**

## INTEGRATED PERFORMANCE REPORT INCORPORATING FINANCIAL PERFORMANCE AND CIP POSITION – MAY 2009 (MONTH 2) – PAUL LUMSDON

Paul Lumsdon drew the Board's attention to the changes that had been made since the previous month's report, namely the removal of RAG rating percentages from the Executive Summary and the "holiday" from business unit focused reports.

An area of concern was in relation to the Early Intervention Service new caseload, which was below target and an action plan was being developed to mitigate the risk to the potential negative impact on the reputation of the Trust.

In addition, the high rates of routine consultant outpatient appointment DNAs and cancellations was a concern and Paul Lumsdon advised that a task and finish group had been set up to specifically target this area of performance. John Sykes added that the first meeting of the group had taken place the previous week and reported the two main outcomes from the meeting. It was felt that a booking system was needed to reduce the outpatient cancellation and DNA rate. IT representatives would formulate a plan to help deliver the booking system, which was complicated by the different systems used in the north and south of the county. The second outcome was that agreement was reached for a policy to be put in place which stipulated that outpatient appointments would not be cancelled unless signed off by the Medical Director and the Unit General Manager. Dialogue was also taking place with the Improving Patient Experience Group to ensure input from service users and carers.

The key achievements were also highlighted and the Board were especially pleased to note that 98% of service users were seen by crisis resolution prior to admission (crisis gatekeeping) against a target of 90%.

Lesley Thompson asked for an understanding of the root cause for the reduction in referrals to the Early Intervention service. Ifti Majid explained that a degree of movement was always expected as the local community became more aware of early signs of mental health problems. The Early Intervention service would need to refocus away from primary care and obtain referrals from other sources, such as youth centres and connections projects. The other, perhaps more speculative root cause, was around the expectations of IAPT in primary care services. Ifti Majid suggested that a delay in referrals generally was likely, but in particular in relation to Early Intervention referrals. He had received some figures from the Early Interventions team prior to the start of the Board meeting which indicated that the position had improved and the gaps had been closed, due to the action plan that had been put in place to address the issues. Assurance had also been provided by the consultant and the lead clinician that the current position was a seasonal variation, which would be expected across the summer months, although on a larger scale.

Turning to the financial position, Tim Woods was pleased to report that a £270k surplus had been achieved in May, which covered the deficit that was made in April at month one. The organisation was still below plan by the small margin of £37k and it was important to see a continued improvement to get back on track and exceed the plan. The risks were identified at page 19 of the report and the income to support the implementation of Lorenzo was raised. Tim Woods confirmed that he was due to meet with Ifti Majid to resolve the cost issues.

The knock-on effect of the flu pandemic was currently minimal but the Board were advised that the position could worsen and was being included into the business unit performance reviews.

The Chairman asked for assurance that the June position would be more favourable and Tim Woods confirmed that he anticipated an improvement. In response to Lesley Thompson, Tim Woods advised that the main area of concern was in relation to the cost improvement programme and the use of bank and agency staff.

Mike Shewan asked when the additional two beds were expected to be in place within the Mother and Baby Unit. Ifti Majid replied that it was likely to be towards the third quarter of the year. Mike Shewan suggested that positive marketing could be explored, given the high cost service, the activity for which was below target. Kathryn Blackshaw stated that a meeting was scheduled in August, although the East Midlands Specialised Commissioning timeline was not yet known.

Graham Foster drew attention to the whole time equivalent (WTE) information on page 6. Tim Woods explained that monitoring the organisation's headcount would be ongoing and of key importance. Kathryn Blackshaw added that further analysis could be carried out if necessary to understand the pressure on the WTEs as the use of bank and agency staff decreased.

**RESOLVED:**

- **To note the contents of the report and continue to monitor the financial position with CIP progress.**
- **To agree to continue to receive the report on a monthly basis.**

**DMHT  
09/72**

**RATIFIED AUDIT COMMITTEE MINUTES FROM THE MEETING HELD ON 20<sup>TH</sup> APRIL AND 11<sup>TH</sup> MAY 2009, WITH ACTIONS MATRIX**

The ratified minutes from the Audit Committee held on 20<sup>th</sup> April and 11<sup>th</sup> May 2009 were received and noted by the Board.

**DMHT  
09/73**

**RATIFIED RISK MANAGEMENT COMMITTEE MINUTES FROM THE MEETING HELD ON 12<sup>TH</sup> MAY 2009, WITH ACTIONS MATRIX**

The ratified minutes from the Risk Management Committee meeting held on 12<sup>th</sup> May 2009 were received and noted by the Board.

**DMHT  
09/74**

**RATIFIED GOVERNANCE COMMITTEE MINUTES FROM THE MEETING HELD ON 14<sup>TH</sup> MAY 2009, WITH ACTIONS MATRIX**

The ratified minutes from the Governance Committee meeting held on 14<sup>th</sup> May 2009 were received and noted by the Board.

**DMHT  
09/75**

**BOARD REPORTING TIMETABLE**

The Trust Board Reporting Timetable was received by the Board for information. Graham Gillham added that the timetable would be presented to the Board on a quarterly basis.

*The Chairman thanked those present and 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.*

**Date and time of the next meeting**

**Date of the next scheduled meeting Wednesday, 5<sup>th</sup> August 2009 in the Boardroom, Bramble House, Kingsway**