

DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST

RATIFIED MINUTES OF A MEETING OF THE BOARD OF DIRECTORS

**Held in Conference Rooms A & B, Research & Development Centre, Kingsway, Derby,
DE22 3LZ**

On Wednesday, 27 November 2013

MEETING HELD IN PUBLIC

Opened: 1.00 pm

Adjourned: 4.10 pm

PRESENT:

Mick Martin	Acting Chairman
Carolyn Gilby	Interim Director of Nursing and Patient Experience
Steve Trenchard	Chief Executive
Ifti Maid	Chief Operating Officer/Deputy Chief Executive
Tony Smith	Non-Executive Director
John Sykes	Executive Medical Director
Maura Teager	Non-Executive Director
Lesley Thompson	Non-Executive Director
Claire Wright	Executive Director of Finance
Lee O'Bryan	Interim Director of Workforce and Organisational Development
Graham Gillham	Director of Corporate and Legal Affairs

IN ATTENDANCE

Leida Roome	Board Secretariat (minutes)
Anna Shaw	Deputy Director of Communications
Harinder Dhaliwal	Assistant Director of Engagement (for item 2013/133)
Steve Edgeley	Head of Patient Effectiveness (for item 2013/132)
Jo Kennedy	Named Doctor for Safeguarding Children (for item 2013/135)
Tina Ndili	head of Safeguarding Children Unit (for item 2013/35)
Tracey Holtom	Service Line Manager for Forensic & Rehabilitation Services and Placement Team. (for item 2013/139 - I)
Lisa Stone	Acting Service Line Manager – Older People (for item 2013/139 - II)
Joe Wileman	Performance Manager (for item 2013/139 – III)
Chris Wheway	Deputy Director (for item 2013/139 – III)
Rachel Leyland	Deputy Director of Finance
Mark McKeown	Derbyshire Voice Representative
Chris Swain	Derbyshire Voice Representative
Kevin Orford	
Dave Waldram	
Barbara Jackson	Governor Derby City Council (nominated)

APOLOGIES:

Helen Marks	Director of Workforce & Organisational Development
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<p>DHCFT 2013/127</p>	<p><u>CHAIRMAN'S OPENING REMARKS, APOLOGIES, DECLARATIONS OF INTEREST</u></p> <p>The Acting Chairman welcomed all to the meeting. Lee O'Bryan, Interim Director of Workforce and Organisational Development, was introduced. The Chairman was pleased to see a good attendance from members of the public and colleagues from the Trust. The Chairman reinforced the message that the Trust is committed to strong engagement with the Care Community and to provide patient led care as much as possible. During the meeting live tweeting will take place.</p> <p>Addressing the members of the public the Chairman confirmed his intention to invite observations at the end of the meeting.</p> <p><i>Apologies:</i> Noted from Helen Marks, Director of Workforce and Organisational Development.</p> <p><i>Declarations of Interest:</i> There were no declarations of interest to be noted.</p>
<p>DHCFT 2013/128</p>	<p><u>MINUTES OF THE MEETING OF DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST, HELD ON 30 October 2013</u></p> <p>The minutes of the Board Meeting, held on 30 October 2013, were received.</p> <p><u>RESOLVED:</u> Minutes of the Board meeting were accepted and approved.</p>
<p>DHCFT 2013/129</p>	<p><u>MATTERS ARISING – ACTIONS MATRIX</u></p> <p><u>DHCFT 2013/38 – Community Treatment Orders.</u> John Sykes provided an update on the audit of Community Treatment Orders. Data analysis for the report has now taken place. The report is to be completed by December 2013.</p> <p><u>DHCFT 2013/40 – People Strategy Update</u> A review of the Workforce and Organisational Development Strategy will be led by Lee O'Bryan in the absence of Helen Marks. This work will need to be informed by the projects within the Transformational Board. Tony Smith, Non-Executive Director, offered his support with this. Progress will also be discussed at the forthcoming Board Development Session on 11th December 2013.</p> <p><u>DHCFT 2013/40 – Raising Concerns</u> The report concerning this will be brought to the Quality Committee.</p> <p><u>DHCFT 2013/115 – Deaf People and Hearing impaired People's Charter</u> Unfortunately Robin Ash, who was due to present the British Sign Language Charter to the Board at this meeting, was unable to be attend. Harinder Dhaliwal, will give a short introduction and Robin Ash will be invited to the January 2014 Board meeting.</p> <p>The Board requested that all Action Matrix items should have dates for completion on it for the future.</p>
<p>DHCFT 2013/130</p>	<p><u>CHIEF EXECUTIVE'S OVERVIEW AND UPDATE – STEVE TRENCHARD</u></p> <p>Steve Trenchard presented his Chief Executive's Report. The following issues were highlighted:</p> <p>I. <u>National Context:</u></p>

- Simon Stevens was appointed as the new Chief Executive for the NHS. The *NHS Mandate for April 2014-March 2015* has been published and sets out the governments expectations for how NHS England will improve the health of the nation.
- An independent report on the handling of complaints “*Putting Patients Back in the Picture*” was published on 28 October 2013. After review by the Patient Experience Team an analysis will be provided to the Quality Committee.
The main recommendations are:
 - Board Level responsibility rests with Chief Executive Officer
 - Transparency in the form of an annual complaints report
 - A range of basic information and support should be available on wards
 - Trust complaints scrutiny with involvement of patients and communities
 - Easier ways to communicate – i.e. providing comments and concerns.
 - Patient Services and independent advice

II. Recovery:

- New guidance on the introduction of Peer Support Workers into Mental Health Services has been published. Recovery and Compassion is on the forward plan for the Board Development Programme.

III. Local Context:

- A positive meeting was recently held jointly with the Derby City Healthwatch Board.
- A successful National Conference was held on 19th November 2013 entitled “*Cultivating a Culture of Compassion in Healthcare*”. Other NHS Trusts have expressed an interest in this and the Trust will be hosting a conference for the next 3 years to charter our work on creating compassionate care cultures.
- Sir David Nicholson, NHS Chief Executive” attended the Dementia Showcase day on 22nd November - this was an excellent day and good feedback was received. Steve Trenchard expressed his thanks to the teams, which participated. It was suggested that for future events external partners should also be invited such as the Royal Derby Hospitals NHS Foundation Trust and East Midlands Ambulance Services NHS Trust. The Board recognises that the Board culture of compassion is vital and that the Board’s behaviour in this influences the Trust. Compassion should also be filtered down to those multi agencies which are in partnership with the Trust
- With regards to the Financial Performance of the Trust, the Board was informed that integration, driven by needs of patients and wrapping services around individuals is a key challenge. However the Cost Improvement Programme is due to be achieved this year, which is good news. Steve Trenchard expressed his thanks to all who have participated in this. Although savings will be made quality will be maintained. A proposal for the implementation of a corporate system around recording the data of patient satisfaction will be made to the Executive Leadership Team after which this will be brought back to a future meeting of the Board.

RESOLVED: to receive and note the contents of the Chief Executive’s Report.

IV. Update on Trust Strategy 2013-2016 - Improving Lives, Strengthening Communities, Getting Better Together

- The Board was updated on the progress of the Trust Strategy 2013-2016. Of note was that all pillar outcomes are on plan or slightly ahead.

	<p>Key issues were noted as follows:</p> <ul style="list-style-type: none"> - Outcome 2 – “the reduction of urgent care patients treated outside Derbyshire”. The situation is improving but behind plan. - Outcome 2 – “reduce the average size of Trust urgent care wards” – Hartington Unit is behind plan (contingent on opening fourth ward at Radbourne Unit) - Outcome 3 – “strengthen organisational brand and recognition”. The Deputy Director of Communications, Anna Shaw, is now in post and work is progressing. - Outcome 4 – “to design a process to facilitate our entire workforce to undertake a values based assessment over the next 3 years”. Meetings are underway with staffside representatives with a view to agreeing to a robust partnership agreement and following this work regarding the values assessments will continue. <p><u>RESOLVED:</u> The Acting Chairman thanked Steve Trenchard for the progress report. It was requested that Kate Majid be invited to the next Board meeting in order to provide continued assurance.</p>
<p>DHCFT 2013/131</p>	<p><u>QUALITY COMMITTEE MEETING – VERBAL UPDATE – MAURA TEAGER</u></p> <p>The Quality Committee Meeting was held on 14 November 2013, with carers and service user’s representatives. It was noted that Malcolm Rae, an external consultant, will be working with the Suicide Prevention Strategy Group to look at the national context of suicides. Training to prevent suicides is considered a priority by the Training Board.</p> <p>Carolyn Gilby, Interim Director of Nursing and Patient Experiences has reviewed the subcommittees of the Quality Committee. A proposal concerning the review of the Quality Committee Structure will be presented to the Board at the next meeting. Changes will be made in line with the planned review of the Trust governance structure.</p> <p>Of note was a joint visit to the Liaison Team, which is providing 24/7 care and is based at the Royal Derby Hospital. There is expectation that the Liaison Team will take on the patient from Accident and Emergency but this is not always the case. However, the Liaison Team is responsive and continues to help organisations to manage this. Ground rules of engagement are in place and concerns will be fed back to the Board. The Liaison Team model is now also being rolled out to Chesterfield.</p> <p><u>RESOLVED</u> Carolyn Gilby to present a proposal concerning the review of the subcommittees to the Quality Committee to the next Board meeting.</p>
<p>DHCFT 2013/132</p>	<p><u>DEEP DIVE “PATIENT EFFECTIVENESS” REPORT</u></p> <p>The following key themes were brought to the attention of the Board by Steve Edgeley, Head of Patient Effectiveness.</p> <ul style="list-style-type: none"> - The annual Safeguarding Self-Assessment Assurance Framework was completed in October 2013, showing compliance with the national standard for adult safeguarding training. A report will be available late December from the County Commission Group lead, South Derbyshire. - The Trust is a member of the Channel Group in the prevention of vulnerable people becoming exposed to radicalisation and extremism. The Derby and Derbyshire Group has agreed to deliver the second post graduate certificate in Prevent (Counter Terrorism Strategy in

	<p>partnership with Derby University.</p> <ul style="list-style-type: none"> - The Approved Therapies Register currently holds 48 approved therapies, with 3 proposed therapies to be included. The Clinical Cabinet will re-visit the required overarching statement of bio psycho social intervention as an agreed model. - The Trust monitors compliance with National NICE guidelines and clinical interventions are effectively governed and monitored in meeting these guidelines. The RAG (red, amber, green) rating will be used against NICE guidelines as agreed at the Quality Committee. - With reference to the management of policies and procedures, a more robust system of electronic monitoring has now been put into place. Following the appraisal and review by the Executive Leadership Team, a deadline for all policies to be reviewed and published is set for the end of December. <p>The Quality Committee had received this report. There is a shortfall in resource but an increase in visibility and services. The skills and capability requirements need to be fed into the Workforce Strategy but it is recognised that there is a finite amount of resource.</p> <p><u>RESOLVED:</u> To receive report and note the actions for further monitoring through the Quality Committee.</p>
<p>DHCFT 2013/133</p>	<p><u>BRITISH SIGN LANGUAGE CHARTER – HARINDER DHALIWAL</u></p> <p>Harinder Dhaliwal presented the Board with information concerning the British Sign Language. The Charter has a toolkit attachment. The five standards of the Charter are access to information, services, British Sign Language interpreters, Equality and British Sign Language training for staff and consultation with the Deaf Community. The British Sign Language Charter will help address barriers, improve experience and engender confidence in the Deaf Community. An engagement event was held with the British Deaf Association in September 2013 which was jointly facilitated by Robin Ash, Harinder Dhaliwal and Managers. General Managers are now working on a “you said, we did” report to addresses issues such as using SMS messages to enable deaf people to contact services.</p> <p><u>RESOLVED:</u> The Board thanked Harinder for the information and requested that Robin Ash be invited to attend a subsequent Board Meeting.</p>
<p>DHCFT 2013/134</p>	<p><u>FINANCE AND PERFORMANCE COMMITTEE – VERBAL UPDATE</u></p> <p>Lesley Thompson provided the Board with an update on the Finance and Performance Committee meeting, which took place on 19th November 2013. Financially the Trust is in a satisfactory position . However, it is noted that headroom is small. Monitor has requested that the Trust builds up its headroom and plans are now in place for this. The Committee received good assurance on the Financial Risk Report. A 2 year plan should be in place by April 2014 with the first report being presented to the Board in January 2014. Concerning the Procurement Strategy, the Committee requested Claire Wright to look at this again in detail, specifically for ‘just in time’ deliveries, Historically the Trust is on plan and aims to deliver 100% of its savings. It was also suggested to bring information together through a “bridge report” which would highlight financial risks and plans to mitigate these.</p> <p><u>RESOLVED:</u> The Board thanked Lesley Thompson and received assurance from the Finance and Performance Committee meeting report.</p>
<p>DHCFT 2013/135</p>	<p><u>SAFEGUARDING CHILDRENS REPORT – CAROLYN GILBY</u></p> <p>The Safeguarding Children Report was introduced by Carolyn Gilby and presented jointly by Dr Jo Kennedy, Named Doctor, Safeguarding Children and Tina Ndili, Head</p>

of Safeguarding Children Unit.

Key themes were:

- The Service is now based at Kingsway House, which enables better communication.
- Safeguarding Children Services are working with health and partner agencies including Police, Education and Specialist Services to contribute to the implementation of Child Protection Policies.
- A duty rota is in place to enable staff to access a named nurse on Monday, Tuesday and Thursday afternoon for advice.
- Safeguarding training group 1 and group 2 is provided as well as multi-agency training as part of the Derby Safeguarding Children's Board.
- The Team also undertake audits and internal management reviews

Safeguarding Children's Service has future objectives, which include:

- To further integrate Safeguarding Children and Adult Services within a Safeguarding Hub
- To increase the capacity of the service to enable full integration of Safeguarding Children systems and process throughout the organisation.
- To introduce a one day course covering Domestic Abuse, Substance Misuse and Parental Mental Health (Think Family). These subjects are currently covered on 3 separate day courses.
- To plan a conference around suicide and self-harm in young people, in collaboration with partner agencies

During discussion it was agreed that a paper will be presented to the Quality Committee concerning the following issues:

- Capacity for Block training
- Consequences against the Supervision Model
- Increase of Health Visitors
- Horizon Scanning

After discussion at the Quality Committee this paper would then be brought to the Board.

RESOLVED: The Board thanked the presenters for their informative and detailed report and requested that the Safeguarding Report be presented to the Board bi-annually. Regular monthly updates of actions taken as part of current SCR's will be included in the Serious Incident Reports which report to the private part of the Board.

DHCFT
2013/136

TRANSFORMATION CHANGE PROGRAMME – JOHN SYKES

Presenting his report John Sykes outlined the key challenges to the NHS in general and in particular the total reduction in costs of 4.5 % each year over the next 3 years to achieve.

Continuous improvements:

10 Pathway and Partnerships Team (PPT's) lead the process for defining the vision for delivery of requested services and setting a programme for action. All transformational pathways are expected to reflect the key strategy outcomes (as expressed in "*Improving Lives, Strengthening Communities, Getting Better Together*"). Progress was being made with two plans already submitted to the Transformational Board.

Mick Martin affirmed that the Board are willing to take on the transformational challenge in the right manner and ensuring that plans are enacted in a timely way.

	<p><u>RESOLVED:</u> To accept the report on Transformational Change and note progress to date.</p>
<p>DHCFT 2013/137</p>	<p><u>BOARD ASSURANCE FRAMEWORK – CAROLYN GILBY</u></p> <p>The updated Board Assurance Framework was presented to the Board.</p> <p>Changes have been marked in light blue on the relevant pages of the Framework.</p> <p>Ifti Majid proposed to bring an update on the Electronic Patient Record Project to the Board in January 2014.</p> <p>It was also suggested to include the changes to the Board structure on the Framework.</p> <p>The Board accepted the updated Board Assurance Framework with thanks.</p> <p><u>ACTION:</u> - Electronic Patient Record update paper to be provided to the Board in January 2014 by Ifti Majid - Changes to the Board Structure to be incorporated into the Framework</p>
<p>DHCFT 2013/138</p>	<p><u>INFORMATION GOVERNANCE REPORT – QUARTER 2</u></p> <p>The information governance report was presented to the Board, setting out progress towards compliance against the 2013/14 IG Toolkit.</p> <p>Of note were:</p> <ul style="list-style-type: none"> - All 45 standards in plan to receive a score of 96 %, (an increase on the 95 % in the year 2012/13). - An overall rating of “Satisfactory” should therefore be achieved. <p>Ifti Majid emphasised the importance of IG compliance in providing confidence the safety and security of personal information.</p> <p>The good progress was noted.</p> <p><u>RESOLVED:</u></p> <ol style="list-style-type: none"> 1. To note the progress being made towards the Information Governance Toolkit v11 2013/14 2. To acknowledge the significant amount of work that has to be undertaken to deliver the Information Governance Toolkit this year. 3. To note that one Information Governance Requirement (110-112) states that all staff (95%) are fully trained on IG awareness Currently the organisation is 91 % compliant. This is a significant undertaken for the Trust especially given the increase in staff. 4. To note the submission of 1 IG SIRI the quarter which has been closed with no further action.
<p>DHCFT 2013/139</p>	<p><u>INTEGRATED PERFORMANCE AND ACTIVITY SUMMARY – MONTH 7 – IFTI MAJID</u></p> <p><u>Key Performance Induction Compliance:</u></p> <p>Ifti Majid presented the Report for Month 7 to the Board. The Board’s attention was drawn to the following:</p> <ul style="list-style-type: none"> ➤ CPA review in last 12 months: due to changes from Monitor the figure has now changed to “red” - however by the end of the quarter it should be back on track. ➤ An increase is shown in patients, who are legitimately not clustered.

However, this is a national problem and other trusts are showing an average of 75 %.

- Patients who are not clustered are between 5 and 10 % - the national average is 30 %.

i. Forensic and Rehabilitation Services and Placement Team

Ifti Majid introduced Tracey Holtom, Service Line Manager for Forensic & Rehabilitation Services and Placement Team. The Inpatient Forensic Services and Rehabilitation Services are provided across four locations, Melbourne House, Kedleston Unit, Audrey House and Cherry Tree Close.

Key themes are:

- 7 – Day Follow Up – it was noted that the “red” follow up was incorrectly recorded and has now been amended.
- CPA Reviews in the last 12 months are now showing green.
- Cherry Tree Close received a glowing report from the Care Quality Commission
- Data is being collected but currently not being recorded – this is being addressed through training
- Data within the Prison In Reach Team are being reviewed in order to address missing data
- A Platinum award was awarded to the Kedleston Unit

A discussion arose about Melbourne House and the identified issues about patients feeling vulnerable. However, assurance was given that this is being addressed. The service is taking part in a pilot for e-rostering.

ii. Urgent and Planned Care Division – Older People Urgent Care

Lisa Stone, Service Line Manager was introduced to the meeting. Older People Urgent Care is provided in 2 wards at the London Road Community Hospital and 3 wards based at Kingsway. Two day hospitals are also managed as well as physiotherapy services across the county. The following items are of note:

- Team meetings are led by qualified staff
- Service Manager is now based at Kingsway which has enabled better communication
- The Question and Answer Sessions held at the Day Hospital are being rolled out to Cubley Wards as well.
- The Team at Tissington House were nominated for the innovation award for their work on the Falls Observation Pathway
- A live EIA Day, where people were invited to experience the unit, was conducted on Cubley Ward in September, for which many positive comments and feedback were obtained.

The Board thanked both Service Managers and received assurance.

iii. Special Report on G.P. Correspondence

Joe Wileman, Performance Manager, and Chris Wheway, Assistant Director, provided details concerning the special report on GP correspondence. Key themes were:

- Achievement of contractual discharge letter target ahead of trajectory
- Analysis of issues affecting the ability to achieve the outpatients letters objective
- Revised outpatient letters trajectory in light of delay to implementing digital dictation

A Medical Secretaries Manager has now been seconded for 6 months to the post. The pilot phase of the digital dictation project is expected to complete end November

	<p>2013 and full implementation by end of January 2014. A review is being undertaken by Chris Wheway concerning the practice of allocation of letters to medical secretaries by Consultants. Work is also underway to introduce greater flexibility within the medical secretaries resource. Talks are held with G.P's to understand their demands of the system.</p> <p>The Board thanked Joe Wileman and Chris Wheway and asked to be updated on further progress.</p> <p><u>RESOLVED:</u> To acknowledge the current performance and actions in plan to sustain performance.</p>
<p>DHCFT 2013/140</p>	<p><u>FINANCE DIRECTORS REPORT – MONTH 7 – CLAIRE WRIGHT</u></p> <p>The report for Month 7 was presented by Claire Wright. The issues of note are:</p> <ul style="list-style-type: none"> - Monitor were satisfied with the progress against the Plan, as recorded in their Quarter 2 phone call with the Trust. - The year to date financial position is an underlying surplus of £1.35m. - The outturn position is forecasted to be ahead of the original planned surplus - 2013/14 continues to be a challenging year financially, <p>The Finance Team was thanked for the work done.</p> <p><u>RESOLVED:</u> The Board noted the current and forecast financial position.</p>
<p>DHCFT 2013/141</p>	<p><u>SCHEDULE OF BOARD MEETING DATES 2014/15</u></p> <p>A schedule of Board meeting dates for 2014 to end of March 2015 was presented to the Board.</p> <p><u>RESOLVED:</u> The Board agreed to the scheduled dates for the Board meetings during 2014/15</p>
<p>DHCFT 2013/142</p>	<p><u>CHAIRMAN'S CLOSING REMARKS</u></p> <p>The Acting Chairman requested observations from members of the public on how the Board meeting had been conducted. The following points were noted:</p> <ul style="list-style-type: none"> • It was queried whether doctors have to be trained in Mental Health. However, it was explained that doctors undertake general training and that after qualification they can specialise in mental health. • The public commented that the discussion at the Board meeting feels open and transparent • It was felt to be important for staff to attend the Board meeting to understand how the Board works • Whilst a formal meeting it had a informality to itwith compassionate feeling • The Board has awareness of what is happening within the Trust • Good to see that Board members go out on visits • The Board challenges the Teams and gives good feedback • A thread is running right from the Board through to the Teams regarding quality • Clarity within the Board what they are doing • Honesty is good • Good to be attending first ever Board meeting • Coffee break suggested given the meeting went on for a long time <p><i>The Chairman, under the Foundation Trust's Constitution, asked that members of the</i></p>

press or public withdraw for the Board to conduct its remaining business in confidence, as special reasons apply. On this occasion the special reason applies to information which is likely to reveal the identities of an individual or commercial bodies.

The Chairman thanked all those present for their attention and closed the meeting.

Date and time of next meeting

Post meeting note: *the Board meeting of 18 December 2013 has been cancelled. The next scheduled meeting will therefore take place on Wednesday, 29 January 2014, at 1.00 pm*

**Venue: Conference Rooms A & B, Centre for Research and Development,
Kingsway, Derby DE22 3LZ**

If you are unable to attend the Board meeting, please advise your apologies to the Board Secretariat, so that these can be noted for the minutes.