

**DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST**

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

**Held in the Seminar Room, Hartington Unit, Chesterfield Royal Hospital, Calow, Chesterfield,  
Derbyshire, S44 5BL**

**On Wednesday, 26<sup>th</sup> October 2011**

**MEETING HELD IN PUBLIC**

Opened: 2.00 pm Closed: 3.25 pm

**PRESENT:**

Alan Baines	Chairman
Kathryn Blackshaw	Deputy Chief Executive/Executive Director of Business Strategy
Graham Foster	Non-Executive Director
Paul Lumsdon	Executive Director of Nursing and Quality
Ifti Majid	Executive Director of Operations, Performance and IM&T
Mick Martin	Deputy Chairman/Senior Independent Director
Mike Shewan	Chief Executive
Tony Smith	Non-Executive Director
Maura Teager	Non-Executive Director
Lesley Thompson	Non-Executive Director
Tim Woods	Executive Director of Finance

**IN ATTENDANCE**

Graham Gillham	Director of Corporate and Legal Affairs
Helen Issitt	Director of Workforce & Organisational Development
Jim Millns	Head of Contracting (Items DHCFT 2011/74 – 79)

Dave Waldram and Tim Proctor (members of the public)

**APOLOGIES:** John Sykes Executive Medical Director

<b>DHCFT 2011/74</b>	<b><u>OPENING REMARKS</u></b>  The Chairman welcomed those present to the meeting. There were no interests to be declared.  The Board of Directors welcomed the Equality Delivery System Charter, signed by the Trust and partner organisations, which was displayed on the Seminar Room wall and expanded upon by Kathryn Blackshaw. The Chairman praised the presentation recently given by Harinder Dhaliwal, Assistant Director of Engagement, at the Equality Delivery System Engagement Event on 6 <sup>th</sup> October 2011.
<b>DHCFT 2011/75</b>	<b><u>MINUTES OF THE MEETING OF DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST, HELD ON 28<sup>TH</sup> SEPTEMBER 2011</u></b>  The minutes from the meeting of Derbyshire Healthcare NHS Foundation Trust, held on 28 <sup>th</sup> September 2011, were approved.
<b>DHCFT 2011/76</b>	<b><u>MATTERS ARISING – ACTIONS MATRIX</u></b>  <u>2011/66 Board Assurance Framework 2011/12</u> Paul Lumsdon confirmed the amendments to the Board Assurance Framework had been completed.

<p><b>DHCFT 2011/77</b></p>	<p><b><u>CHIEF EXECUTIVE'S OVERVIEW AND UPDATE – MIKE SHEWAN</u></b></p> <p>Mike Shewan commented on the success of the annual members meeting and staff awards event on 29<sup>th</sup> September, both of which had received positive feedback.</p> <p>Following on from the interviews by the Department of Health and Deloittes, in relation to the development of a Board Capability Assurance Framework for aspirant Foundation Trusts, further interviews had been undertaken by McKinsey &amp; Co. Formal feedback was still awaited but the Board were pleased the Foundation Trust had been selected to participate in this important piece of work.</p> <p>Mike Shewan referred to his and the Chairman's attendance at an introductory meeting with the Chief Executive and Chairman of the newly formed SHA cluster and an update was provided in relation to subsequent Board level appointments at the SHA. The Foundation Trust was making positive progress in its discussions and interaction with the key contacts in the Clinical Commissioning Groups.</p> <p>Lastly, the Board of Directors received an update on the recent Values Event on 10<sup>th</sup> October, attended by a wide cross section of staff, and the next steps being taken forward.</p>
<p><b>DHCFT 2011/78</b></p>	<p><b><u>QUALITY OVERVIEW AND UPDATE – MICK MARTIN</u></b></p> <p>Mick Martin concentrated on the following topics for his monthly quality update:</p> <ul style="list-style-type: none"> <li>➤ Outpatient clinics review – update on progress to address unsatisfactory “Did Not Attend (DNA)” rates and future trajectory.</li> <li>➤ Dementia – rollout of success of Dementia Care Pathway into other pathways.</li> <li>➤ Perception management – addressing staff perceptions in relation to impact of cost improvement programme on patient care.</li> <li>➤ Marketing &amp; Communication – suggesting further expansion to encompass how communication to service users becomes part of the patient experience.</li> <li>➤ Request for a structured annual process for Quality Governance arrangements.</li> </ul> <p>A lengthy discussion took place regarding the topics highlighted by Mick Martin.</p> <p>Maura Teager was pleased to report back from an unannounced visit the previous day, during which staff had been complimentary about the “real difference being made to how patient care was managed” with staff welcoming the presence of an inpatient consultant on the ward.</p> <p>The Board agreed on the importance of ensuring consultants were supportive towards the organisational values. Mike Shewan provided an update regarding the forthcoming move from three to two Clinical Directors. Once appointments had been made, a primary focus for both postholders would be a review of outpatient clinics. Ifti Majid added that one Clinical Director was already involved in the review and data gathering was well underway.</p> <p>Turning to addressing DNA rates, Mick Martin asked whether a timeframe for the review of outpatient clinics had been set. Mike Shewan confirmed that it had not, but expressed a view that he would expect resolution by the end of the next calendar year. However, he also emphasized the importance of gaining consultant commitment to the strategy and confirmed his expectation that this would be a specific piece of work he would expect Clinical Directors to lead. His visits to other</p>

	<p>high performing Trusts had highlighted the same difficulties being faced elsewhere. The Chairman acknowledged the organisation's level of DNA rates was not yet at the desired level and further work was needed, but the levels were favourable when compared to other high performing Trusts. Ifti Majid confirmed the milestones and project office trajectory were being closely monitored by the Programme Assurance Board. The next step would be to agree the patient outcomes for success but the other pieces of work e.g. values work, input from service users and carers to shape services etc., would strengthen the project and continue the momentum towards change.</p> <p>Finally, Mike Shewan responded to Mick Martin's earlier point about addressing staff perceptions, and referred to the Quality Showcase Event on 29<sup>th</sup> September, which had demonstrated the passion and enthusiasm amongst staff in relation to quality of services. Helen Issitt added that the recent Tier 2 Event had included Ifti Majid's 'step by step' journey through the transformational change process, which had reinforced the safeguards in place to maintain quality of services.</p>
<p><b>DHCFT 2011/79</b></p>	<p>a) <b><u>BUSINESS STRATEGY UPDATE – KATHRYN BLACKSHAW</u></b></p> <p>Kathryn Blackshaw confirmed that contracting discussions had commenced for 2012/13 and it was anticipated that agreements would be finalised by February 2012.</p> <p>The Business Development Group continued to meet on a monthly basis. Current areas of focus included Trust overheads and the way services were priced and costed, along with how the Trust compared in a competitive way when responding to new business opportunities. An update was provided in relation to the three service priority areas identified (Dementia, Forensics/Rehab, and Substance Misuse). Bids had been submitted for City and County Substance Misuse Services, the outcome of which was not yet known.</p> <p>b) <b><u>ANNUAL PLAN 2011/12 IMPLEMENTATION – JIM MILLNS</u></b></p> <p>Jim Millns presented a revised summary showing the progress made towards the implementation of the annual plan 2011/12. No high risk areas were reported and Executive Directors provided an update in relation to areas of 'amber' risk, as follows:</p> <ul style="list-style-type: none"> <li>➤ Helen Issitt – two areas of 'amber' risk related to the coaching register and HR policies. The coaching register remained 'amber' as the register was not yet being fully utilised but was expected to be up and running by December 2011. An initial review of HR policies had been undertaken and a task and finish group was progressing the financial policy reviews.</li> <li>➤ Ifti Majid – Information and Reporting Systems – a number of audits have been completed and systems were in place. A view had however been taken that, until an electronic patient record was in place, the RAG rating would remain 'amber'. An update paper would be brought to the November Board meeting and a full business case would be presented to the Board in January 2012.</li> <li>➤ Ifti Majid – Transformational Change Programme – this would not be RAG rated 'green' until the end of the year when the programme had been delivered.</li> </ul> <p>A general discussion took place in relation to how the RAG rating was defined and further consideration would be given regarding standardisation across the key priorities.</p>

	<p>Progress was also reported on the Annual Plan for 2012/13, with consultation already having taken place through the Governors' Strategy and Finance Working Group.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>➤ <b>To note the current position of the Annual Plan 2011/12 Implementation Performance Framework.</b></li> <li>➤ <b>To agree to receive further monthly updates.</b></li> </ul> <p>Jim Millns left the meeting.</p>
<b>DHCFT 2011/80</b>	<p><b><u>INTEGRATED PERFORMANCE AND ACTIVITY SUMMARY (OCTOBER 2011) – IFTI MAJID/TIM WOODS</u></b></p> <p>Ifti Majid was delighted to report that the Trust was one of a small number of Trusts reporting 'all green' for regulatory performance in month 6. Compulsory training and corporate induction were still underperforming and feedback sessions had been scheduled with staff to understand how this could be delivered more effectively. Mick Martin requested that the information be presented differently to indicate how many staff were involved: to understand the scale of risk. Mike Shewan added that conversations were underway to escalate non-compliance through the disciplinary procedure.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>➤ <b>To note performance to date.</b></li> </ul>
<b>DHCFT 2011/81</b>	<p><b><u>2012 BOARD OF DIRECTOR MEETING DATES</u></b></p> <p>The 2012 dates for Board of Director meetings were received for information. These would be published on the Trust website.</p>
	<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, 30<sup>th</sup> November 2011**

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