

Minutes of the Board of Directors Meeting held at 1pm on Wednesday 24 February
 2016 at Sentinel House, 4-6 Nuffield Road, Poole, Dorset, BH17 0RB

Present:

Ann Abraham	Chair
Ron Shields	Chief Executive
David Brook	Non-Executive Director
Lynne Hunt	Deputy Chair and Non-Executive Director
John McBride	Non-Executive Director
Peter Rawlinson	Non-Executive Director
Nick Yeo	Non-Executive Director
Linda Boland	Locality Director-Poole and East Dorset
Jackie Chai	Director of Finance
Fiona Haughey	Director of Nursing & Quality
Colin Hague	Director of Human Resources
Steve Hubbard	Director of Strategy and Business Development
Nick Kosky	Medical Director
Sally O'Donnell	Locality Director-Dorset
Eugine Yafele	Locality Director – Bournemouth and Christchurch

In Attendance:

Keith Eales	Trust Secretary
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Apologies:

John Hughes	Non-Executive Director
Sarah Murray	Non-Executive Director
Nicola Plumb	Director of Organisational Development, Participation and Corporate Affairs

Governor Observers:

Chris Balfe	Public Governor (Dorset RoEW) (Lead Governor)
Sue Evans-Thomas	Public Governor (Poole)
Scottie Gregory	Public Governor (Dorset RoEW)
Sue Howshall	Public Governor (Dorset RoEW)
Peter Kelsall	Staff Governor
Justine McGuinness	Public Governor (Dorset RoEW)

493/16 Welcome and Apologies

The Chair welcomed members to the meeting and reported apologies received.

494/16 Patient Story

The meeting commenced with a patient story illustrating the benefits provided to patients through the delivery of integrated care in local hubs.

The impact of integrated care at a local level was illustrated by the story of a patient attending the Minor Injury Unit at Weymouth Hospital. The story illustrated the care provided to the patient and the action taken to support her wish to remain at home rather than be admitted to hospital.

Board members considered that the story highlighted the benefits of adopting a person-centred approach to providing care. The Locality Director-Dorset referred to correspondence received from a local GP highlighting the patient benefits being delivered from the integrated approach to the delivery of care.

495/16 Declarations of Interests in Relation to Agenda Items

No declarations were made.

496/16 Minutes and Notes of Previous Meetings

The Board approved as a correct record the minutes of the last meeting held on 27 January 2016 and the Workshop notes of 3 February 2016.

497/16 Matters Arising

The Trust Secretary submitted a report on matters arising.

Minute 453/15: Integrated Corporate Dashboard

The Medical Director advised that a report would be submitted to the March Board meeting setting out proposals for the development of the dashboard. The revised dashboard would be submitted to the Board from April 2016 onwards.

Minute 470/15: Finance Report (Investments in 2015/16)

The Director of Finance advised that a report on the outcome and impact of the investments made by the Trust in 2015/16 would be submitted to the April Board meeting.

The Board noted the report.

498/16 Chair's Update

The Chair gave her monthly update to the Board.

The Chair referred to the main topics discussed at the Council of Governors on 11 February 2016, including:-

- The elections for the three vacant Governor positions on the Council.
- The consultation with the Council on the draft Annual Plan for 2016/17 and the views expressed with regard to strengthening the preventative agenda in the Trust priorities for next year.
- Topics raised during Constituency Time, including the Crisis Service, accommodation for staff and support for the decision to give notice on the Prison Healthcare services contracts.

The Chair also referred to her visit to the Community Adult Asperger's Service.

The Board noted the report.

499/16 Chief Executive's Update

The Chief Executive submitted a report setting out key issues of concern and interest.

The Chief Executive drew particular attention to the publication of the Five Year Forward View for Mental Health, the publication of a report by the Independent Commission on Adult Acute Mental Healthcare, progress with the contract discussions with Commissioners, developments in respect of the Clinical Services Review (CSR) and the Prison Healthcare contracts.

In addition to his written report, the Chief Executive also updated the Board on a number of other matters.

The Chief Executive advised that, with regard to the CSR, Commissioners were anticipating that the questions that would form the basis of the public consultation would be agreed on 4 May 2016.

With regard to the Prison Healthcare contracts, the Chief Executive advised that notice had been given to NHS England on the services provided by the Trust at the six establishments. Subsequent meetings had been held with the Prison Governors and Trust staff.

The Chief Executive advised that, following the decision not to accept the control total for 2016/17, Monitor staff would be visiting the Trust in the following week. Monitor would hold a series of meetings with staff to review the financial position of the Trust.

The Chief Executive advised that Ofsted was carrying out a four week inspection of children's services in Dorset. This would include services provided by the Trust.

The Chief Executive advised that the Department of Health, and local Commissioners, had expressed a wish to visit the Trust to discuss the transformation of the CAMHS service.

The Board noted the Chief Executive's report.

500/16 Board Integrated Corporate Dashboard

The Medical Director submitted the Integrated Corporate Dashboard for January and drew attention to the exception reports.

The Medical Director drew attention to

- The number of delayed transfers of care for physical health, which had risen to the highest level over the past year.
- The percentage of patients with up to date care plans where performance was below the set threshold.

- The percentage of patients with risk assessments where performance was below the set threshold.
- Waiting times for access to community mental health services, where performance was below the required threshold.

Clarification was sought with regard to the action being taken to improve performance in respect of the Monitor indicator for individuals on enhanced CPA having a formal review within 12 months. The Locality Director-Bournemouth and Christchurch advised that January was the first time that the indicator had not been achieved in 2015/16. This reflected data quality concerns. The Board sought an assurance that adequate data had been available in previous months to support a declaration that the indicator had been achieved. The Locality Director-Bournemouth and Christchurch confirmed that this was the case and the concerns in respect of the data applied to January only.

The Board noted the Dashboard for January.

501/16 Finance Items

Finance Report for January 2016

The Director of Finance submitted the Finance Report for January.

The financial performance at January was a cumulative deficit of £2.8m, which was £1m worse than plan. The current year-end projection was for a best-case deficit of £2m, a most likely case deficit of £2.2m and a worst case deficit of £2.9m. This was compared to the planned deficit of £2.2m.

The key adverse variances which underpinned the overall financial position were noted-Prison Services pay, which was the most significant adverse variance, out of area placements, pay on mental health inpatient wards, cost improvement programme (CIP) under-achievement and medical pay. The Board noted the action being taken in respect of each.

The Director of Finance advised that the overspends were being balanced by net pay underspends across all Directorates. The year-end projected underspend on staffing was £5.2m.

With regard to the CIP, £4.7m had been delivered to date. However, the year-end forecast was a £0.9m shortfall in the programme. This largely reflected a £2m shortfall on agency schemes.

With regard to the planned investment in infrastructure projects, it was noted that expenditure of £3m had been incurred to date. It was anticipated that £3.7m of the £4.5m plan would be committed by year end.

The Board noted that, at the end of January, cumulative capital expenditure totalled £7.5m. Forecast year-end expenditure was £9.7m, which was a shortfall against the plan of £0.5m.

The Director of Finance explained that the Financial Sustainability Risk Rating for January was 4.

The Board noted that, in January, there had been a significant reduction in agency expenditure. Clarification was sought as to whether the reduction had impacted on the quality of services delivered. The Director of Nursing and Quality advised that there was no evidence of an impact on the quality of services provided.

Clarification was sought with regard to the issues that could have a detrimental impact on the financial position of the Trust before the year end. The Director of Finance advised that the Prison Healthcare contracts and out of area placements were areas of particular volatility.

The Board noted the Finance Report for January.

Cost Improvement Programme 2016/17

The Director of Finance submitted a report on the development of the CIP for 2016/17.

The Director of Finance advised that the CIP for 2016/17 totalled £6.7m against a target of £7m. Further projects would be identified to meet the target and to provide a contingency.

The Director of Finance advised that a substantial element of the programme comprised initiatives in respect of workforce redesign and efficiencies and estates rationalisation. It was anticipated that additional workforce efficiencies would be identified.

The Chair of the Audit Committee advised that Internal Audit had undertaken a review of the causes of CIP underperformance in 2015/16. The review had resulted in a limited assurance opinion on the basis of schemes not being sufficiently well-developed at the commencement of the financial year. The Audit Committee had sought an assurance that the lessons learned had been incorporated into the development of the 2016/17 CIP. The Director of Finance advised that, in response to the Internal Audit report, close attention had and was being given to detailing and accurately assessing the readiness of the schemes within the 2016/17 CIP.

The Board noted the report.

502/16 People Management

The Director of Human Resources submitted the monthly People Management report.

The Director of Human Resources drew particular attention to the industrial action by junior doctors, recruitment and retention initiatives and the staff survey results, a high level summary of which had been distributed to Board Directors and Governors.

The Director of Human Resources confirmed that a corporate action plan would be developed, following an initial meeting with Staff Governors and staff side representatives, in response to the staff survey results.

The Board noted the report.

503/16 Reports from Committee Meetings

Minutes of Committee Meetings

The Board notes the minutes of the following Committee meetings

Audit Committee	21 October 2015
Quality Governance Committee	21 October 2015
Appointments & Remuneration Committee (summary notes)	28 October 2015

Appointments & Remuneration Committee: 27 January 2016-Succession Planning

The Chair of the Appointments and Remuneration Committee reported on the approach being developed by the Committee in respect of succession planning for Executive positions in the Trust.

The Chair of the Committee advised that the Committee had been considering the approach to recruitment that could be adopted when an Executive position became vacant.

The Committee had concluded that, at the January meeting each year, it would assess, in respect of each Executive position, whether, if it became vacant, it would be filled by external recruitment, a reorganisation or a mixed approach. The Chair of the Committee emphasised that this assessment would not, however, pre-judge the specific action that would be taken when an Executive position became vacant.

The Board noted the report.

504/16 Six Monthly Review of Inpatient Nurse Staffing Establishment: Ensuring Safe Staffing

The Director of Nursing and Quality submitted a report assessing the position of the Trust against the National Quality Board safer staffing expectations for inpatient units.

The Director of Nursing and Quality gave an overview of the work undertaken to identify staffing levels, the investment made in nursing staff levels, the reduction in agency staff and the increase in the number of current employees joining the Trust Bank.

The Director of Nursing and Quality confirmed that the Trust was compliant with the National Quality Board standards.

The Board noted the report.

505/16 Nurse Revalidation Update

The Director of Nursing and Quality submitted a report on the arrangements in place for the revalidation of Trust registered nurses.

The Director of Nursing and Quality gave an overview of the revalidation requirements and process, the education and training plan in place within the Trust and other activities undertaken to support nursing staff.

The Director of Nursing and Quality advised that a further report would be made to the Board in June 2016.

The Board noted the report.

506/16 Stages of Excellence

The Director of Strategy and Business Development submitted a report summarising the initial assessment of progress made in delivering the Trust's Strategic Goals, using the Stages of Excellence methodology.

The Director of Strategy and Business Development gave an overview of the process followed to develop the scoring in respect of each of the dimensions in the model and explained the broad conclusions that had been reached on the basis of the assessment.

The Director of Strategy and Business Development concluded that the assessment presented a mixed picture of progress against the Strategic Goals. Generally, the progress reflected the existing maturity of specific areas of activity prior to the Trust strategy being implemented, rather than the progress made during the first six months of the year.

The Board, in reviewing the methodology, considered that there was merit in giving further consideration to the scores proposed in respect of a number of dimensions of the Stages of Excellence model as applied to the Trust. In particular, there was merit in reviewing the evidence and scoring in respect of business information and technology, the integration of mental health and physical care and efficiency. It was considered appropriate for the model to be presented, after the scoring had been reviewed, to the Board for further review.

The Board

(a) noted the initial assessment of progress in delivering the Trust Strategic Goals using the Stages of Excellence methodology

(b) agreed that the assessment would be resubmitted to the Board after further consideration, by the Executive, of the scoring applied to the dimensions in the model.

507/16 Equality and Diversity Objectives

The Trust Equality and Diversity Manager presented the draft equality and diversity objectives for the Trust.

The Equality and Diversity Manager explained how the objectives had been developed, drawing on national priorities, frameworks and guidance, practice within the Trust and recognised areas for attention.

The Board discussed the proposed objectives, particularly in the context of the conclusions of the November 2015 Workshop that

- the Board wished to give visible leadership to equality and diversity in the Trust; and

- there was scope to integrate more fully equality and diversity at a corporate level within the Trust.

The Board considered that there remained scope to more fully integrate diversity and equality aims and objectives into the overall plans and objectives for the Trust. It was considered that the proposed objectives should be reviewed further to achieve these aims.

The Board agreed that further consideration should be given to the equality and diversity objectives and revised proposals submitted to a future meeting.

508/16 Trust Annual Plan 2016/17 and Dorset Sustainability and Transformation Plan

The Director of Strategy and Business Development gave a verbal update on the timetable for the production of the Monitor Operational plan, the Trust Annual Plan for 2016/17 and the Dorset Sustainability and Transformation Plan (STP).

The Director of Strategy and Business Development explained that the draft Monitor Operational Plan for 2016/17 had been submitted on 8 February 2016. The final Plan would be considered at the Board in March and submitted to Monitor by 11 April 2016.

The Director of Strategy and Business Development advised that the draft Trust Annual Plan for 2016/17 would be reviewed at the April Board Workshop and discussed at the appropriate Board Committees later in the month. The Board would consider final approval of the plan at its May meeting.

The Board noted that Dorset Clinical Commissioning Group was leading the development of the STP. It was anticipated that a draft would be submitted to Chief Executives on 16 March and discussed further at their meeting on 1 April. A draft would be submitted to the Board Workshop on 6 April and to the Board for approval on 24 May.

The Chair asked that the dates of Council of Governors meetings be included in the programme for consideration of the documents.

The Board noted the timetable for the development of the Monitor Operational Plan, the Trust Annual Plan for 2016/17 and the Dorset STP.

509/16 CQC Quality Improvement Plan

The Director of Nursing and Quality submitted the monthly progress report in respect of the implementation of the Quality Improvement Plan.

The Director of Nursing and Quality advised that of the 60 'must do' actions identified, six were rated as amber and 54 green. Of the green actions, 11 had been fully completed. With regard to the 89 'should do' actions, one was rated as red, 11 as amber and 77 as green (with 23 having been fully completed).

With regard to the action rated as being red, the Board noted that this was in respect of the long stay and rehabilitations wards and the recommendation to ensure that the principles of the Code of Practice be further developed. Further evidence was required to provide assurance that the recommendation was being fully actioned.

The Board noted the report.

510/16 Non-Executive Director Membership of Board Committees

The Chair submitted a report setting out proposed changes to the Non-Executive Director membership of Board Committees.

The Chair advised that it was proposed that Lynne Hunt would become Chair of the Quality Governance Committee and that Sarah Murray would join the core membership of the Charitable Funds Committee.

The Board expressed its appreciation for the work of David Brook as Chair of the Quality Assurance Committee and, subsequently, the Quality Governance Committee.

The Board approved the changes to Committee membership, with effect from 1 April 2016.

511/16 Annual Cycle of Board Business

The Trust Secretary presented the Board cycle of business, which formed the basis of Board agendas.

The importance of having a comprehensive cycle of business in place was emphasised. Directors were asked to advise the Trust Secretary of additions or amendments to the draft cycle.

The Board noted the updated cycle of business.

512/15 Governor Questions and Observations

Governors present at the meeting made a number of observations and comments

- The challenge of achieving, by October 2017, the maximum waiting time of four hours for admission to an acute psychiatric ward for adults or acceptance for home based treatment following assessment. The Chief Executive commented that it would be important for partners to identify the action and resources required to achieve the target and to establish a clear programme to ensure its delivery.
- Clarification with regard to whether the number of beds to be provided in the Psychiatric Intensive Care Unit Business Case (PICU) would be sufficient to meet the expected demand. The Chief Executive advised that the provision was based on extensive modelling and that the bed numbers were considered to be appropriate.

513/15 Forthcoming Meetings

The schedule of forthcoming meetings, all at Sentinel House, was noted

- Board Workshop 2 March 2016 at 9.30am
- Board meeting 30 March 2016 at 1.00pm

514/15 Exclusion of the Press and Public

Resolved that the press and public be excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted, publicity of which would be prejudicial to the public interest.

[The following Governors remained for the Part 2 section of the meeting-Chris Balfe, Sue Evans-Thomas and Scottie Gregory].

515/16 Confidential Minutes of the Meeting Held on 27 January 2016

The confidential minutes of the meeting held on 27 January 2016 were approved as a correct record.

516/16 Matters Arising

There were no matters arising from the previous minutes.

517/16 Matters of Concern to Report

The Director of Nursing and Quality brought the following matters to the attention of the Board

- The death of a patient, from natural causes, being transferred from Royal Bournemouth Hospital to Alderney Hospital
- The suicide of a patient known to the CAMHS Service
- The receipt of a draft report from the Parliamentary and Health Service Ombudsman partially upholding a complaint against the Trust.

The Board noted the report.

Signed:

Date:

Ann Abraham, Chair