

Part I Minutes of the Dorset HealthCare University NHS Foundation Trust
Board of Directors Meeting held on Wednesday 8th October 2014
at Sentinel House, Nuffield Road, Poole, Dorset, BH17 0RB

Present:	Ms. A Abraham	Chair
	Mr. R Shields	Chief Executive
	Mr. D Brook	Non-Executive Director
	Ms. L Hunt	Non-Executive Director & Deputy Chair
	Mr. J McBride	Non-Executive Director
	Ms S Murray	Non-Executive Director
	Mr P Rawlinson	Non-Executive Director
	Mr. N Yeo	Non-Executive Director
	Ms. L Boland	Locality Director - Poole
	Mr. C Hague	Director of Human Resources
	Ms. F Haughey	Director of Nursing & Quality
	Mr. S Hubbard	Director of Strategy and Business Development
	Dr. L Mynors-Wallis	Medical Director
Ms. S O'Donnell	Locality Director - Dorset	
Ms. N Plumb	Director of Organisational Development, Participation & Corporate Affairs	
Mr. E Yafele	Locality Director - Bournemouth	
In Attendance:	Ms. L Bonfield	Minute taker
	Mrs. S Wright	Associate Director of Finance
Apologies:	Mrs. G Fozard	Non-Executive Director
	Ms J Chai	Director of Finance
Observers:	Mr. C Balfe	Lead Public Governor (Dorset RoEW)
	Ms. A Bartlett	Staff Governor
	Mr. B Batty-Smith	Local Government Governor
	Ms. P Cooper	Staff Governor
	Ms. S Gregory	Public Governor (Dorset RoEW)
	Mr. N Jenvey	Member of staff
	Mr. P Kelsall	Staff Governor
	Ms. J Owens	Public Governor (Dorset RoEW)
	Ms. E Provins	Member of staff
	Ms. A Reed	Public Governor (Dorset RoEW)
	Ms. P Scott	Public Governor (Dorset RoEW)
	Ms. A Webb	Public Governor (Poole)
Mr. L Williams	Public Governor (Bournemouth)	

WELCOME

187/14

Ms. Abraham congratulated Mr. Rawlinson and Mr. Yafele on their respective appointments and welcomed them both to their first Board Meeting. Ms. Abraham also congratulated Ms. Chai in her absence, on her appointment. Ms. Abraham informed the meeting that she had written to Ms. Jane Elson on behalf of the Board to thank her for her hard work and commitment during her time as a Board Director.

188/14

PATIENT STORY

The patient narrative read by Mr. Hague described the difficulties a local patient had experienced in seeking support and treatment for symptoms of extreme fatigue and depression, connected to the diagnosis of an underactive thyroid. The patient's condition significantly improved after she asked her GP to refer her to the Trust's Chronic Fatigue Unit in Wareham, where she was diagnosed with a 'classic case of ME' and supported with appropriate therapies and information to better manage her symptoms.

The Board recognised this was a positive outcome for this patient but that the story highlighted a number of wider issues.

- The need to raise awareness with patients and GPs about the breadth of services available, particularly specialist services such as this. Mr. Brook suggested a greater focus on using digital assets to promote Trust services.
- Improving access to services. Ms. Boland made a comparison to the Steps to Wellbeing service, which is a self-referral service and could reduce reliance on GP or other referrals.
- Service availability and reducing distances to travel. Discussion focussed on how the service would continue within the new locality structure. Ms. O'Donnell highlighted that offering these specialist services in each locality would be constrained by demand and highlighted the difficulties of arranging groups in every part of Dorset.

The Board felt this service should be considered for expansion, particularly given its integrated focus on physical and mental health. Ms. Boland agreed to explore how the service fits within the locality structure and report back to the board.

The Board noted the patient story narrative.

189/14

APOLOGIES

The Board noted apologies from Mrs Fozard, Non-Executive Director and Ms. Chai, Director of Finance.

190/14

QUORUM

It was confirmed that the meeting was quorate.

191/14

DECLARATIONS OF INTEREST

Mr. Rawlinson declared that in regard to item 3.2 he is a Board Member of Bournemouth University and offered to leave the room for that agenda item if required.

Ms. Abraham thanked Mr Rawlinson for his declaration and stressed the importance of transparency in relation to potential conflicts of interest. The Board agreed that it would not be necessary for Mr Rawlinson to leave the room for that item.

192/14

MINUTES OF PREVIOUS MEETING

The minutes of the Part I Board Meeting held on 10th September 2014 were approved subject to the following amendments:

Minute 177/14: point 1 should read 4th and 5th August 2014.

Minute 184/14: amendments made to Ms Boland's contribution regarding updated risk summaries being uploaded to RIO.

193/14

MATTERS ARISING

The Schedule of Matters arising from the 10th September was considered by the Board.

The matter raised in Minute 171/14 regarding the Memorandum of Understanding with Bournemouth University was already included for discussion in the meeting agenda.

Mr. Rawlinson referred to Minute 183/14 and requested that he be further informed about the vision and purpose development work underway.

194/14

CHAIR'S UPDATE

1. Annual Members' Meeting

The Members' Meeting had been a great success, with thanks to the Governors for their input and all of their hard work. The minutes would be brought to the November Board meeting.

2. Meeting with Health Education Wessex

The Chair reported that, together with the Medical Director and the Director of Medical Education, she had recently met the Post

Graduate Dean from Health Education Wessex to discuss doctors' training within the Trust, before going on to meet with some junior doctors to hear from them about their placements at Dorset HealthCare.

3. Road to Wellness Awards

The Chair had also attended the Road to Wellness Awards, a highly recommended event that recognises the achievements of patients and service users in mental health recovery. The event is a great reminder of why we come to work and are proud to be in the Trust and partner organisations.

4. Risk Management, Assurance and Quality Governance

The first meeting of the Implementation Steering Group would be held on 15th October and has a clearly defined work programme.

5. On the horizon

Recruitment and retention remains an important issue and the next Board Workshop will be devoted to this subject.

The launch of Dorset Clinical Commissioning Group's Clinical Services Review take place at a public event on 22 October 2014.

The next Council of Governors Away Day will be on 24 October.

195/14

**STRATEGY IMPLEMENTATION:
Current Affairs and Operational Performances**

CHIEF EXECUTIVE'S UPDATE

1. Road To Wellness Awards

The Chief Executive supported the Chair's comments about these awards, which he described as an inspirational account of the achievements of staff and service users working together.

2. Locality Management changes

These appointments have now been made and further announcements will be made regarding roles and responsibilities. Induction of Locality Managers is taking place this week, involving all the Executive Directors, with a focus on local experience. It will continue to be important to recognise there will be a transitional period as staff get into new roles.

3. Monitor

Monitor will be visiting the Trust in December as part of their regular programme of visits. They would like to meet as many Board Directors as possible and have also asked to visit a clinic

where there have been improvements. Board Members will be advised of the date as soon as it is confirmed.

4. HUGS Group re: West Dorset Mental Health Services Review

Meeting with the HUGS Group regarding West Dorset Mental Health Services Review. It is clear that everyone wants to see the best possible services in Dorset. There is a commitment to share information on benchmarking and develop a more positive relationship as the Review progresses.

5. CQC Community Mental Health Service Users' Survey

The Quality Assurance Committee will consider the detailed findings of the Survey. There are 33 questions, of which we had none below average when compared with other Trusts' responses but only two questions scored 'better' or 'above average' and the remainder were classified as 'about the same' as other Trusts.

Although we are no worse than other service providers we do not want to be average and behind the average scores are a number of insights where we need to see improvements in our services, such as in care planning.

196/14

To receive the approved minutes from the Quality Assurance Committee held on the 21st August 2014

Mr. Brook advised the following updates from the September meeting:

- Arrangements for reporting to the Board on Serious Untoward Incidents will be confirmed outside the meeting and reported back to the Board.
- Concerns had been raised about staffing on Waterston and Linden wards, with similar themes appearing from August to September

The Board received the minutes from the Quality Assurance Committee held on 21st August 2014.

197/14

To receive the approved minutes from the Finance, Investment & Performance Board Sub-Committee held on 5th August 2014

Ms. Hunt confirmed there had been two meetings since the August minutes and gave three verbal updates from

the October meeting:

- Further work is required on the Risk Register to ensure that the Board is aware of key risks.
- The next FIP will need to take a comprehensive view of the Trust's state of readiness and assurance for Mental Health payment by results
- Despite the considerable efforts in relation to staffing, overall pay is reducing and there is no indication of a steady state. The CQC had noted staffing as an issue at Waterston.

The Board received the Minutes from the Finance Investment & Performance Board Sub-Committee held on 5th August 2014.

198/14

To receive the approved minutes from the Charitable Funds Committee held on 4th June 2014

Ms. Hunt updated the Board:

- The Charitable Funds Annual Accounts will be signed off shortly and present a good picture
- The Committee is considering an Investment Strategy

Ms Abraham reminded Board Members that they are all Trustees of the Charitable Funds and have the right to attend meetings of the Committee ex officio. The next meeting is on 3 December 2014. An update of the Trustee Information Pack has been requested.

Mr. Brook requested a formal invitation to these meetings.

Ms. S Murray requested a copy of the Trust Deed.

The Board received the approved minutes from the Charitable Funds Committee held on 4th June 2014.

199/14

To receive the Integrated Corporate Dashboard and Report for August 2014

Ms. Haughey summarised the content of the August Corporate Dashboard.

The Board noted that the report format would be amended to reflect the new locality structures.

Ms. Abraham reminded the Board that the FIP Committee had already considered the Corporate Dashboard Report in detail.

The Blueprint

A half-year review of The Blueprint deliverables will be presented at the November 2014 Board meeting.

Early Intervention in Psychosis indicator

Ms. Abraham and Ms. Hunt requested a separate discussion to explore the purpose of this indicator. Ms Boland undertook to arrange this.

Delayed transfers of care

The Board recognised the potential negative impact on patients of delayed discharges and the need to quickly escalate the issues with partner agencies and commissioners to do everything possible to mitigate the situation.

It is also important to recognise the impact of events such as two forced care home closures by the CQC in October and the need to accommodate those people.

Mr. McBride highlighted that the FIP Committee had discussed this issue and recognised it was a longer-term problem.

Mr. Rawlinson requested that a patient story comes to the Board about this matter.

Ms. O'Donnell clarified that the indicator is specific to mental health delayed discharges but that similar issues arise in community hospitals.

Financial performance

Mrs. Wright presented an overview of financial performance from the October Corporate Dashboard.

Ms. Hunt informed the Board that the FIP Committee had considered progress with the Cost Improvement Programme in detail and noted that the strong financial position is explained in part by the number of vacancies and consequent lower spend on pay.

The Board received the Integrated Corporate Dashboard and Report for August 2014.

200/14

To receive the monthly update on People Management and Organisation Development

Mr. Hague summarised the report and highlighted that recruitment to the Board is now complete and recruitment to the new locality structure almost complete, with a small number of exceptions.

Flu programme 2014/15

The Board recognised the need to protect patients and

the public and improve on the 2013/14 uptake figure of 27.7%. An internal campaign is already underway.

The difficulties identified are: working across multiple locations; myths that remain about the effects of the vaccine; recording details of those who have had the vaccination elsewhere; and visible professional and clinical leadership.

Management of ligature issues

Mr. Yeo welcomed the update on action taken for the management of ligature issues and Mr. McBride requested that timescales for delivery be accelerated.

Action: Executive to report back in January 2015 on progress to reduce ligature risks.

Deprivation of Liberty Safeguards (DoLS) Training

Mr. Hague agreed to give Mr. Rawlinson a more detailed update about Trust actions regarding the DoLS standards after Mr. Rawlinson stressed the importance of this matter in the light of the recent Supreme Court judgment.

Ms. Abraham noted that the Supreme Court judgment had been brought to the Board's attention previously; that the Trust had obtained legal advice and training had been provided for relevant staff.

Ms. Murray asked to attend a DoLS training session.

The Board received the People Management and Organisational Development Report

Strategy Development:

Policy Formulation and Decision Making

201/14

To approve the proposed process of development of Trust Strategies

Mr. Hubbard outlined the proposed process for Strategy development, highlighting key Board involvement and decision points through to January 2015.

The Board recognised the challenging timeline to delivery.

Mr. McBride, Ms. Murray and Mr. Brook each

emphasised the importance of recognising how the timing of the process is affected by and influences external events, with Mr Brook citing the Clinical Services Review as an example.

Ms. Abraham welcomed this item being on the agenda and asked Mr Hubbard to ensure the Council of Governors is involved in and contributes to this work.

Action: Trust Secretary to plan Board and Council of Governors' engagement to ensure the Board's and the Council's input to Strategy development.

The Board approved the proposed process of development of Trust Strategies.

202/14

To approve the proposed renewed Memorandum of Understanding between Bournemouth University and Dorset Healthcare University NHS Foundation Trust

Dr. Mynors-Wallis introduced the proposed Memorandum of Understanding.

The Memorandum has been drafted jointly with Professor Gail Thomas, Dean of Health and Social Care at the University, The revised Memorandum provides a platform for research, innovation and development, building on the significant benefits previously achieved.

Next steps are a meeting between the Chief Executive and the Vice Chancellor, following which the Memorandum will be taken to the University Senate.

Discussion covered:

- the importance of the relationship and partnership working with Bournemouth University for the Trust
- the need to ensure a balance of physical and mental health representation on the proposed Steering Committee
- the need to agree a timescale for the proposed Annual Report, to meet both organisations' business cycles

Although not contractually binding, the Board positively welcomed the Memorandum and Mr. Rawlinson voiced strong support. He emphasised that with enough resonances between the two organisations' respective strategies and alignment of strategic objectives, the Memorandum would lead to success. The Memorandum

reflects the Bournemouth University plan to fuse teaching, research and professional practice.

The Board approved the proposed Memorandum of Understanding with Bournemouth University.

203/14

To receive background information for a presentation and discussion regarding the Better Together Programme and the Clinical Services Review.

Mr. Hubbard gave an overview and presentation of the Better Together programme and the Clinical Services Review.

Both initiatives present the opportunity for patients to have seamless provision of care through truly integrated services.

The Board agreed on the importance of being involved in and influencing both initiatives at every opportunity.

Discussion emphasised the importance of being proactive and clear about the Trust's strategy, of working in partnership and of involving staff and local people in the decision-making ahead.

Mr. Shields summarised the Trust's messages in response to the two initiatives:

- We start with the patient, not the organisation
- We offer solutions and are creative in partnership with others
- Our staff are our ambassadors
- We start with whole person, physical and mental health needs and take a holistic approach
- Our services are responsive to service user need and co-developed with service users, closer to home
- We are effective and efficient
- We need to maximise the potential of moving services out of hospitals and closer to home

Governors were invited to contribute to the discussion and made the following points:

- Importance of communicating about the new leadership team and organisational changes, particularly with GPs
- The need to involve the Council of Governors in this work and to give them the information to take

out to their local communities and networks

- The need to promote the Trust far more and to have all staff sharing the enthusiasm of the Board
- The need to understand more about how mental health will be taken account of in the Better Together planning.

Ms. Abraham summarised the key discussion points:

- There is an urgency for the Trust to define its strategy
- We must be proactive and not defensive
- We have a strong story to tell
- We must bring a fresh approach
- We have a myriad of relationships and partners with whom to work
- We have significant resources
- Our strategy must develop alongside our organisational development, improved staff engagement and a clear vision and purpose
- We will be dynamic and iterative in how we move forward
- Importance of capturing insight and feedback from events taking place.

The Board received the presentation and background information.

REGULATORY AND COMPLIANCE MATTERS

Board Governance Housekeeping

All Board members have now completed and returned annual declarations concerning:

204/14

- Fit and proper persons test
- Code of Conduct for Directors
- Non-Executive Directors have also made a declaration of independence

Two amendments were noted to the declarations:

For Ms. Hunt, the reference should be to 'Lynne Jay Hunt Consulting Ltd'

For Mr. McBride, an additional 'N' should be removed from the declaration

The Board determined and agreed the independence of the Non-Executive Directors based upon their declarations.

To review the 3 month cycle of Board business

The 3 month cycle was considered a work in progress, noting the importance of finalising an overarching annual cycle to meet organisational needs and external obligations.

OTHER MATTERS

Any Other Business

205/14

Ebola

Ms. Murray asked if the Trust has Armed Forces staff who might be called up to support the international response to Ebola.

Mr Shields advised that the Trust has a small number of reservists but is aware that any member of staff may ask to join the volunteer response, and the organisation would be sympathetic to any such requests.

DATE AND TIME OF NEXT MEETING

The next Board Meeting will be held on Wednesday 12th November 2014 at Sentinel House, 4-6 Nuffield Rd, Poole, Dorset BH17 0RB

EXCLUSION OF THE PUBLIC

To resolve that representatives of the Press and other members of the public, be excluded from the remainder of this meeting having regard to the confidential nature of the business being transacted, publicity of which would be prejudicial to the public interest.

Signed:

Date:

Ann Abraham, Chair

