

Minutes of the Board of Directors Meeting held at 1pm on Wednesday 28 September 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	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
Colin Hague	Director of Human Resources
Fiona Haughey	Director of Nursing and Quality
Nick Kosky	Medical Director
Matthew Metcalfe	Director of Finance and Strategic Development
Sally O'Donnell	Locality Director-Dorset
Nicola Plumb	Director of Organisational Development, Participation and Corporate Affairs
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

Governor Observers:

Chris Balfe	Public Governor (Dorset RoE) (Lead Governor)
Scottie Gregory	Public Governor (Dorset RoE)
Sue Howshall	Public Governor (Dorset RoE)
Jan Owens	Public Governor (Dorset RoE)
Judith Adda	Public Governor (Bournemouth)
Anna Webb	Public Governor (Poole)
Angela Bartlett	Staff Governor
Pat Cooper	Staff Governor
Becky Aldridge	Partner Governor (Service User Group Representative)
Karen Parker	Partner Governor (Bournemouth University)
Bill Batty-Smith	Partner Governor (Dorset District Councils)

632/16 Welcome and Apologies

The Chair welcomed Board members, Governors, members of the public and staff observers to the meeting and reported the apologies received.

The Chair welcomed Matthew Metcalfe to his first meeting of the Board after his appointment as Director of Finance and Strategic development.

633/16 Patient Story

The meeting commenced with a story illustrating the experience of a patient diagnosed with autism.

The story outlined the challenges the patient encountered in her earlier life and with family relationships before she was diagnosed, after a number of referrals between services, in 2014. The story explained that whilst she encountered many continuing challenges, the patient was more relaxed about who she was now that a diagnosis had been made.

Board members considered that the story highlighted the long period of hardship, discomfort and distress that the patient encountered before there was an understanding of her condition. The range of professional opinions and views that had been expressed, before a diagnosis had been made, had added to the hardship faced by the patient. It was noted that, now a diagnosis had been made, the Trust might be able to support the patient to find employment.

It was noted that, given the age of the patient, it was likely that the autism spectrum had not been fully recognised when she was at school.

It was recognised that the Trust could not support all patients with autism. The Trust faced a challenge in determining the threshold for ongoing support for patients. Clarity was also required with regard to other support that might be available, for example, in primary care. There was a potential role for the Trust in influencing commissioning of services for autistic patients.

The Board noted the patient story.

634/16 Declarations of Interests in Relation to Agenda Items

Nick Yeo advised that he had recently amended his declaration in the Register of Directors' Interests to reflect the fact that his son-in-law had recently commenced a work placement, as part of the NHS Graduate Management Trainee Scheme, at Poole Hospitals NHS Foundation Trust.

Peter Rawlinson declared an interest in the item in respect of the Dorset HealthCare and Bournemouth University Memorandum of Understanding on the basis of his position as an independent Board member of Bournemouth University.

635/16 Minutes and Notes of Previous Meetings

The Board approved as a correct record the minutes of the meeting held on 27 July 2016, the Workshop notes of 7 September 2016 and the minutes of the Annual Members' Meeting held on 14 September 2016.

The Board received, for information, the notes of the briefing for the Council of Governors on the Clinical Services Review held on 7 September 2016.

636/16 Matters Arising

The Trust Secretary submitted a report on matters arising from previous meetings.

The Board noted the report.

637/16 Chair's Update

The Chair advised that the Trust would be holding a Compassion and Well-Being Conference for staff on Wednesday, 5 October 2016, to which Board Directors were invited.

The Board noted the report.

638/16 Dorset HealthCare and Bournemouth University-Progress Under the Memorandum of Understanding

Professor Keith Brown, Director of the Centre for Post Qualifying Social Work at Bournemouth University, and Karen Parker, Partner Governor for Bournemouth University, attended for the item.

The Medical Director introduced a report providing an overview of the partnership working that had been progressed with Bournemouth University.

The Medical Director explained that the Memorandum of Understanding between the University and the Trust had been first signed in 2010 and refreshed in 2015. The Memorandum required the submission of an annual report to the two parties setting out the development of the partnership and initiatives being pursued.

The Medical Director gave an overview of the development of the partnership and activities which had taken place in respect of

- Collaboration on research and knowledge exchange;
- Collaboration involving undergraduate and postgraduate students;
- Collaboration on promoting an effective workforce, such as developing the future workforce, return to practice, continuing professional development and leadership development;
- Discussions about teaching opportunities; and
- The provision of consultancy advice.

Professor Brown commented that the partnership between the two organisations was developing and had benefitted from the active involvement from key participants from the Trust and University. It was recognised by all those involved that the partnership added value to both organisations and had considerable further potential.

The Board noted the report.

639/16 Chief Executive's Update

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

The Chief Executive's report highlighted progress with the Sustainability and Transformation Plan for Dorset, the publication of the national operational planning guidance for the next two years, the Clinical Services Review, the Care Quality Commission (CQC) re-inspection of the Trust and the tenders for Dorset and Devon Prison healthcare services.

The Chief Executive gave an overview of the 2017/19 operational planning guidance, the context within which it had been produced and the key commitments required of the NHS.

The Chief Executive advised that the CQC quality summit, following the March 2016 re-inspection, would be taking place on Monday 3 October. The CQC would be issuing a positive press release. This had been delayed on the basis that CQC staff had indicated that an enforcement notice was to be issued in respect of healthcare services at Exeter Prison. This was, however, not the case. Discussions were continuing with the CQC with regard to the action necessary to address any reputational consequences of this for the Trust.

The Chief Executive reported on the publication of the Single Oversight Framework by NHS Improvement.

The Locality Director, Dorset confirmed that, although the inspection report was awaited, a detailed action plan was being implemented following the CQC inspection of Exeter Prison.

The Board noted the report;

640/16 Board Integrated Corporate Dashboard

The Medical Director submitted the dashboard for August.

The Medical Director drew attention to the following:-

- The improvement in mandatory training rates which were above the threshold for the second consecutive month;
- The continuing improvements in data quality;
- The increasing incidence of violent incidents between patients and patients on staff;
- The upward trend in the incidence of prone restraint and seclusion;
- The increase in the number of falls in inpatient wards in August.

The Medical Director commented that the worsening trend in a number of the indicators were a consequence of the high level of activity across most Trust wards.

Clarification was sought with regard to the action that could be taken to meet the increasing demand for services in the light of constrained resources. The Chief Executive commented that there was scope to redesign services to address increasing demand. In addition, there remained opportunities to identify efficiencies across the Trust and to re-direct resources. There would also come a time when discussions with commissioners about overall resourcing levels were necessary to ensure that patient needs were being met.

It was noted that some indicators were forecasting a worsening performance over the next month. Clarification was sought as to whether or not this was the case and, if it was, the action being taken. The Medical Director undertook to review the indicators where a worsening position was forecast and to provide clarification in the narrative in future dashboard reports.

Clarification was sought as to whether the worsening performance in respect of some indicators could be linked to the reduction in agency expenditure. Whilst this was not considered to be the case, it was recognised that there was scope to improve the triangulation of quality and financial metrics in Board reports.

The Board noted the dashboard for August.

641/16 Finance Items

Revised 2016/17 Budget

The Director of Finance and Strategic Development submitted a revised financial plan following acceptance of the control total by the Trust.

The Director of Finance and Strategic Development advised that the Board had approved the budget for 2016/17 at the meeting on 25 May. The Trust had subsequently accepted the control total set by NHS Improvement. The implications of this had now been incorporated within the Trust budget.

The Director of Finance and Strategic Development explained that achieving the control total of £162,000 operating surplus required the Trust to set a deficit financial plan of £4m, including impairments and donated asset depreciation. At the time of the May Board meeting, the deficit budget agreed was for £7.7m. Therefore, acceptance of the control total required a reduction in planned expenditure of £3.6m.

The Director of Finance and Strategic Development explained that this reduction would be met by:-

- Support of £1.9m from the national Sustainability and Transformation Fund (STF);
- A reduction in expenditure by the Trust of £1.7m. This would be met from improved operating performance, principally from further reductions in agency expenditure and delays in IM&T recruitment.

Clarification was sought with regard to the degree of certainty in respect of the STF support for the Trust. The Director of Finance and Strategic Development advised that the funding had been agreed and payment was subject to achievement of national standards.

The Board agreed the revised Financial Plan for 2016/17.

Trust Finance Report for Month 5

The Director of Finance and Strategic development submitted the Finance Report for August.

The Director of Finance and Strategic Development advised that the Trust had a deficit of £2m which was £2m ahead of plan. Further improvements in operational performance were anticipated, with agency expenditure continuing to reduce.

To date, £6.9m of the £8.1m cost improvement plan for the year had been achieved. The Financial Sustainability Risk Rating at the end of August was '4'.

Clarification was sought as to whether or not the controls on agency expenditure had impacted on the ability of the Trust to recruit IM&T staff. The Chief Executive commented that action had been taken to reduce agency costs in the IM&T service, as some staff were paid above the national ceiling, and this may have impacted on recruitment. Other delays were being caused by projects taking longer to implement than anticipated.

It was noted that £3m of the savings in the cost improvement programme were non-recurrent. It was recognised that this would need to be addressed in 2017/18.

Clarification was sought with regard to progress with the psychiatric intensive care unit for women at St Ann's Hospital. The locality Director, Bournemouth and Christchurch advised that completion had originally been planned for the end of October. The project had slipped by six weeks. The financial impact of this had been incorporated in the year-end forecast.

The Board noted the Finance Report for August.

Investment Fund Proposals

The Director of Finance and Strategic Development submitted a report setting out proposed expenditure from the investment fund established for 2016/17.

The Chief Executive reminded the Board of the context to the establishment of the investment fund utilising Trust reserves and gave an overview of the bids that had been identified for support.

The Chief Executive advised that, if supported, progress in delivering the projects would be included in the monthly Finance Report. Additional detail would be provided in respect of each project to support monitoring of progress.

The Board noted that two projects would have significant recurring costs. It was considered that, in the light of this, they merited further review at a Board Workshop.

The Board supported the investment projects but requested additional information, at the October Workshop, to support further consideration of the plans in respect of Pharmacy support and Health and Social Care Co-ordinators.

642/16 People Management

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

The Director of Human Resources drew particular attention to the continued management of agency costs, the junior doctors industrial action which would not be proceeding, the proposed appointment of the Associate Director of Nursing & Quality as the Guardian for raising concerns, the planned appointment in October of the Trust Guardian of Safe Working and mandatory training completion which was now above the 95% threshold.

The Board endorsed the proposal that the People Management report be submitted to every other meeting of the Board.

The Director of Human Resources advised that he would be retiring from the Trust after the May 2017 Board meeting.

The Board noted the report.

643/16 Six Month Staffing Review

The Director of Nursing and Quality submitted a report setting out the position of the Trust in respect of the revised guidance issued by the National Quality Board in 'Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time'.

The Director of Nursing and Quality advised that it was proposed to review, in detail, the guidance and the position of the Trust at the meeting of the Quality Governance Committee on 20 October 2016. The Committee would also consider future arrangements for providing assurance to the Board in respect of compliance with the new guidance.

The Board noted the report.

644/16 Annual Plan Deliverables 2016/17

The Director of Organisational Development, Participation and Corporate Affairs submitted a report setting out the 2016/17 annual plan deliverables and reporting on progress with their achievement.

The Director of Organisational Development, Participation and Corporate Affairs advised that the draft deliverables had been reviewed at the June meeting and a number of areas identified for further development. These had been addressed in the revised version before the Board.

The Director of Organisational Development, Participation and Corporate Affairs drew attention to two changes, in particular, that were proposed:-

- Amending the IM&T deliverable to acknowledge the importance of IM&T systems' support to business support and corporate support teams;
- Amending the requirement to produce a three-year financial plan to a two-year plan, to reflect national planning timescales.

The Board endorsed the proposed amendments.

Confirmation was sought that the IM&T objectives could be still be achieved in view of the delay in recruiting staff. The Executive considered that the objectives could be achieved within the timescale of the plan.

The Board

(a) Approved the annual plan deliverables for 2016/17;

(b) Noted the progress to date in achieving the deliverables.

645/16 Sustainability and Transformation Plan (STP)

The Director of Organisational Development, Participation and Corporate Affairs submitted the draft STP for review by the Board.

The Director of Organisational Development, Participation and Corporate Affairs explained the process that had been followed to develop the STP after the August 2016 review of the draft by NHS England, the key changes in the document and the timescale for its final submission. It was noted that the STP would be submitted to NHS England on 21 October 2016.

The Director of Organisational Development, Participation and Corporate Affairs advised that the Executive considered that revisions were required to the text in respect of transforming mental health services. In particular, it was considered that stronger commitments were required with regard to meeting acute demand, investment in acute mental health beds and in respect of positive commitments regarding better access to mental health services. It was also considered that more detail was required in respect of finance and workforce implications of the Plan.

The Board considered that, whilst there were areas of the STP which required development, the ambition in the Plan merited support, the vision for the integrated community services was aligned with the aims of the Trust and the approach being taken reflected the commitment of the Trust to work in partnership to address community needs.

The Board agreed to:-

(a) Note and support the progress made in developing the STP for Dorset;

(b) Welcome and endorse the vision and aims for the County in the STP;

(c) Reaffirm its commitment to contribute to the delivery of, in particular, integrated community services and mental health services in Dorset;

(d) Welcome the opportunity to engage in further discussions required to shape, in particular, the workforce and financial implications of the Plan and also the governance arrangements for oversight and implementation of the STP;

(e) Support the submission of the STP to NHS England;

- (f) delegate authority to the Chief Executive, in consultation with the Chair, to sign off the document on behalf of the Trust, via the System Leadership Team, before its submission to NHS England on 21 October.**

646/17 CQC Re-Inspection Outcome Report

The Director of Nursing and Quality reported on the outcome of the CQC re-inspection of seven core services in March 2016, following publication of the inspection reports on 7 September 2016.

The Director of Nursing and Quality advised that, following the re-inspection, four core services had been moved from a rating of 'requires improvement' to 'good'. These were:-

- Wards for older people with mental health problems
- Long stay rehabilitations wards
- Specialist community mental health services for children and young people
- Urgent care services

The Board noted that three core services continued to be rated as 'requires improvement':-

- Community based mental health services for adults
- Community based services for older people with mental health problems
- Crisis and health based places of safety

The Board noted that progress had been made across all of the services re-inspected. However, in the case of the three services where the rating had not changed, improvements had not been made at the pace expected.

The Board noted the details of the areas of good practice and concerns that were highlighted in each of the inspection reports.

The Director of Nursing and Quality advised that action plans were being developed for each of the core services. These would replace the existing action plans. It was noted that three further services that had been rated as 'requires improvement' in the June 2015 inspection would be re-inspected. A date for the re-inspections had not yet been set.

The Board noted the outcome of the re-inspection and the revised overall Trust ratings.

647/16 Quality Improvement Plan

The Director of Nursing and Quality introduced the monthly update on progress in implementing the Quality Improvement Plan following the June 2015 CQC inspection.

The Board noted that of the 60 'must do' recommendations, 45 were complete or rated as green, four were rated as amber/green on the basis of being in progress to meet the deadline. Eleven actions were rated as being amber and were at risk of not achieving the target date. No actions were rated as being red.

Of the 88 'should do' recommendations, 67 were complete or rated as green, seven were rated as amber/green on the basis of being in progress to meet the deadline.

Fourteen actions were rated as being amber and were at risk of not achieving the target date. There were no red rated actions.

The Director of Nursing and Quality advised that the next report to the Board would include the outcome of the 2016 re-inspection, which would reduce the number of actions being reported against.

The Board noted the report.

648/16 CQC and NDGO on Data Security, Standards and Consent

The Director of Nursing and Quality submitted a report setting out the recommendations made, to the Secretary of State, by the National Data Guardian for Health and Care (NDG) and the CQC following a review of data security standards and consent.

The Director of Nursing and Quality gave an overview of the recommendations and explained that, if approved in full, there would be a number of actions required within the Trust to ensure full compliance. A further report would be made to the Board following the publication of the final proposals.

The Board noted the report.

649/16 Non-Executive Director Membership of Board Committees

The Trust Secretary submitted a report setting out recent revisions to the Non-Executive membership of the Audit Committee and the Quality Governance Committee.

The Board endorsed the changes to the membership of the Audit Committee and the Quality Governance Committee.

650/16 Summary Minutes of the Appointments and Remuneration Committee: 29 June 2016

The Board noted the summary minutes of the Appointments and Remuneration Committee held on 29 June 2016.

651/16 Annual Cycle of Board Business

The Board received the annual 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.

652/18 Governor Questions and Observations

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

- There was considerable scope to make autism services more accessible;

- There was an opportunity to recruit, as part of the partnership with Bournemouth University, staff and students as members of the Trust;
- The planned investment in Pharmacy services was welcomed;
- Some 'must do' CQC actions remained outstanding and these should be addressed as a priority.

653/16 Next Meeting

The Board noted that the next meeting would be held on Wednesday, 26 October at 1.00pm at Sentinel House, Poole.

Signed:

Date:

Ann Abraham, Chair