

Part 1 Minutes of the Board of Directors Meeting held at 1pm on Wednesday 30 September 2015 at Sentinel House, 4-6 Nuffield Road, Poole, Dorset, BH17 0RB

**Present:**

Ann Abraham	Chair
Fiona Haughey	Acting Chief Executive/Director of Nursing & Quality
Lynne Hunt	Deputy Chair
David Brook	Non-Executive Director
John Hughes	Non-Executive Director
John McBride	Non-Executive Director
Sarah Murray	Non-Executive Director
Peter Rawlinson	Non-Executive Director
Nick Yeo	Non-Executive Director
Jackie Chai	Director of Finance
Linda Boland	Locality Director-Poole
Steve Hubbard	Director of Strategy and Business Development
Sally O'Donnell	Locality Director-Dorset
Nicola Plumb	Director of Organisational Development, Participation and Corporate Affairs
Eugine Yafele	Locality Director - Bournemouth / Christchurch

**In Attendance:**

Keith Eales	Trust Secretary
Phil Morgan	Lead for Recovery and Social Inclusion (for minute 405/15)
Ian Rodin	Consultant Psychiatrist
Julia Wiffen	Associate Director of Human Resources
Kath West	Finance Business Partner, Bournemouth and Christchurch Locality
Rachel Wilson	Lead Quality and Compliance Analyst, Business and Performance

**Observers:**

Chris Balfe	Public Governor (Dorset RoEW)
Scottie Gregory	Public Governor (Dorset RoEW)
Jan Owens	Public Governor (Dorset RoEW)
Angela Reed	Public Governor (Dorset RoEW)
Sue Evans-Thomas	Public Governor (Poole)
Patricia Scott	Public Governor (Poole)
Becky Aldridge	Partner Governor (Service User Group)
Bill Batty Smith	Local Government (Bournemouth, Poole and District Councils)
Simon Thorneycroft	Partner Governor (Dorset Police, Probation, Prison Services)
Angela Bartlett	Staff Governor
Pat Cooper	Staff Governor

#### **404/15 Welcome and Apologies**

The Chair welcomed members to the meeting together with a number of Governors and staff observers. The Chair reported apologies received from the Chief Executive, Director of Human Resources and the Medical Director.

#### **405/15 Patient Story**

The Chair welcomed Becky Aldridge and Phil Morgan, who introduced the Hidden Talents DVD.

The Hidden Talents project was sponsored by the Dorset Wellbeing and Recovery Partnership. It highlighted the importance of reducing prejudice and providing support to and respect for individuals in the workforce who had endured difficult experiences. The film was intended to raise awareness and support conversations about the subject.

The Board viewed the DVD.

In endorsing the project, the Board recognised lived experience as an asset to the Trust and asked that the Trust be provided with practical suggestions that it could consider for taking forward the themes in the DVD.

#### **406/15 Quorum**

The Chair confirmed that the meeting was quorate.

#### **407/15 Declarations of Interests in Relation to Agenda Items**

No declarations were made.

#### **408/15 Minutes: 29 July 2015**

The minutes of the meeting held on 29 July 2015 were approved as an accurate record.

#### **409/15 Matters Arising**

The Board noted the report on matters arising

#### **410/15 Chair's Update**

The Chair gave her monthly update to the Board, which included a written report on key topics discussed at the Council of Governors meeting on 16 September 2015.

The Chair referred to

- The reappointment of Chris Balfe as Lead Governor
- The review of Partner Governor positions, the outcome of which was to allocate positions on the Council of Governors to Bournemouth Borough Council and Poole Borough Council

- The conclusions of the externally facilitated self-evaluation of the Council of Governors, which Governors and Board Directors would discuss further at the next meeting of the Council on 14 October 2015
- The overwhelmingly positive feedback that had been received on the Annual Members Meeting on 16 September, held at The Tank Museum, Bovington. The Board recorded its thanks to the staff involved in planning the day and to the Governors for their contribution to a very successful series of events
- The shortlisting of the Trust for a Defence Employer Recognition Scheme Silver Award in recognition of the support given by the organisation for the armed forces.

**The Board noted the report and the outcome of the externally facilitated self-evaluation of the Council and endorsed the proposed reallocation of Governor positions on the Council.**

#### **411/15 Acting Chief Executive's Update**

The Acting Chief Executive/Director of Nursing and Quality submitted a report setting out key issues of concern and interest.

The Acting Chief Executive/Director of Nursing and Quality advised that the draft inspection reports prepared by the Care Quality Commission (CQC) had been reviewed. A schedule of factual inaccuracies would be submitted to the CQC later in the day. Following review of the comments, the Quality Summit would be held on 9 October and the report published in the following week. No date had yet been set for publication. The Director of Organisational Development, Participation and Corporate Affairs confirmed that a communication plan was in preparation.

The Board noted that the draft report on the external governance review had been received and was being considered by the Chair and Trust Secretary. The Board Workshop on 7 October would receive a presentation on the report.

The Board noted that consultation was taking place on a new clinical leadership structure for the Trust. The Acting Chief Executive/Director of Nursing and Quality undertook to distribute this to Non-Executive Directors.

The Acting Chief Executive/Director of Nursing and Quality referred to the tender for the Weymouth and Portland Community Urgent Care Centre. It was noted that the deadline for the return of the tender was 16 October 2015.

**The Board noted the Chief Executive's report.**

#### **412/15 Board Integrated Corporate Dashboard**

The Acting Chief Executive/Director of Nursing and Quality submitted the Integrated Corporate Dashboard for August and drew attention to the exception reports.

The Board reviewed the commentary in the Dashboard under each of the five CQC Key Lines of Enquiry.

The Board noted that the number of falls was increasing and sought further information on the action being taken to address the position. The Acting Chief

Executive/Director of Nursing and Quality explained that a number of actions had been taken to address the increase in the number of falls. However, it was clear that these had not addressed the upward trend. Consideration was being given to the further action that could be taken.

Clarification was sought with regard to the performance in respect of clinical supervision. The Acting Chief Executive/Director of Nursing and Quality advised that clinicians should receive a minimum of four recorded clinical supervision sessions in a year. This was not currently being achieved due to different recording methods. The Acting Chief Executive/Director of Nursing and Quality advised that although the dashboard indicated that the target would be achieved by November, this would be a challenge in advance of central recording and data quality being improved.

It was noted that performance in respect of appraisal completion had plateaued below the target that had been set. Board members commented that this was not an acceptable position and further action was required to ensure that the target was achieved.

The Acting Chief Executive/Director of Nursing and Quality drew attention to the accreditation received by Tarrant Ward for end of life care.

The Director of Strategy and Business Development advised that performance in respect of the Annual Plan deliverables had been omitted from the report. However, with regard to the 57 indicators, 18 were rated as green at the end of August, 16 were amber-green, 21 amber and two red. The red indicators were in respect of the financial position of the Trust and exploring the mental health payment system. The latter was currently being discussed with Commissioners.

The Board discussed the continued development of the Dashboard. It was recognised that data quality issues, until resolved, would continue to impact on its use by the Board. It was also recognised that a greater degree of sophistication in reporting may be merited in some areas, for example where a poorly performing service might mask or disproportionately impact on the overall Trust position.

**The Board noted the Integrated Corporate Dashboard for August.**

#### **413/15 Finance Report for August 2015**

The Director of Finance submitted the Finance Report for August.

The Director of Finance explained that financial performance at August was a cumulative deficit of £1.7m, which was £0.8m worse than plan. The current year-end projection was for a deficit of £7.1m, compared to the planned deficit of £2.2m.

The Director of Finance gave an overview of the key adverse variances which underpinned the overall financial position-Prison Services pay, out of area placements, pay on mental health inpatient wards and medical staffing in mental health services.

The Director of Finance explained that the currently projected year end position would result in a Financial Sustainability Risk Rating of 2.

The Acting Chief Executive/Director of Nursing and Quality gave a presentation on the action being taken by the Executive to address the position. This included current operational improvements of £2.4m which had been identified.

Board members expressed concern at the financial position and emphasised the importance of developing additional actions to address the forecast position, which would be reviewed at the next meeting.

The Chair commented that as well as the overall financial position, it was important for the Board to keep under review the key components of the Trust budget

- A cost improvement programme of £6.1m
- Planned investment of £4.5m
- A capital investment programme of £10.2m, added to by the Psychiatric Intensive Care Unit (PICU) investment of £1.2m
- A planned surplus of £1m

Board members re-iterated the importance of identifying options and mitigating actions to achieve each component of the budget.

It was noted that the current forecast did not utilise the contingency provision. However, it was recognised that it would be premature, at this stage of the year, to plan for the use of the contingency provision.

The Board considered that it would be appropriate to review the Trust financial forecasting, systems and processes given the financial position which had emerged at a relatively early stage in the year. The Chair of the Audit Committee advised that he would be discussing this further at the next meeting of the Committee.

**The Finance Report was noted and the Board agreed that the Executive would set out, at the next meeting, options and mitigating actions for achieving the planned year-end financial position.**

#### **414/15 People Management**

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

The Associate Director of Human Resources drew particular attention to action being taken to improve the attractiveness of the Trust as an employer, recruitment and retention, including recruitment open days in community hospitals and organisational change programmes in progress.

The Board noted that more staff had been recruited and were in post in August 2015 than compared to August 2014. Budgeted vacancies, with the exception of nursing staff, had decreased in the period.

**The Board noted the report.**

#### **415/15 Audit Committee: 20 May 2015**

The Chair of the Audit Committee presented the minutes of the meeting held on 20 May 2015.

**The Board noted the minutes.**

#### **416/15 Stages of Excellence**

The Director of Strategy and Business Development submitted a report setting out a proposed framework-the Stages of Excellence Model-for assessing progress in achieving the Trust strategic goals.

The Director of Strategy and Business Development explained the approach to implementing the Model, which was based on statements being developed which described what excellence looked like, at three levels of performance, for each strategic goal. Progress against the excellence statements was then scored, annually, out of five.

The Director of Strategy and Business Development submitted statements of excellence. These would form the basis of consultation events between October and December 2015.

In endorsing the approach, the Board considered that further consideration should be given to the statements of excellence, before consultation commenced, to ensure that each was evidence focussed.

**The Board agreed the adoption and implementation of the Stages of Excellence Model subject to further consideration being given to the wording of the draft statements of excellence prior to consultation commencing.**

#### **417/15 Six Monthly Review of Inpatient Nurse Staffing Establishment: Ensure Safe Staffing**

The Director of Nursing and Quality submitted the conclusions of the six month review of nursing staffing, undertaken in line with the commitment requested by the National Quality Board in 2013.

The report gave an overview of previous six monthly reviews, the review of recommended staffing levels, care contact time, vacancies and recruitment, bank and agency use and workforce and data quality.

It was noted that the NHS Mental Health Staffing Framework had been launched. The impact of this on Trust mental health wards was being assessed.

**The Board noted the report.**

#### **418/15 Occupational Health, Safety and Wellbeing Annual Report 2014/15**

The Associate Director of Human Resources presented the Occupational Health, Safety and Wellbeing Annual Report 2014/15.

The Associate Director of Human Resources summarised the key aspects of the report and highlighted the key activities undertaken during the year.

It was noted that the report concluded that the organisation was working to meet its statutory obligations under the Health and Safety at Work Act 1974. Confirmation was sought that the Trust was meeting its statutory obligations under the Act. The Associate Director of Human Resources undertook to confirm this to Board members.

**The Board noted the Occupational Health, Safety and Wellbeing Annual Report 2014/15.**

**419/15 Trust Meeting Calendar**

The Trust Secretary submitted the draft Trust meeting calendar for 2016.

The Trust Secretary explained that the calendar brought together Trust Board, Committee, Board Workshop, Council of Governors and Executive meetings.

The Chair advised that the timing of the informal meeting between Chairs and Non-Executive Directors would be reviewed. It was currently timed to take place towards the beginning of a month. The suggestion had been made that, if the meetings were to take place towards the end of a month, more of the Board Committees would have taken place before the quarterly review.

**The meeting calendar for 2016 was agreed subject to the timing of the Chairs and Non-Executive Director meetings being reviewed.**

**420/15 Reappointment of Mental Health Act Panel Members**

The Chair of the Mental Health Legislation Assurance Committee submitted a report seeking the reappointment of a number of Mental Health Act Panel Members.

The Chair of the Mental Health Legislation Assurance Committee advised that a number of Panel members had been appraised in recent months. On the basis of these satisfactory appraisals, it was requested that the Panel members be reappointed.

**It was agreed that the following be reappointed as Mental Health Act Panel Members for a period of two years subject to continuing satisfactory appraisals**

- **Mrs Jacqueline Swift**
- **Mr Nick Plumbridge**
- **Mr Peter Viney**
- **Mr Richard Peacocke**

**421/15 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.**

**422/15 Governor Questions and Observations**

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

- Reference was made to the Hidden Talents film and the importance of achieving cultural change to support its ambitions

- Clarification was sought with regard to the development of a PICU Unit for female patients. The Chair advised that the Board had approved a short-term plan and the resources to support its implementation. The Director of Strategy and Business Development advised that consultations were continuing and building work on the short-term plan would commence in December
- Confirmation was sought that, given the financial pressures caused by covering staff taking leave in August, the Trust was practising total resource management. The Acting Chief Executive/Director of Nursing and Quality advised that this was the case and the opportunity was taken to reallocate and redeploy staff.

#### **423/15 Next Meeting**

The next meeting of the Board would be held at 1pm on Wednesday, 28 October 2015 at Sentinel House, 4-6 Nuffield Road, Poole, Dorset, BH17 0RB.

#### **424/15 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.

Signed:

Date:

Ann Abraham, Chair