

Part I Minutes of the Dorset HealthCare University NHS Foundation Trust
Board of Directors Meeting held on Wednesday 9th July 2014
at Sentinel House, Nuffield Road, Poole, Dorset, BH17 0RB

Present:	Ms. A Abraham	Chair
	Mr. D Brook	Non-Executive Director
	Ms. J Chai	Acting Director of Finance & Performance Management
	Mrs. G Fozard	Non-Executive Director
	Mr. C Hague	Director of Human Resources
	Ms. F Haughey	Interim Director of Nursing & Quality
	Ms. L Hunt	Non-Executive Director & Deputy Chair
	Dr. L Mynors-Wallis	Medical Director
In Attendance:	Ms. J Elson	Director of Adult Mental Health
	Ms. G Morris	Assistant to Trust Board Secretary
	Ms. S O'Donnell	Interim Director of Community Health Services & Acting Chief Executive
	Ms. N Plumb	Director of Organisational Development, Participation & Corporate Affairs
Apologies:	Ms. L Boland	Director of Children and Young People Service
	Mr. I Cordwell	Non-Executive Director
	Mr. C Harvey	Trust Board Secretary
	Mr. R. Shields	Chief Executive
Observers:	Ms. J Brown	Staff Governor
	Ms. P Cooper	Staff Governor
	Ms. S Evans-Thomas	Public Governor (Poole)
	Ms. S Gregory	Public Governor (Dorset RoEW)
	Ms. S Lofthouse	Public Governor (Dorset RoEW)
	Ms. L Morris	Public Governor (Dorset RoEW)
	Ms. T North	Staff Governor
	Ms. A Reed	Public Governor (Dorset RoEW)
	Ms. P Scott	Lead Public Governor (Poole)
	Mr. L Williams	Public Governor (Bournemouth)

WELCOME

Ms. Abraham welcomed the Board and Governors to the Part I Board Meeting.

121/14

ARE WE CARING AND ARE WE RESPONSIVE?

Ms. Abraham introduced the paper on the Board use of patient stories and Directors' visits to service areas and departments.

Ms. Hunt welcomed the inclusion of visits to non-clinical areas.

Mrs. Fozard queried how feedback should be captured.

Ms. Plumb asked for further clarity regarding spontaneous visits from Executive Directors.

Ms. Abraham responded that feedback could be brought to Board meetings and added that it was important to ensure that visits do not give the impression of inspections. She noted that a planned schedule would not preclude spontaneous visits from Executive Directors and a programme of visits would ensure that the visits covered a wide range of services and activities. It was agreed that a process for coordinating visits would be brought to the August Board Meeting. RS

The Board agreed to adopt the convention on use of patient stories.

The Board agreed to adopt the convention on visits by Directors to service areas.

122/14

APOLOGIES

Apologies were received from Ms. Boland, Mr. Cordwell, Mr. Harvey and Mr. Shields.

123/14

QUORUM

It was confirmed that the meeting was quorate.

124/14

DECLARATIONS OF INTEREST

There were no further interests declared.

Ms. Abraham informed the meeting that the Declarations of Interest schedule would appear formally on the agenda once a year. Any declarations regarding the papers being presented at a meeting would be noted.

125/14 **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 11th June 2014 were approved without alteration.

126/14 **MATTERS ARISING**

The schedule of matters arising from the 11th June 2014 was accepted without alteration.

127/14 **CHAIR'S UPDATE**

1. Monitor

The Board were advised that a compliance certificate and the removal of the additional licence condition had been granted by Monitor. The Board formally noted thanks to Sir David Henshaw, Mike Beesley, Nick Chapman, Iain Lynam and all contributors to the Blueprint and recovery plan.

2. Recruiting Non-Executive Directors

There was a strong field of applicants. Interviews are taking place on Thursday 10th July and Monday 14th July. The recommendations from the Nominations Committee will be brought to the Council of Governors on Wednesday 16th July for approval.

3. Council of Governors Meeting

The agenda for the Council of Governors Meeting on 16th July 2014 includes approval of Non-Executive Director appointments, proposals for a revised Lead Governor Job Description, approval of amendments to the Constitution, preparation for the Annual Members Meeting, and a presentation on Staff Recruitment and Retention.

4. Board meetings, workshops and Monitor Quarter 1 return.

A teleconference has been provisionally arranged for 30th July 2014 to review the quarter 1 return to Monitor. A draft will be circulated in advance of the meeting. The topics of the next three Board workshops have been confirmed as: July – Vision and Purpose of Dorset HealthCare; August – Board Development; September – Board and Board Sub-Committee structure and the Trust's Risk and Assurance Framework.

5. Trust profile

Ms Abraham reported that she had recently attended two external events: Health Education Wessex's Conference and the High Sheriff's Summer Reception. She reflected

that at both events, Dorset HealthCare was notable by its absence and stressed the importance of raising the Trust's profile.

128/14

CHIEF EXECUTIVE'S UPDATE

A written update had been circulated prior to the meeting.

In relation to the Locality Leadership Structure, Ms O'Donnell advised that the changes required to implement the Locality Model are underway and staff consultations are taking place. The feedback from staff has been constructive and is being applied to further refine the programme.

In relation to the Trust's 5-year Strategic Submission to Monitor, Mr. Brook asked if there was any comment on sustainability from Monitor. Ms. Chai responded that so far only one or two technical queries had been raised and that more detailed feedback was expected in September or October 2014.

In relation to the Trust's Partnership with Bournemouth University, Mrs. Fozard commented that it was good news that Professor Brown of Bournemouth University will be a member of the Trust Executive.

Ms. Hunt expressed interest in hearing more about the National Audit Office's Bureaucracy Busting Pilot.

The Board commented on the usefulness of a written update from the Chief Executive.

ARE WE WELL LED? STRATEGY

129/14

Issues to Escalate to the Board

No issues were raised.

130/14

People Management and Organisation Development

Mr. Hague presented this report and highlighted progress being made with regard to senior appointments. The professionalism of staff affected by the management structure changes was recognised. Following the final structure being agreed, support services will be reviewed.

Recruitment and retention progress is being monitored by the Finance, Investment and Performance Committee and a presentation on the various initiatives will be given to the Council of Governors on Wednesday 16th July.

Dr. Mynors-Wallis expressed concern regarding the level of clinical leadership within the proposed Locality Leadership Structure. He also commented that the percentage of staff who would recommend working for the Trust is low.

Ms. O'Donnell agreed that the Locality Directors would need a skilled team and that clinicians would be at the centre of discussions regarding patient care.

In relation to the percentage of staff who would recommend working for the Trust, she agreed that staff are the Trust's best ambassadors for recruitment and that the low percentage should continue to be addressed. It was also noted that there was a contradiction between the statistics shown in the Diversity Report and in the People Management and Organisation Development report.

Ms. Hunt asked whether there were opportunities for working with other Foundation Trusts on recruitment initiatives, about the use of advertising media, and about University numbers for mental health nurses.

Mr. Hague responded that different techniques are used for local and national recruitment to ensure that the Trust is able to compete in this hard to recruit area. He noted that specialist recruitment is beginning to have a positive impact and that local events are good for nurses wanting to return to work. The number of return to practice training places at Bournemouth University is planned to double.

Equality and Diversity report – Appendix 1

Mr. Hague presented the report and highlighted the Trust's diversity training.

Ms. Hunt asked about the Trust's partnership with external organisations and how staff's cultural and religious requirements are met.

Mr Hague said that guidance from external organisations, such as Stonewall and Dorset Race Equality Council, is taken account of in Dorset HealthCare's planning and reporting in relation to diversity. Shared events such as Black History Month also help improve diversity awareness.

Ms. Plumb advised the Board that Ramadan awareness was included in the 'all staff bulletin'. She noted the importance of ensuring that all staff are aware of the benefits of recognising diversity and making it part of daily

thinking.

Mr. Brook asked about research undertaken to identify barriers to recruitment and whether applications are assessed to identify communities where application levels are proportionately low compared to regional makeup.

Mr Hague referred to the steering group reviewing job applications from different groups to identify barriers to employment.

Ms Abraham felt that the report lacked detail and would have liked it to include more information about the NHS Equality Delivery System Framework and why the four outcomes from the Framework had been selected by the Trust. She wanted to ensure the report focused on why equality and diversity is important to delivering quality care. She would have liked to see more facts regarding service accessibility and addressing health inequalities so that the Board could be assured the Trust was meeting its Public Sector Equality Duty to eliminate inequality, advance inequality and foster good relations in the local community. A Board Workshop was recommended to look at accessibility of services, health inequalities and workforce diversity.

Mr. Hague welcomed raising the profile of this important area.

Ms. Hunt thanked Mr. Corbin for the report and his contribution to equality and diversity within Dorset HealthCare.

Annual Health and Safety Report

Mr. Hague presented this report and drew the Board's attention to the improved management of violence and aggression and improvements in care plans. Martin van Lancker had been appointed Head of Health and Safety in June 2014 and he will lead training for managers.

Mr. Brook suggested that the content could be linked to staff well-being by reviewing the issues leading to staff absences and the use of the Trust's Occupational Health Service.

Mr. Hague referred to the Staff Assistance programme saying that awareness and use of the service is increasing.

Ms. O'Donnell requested that everyone remained mindful of the stress caused by the Locality Model restructuring.

The Board noted the People Management and Organisational Development Report.

The Board Noted the Annual Equality and Diversity Report 2013/14.

The Board Noted the Annual Health and Safety Report 2013/14.

HOW SAFE ARE WE?
QUALITY, PERFORMANCE AND FINANCE ASSURANCE

131/14

To receive the Integrated Corporate Dashboard and Report for May 2014

Ms. Chai presented this report and gave a summary of the key points. It was noted that the report included quality, workforce, performance and finance information for May 2014 and an inpatient staffing report and Monitor governance risk rating for June.

The report highlighted breaches in relation to two Monitor mandatory indicators: delayed transfers of care; and inpatient access to crisis resolution home treatment service. Monitor had been informed of both breaches prior to the removal of the additional licence condition.

Recruitment and staffing levels continue to be areas of concern. There is an ongoing investigation into the death of a patient following a fall. The Finance, Investment and Performance Committee noted the impact of the management restructure noting that this may have had an impact on the workforce indicator.

The year to date surplus is £27k, 50% of the Cost Improvement Programme for 2014 has been realised, the Trust's cash position is strong and the Capital Programme is on track.

Mrs. Fozard expressed concern about the breaches in relation to the two Monitor mandatory indicators adding that the Executive should have an absolute focus on improving the performance. It was noted that the target in relation to delayed transfers of care was expected to be achieved by Quarter 3 following agreement with local partners.

Ms. Elson advised that the Inpatient Access to Crisis Resolution Home Treatment Service has achieved the required target for the previous 3 weeks.

Ms. Hunt questioned whether there is adequate strategic capacity within the Executive team to deliver the planned changes and highlighted the importance of clinicians in

the revised structure.

Mr. Brook questioned whether having an agency staff lead for a shift affects quality of care.

Ms. Haughey responded that where agency staff led a shift, they are known to the ward. The current reporting does not adequately capture the narrative that illustrates that quality is not affected. She added that the new measures being reported on highlight risk and allow mitigation to be developed for all contingencies.

Dr. Mynors-Wallis said that the trajectories on training measures within the Quality Assurance Report show improvements with continued priority being given to care plans and avoidance of hospital acquired pressure ulcers. He questioned whether the ward manager may be better placed to follow up on care plan provision and access. He noted the correlation between whether staff would recommend the Trust as a place of work and quality of care.

Ms. O'Donnell highlighted capacity issues following the implementation of the new appraisal system advising that it may take until July for improvements in this measure to be seen.

Ms Abraham stressed the importance of achieving Monitor's mandatory indicators. She went on to stress the importance of staff engagement and empowerment in providing high quality care.

The Board noted that from June 2014 the Integrated Corporate Dashboard and Report will include a progress report against the Blueprint deliverables.

The Board noted the Integrated Corporate Dashboard and Report.

HOW EFFECTIVE ARE WE? **BOARD COMMITTEE BRIEFING PAPERS**

132/14

To note the report of the Quality Assurance Committee held on 30th June 2014

Mr. Brook presented the report on the activities of the Quality Assurance Committee and highlighted the update report in relation to visits and reports from the Care Quality Commission.

In relation to the Complaints Report for Prisons, the

increase in concerns raised with PALS is due to Dorset HealthCare's increased provision to Devon prisons and differences in standards and procedures which are being addressed. The fatality in custody at HMP Channings Wood is being further reviewed by NHS England's Quality Team.

The Board noted the Quality Assurance Committee report.

133/14

To note the report of the Finance, Investment and Performance Committee held on 9th July 2014

Ms. Hunt presented the report on the activities of the Finance, Investment and Performance Committee.

She referred to continuing concerns about the risk register that is presented to Board Sub-Committees.

The Committee felt that they were unable to make any recommendation regarding the development of St. Ann's without a clear Estates Strategy. The Executive team have been asked to bring a draft proposal to the September meeting.

Ms. Abraham advised that the St. Ann's site development proposal would be brought to the August 2014 Board Meeting.

The Board noted the Finance, Investment and Performance Committee report.

GOVERNANCE

134/14

Removal of restrictions of Trust Licence to Operate:

Ms. Abraham explained that these documents had been included in the Board papers as a matter of record.

The Board noted the letter and compliance certificate from Monitor received on 17th June 2014.

The Board noted the letter and notice from Monitor confirming the removal of the additional licence condition received on 26th June 2014.

135/14

Amendments to Constitution

Ms. Abraham presented the paper and explained that Board approval was required to confirm the amendments to the Constitution that had been agreed by the Board and recommended to the Council of Governors in January 2014. The opportunity had also been taken to make a number of technical amendments.

She explained some small changes to the version of the Constitution included in the Board papers:

Paragraph 12.1: Delete the proposal to remove the text *'commencing immediately after the annual members meeting at which his election is announced'*.

Annex 1: Delete Paragraph 2 - *'The minimum number of members of each of the above named areas of the Public Constituency is to be four'*.

An additional technical amendment was proposed: the removal of Paragraph 43.4.5 as an historical artefact predating 2011.

The Board agreed these amendments.

Ms. Haughey noted an incorrect logo on the appendices and the Board agreed that the Trust publication standards should be applied to the Constitution.

Ms Abraham advised that further changes to the Constitution might be necessary and that she proposed to reactivate the Constitution Working Group in the autumn.

The Board approved the Constitution as fit-for-purpose subject to the amendments discussed and agreed at the Board Meeting and agreed to recommend the Constitution to the Council of Governors for ratification.

136/14

Register of Gifts and Hospitality

Ms. O'Donnell advised that the current register was no longer fit-for-purpose and that it would be reviewed and an appropriate register re-presented to the Board to ensure that the Register of Gifts and Hospitality provides

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appropriate assurance.

The Register of Gifts and Hospitality for the period 1st January 2014 to 30th June 2014 was removed from the agenda.

MINUTES AND USE OF EMERGENCY POWERS FOR INFORMATION

137/14

Minutes of the following meeting were received and noted

- Quality Assurance Committee Meeting held on 28th May 2014.
- Finance, Investment and Performance Committee Meeting held on 6th May 2014.
- Charitable Funds Committee held on 15th April 2014.
- Security Advisory Group held on 22nd April 2014.

Mr. Brook queried whether both summary written reports and formal minutes are required. Ms. Abraham advised that she would seek advice from the Trust's Governance Adviser.

AA

138/14

EMERGENCY POWERS

There were no reported uses of emergency powers.

139/14

ANY OTHER BUSINESS

No other business was raised.

140/14

SIGNIFICANT ISSUES FROM DIRECTORS

No significant issues from Directors were raised.

141/14

OBSERVATIONS FROM GOVERNORS

Ms. Reed queried the reason for underuse of the staff counselling provision. Mr. Hague responded that further publicity is taking place to ensure staff are aware of the

provision.

Ms. Gregory commented that the national position for district nurses is significantly lower than the number five years ago and asked what action is being taken to actively encourage district nurses to return to the profession. Mr. Hague responded that funding for 'return to work' courses at Bournemouth University has increased and is expected to double in the next year.

Ms. Evans-Thomas requested that Executive and Non-Executive Directors ensured that sustainability is included in the Trust's strategies, specifically mentioning the Estates Strategy. Ms. Hunt responded that she would address sustainability in the Estates Strategy.

Ms. Morris queried whether staff are aware of the importance of sharing care plans with patients. Ms. O'Donnell responded that staff are aware of the importance of sharing care plans with their patients. More work is being carried out to ensure that documents are easily accessible.

Ms. Evans-Thomas raised concerns regarding the increase in complaints from patients within the Prison Service. Ms. Elson responded that following the merging of Dorset and Devon Prison Service there is a need to align service provision to ensure like-for-like reporting and to avoid staffing inconsistencies.

DATE AND TIME OF NEXT MEETING

The next Board Workshop will be held on Wednesday 16th July 2014 at Sentinel House, 4-6 Nuffield Rd, Poole, Dorset BH17 0RB

The next Board Meeting will be held on Wednesday 13th August 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