

Part I Minutes of the Dorset HealthCare University NHS Foundation Trust  
Board of Directors Meeting held on Wednesday 4<sup>th</sup> December 2013  
at The Carrington Hotel, Knyveton Road, Bournemouth, BH1 3QQ

<b>Present:</b>	<p>Sir D Henshaw Mr R Shields Mr M Beesley Ms J Chai Mr N Chapman Mr I Cordwell Mrs G Fozard Ms L Hunt Mr C Hague</p> <p>Mr P Lumsdon Dr L Mynors-Wallis</p>	<p>Chairman Chief Executive Non-Executive Director Associate Finance Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Director of Human Resources (CLH) Director of Nursing and Quality Medical Director</p>
<b>In Attendance:</b>	<p>Ms L Boland</p> <p>Ms J Elson Ms V Graves</p> <p>Mr Lynam Mr C Harvey</p>	<p>Director of Children &amp; Young People's Services Director of Mental Health Services Director of Community Health Services Turnaround Director Trust Board Secretary (CH)</p>
<b>Governors &amp; Members of the Public:</b>	<p>Mrs P Cooper Ms A Webb Ms L Morris Mr N Plumbridge Mr P Thackray Mr J Bruce Ms A Reed Mrs P Scott Mr Buckle</p>	<p>Trust Governor (Staff) Trust Governor (Poole) Trust Governor (Dorset RoEW) Trust Governor (Poole) Trust Governor (Dorset RoEW) Trust Governor (Bournemouth) Trust Governor (Dorset RoEW) Lead Governor Member of the Public</p>
<b>Apologies:</b>	<p>Ms A Abraham Mr I Cordwell</p>	<p>Non-Executive Director Non-Executive Director</p>

Sir David welcomed everyone to the Board meeting including Governors, and the member of the public. In welcoming Ms Hunt to her first Board meeting, he said that three new Non-Executive Directors had been appointed to the Board. Further colleagues would be appointed in January 2014 including his successor, the Chairman of the Trust. He thanked Ms Fozard for agreeing to stay on as a Non-Executive Director for a further six months'

**Action**

151/13 **ARE WE CARING AND ARE WE RESPONSIVE?**

A Governor's account of her teenage son's journey through Autism Services, focus on Behavioural Outreach Service and Transition of Care

Ms Morris (Governor) explained her experiences with her son's journey through services and the challenges this presented. She expressed the significant improvements he made following from the therapy he has received. Overall his outcome is extremely good and he is now able to do things that previously were very challenging. She added that it was a shame that these services were not provided earlier and was aware that very soon he would be managed by Adult services.

Sir David thanked Ms Morris for presenting her account. He added that there was much to learn from this story and the strong value of small early interventions. The Board should continue to hear and learn from such experiences.

Mr Beesley said the story presented a strong message about outcomes.

Ms Boland explained that the Trust funded the suite in the school and this had made a huge difference.

152/13 **APOLOGIES FOR ABSENCE**

The Chairman noted apologies from:-

Mr Cordwell Non-Executive Director  
Ms Abrahams Non-Executive Director

153/13 **QUORUM**

It was confirmed that the Board meeting was quorate.

154/13 **DECLARATIONS OF DIRECTOR'S INTEREST**

There were no further declarations any interests, financial or otherwise.

155/13 **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 6<sup>th</sup> November 2013 were approved without any alteration.

**The Board approved the minutes.**

156/13 **MATTERS ARISING**

There were no comments and the report was accepted.

157/13 **KEY ISSUES**

Ms Chai explained that a solution to provide Governors with Trust email accounts would be in place next week.

158/13 **CHAIR'S UPDATE**

Sir David said that he was making good progress. He had a positive and informative meeting with Monitor last week and has agreed the way forward.

It was now important that we focused, not on things that went wrong, but going forwards.

Papers had already been sent to Monitor in advance of a scheduled meeting on 9<sup>th</sup> December 2013.

Recruitment of new Non-Executive Directors had resulted in three good appointments and further appointments would be made in the new year including the Chair of the Trust.

159/13 **CHIEF EXECUTIVE'S UPDATE**

Mr Shields updated the Board on the following items:

- There would be a formal meeting with Monitor on 9<sup>th</sup> December 2013 and supporting papers were submitted as requested by regulator on Tuesday 3<sup>rd</sup> December.
- An updated Capital Program will need to be submitted to Monitor by 18<sup>th</sup> December 2013.
- The first finance and performance meeting will be held on 14<sup>th</sup> January.
- In December the Chief Executive will chair the first newly established Trust Executive Team that will bring together clinical colleagues.
- The Chief Executive will be attending a Scrutiny Committee on Monday 9<sup>th</sup> December to outline where the Trust is currently and build confidence about the direction of travel in bringing together

and integrating all services in the county under the 'Better Together' programme.

- A number of integration events have been scheduled in December and January. The aim is to draw together about 100 staff and other interested parties to come along to give meaning to what integrated services are, and how this fits with the 'Better Together' programme.
- The County of Dorset had had difficulties within the Health economy and a Clinical Summit is being organised, bringing together providers, commissioners and regulators, examining the flow of patients through the Royal Bournemouth Hospital (RBH) which is facing significant challenges that compromises care. This is not an issue RBH can solve alone and all providers need to work together and support the hospital. For us, this will involve examining the provision of Mental Health Services and our Crisis Service and its response, and the provision of out of hours district nursing. The Summit will help better understand how we are using the acute hospitals. As part of this, there will be a meeting next week of local Chief Executives to ensure patients get the support when and where they need it.
- A job description is being drafted for the new post of Executive Director of Strategy. This will bring together non clinical management to shape and drive the strategy of the organisation. The job description will be circulated to all Board members for comment. Since this will be a Board level appointment, Board support will be required for this. It was agreed that delegated function for this will, once the Job Description has been circulated, rest with the Chair and Chief Executive.

**RS**

In response to a question from Mr Beesley concerning pressure within the local health economy, Mr Shields said his impression was that whilst there are always challenges for acute and community service providers, there was no unwillingness for the local providers to work together and the existence of the Clinical Summit exemplifies this.

Sir David said that the integrated service model planned would support this and the prize is getting all providers, General Practitioners, the Local Authorities, working together, solving problems such as bed blocking. Whilst the Trust was previously perceived as being combative, demonstrating openly to others what we do will quell suspicions.

Mrs Fozard said getting clinical leaders embedded in the development of the Trust was absolutely crucial. Mr Shields agreed to circulate to the Board the names of the individuals who would be involved in the Trust Executive meetings.

**RS**

160/13 **ARE WE WELL LED?**  
**Strategy**

161/13 **Issues to escalate to the Board**

Ms Boland informed the Board that the Trust had formal confirmation that we had won the Southampton Steps to Wellbeing Tender.

Sir David congratulated Ms Boland on this achievement and wished, through these minutes, to convey his thanks to all staff who were involved in winning this tender.

162/13 **To approve the Rio 2015 procurement**

Ms Chai explained the rationale around this procurement and that it sets out a case for seeking Board's approval for using the Consortium Framework. The conclusion of this procurement process would see the Trust with its own contract with its own preferred provider.

It was noted that we need to take into account the Information Technology requirements and external factors associated with the Trust's drive towards service integration.

The Board noted that whilst an Information Strategy will be brought to the January Board meeting it would agree to continue down this procurement route

JC

**The Board formally approved the procurement process via the framework agreed by London and South West Consortium members**

163/13 **To update the Board on the Annual Plan Timetable for 2014/15**

Mr Lynam introduced this paper explaining that the Annual Plan had to be submitted on 4<sup>th</sup> April 2014 and that this would be a 'Blue Print' for the next five years.

He explained the key deliverables would be:-

- Current position stock take
- Seven week period of generating ideas
- Seven week period of putting this into the model

This would provide the five year 'Blue Print'. It would then take two weeks to put this information into Monitor's Model.

A key focus and challenge will be on service transformation and the 2014/15 cost improvement savings.

Mr Beesley wanted to know how the Board would connect with this process. Mr Lynam explained he was still working on the dates, and there would need to be flexibility with calendars.

Sir David thanked Mr Lynam and said it was important the Board engages

with this work. The Board Workshop on 11th December will be dedicated to reviewing the Stocktake work that is nearing completion.

164/13 **To update the Board on the performance against the 2013/14 Annual Plan**

The Board reviewed the performance report against the 2013/14 Annual Plan.

In response to a question from Mr Chapman about priority 3.9, Ms Graves explained that the development at Blandford Hospital was in partnership with Local Authority colleagues to co locate Health and Social care staff to work operationally together.

In response to a question from Ms Fozard about priority 1.8, Ms Graves explained that whilst recruitment of our own staff was a goal, she was working with Dr Mynors-Wallis and Salisbury Healthcare NHS Foundation Trust to make a joint Consultant Geriatrician appointment. Establishing a clinical hub would help provide further interest in attracting consultant Geriatricians to work for Dorset HealthCare.

The Board was disappointed that the Mandatory Training indicator (2.5) was still only amber. Mr Hague said that the overall figure was now 79%.

165/13 **HOW SAFE ARE WE?**  
**Quality, Performance and Finance Assurance**

Quality Assurance Committee

Mr Lumsdon presented the briefing paper from the Quality Assurance Committee meeting held on 28th November 2013.

Sir David requested that the Board should receive the papers following the Purbeck Locality deep dive. Adding that this was important that there was Board assurance that the process was robust.

**PL**

166/13 **HOW EFFECTIVE ARE WE?**  
**BOARD COMMITTEE BRIEFING PAPERS**

HR and Workforce Development Committee

Mr Hague tabled the briefing report from the HR and Workforce Development Committee held on 27<sup>th</sup> November 2013.

Mr Hague reported on the HR and Workforce Development committee meeting held on 27 November 2013 and circulated a Chair's briefing report.

An item escalated for Board information and attention by the HR Director, who is the Executive Director Champion for the Prevention and

Management of Violence and Aggression, was the Health and Safety Executive intention to carry out an inspection in February 2014, with particular attention on the prevention and management of violence and aggression against staff. It was agreed that the HR and Workforce Development Committee should receive a report at future meetings on monitoring of an action plan that had been developed by a working group seeking to improve the prevention and management of violence and aggression. The Committee was concerned to be assured that positive progress was being made in this area.

Action is being taken to address improving mandatory training levels being completed to a 95 to 100% level by 31 March 2014. This has been considered in detail at Executive challenge meetings, trajectories have been set for each Directorate and training scheduled to take place to meet demand.

A recruitment plan is being developed to include Overseas recruitment action. Mr Chapman asked that action be taken on this as soon as possible and that actions were taken before the next HR and Workforce Development Committee in January.

It was agreed that with Non Executive Director's (NED's) leaving, Mr Chapman would until further notice be the designated Health and safety NED Champion, and NED Champion for Prevention and Management of Violence and Aggression, Equality and Diversity NED Champion and Whistle Blowing NED contact.

#### Audit Committee – 8<sup>th</sup> November 2013

Mr Beesley presented the briefing report from the Audit Committee held on 8th November 2013. In respect of the Francis Report, it was noted that Internal Audit had met with the Director of Nursing and Quality and that an action plan was being developed.

#### Mental Health Act Hospital Managers Committee – 4<sup>th</sup> November 2013

Ms Fozard presented the briefing report from the Mental Health Act Hospital Managers Committee. She brought to the Board's attention concerns about the provision of the Independent Medical Health Advocacy service in Bournemouth and Poole. Ms Elson was following this up, and would report back to the next Mental Health Act Hospital Managers Committee meeting.

#### 167/13 **Approve the formation of a Finance, Investment & Performance Committee**

The Board welcomed the proposal to form a Finance, Investment and Performance Committee.

In response to a question from Mr Beesley regarding the inclusion of Resources within this committee, Sir David suggested there should be a quarterly organisational development meeting since the current HR and Workforce Development Committee was becoming too operational. He asked Mr Shields to develop a proposal covering the above for the next Board meeting.

RS

### **The Board Approved the formation of a Finance, Investment & Performance Committee**

#### 168/13 **Approve the Terms of Reference for the Mental Health Act Managers Committee**

Ms Fozard introduced this paper explaining that the Mental Health Act Hospital Managers Committee supported these amended Terms of Reference.

### **The Board Approved Terms of Reference for the Mental Health Act Managers Committee**

#### 169/13 **Integrated Quality, Finance and Performance Dashboard and Report for October 2013**

Ms Chai introduced this report and drew the Board's attention to the following points:

Monitor is satisfied we are making progress with the Community Health Services indicator.

Core Mandatory Training performance was reported to be 77%.

The number of written complaints show an increasing trend. Ms Elson commented that there was an issue with recording Devon prison complaints since originally they were treated as PALs contacts and hence were now included in the original benchmarking data.

Mr Shields was surprised by number of complaints he received in relation to Prison services in Devon and that it was important to gain greater understanding why this was occurring and to extend the analysis to include 'not written' complaints. He suggested that a more rounded report highlighting themes should go to the next Quality Assurance Committee.

Mr Chapman agreed that the complaints process was cumbersome and should be reviewed.

Sir David said that it was important that complaints should be resolved locally. Mr Shields agreed that locally resolved complaints would reduce the need for people to submit written complaints.

Mr Chapman wanted to see an analysis of the financial position for the underlying trading position. Mr Beesley said that he had previously done this. Ms Chai agreed to provide this for the Finance, Investment and Performance Committee and then circulate it to all board members.

**JC**

Dr Mynors-Wallis questioned why we spent £10m in three months. Ms Chai explained that Cash balance fell by £10m between July 2013 and October 2013 significantly due to:

- Capital expenditure (£7m of a £16m capital programme);
- Public dividend capital dividend paid in September 2013; and
- Movement in working capital – debtors.

Ms Fozard noted the upward trend in patient safety incidents. Dr Mynors-Wallis agreed to respond to Ms Fozard and Sir David with the underlying reasons for this trend.

Mr Shields considered there were a number of significant events that were not stated in this report adding that there needed to be greater follow through from the Quality Assurance Committee to the Board. Mr Lumsdon agreed that there needed to be further discussion about what is escalated to the Board.

## 170/13 **GOVERNANCE**

### **To Approve the Trust's Amended Constitution**

Sir David informed the Board that a working party of Governors had been formed to lead on the amendments. Whilst there was agreement with the vast majority of the amendments, there were a number of concerns around local Government representation. Sir David agreed that Local Authorities are key partners and should have good representation on the Council of Governors. To achieve this, within the current number allocation, the only viable suggestion seemed to be reducing the staff representation by one. He requested that the Board should agree the amendments with the exception of the allocation of places for Partner Governors asking for the Board to delegate that approval to this be subject to further consultation with Governors. A Council of Governors meeting would be held on the 15<sup>th</sup> January to approve another new Non Executive Director appointment, and the Amended Constitution will be on the agenda for approval.

Mrs Fozard understood the rationale but remained unclear about the Patient and Carer representative.

Dr Mynors-Wallis was concerned that there would be only one

representative from the Bournemouth and Poole councils.

Sir David considered that there were other ways in which representation could be achieved.

Ms Boland explained that the two councils were already working closely together such as the Health and Wellbeing Board and the Safeguarding Board.

**The Board approved the amendments to the Constitution subject to partner representation and gave delegated responsibility to Sir David to finalise this with the Council of Governors.**

171/13 **Part 1 Board Forward Agenda Planner**

The Board received and accepted the Forward planner.

172/13 **MINUTES and USE OF EMERGENCY POWERS FOR INFORMATION**

COMMITTEE MINUTES

Audit Committee – 20<sup>th</sup> September 2013

The Board noted these minutes. No questions were raised.

Quality Assurance Committee – 1<sup>st</sup> October 2013

The Board noted these minutes. No questions were raised.

HR and Workforce Development Committee - 28<sup>th</sup> October 2013

The Board noted these minutes. No questions were raised.

173/13 **EMERGENCY POWERS**

There was no reported use of emergency powers.

174/13 **ANY OTHER BUSINESS**

Mrs Fozard requested approval of Mr N Ziebland as Mental Health Act Hospital Manager.

The Board noted Mr Ziebland's biography.

**The Board Approved the appointment of Mr N Ziebland as Mental Health Act Hospital Manager.**

175/13 **SIGNIFICANT ISSUES FROM DIRECTORS**

No points were raised

176/13 **DATE OF NEXT MEETING**

**Wednesday 8<sup>th</sup> January 2014**

Signed:

Date

Sir David Henshaw, Chairman