

DRAFT Minutes

Trust Board of Directors Public Meeting

Date: Wednesday 26 November 2014	Time: 11.30am to 1.30pm	Venue: Conference Room 3, Walkergate Park	
Present:			
Paul McEldon	Non-Executive Director (Chair)		
Martin Cocker	Non-Executive Director		
James Duncan	Deputy Chief Executive / Executive Director of Finance		
Dr Douglas Gee	Executive Medical Director		
Lisa Crichton-Jones	Executive Director of Workforce and Organisational Development		
John Lawlor	Chief Executive		
Nigel Paton	Non-Executive Director		
Lisa Quinn	Executive Director of Performance and Assurance		
Chris Watson	Non-Executive Director		
In attendance:			
Vicky Grieves	Personal Assistant to the Chairman and Chief Executive		
Susan Hamilton	Administration Officer		
Vida Morris for items 199 (i), (ii)	Group Nurse Director – Urgent Care		
Tim Donaldson for items 200 (iii), (iv)	Chief Pharmacist		
Tim Docking for item 201 (iii)	Group Director – Planned Care		
Marilyn Dummer for item 202 (ii)	Managing Director, Team Prevent		
Louise Hulscroft for item 202 (ii)	Regional Nurse Manager, Team Prevent		
Also present:			
George Saint	Member of Public		
Claire Shaw	Head of Workforce		
Alison Waggott-Fairley	Trust Governor		
Agenda Item			Action
112/14	Welcome and Apologies		
	Ken Grey	Non-Executive Director	
	Hugh Morgan Williams	Chair	
	Gary O'Hare	Executive Director of Nursing and Operations	
	Ruth Thompson	Non-Executive Director	
113/14	Declarations of interest		
	The following change to the register of interest was noted:		
	<ul style="list-style-type: none"> • Paul McEldon is to become a member of the North East Business Support Board from 27 November 2014. 		

114/14	<p>Minutes of previous meeting held on Wednesday 22 October 2014</p> <p>The draft minutes for the meeting held on 22 October 2014 were agreed as an accurate record and duly signed.</p>	
115/14	<p>Matters arising not included on the agenda</p> <p>The schedule of matters arising was noted.</p>	
116/14	<p>Action Checklist</p> <p>The checklist was noted.</p>	
117/14	<p>Chair's Report</p> <p>Paul McEldon advised the Board of the following:</p> <p>An opening has arisen for the position of Senior Independent Director from 1 January 2015 due to Ken Grey coming to the end of his tenure on 31 December 2014. Paul McEldon confirmed that Chris Watson had indicated his willingness to undertake the role when approached by the Trust Chairman, subject to Board approval and Council of Governors consultation.</p> <p>The Board approved Chris Watson to be the Senior Independent Director from 1 January 2015.</p> <p>Interviews for the Non- Executive Director vacancy from 1 January 2015 are now completed and the Nominations Committee will recommend the appointment of the successful candidate to the Council of Governors on 9 December 2014.</p>	
118/14	<p>Chief Executive's Report</p> <p>John Lawlor presented the report. The Board noted the contents.</p> <p>In concluding the item on service transformation, John Lawlor advised that the community services design workshops for Northumberland and North Tyneside have been completed and it is proposed that the next steps for Northumberland will be taken forward as a "stand alone" solution. The team structure and delivery model are being finalised to be taken through Clinical Commissioning Group and Trust governance systems in December and January.</p> <p>The model for commissioning specialised services nationally is still under review and it will become clearer in the coming months. In the meantime, a significant range of work is being undertaken across this programme which will be integrated into the Trust's strategic plan over the coming months.</p> <p>Lisa Crichton-Jones advised that since the Chief Executive's Report was written, the staff survey response rate has risen to 48% and a concerted effort to drive the results even further continues. The survey is scheduled to close on 1 December 2014.</p> <p>John Lawlor reported that the Trust held a successful Mental Health Crisis Concordant event in October and the Trust is in the process of ensuring all local declarations are signed off by the six localities.</p> <p>When considering the summary of Trust visit feedback, John Lawlor said that he will ensure that both positive and negative comments are considered in future when providing feedback.</p>	

	<p>In addition to the report, John Lawlor updated the Board on recent media attention following the release by NHS England of the independent report into the future care of people with learning disabilities titled 'Winterbourne View – Time for Change'. Lisa Quinn advised that the Trust is currently undertaking a clinical review of inpatient facilities.</p>	
<p>119/14</p>	<p>Quality, clinical and patient issues</p> <p>i) <u>Safer Staffing Report</u></p> <p>Vida Morris presented the report on behalf of Gary O'Hare. The report focussed on staffing being 10% under planned or 20% over planned for October 2014. The contents were noted by the Board.</p> <p>Vida Morris highlighted that safer staffing analysis has been undertaken since April 2004 and during this period information has continued to be refined and improved in terms of its accuracy.</p> <p>The Board noted that over 40 wards had staffing levels above 120% due to increased clinical activity. Vida Morris explained that these increases were largely due to patients requiring increased levels of supportive observation and also reflects the acuity of clients with challenging behaviour. She stressed that although this is not necessarily cost effective, it should be recognised that increased staffing to meet both supportive observation requirements and the management of clients with challenging behaviour, is essential to ensuring the provision of safe quality care. She went on to say that it is not just the number of staff on the ward that should be considered but also the quality of staff, stressing it is important that staff have the necessary experience and patient knowledge. The fifth major central recruitment campaign of Bands 2, 3, 4, 5 and 6, will commence next week and it is anticipated that this will address some of the vacancies across these areas.</p> <p>Chris Watson suggested that this is now highlighting other questions in terms of budgets and Vida Morris responded that although some discrepancies have been highlighted, there are historical reasons for these and some work is being undertaken with Finance colleagues to review budgets. James Duncan acknowledged that the Safer Staffing Reports have been a helpful exercise and have been useful to help equate the variances in staffing.</p> <p>In terms of the underfill rates, Lisa Quinn commented that there are some recurrent themes coming through and questioned whether the vacancies can be filled. Vida Morris responded by explaining that so far, the response rates to the vacancies have been very positive, with significant numbers applying for each band.</p> <p>Following further discussion, it was agreed to review this again in January 2015.</p> <p>ii) <u>Mental Health Crisis Concordat</u></p> <p>Vida Morris presented this item on behalf of Gary O'Hare. The Mental Health Crisis Care Concordat, 'Improving outcomes for people experiencing mental health crisis', was published by the Department of Health in February 2014. The Concordat vision relates to how agencies can work together to deliver a high quality response when people of all ages with mental health problems urgently need help. The contents were noted by the Board.</p>	

	<p>Vida Morris explained that the Concordat expects every locality in England, along with Local Partnerships of Health, Criminal Justice and Local Authority agencies, to work together to agree and commit to a Local Mental Health Crisis Declaration, to address the services required in line with the principles of the National Concordat. It is expected that this work will improve experiences for service users by reducing the harm associated with either poor response or inappropriate response in crisis situations. She reported that NTW has already undertaken work with partners both locally and nationally and she highlighted the Trust's Street Triage pilot work, explaining that this work has already helped to reduce a number of inappropriate admissions and has accelerated response times.</p>	
<p>200/14</p>	<p>Performance and assurance</p> <p>i) <u>Performance Report</u></p> <p>Lisa Quinn presented the report for the position to 30 October 2014 and James Duncan presented the finance dashboard. The contents of the report were noted and in particular that for Monitor's Risk Assessment Framework, NTW had a continuity of services (finance) risk rating of "3" and a governance risk rating of "green."</p> <p>Lisa Quinn explained that there has been no significant change in the Trust's performance from last month. However the challenge of retaining the organisations performance is becoming more difficult.</p> <p>Chris Watson said that our challenges as an organisation are similar to other NHS organisations.</p> <p>In response, John Lawlor explained that these messages will be fed into the engagement sessions that are being organised in 2015 with staff. The sessions are going to take place three times per year with the first one taking place in February 2015.</p> <p>James Duncan explained that there have been no significant changes to the finance position since last month. He also confirmed that the Trust has reached an agreement on the sale of the Northgate Hospital site and aims to complete the first cash transfer in December 2014.</p> <p>ii) <u>CQC Registration Reports</u></p> <p>Lisa Quinn presented the report, which included an application form to remove The Willows from the Trust's Registration. The report also included the CQC newly published Intelligent Monitoring Report, which is a new model for monitoring a range of key indicators for organisations that provide mental health services, and include NTW specific information that replaces the previous Quality and Risk Profiles. The contents were noted by the Board.</p> <p>Lisa Quinn highlighted that the application form was subject to Board approval of the associated business case, which was to be reviewed by the Board at agenda item 201/14(iii).</p> <p>In response to a question about the risk area for the proportion of patient safety incidents included in the Intelligent Monitoring Report, Lisa Quinn confirmed that the definition for Serious Incidents is determined after the Coroner investigation has concluded.</p>	

iii) Medicines Management Annual Report 2013/2014

Tim Donaldson presented the report focussing on developments in Medicines Management within NTW during 2013/14. The contents were noted by the Board.

Tim Donaldson outlined efficiency gains across Pharmacy services, explaining that an annual Medicines Management review is now being offered to all community teams, as well as in-patient wards. In relation to sickness absence management, a considerable amount of work was carried out in 2012/13, particularly in relation to stress, and the actions as a result of this work have helped to reduce sickness absence rates across the department by over 50%. In addition, the new pharmacy bank has reduced agency costs and a considerable amount of Medicines Management training has been delivered across Pharmacy staff. All pharmacy service developments were delivered from within existing resources. He added that strengthened medicines management policy monitoring systems were introduced to provide enhanced assurance; an internal audit review of these systems reported significant assurance; and no CQC compliance actions were received during the year.

Lisa Crichton-Jones commented that this is very useful report, particularly in relation to the work undertaken around sickness absence management and she suggested undertaking some work alongside Pharmacy colleagues to see if this could be applied elsewhere across the Trust. Lisa Crichton-Jones also commended the Pharmacy team for their work with Project Choice. Tim Donaldson clarified that Project Choice is a regional initiative which provides employment opportunities to young people with learning disabilities and explained that a pharmacy Project Choice student had progressed to a pharmacy apprenticeship, funded by the Local Authority, so all have gained from this initiative.

It was noted that the Groups currently hold Pharmacy budgets and Martin Cocker queried whether this is the most efficient way to do this. Tim Donaldson explained that this was done in order to enhance ownership. However, most savings have been centrally driven by Pharmacy and clinical engagement is now needed to deliver additional cost improvements. Tim Donaldson stressed that it is the most cost effective way to manage the Pharmacy budgets. James Duncan highlighted the need for the budgets to be aligned and centrally managed

iv) Controlled Drugs Accountable Officer's Annual Report 2013/2014

Tim Donaldson presented the report, which focussed on developments in the management of controlled drugs during 2013/14. The contents were noted by the Board.

v) Emergency Preparedness, Resilience and Response Assurance against NHS England Core Standards

John Lawlor presented the report. The contents were noted by the Board.

vi) Update on Well Led Framework for Governance reviews – guidance for NHS Foundation Trusts

Lisa Quinn presented the report. The contents were noted by the Board.

Following an action from the last Board meeting, Lisa Quinn said that she has approached the Trust Secretary for Newcastle upon Tyne Hospitals NHS Foundation Trust, who led their pilot governance review, to request their support in the development of NTW's review. Lisa Quinn confirmed that Newcastle upon Tyne Hospitals NHS Foundation Trust has shared their learning on their own review with NTW.

201/14	<p>Strategy and partnerships including commercial and business development:</p> <p>i) <u>Transformation Programme update</u></p> <p>Paul McEldon presented the report including dashboards for all of the programmes as presented at the last Trust Programme Board. The contents were noted by the Board.</p> <p>ii) <u>'Deciding together, developing a new vision for mental health services – Public Consultation'</u></p> <p>James Duncan presented the report on the Newcastle Gateshead Alliance Public Consultation. The contents were noted by the Board.</p> <p>James Duncan highlighted that engagement meetings have commenced and that he would continue to keep the Board informed of progress. A mid consultation review will be held in December.</p> <p>iii) <u>Business Case for the proposed closure of the Willows</u></p> <p>Tim Docking presented the business case relating to the proposal to close the social and residential home The Willows in Morpeth and transfer any remaining service users to Easterfield Court. The contents were noted by the Board.</p> <p>He highlighted that in October 2014 the Board considered a briefing paper on the proposal, rationale for the proposed changes and the work that is to be progressed, including staff consultation, discussions regarding some investment into community services and the development of a Business Case for approval. The resultant business case was considered by the FIBD Committee last week. Meetings have taken place with service users, families and carers, and feedback has been positive.</p> <p>Following discussion, the Board approved the business case and the submission of the associated forms to the CQC, as considered at agenda item 200/14(ii).</p>	
202/14	<p>Workforce issues</p> <p>i) <u>Care Quality Commission's Fit and Proper Person Test</u></p> <p>Lisa Crichton-Jones presented the report. The contents were noted by the Board.</p> <p>Lisa Crichton-Jones confirmed that since this paper was written, the Care Quality Commission's guidance has been received and it has clarified that the test only applies to Board members.</p> <p>ii) <u>Strategy for Managing Sickness Absence</u></p> <p>Marilyn Dummer, Managing Director, Team Prevent and Louise Hulscroft, Regional Nurse Manager attended the meeting to discuss health and wellbeing and the management of absence within the Trust. Team Prevent has recently secured a further 3 year contract to provide the occupational health service to NTW and as part of the re-launch has worked with the senior team to review the overall approaches used with some recommendations being identified.</p> <p>The paper circulated to the Board set out the various recommendations and actions for moving forwards. The Board fully debated the issues including those areas requiring particular focus, some of the wider cultural issues and the quality of information received at Board level meetings whilst also emphasising their commitment to the health and wellbeing of the workforce.</p>	

203/14	Questions from the public on items included on the Board Agenda There were no questions from the public.	
204/14	Date, time and venue of next meeting Wednesday 28 January 2015 at 1.30pm in Meeting Room 1, Hopewood Park.	