

Minutes

| Board of Directors' meeting held in public | | | | | | | | | | | | | | | | | | | | | | | | |
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| Wednesday, 23 November 2016 | 1.30pm – 3.30pm | Conference Rooms 1 & 2, Walkergate Park | | | | | | | | | | | | | | | | | | | | | | |
| <p>Present:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Hugh Morgan Williams</td> <td>Chair</td> </tr> <tr> <td>Dr Leslie Boobis</td> <td>Non-Executive Director</td> </tr> <tr> <td>Alexis Cleveland</td> <td>Non-Executive Director</td> </tr> <tr> <td>Martin Cocker</td> <td>Non-Executive Director</td> </tr> <tr> <td>Lisa Crichton-Jones</td> <td>Executive Director of Workforce and Organisational Development</td> </tr> <tr> <td>James Duncan</td> <td>Deputy Chief Executive / Executive Director of Finance</td> </tr> <tr> <td>John Lawlor</td> <td>Chief Executive</td> </tr> <tr> <td>Dr Rajesh Nadkarni</td> <td>Executive Medical Director</td> </tr> <tr> <td>Lisa Quinn</td> <td>Executive Director of Commissioning and Quality Assurance</td> </tr> <tr> <td>Peter Studd</td> <td>Non-Executive Director</td> </tr> <tr> <td>Ruth Thompson</td> <td>Non-Executive Director</td> </tr> </table> | | | Hugh Morgan Williams | Chair | Dr Leslie Boobis | Non-Executive Director | Alexis Cleveland | Non-Executive Director | Martin Cocker | Non-Executive Director | Lisa Crichton-Jones | Executive Director of Workforce and Organisational Development | James Duncan | Deputy Chief Executive / Executive Director of Finance | John Lawlor | Chief Executive | Dr Rajesh Nadkarni | Executive Medical Director | Lisa Quinn | Executive Director of Commissioning and Quality Assurance | Peter Studd | Non-Executive Director | Ruth Thompson | Non-Executive Director |
| Hugh Morgan Williams | Chair | | | | | | | | | | | | | | | | | | | | | | | |
| Dr Leslie Boobis | Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| Alexis Cleveland | Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| Martin Cocker | Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| Lisa Crichton-Jones | Executive Director of Workforce and Organisational Development | | | | | | | | | | | | | | | | | | | | | | | |
| James Duncan | Deputy Chief Executive / Executive Director of Finance | | | | | | | | | | | | | | | | | | | | | | | |
| John Lawlor | Chief Executive | | | | | | | | | | | | | | | | | | | | | | | |
| Dr Rajesh Nadkarni | Executive Medical Director | | | | | | | | | | | | | | | | | | | | | | | |
| Lisa Quinn | Executive Director of Commissioning and Quality Assurance | | | | | | | | | | | | | | | | | | | | | | | |
| Peter Studd | Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| Ruth Thompson | Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| <p>In attendance:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Susan Hamilton</td> <td>Administration Officer (minutes)</td> </tr> <tr> <td>Miriam Harte</td> <td>Shadow Non-Executive Director</td> </tr> <tr> <td>Vida Morris</td> <td>Group Nurse Director, Inpatient Care</td> </tr> <tr> <td>Russell Patton</td> <td>Group Nurse Director, Specialist Care</td> </tr> <tr> <td>Caroline Wild</td> <td>Deputy Director Corporate Relations & Communications</td> </tr> </table> | | | Susan Hamilton | Administration Officer (minutes) | Miriam Harte | Shadow Non-Executive Director | Vida Morris | Group Nurse Director, Inpatient Care | Russell Patton | Group Nurse Director, Specialist Care | Caroline Wild | Deputy Director Corporate Relations & Communications | | | | | | | | | | | | |
| Susan Hamilton | Administration Officer (minutes) | | | | | | | | | | | | | | | | | | | | | | | |
| Miriam Harte | Shadow Non-Executive Director | | | | | | | | | | | | | | | | | | | | | | | |
| Vida Morris | Group Nurse Director, Inpatient Care | | | | | | | | | | | | | | | | | | | | | | | |
| Russell Patton | Group Nurse Director, Specialist Care | | | | | | | | | | | | | | | | | | | | | | | |
| Caroline Wild | Deputy Director Corporate Relations & Communications | | | | | | | | | | | | | | | | | | | | | | | |

| Agenda Item | | Action | | | | | | |
|---------------|---|--------------|------------------------|--------------|------------------------|-------------|--|--|
| 131/16 | <p>Welcome and apologies</p> <p>Apologies were received from:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Neil Hemming</td> <td>Non-Executive Director</td> </tr> <tr> <td>Paul McEldon</td> <td>Non-Executive Director</td> </tr> <tr> <td>Gary O'Hare</td> <td>Executive Director of Nursing and Operations</td> </tr> </table> | Neil Hemming | Non-Executive Director | Paul McEldon | Non-Executive Director | Gary O'Hare | Executive Director of Nursing and Operations | |
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| 132/16 | <p>Declarations of interest</p> <p>There were no additional declarations of interest for this meeting.</p> | | | | | | | |
| 133/16 | <p>Minutes of previous meeting held on 26 October 2016</p> <p>Page 5, 121/16, Quarter 2 Service User and Carer Experience Summary Report: First sentence of final paragraph should read – ‘John Lawlor raised the need to gain more service user and carer feedback’.</p> | | | | | | | |

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| 134/16 | <p>Action list and matters arising not included on the agenda</p> <p>The action list was noted.</p> <p>There were no matters arising for this meeting.</p> | |
| 135/16 | <p>Chair's Report</p> <p>Hugh Morgan Williams highlighted the following:</p> <p>Hugh and John Lawlor attended a dinner in London on 26 October 2016 hosted by the CQC. This was for NHS Trusts that have achieved an Outstanding rating, along with those that have made excellent progress after being placed into special measures.</p> <p>Hugh attended the NHS Improvement (NHSI) Regional Chairs' Networking event in Leeds on 5 October 2016. The purpose of the event was to collectively discuss current issues and challenges within the NHS. NHS England Chief Executive Simons Stevens and NHSI Chairman Ed Smith were also in attendance.</p> <p>Hugh Morgan Williams updated the meeting on the following Non-Executive Director responsibilities from 1 January 2017, noting that Alexis Cleveland will become Deputy Chair upon Paul McEldon's departure.</p> <p>Hugh also attended a meeting hosted by Newcastle City Council to discuss a variety of regional issues such as the Sustainability and Transformation Plan (STP). Hugh reported that the STP draft plan has now been published. Referring to the STP, Hugh commended James Duncan and John Lawlor for the work they have both undertaken on this piece of work.</p> | |
| 136/16 | <p>Chief Executive's Report</p> <p>John Lawlor presented the Chief Executive's report. The contents were noted by the Board.</p> <p>In relation to Intermediaries, Rajesh Nadkarni explained that the Trust has been asked to undertake this service by HM Courts, which will provide support for vulnerable defendants involved in a trial process.</p> <p>Referring to the GMC Training Survey, John reported it was pleasing to see that the Trust is regarded very highly for the training provided.</p> | |
| 137/16 | <p>Annual Declarations of Interest report</p> <p>Caroline Wild informed the Board that this report is work in progress, but no new director's interests have been declared.</p> | |

i) Safer Staffing Quarterly Update

Vida Morris presented the update that covers the period from April to Sept 2016. The contents were noted by the Board.

In addition, Vida highlighted the following issues:

- Work is being undertaken to address dignity of care on some mixed gender wards due to an increase in female staff,
- The Trust continues to reduce spending on agency nursing staff,
- Following Central Recruitment Campaign no.16, the Trust has no unqualified nursing vacancies and qualified nursing vacancies are being significantly reduced.

ii) Month 7 Commissioning and Quality Assurance Report

Lisa Quinn presented the Month 7 position, which was noted by the Board.

She reported no significant changes from Month 6 but noted a small deterioration of some quality standards and that sickness absence has increased slightly.

John Lawlor referred to the 'should dos' raised by the CQC in their recent inspection and Lisa explained that the CQC Compliance Group is taking these forward. This group is chaired by Russell Patton who explained that the next meeting will be held on 20 December and the Board will receive an update of progress.

James Duncan presented an update of the finance position. At month 7, the Trust has a surplus £2.3m, which is £1.1m less than plan but on track with NHSI agreement. The Trust is currently forecasting achievement of our control total.

Work continues within the Groups to manage the pressure areas and we continue to highlight risks around the STP and the control total to NHSI.

iii) CQC Community Mental Health Survey

Lisa Quinn presented the outcome of the annual survey. The contents were noted by the Board.

Lisa confirmed that the positive outcome of last year's survey (2015) was taken into account by the CQC during their inspection of the Trust earlier this year.

iv) Learning Disability Transformation update

Vida Morris presented the update, which was noted by the Board.

The Board noted the local and regional initiatives going forward.

Lisa Quinn referred to the data on page 3 and explained that this refers to 2015/16 and that other providers in addition to NTW are included in these figures.

Referring to medical staffing, Lisa Crichton-Jones reported that work is ongoing with senior clinical leaders with the aim of retaining experienced medical staff.

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| | <p>v) Smoke Free update Russell Patton presented the update, which was noted by the Board.</p> <p>The Board was asked to support a revision of the Trust’s Smokefree policy to allow the removal of smoking materials from patients upon admission to hospital and to add smoking related materials to the list of contraband items. Russell outlined the details of the proposal and also the risks, which were discussed by the Board at length.</p> <p>The Board noted that since implementation of the smoke free policy, the number of smoking related incidents within the Trust has increased.</p> <p>Ruth Thompson queried the experience of other Trusts that have similarly implemented a smoking ban and Russell reported a mixed response, explaining that some organisations have placed tobacco products on the banned items list, some have used education, and some are finding the ban very challenging to enforce.</p> <p>John Lawlor queried whether the proposal would be a breach of service users’ human rights and Rajesh informed the Board of a recent EU ruling whereby it was confirmed that smoking is not a human right.</p> <p>Les Boobis asked whether approved E-cigarettes are permitted for use by service users and Russell explained that they were not at the moment, but there is an alternative that could be used and it is hoped to be able to implement these in the future for therapeutic benefit.</p> <p>James Duncan commented that smoking on the periphery of Trust sites should also be considered, as the Trust strives to be a good neighbour.</p> <p>The Board supported the proposal to remove smoking materials from service users upon admission and to prohibit smoking related materials on site. Detailed planning will now be taken forward by operational services.</p> | |
| <p>139/16</p> | <p>Strategy and Partnerships</p> <p>i) Draft 5 year Strategy and Operational Plan James Duncan provided a verbal update of progress of the Trust’s draft Strategy and Operational Plan. The first draft will be submitted to NHS Improvement tomorrow. The final 5 Year Strategy will be considered by the Board in December.</p> <p>ii) Subsidiary Company James Duncan provided an update on the ongoing work in relation to the development of the Trust’s Subsidiary Company. Engagement sessions have been held with staff, staff side and Governors and these were very positive events and allayed a lot of concerns. We are continuing to look at different ways of working and generally, staff have recognised the opportunities and potential savings. We will continue to work to a challenging timescale. An update will be provided to the Board in January.</p> | |

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| | <p>Hugh Morgan Williams reported that Governors supported the proposal on the stipulation that the subsidiary company would not be sold off to third party and it was reaffirmed that this was not planned, but that it would be a significant transaction which would require Governor approval.</p> <p>iii) Well Led Review Action Plan update Lisa Quinn presented an update on the agreed actions from the Well Led review undertaken by Deloitte. The contents were noted by the Board.</p> <p>iv) Volunteers Annual Report Vida Morris presented the report on the contribution of volunteers and the role of the Voluntary Service’s Department. Vida highlighted three areas:</p> <ul style="list-style-type: none"> • Further development of ward based social activity with volunteers. • Sharing of good practice, both regionally and nationally • In some cases, volunteers have gained employment and some have enrolled onto further education courses. <p>Hugh Morgan Williams commended the Trust’s volunteers and said it is important to acknowledge the valuable contribution and commitment that volunteers provide to the Trust.</p> <p>v) Application to write off irrecoverable debt James Duncan presented the report, which was noted by the Board.</p> <p>It was noted that as Keiro went into administration in December 2015, it is unlikely that the Trust would be able to recover outstanding debts of £41.5k.</p> <p>The Board was therefore asked to approve the decision to write off the irrecoverable debt and the Board approved the proposal. However, it was noted that the VAT may be recoverable and James Duncan agreed to establish whether this would be the case.</p> <p>The Board approved the decision to write off the recoverable debt and James Duncan will establish whether the Trust can reclaim the VAT.</p> | |
| <p>140/16</p> | <p>Workforce</p> <p>i) Whistleblowing and Raising Concerns Lisa Crichton-Jones presented the report, which was noted by the Board.</p> <p>Peter Studd referred to the summary of actions, specifically those issues raised to Neil Cockling, Freedom to Speak up Guardian, and Lisa explained Neil’s approach in that as much as possible, local and informal resolution is sought and supported. Neil has been invited to attend national conferences to talk about his early days in this role and it may be beneficial for him to attend a future Board meeting to share his experiences and this was agreed.</p> <p>Neil Cockling to be invited to attend a future Board meeting to share his experiences as a Freedom to Speak up Guardian.</p> | |

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| | <p>ii) Q2 Staff Friends and Family Report Lisa Crichton-Jones presented the results of the Quarter 2 Friends and Family Test. The contents were noted by the Board. Lisa highlighted an increase in the number of positive responses.</p> <p>In addition, the Board noted that the Trust is above the national average for both the percentage of staff who would recommend the Trust as a place to work and for those who would recommend the Trust for care and treatment.</p> <p>Les Boobis queried the presentation of some of the data in the report and Lisa agreed to clarify this.</p> <p>iii) Investors in People and Health and Wellbeing Good Practice Award Assessment report Lisa Crichton-Jones presented the report, which was noted by the Board. The full assessment report is appended to the report.</p> <p>Peter Studd commended the report but highlighted that RiO seems to be a recurring issue. Lisa Quinn explained that the Informatics Strategy is in development and will be considered by the Board early next year. In the meantime, RiO continues to be reviewed, however, the latest upgrade has been delayed as other organisations have experienced difficulties. Additionally, many of the issues are relating to the level of recording we now have to do, rather than the system itself. Les Boobis pointed out that IT healthcare systems in general appear to be problematic and he highlighted some of the challenges related to this. Lisa Quinn went on to say that each of the Groups have a RiO champion and there is a Health Informatics Group that meets regularly. Nursing staff are involved in the RiO review group.</p> <p>Finally, James commented that work is currently underway around digital dictation and a workshop with Modal is being held next week. An update will be provided to the Board next year.</p> | <p>LQ/CW</p> <p>JD/CW</p> |
| <p>141/16</p> | <p>Regulatory</p> <p>i) Fit and Proper Person Test Caroline Wild presented an update on the implementation of the Care Quality Commission's (CQC) Fit and Proper Person Test, confirming that recent checks had been completed in full. The contents were noted by the Board.</p> <p>In addition, it was noted that the procedure now includes the Director of Psychological Services and the Director of Allied Health Professionals.</p> <p>ii) NHS Improvement Agency Expenditure Board of Directors Self Certification Checklist Lisa Quinn presented the checklist, which was noted by the Board. All Trust Boards have been asked to review their management of expenditure on agency staff and the final checklist must be submitted to NHS Improvement by 30 November 2016.</p> <p>Following discussion, it was agreed to the submission, subject to agreed amendments.</p> | |

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| 142/16 | <p>Minutes / Papers for information</p> <p>i) Research and Development Annual Report Rajesh Nadkarni presented the annual report, which was noted by the Board. Specifically, that NTW is the fourth most research active mental health and learning disability trust.</p> <p>Les Boobis referred to Research Capability Funding (RCF) and commented that this will reduce next year and may disappear altogether due to the way it is to be calculated. This may be a financial risk to NTW in the future.</p> <p>Ruth Thompson commented that the finances in the report relate only to income and that a lot of research takes place within planned time which is missing from the report.</p> <p>Rajesh Nadkarni commented on the benefits research and development can provide in terms of attracting staff to the organisation.</p> <p>ii) Committee updates There were no specific issues to highlight to the meeting.</p> <p>iii) Council of Governors' issues There were no specific issues to highlight to the meeting.</p> | |
| 143/16 | <p>Any Other Business</p> <p>There was no other business to note.</p> | |
| 144/16 | <p>Questions from the public</p> <p>Trust Governor, Chris Macklin requested an update on the contract arrangements with Northumberland CCG and Lisa Quinn reported that meetings are ongoing and a further update will be provided in due course.</p> | |
| 145/16 | <p>Date, time and place of next meeting</p> <p>Wednesday, 25 January 2017, 1.30pm, Conference Rooms 1 & 2, Ferndene, Prudhoe NE42 5NT</p> | |