

Minutes

Board of Directors' meeting held in public

Wednesday, 24 May 2017	1.00pm – 3.00pm	Board Room, St Nicholas' Hospital
Present: Alexis Cleveland Chair Dr Leslie Boobis 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 Miriam Harte Non-Executive Director John Lawlor Chief Executive Paul McEldon Non-Executive Director Dr Rajesh Nadkarni Executive Medical Director Gary O'Hare Executive Director of Nursing and Operations Lisa Quinn Executive Director of Commissioning and Quality Assurance Peter Studd Non-Executive Director		
In attendance: Jennifer Cribbes Corporate Affairs Manager Susan Hamilton Administration Officer (minutes) Damian Robinson Deputy Director of Safety and Governance, for item 51/17 iv) only Caroline Wild Deputy Director, Corporate Relations & Communications Darren McKenna Director of Informatics, for item 52/17 i) only Joe Macdonald Chief Clinical Information Officer, for item 52/17 i) only		

Agenda Item		Action
44/17	Welcome and apologies Apologies were received from Ruth Thompson.	
45/17	Declarations of interest Martin Cocker made the Board aware that his declared interest of Independent Non-Executive Director and Chair of the Audit Committee Etalon Group Limited – Guernsey Incorporated (UK Stock Exchange Listed Russian Housebuilder) had changed from Guernsey to Cyprus.	

<p>46/17</p>	<p>Minutes of previous meeting held on 22 March 2017</p> <p>Item 34/17 Dr Patel to be amended to Dipty Patel.</p> <p>The minutes as amended were agreed to be a true and accurate record of the meeting and were signed by Alexis Cleveland.</p>	
<p>47/17</p>	<p>Action list and matters arising not included on the agenda</p> <p>There were no matters arising.</p> <p>The action checklist was reviewed.</p> <p><u>Item 121/16 Informatics Strategy.</u> The Informatics strategy would be presented in detail, agenda item 9i.</p> <p><u>Item 22/17 Lone Working Update</u> Gary O’Hare confirmed that a date was still to be confirmed and that he would continue to update the Board in relation to progress with the lone working systems.</p> <p><u>Item 27/17 Apprenticeships</u> Lisa Crichton Jones referred to the CEO report that confirmed that NTW had been successful in becoming an apprenticeship provider.</p>	<p>GOH</p>
<p>48/17</p>	<p>Chair’s Report</p> <p>Alexis confirmed that the Council of Governors had extended her appointment as acting Chair, and Paul McEldon’s appointment as acting Deputy Chair until the end of June 2017.</p> <p>Paul announced that he has been appointed as a Non-Executive Director at City Hospitals Sunderland from 1 July 2017. The Board wished him well in his new role.</p> <p>Peter Studd updated the Board in relation to the pension scheme for NTW Solutions staff. Peter confirmed that the appropriate approvals have been secured to enable the staff who had TUPE transferred into NTW Solutions to remain within the NHS Pension Scheme.</p>	

49/17	<p>Chief Executive's Report</p> <p>John Lawlor made the Board aware that the annual Staff Excellence Awards had taken place to celebrate the achievements of staff.</p> <p>In relation to the CQC Mental Health Act Visit, Lisa Quinn confirmed that this had taken place, focussing on the Sunderland locality and positive feedback had been received.</p> <p>Gary O'Hare updated the Board on the Collective Leadership programme that had been delivered over the last six months and confirmed it had been very well evaluated by participants.</p> <p>Lisa Quinn spoke to the Sunderland Locality section of the report and informed the Board that there are a number of organisations that have joined together and are working together collaboratively. Conversations so far have indicated that a desire exists to keep mental health and learning disabilities services together within any future service configuration.</p> <p>James Duncan provided a brief update relating to the STP mental health workstream and made the Board aware that the current view is that there should be one workstream for mental health that covers the three STP footprints. James confirmed that a detailed update would be provided at the next Board meeting.</p> <p>Discussion took place in relation to the apprenticeship levy and the financial impact to the Trust.</p>	JD
50/17	<p>Service User Experience</p> <p>Unfortunately the service user representative was unable to attend the Board today.</p>	
51/17	<p>Quality, clinical and patient issues</p> <p>i) Transforming Care update John provided the update on the Learning Disability and Autism Transforming Care Agenda. The Board noted the reductions in inpatient beds which are required through the programme. The update included trust wide and regional developments to support the Transformation agenda.</p> <p>ii) Month 12 Commissioning and Quality Assurance Report Lisa Quinn presented the report and the position at Month 12 was noted.</p> <p>James Duncan provided an update on the financial position. He reported that the Trust ended the year with a surplus of £8.2m, which included £1.8m from the Sustainability and Transformation Fund.</p> <p>Alexis Cleveland highlighted that some internal performance measures were below target and Lisa Quinn explained that some work has been undertaken on specific areas and these areas are continuing to improve.</p>	

iii) Month 1 Commissioning and Quality Assurance Report

Lisa Quinn presented the Month 1 position, which was noted by the Board. In particular, the Board noted the initial deterioration in some CPA metrics and Lisa acknowledged the need to focus on these specific areas.

The improvement in sickness absence was welcomed and noted, particularly in the Specialist Care Group. Both the in-month sickness figure and the rolling average have improved.

Training has also continued to improve, with only one area (PMVA) below the required standard. Gary O'Hare explained that ways to enhance this training are currently being explored.

Peter Studd queried the staff turnover figures and Lisa Quinn explained that there was a technical issue as a result of staff transferring into NTW Solutions and she acknowledged that this data will be refined going forward.

James Duncan provided the Month 1 finance update. He advised that the Trust is slightly behind trajectory, with a surplus of £100k. The Trust is slightly ahead of plan in terms of agency spend, due in part to the redeployment of staff.

iv) Quarter 4 Safety Report

Damian Robinson presented the report covering the period from January to March 2017, which was noted by the Board. He explained that this is the last report in this format and he drew the Board's attention to the new Safer Care reporting cycle. Damian also highlighted the new safety dashboard and agreed to provide the Board with a demonstration at a future date.

Lisa Crichton-Jones referred to complaints to the Parliamentary Health Service Ombudsman (PHSO) and she queried whether there is a review process following receipt of the outcome. Damian explained that this is being introduced.

Gary O'Hare reminded the Board about the changes in the Serious Incident reporting process last year and Damian confirmed that deaths by natural causes that fall into certain categories should be investigated, rather than all natural causes deaths per se.

Rajesh Nadkarni commented that the presentation of the report is much improved and more effectively highlights the pertinent issues. John Lawlor stressed the importance of understanding the narrative behind the statistics.

v) Quarter 4 Service User and Carer experience

Lisa Quinn presented the key highlights of the report, which were noted by the Board, in particular the significant increase in response rates in comparison to the previous quarter.

Lisa reported that in terms of quarter 3 performance, the Trust is below the national position, although at quarter 4 we have moved back into

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line. However, while response rates are increasing, the percentage of people who would recommend the Trust is about the same.

The Board noted that some comparison work with other trusts is in progress.

vi) Visit feedback themes

Gary O'Hare presented the report covering the period from January to March 2017. The report was noted by the Board.

Gary confirmed that Senior Managers are responsible for the co-ordination of their own visits. Caroline Wild confirmed that Non-Executive Directors who would like to undertake a service visit to a particular service or ward should contact the Chief Executive's admin office in the first instance.

vii) Quarter 4 Safer Staffing Levels

Gary O'Hare presented the quarterly report, which was noted by the Board, in particular the continued decrease in the use of bank and agency nursing staff within inpatient wards.

viii) Quarter 4 Friends and Family Report

Lisa Crichton-Jones presented the quarter 4 Staff Friends and Family report covering the period from January to March 2017. Lisa reported that the highlights include the increase in response rates, which could be attributed to the different way the questions have been asked.

The Board noted the reduction in positive responses to the question "How likely are you to recommend the Trust as a place to work" and also the question "How likely are you to recommend our services to friends and family if they need care or treatment".

Lisa Quinn advised that the Commissioning and Quality Assurance Team is reviewing the Q1 results, which have already been discussed by the Executive Directors and the Corporate Decisions Team (CDT).

James Duncan commented that staff uncertainty about the creation of NTW Solutions may have had a short term impact on the results.

John Lawlor highlighted that a number of factors may have affected the responses, including the initial 'spike' in positive responses following the CQC inspection last year and the recent organisational changes.

ix) Guardians of safe working hours

Rajesh Nadkarni tabled an updated version of the report that covers the period January to March 2017. The report was noted by the Board.

Rajesh proposed that the Trust Guardian attend a future board meeting to explain the role and the proposal was agreed.

52/17	<p>Strategy and Partnerships (including Commercial and Business Development)</p> <p>i) Informatics Strategy Darren McKenna and Joe Macdonald attended the meeting to provide an overview of the Informatics Strategy, which was noted by the Board. Darren advised that the key theme from the strategy is the digital empowerment of service users.</p> <p>Darren McKenna informed the meeting that the Trust has been awarded Global Digital Exemplar status.</p> <p>Alex Cleveland suggested building in some business resilience as part of the strategy going forward.</p> <p>James Duncan commended the strategy and said that the next five years will be a crucial time for the Trust going forward.</p> <p>Following discussion, the Board approved the strategy and thanks were extended to the Informatics Team for the substantial work undertaken following the recent cyber-attack.</p> <p>ii) Risk Management Strategy Lisa Quinn presented the report, which was noted by the Board. The Strategy details five key risk management ambitions, which Lisa outlined to the Board.</p>	
53/17	<p>Workforce</p> <p>i) Focus on workforce issues Lisa Crichton-Jones presented the Workforce Quarterly Update, which was noted by the Board.</p> <p>Lisa advised that Equality and Diversity work continues apace. Last week was NHS Employers Equality and Diversity week and a number of programmes were held to celebrate various issues.</p> <p>Lisa drew the Board's attention to item 8 in the report – NHS Women on NHS Boards. The report includes some recommendations to address the gender balance on Boards, but noted that the NTW Board was reasonably well balanced.</p> <p>The report also includes an update on the apprenticeship levy.</p> <p>Congratulations were extended to the Sunderland Drug and Alcohol Service, which has been shortlisted for a national Healthcare People Management Association (HPMA) Award.</p> <p>ii) Whistleblowing/raising concerns Lisa Crichton-Jones presented the six monthly report, which covered the period from October 2016 to March 2017. The report was noted by the Board. Lisa advised that during the period there were eleven issues in total, which is a reduction from the previous period, with five cases still ongoing.</p>	

	<p>It was noted there appears to be no trends or specific staff areas, although the number of anonymous concerns have increased. These will continue to be monitored.</p> <p>Lisa provided an update of the visit on Monday 8 May 2017 from Russ Parkinson, Head of Office for the National Guardian.</p>	
54/17	<p>Regulatory</p> <p>i) Quarterly Report to NHS Improvement and submissions Q4 Lisa Quinn presented the report, which was noted by the Board. In particular, the finance submissions which were submitted to NHS Improvement on 19 and 28 April 2017. The Board also noted the quarter 4 self-assessed position against the requirements of the Single Oversight Framework.</p> <p>ii) Board Assurance Framework and Corporate Risk Register Lisa Quinn presented the report which was noted by the Board. Following discussion, the Board agreed to the proposal to amalgamate the Board Assurance Framework and the Corporate Risk Register (BAF/CRR).</p> <p>Lisa advised that the Risk Management Strategy, including the agreed risk appetite tolerances had been implemented. Lisa confirmed that this ensures that NTW will not accept significant risks that could result in a negative impact on quality. The overall table of risk appetite is included on page 3 of the report.</p> <p>The Board approved the amalgamation of the BAF and CRR and the additional recommendations in the report in relation to the new strategic ambitions.</p> <p>iii) Annual Accounts and Management Representation Letter James Duncan presented the report on the key issues in the Annual Accounts, which included the audited Annual Accounts. A copy of the Management Representation Letter was also included. The content of all the documents were noted by the Board.</p> <p>Martin Cocker as Audit Committee Chair said that the Audit Committee had reviewed the Annual Accounts and the Auditor's report, along with the Management Representation Letter. The Audit Committee recommended approval of the Annual Accounts and the signing of the Management Representation Letter to the Board.</p> <p>The Board approved the Annual Accounts and the signing of the Management Representation Letter.</p> <p>iv) Annual Report 2016/17 The Board received the Annual Report and the contents were noted and approved.</p> <p>v) Annual Quality Account 2016/17 Lisa Quinn presented the Annual Quality Account 2016/17, which was noted by the Board. Lisa also circulated copies of the final partner</p>	

	<p>statements which would be incorporated into the report.</p> <p>Martin Cocker drew attention to the report being a limited assurance report, which is due to the nature of the audit undertaken rather than any findings. He said that the Audit Committee has reviewed the Quality Account and confirmed that there were no identified areas of concern.</p> <p>The Board Approved the Quality Account and also approved the Statement of Directors' responsibilities.</p> <p>vi) Annual Audit Committee Report Martin Cocker presented the report on the work of the Audit Committee, which also provided assurance to the Board on the approval of the Annual Governance Statement.</p> <p>The Board noted the contents of the report.</p> <p>vii) Annual Governance Statement 2016/17 The Board received the draft statement and the contents were noted.</p> <p>Martin Cocker, as Audit Committee Chair said that the Audit Committee had reviewed the audited Statement along with the Head of Internal Audit and the External Auditor's report. The audit report had concluded that the Statement complied with the Department of Health requirements and there were no inconsistencies between the information in the Statement and the Auditor's knowledge of the Trust. Therefore the Audit Committee recommended approval of the Statement to the Board.</p> <p>The Board of Directors approved the Annual Governance Statement 2016/17.</p> <p>viii) NHS Improvement Self Certifications Lisa Quinn presented the report and the contents were noted by the Board. Lisa explained that the Trust is declaring Condition G6(3) and CoS7(3).</p> <p>Following discussion, the Board confirmed compliance with both statements, and the evidence to support this is included in the paper.</p>	
12/17	<p>Minutes / Papers for information</p> <p>i) Council of Governors' issues Alexis updated the Board on changes to the Council of Governors and reported that the Council of Governors has engaged through the Nominations Committee in relation to the Chair's position.</p> <p>It was noted that Governors are actively engaged in various meetings, including the Council of Governors' Engagement Sessions, which are now chaired by a Governor.</p> <p>ii) Committee updates There were no specific issues to highlight to the meeting.</p>	

13/17	<p>Any Other Business</p> <p>Alexis reminded the Board of the Board Away Day on Tuesday, 27 June 2017.</p> <p>The Board was informed that the Annual Members' Meeting will be held on Tuesday, 18 July 2017 at the Jubilee Theatre, St Nicholas' Hospital.</p>	
14/17	<p>Questions from the public</p> <p>There were no questions from members of the public.</p>	
15/17	<p>Date, time and place of next meeting</p> <p>Wednesday, 28 June 2017, 1.30pm, Monkwearmouth Hospital</p>	