

Draft Minutes

Board of Directors' meeting held in public																		
Wednesday, 24 January 2018	1.00pm – 3.00pm	Conference Rooms, 1 & 2 Ferndene, Moor Road, Prudhoe NE42 5PB																
<p>Present:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Alexis Cleveland</td> <td>Acting Chair</td> </tr> <tr> <td>James Duncan</td> <td>Deputy Chief Executive / Executive Director of Finance</td> </tr> <tr> <td>Dr Leslie Boobis</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>Rajesh Nadkarni</td> <td>Executive Medical Director</td> </tr> <tr> <td>Gary O'Hare</td> <td>Director of Nursing and Chief Operating Officer</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> </table>			Alexis Cleveland	Acting Chair	James Duncan	Deputy Chief Executive / Executive Director of Finance	Dr Leslie Boobis	Non-Executive Director	Lisa Crichton-Jones	Executive Director of Workforce and Organisational Development	Rajesh Nadkarni	Executive Medical Director	Gary O'Hare	Director of Nursing and Chief Operating Officer	Lisa Quinn	Executive Director of Commissioning and Quality Assurance	Peter Studd	Non-Executive Director
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<p>In attendance:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Jennifer Cribbes</td> <td>Corporate Affairs Manager</td> </tr> <tr> <td>Damian Robinson</td> <td>Medical Director</td> </tr> <tr> <td>Tim Donaldson</td> <td>Chief Pharmacist</td> </tr> </table> <p>2 members of the public</p>			Jennifer Cribbes	Corporate Affairs Manager	Damian Robinson	Medical Director	Tim Donaldson	Chief Pharmacist										
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Agenda Item		Action
1/18	<p>Welcome and apologies</p> <p>Alexis Cleveland opened the meeting and welcomed those in attendance. Apologies had been received from: John Lawlor, Chief Executive Ruth Thompson, Non-Executive Director Miriam Harte, Non-Executive Director Caroline Wild, Deputy Director of Communications and Corporate Relations</p>	
2/18	<p>Minutes of the previous meeting held 29 November 2017.</p> <p>The Board agreed that the minutes of the 29 November 2017 were a true and accurate record of the meeting.</p>	
3/18	<p>Declarations of interest</p> <p>Martin Cocker declared a new interest, independent non-executive director and chair of the audit committee, Zemenik Trading Limited. (Cyprus incorporated). Annual Declaration forms were distributed for update and completion.</p>	

4/18	<p>Action list and matters arising not included on the agenda</p> <p>Gary O’Hare informed the Board that Item 110/17 NTW Nurse Academy has been deferred to the February Board of Directors meeting.</p> <p>The action checklist was further reviewed and updated.</p>	
5/18	<p>Chair’s Report</p> <p>Alexis Cleveland provided a verbal update on the business of the Trust Chair. The Board were made aware that the Council of Governors had met before Christmas to discuss the appointment of the Trust Chair. It was explained that the Governors in attendance had unanimously approved the recommendation of the Nominations Committee to appoint Ken Jarrold. It was confirmed that Ken will commence his position as Chair on the 1 February 2018 and his first formal meeting will be the Council of Governors meeting that afternoon.</p>	
6/18	<p>Chief Executive’s Report</p> <p>James Duncan spoke to the enclosed Chief Executive’s report to provide the Board with Trust, Regional and National updates.</p> <p>Lisa Crichton-Jones spoke to the staff survey section of the report and informed the Board that the first set of high level results were received before Christmas. Lisa explained that the first analysis has found that there is no significant changes although some areas have slightly increased whereas some have slightly declined. It was agreed that due to timescales associated with receiving the in-depth reports, the Board would receive detailed information for the March for meeting.</p> <p>In response to a question raised regarding how the results of the reports are measured, Lisa explained they are benchmarked against other NHS organisations that use Quality Health as their staff survey provider.</p> <p>James highlighted the information in relation to the North of Tyne devolution consultation and explained that although health is not included in the devolution powers, it is a positive development for the region and involves three of the local authorities that the Trust covers. James confirmed that the proposals would be kept under review and further updates would be provided.</p> <p>James provided further detail in relation to the STP update, Gateshead Care System Partnership and Green Paper on transforming Children and Young People’s Mental Health Services.</p> <p>Garry O’Hare referred to the attached Healthcare Safety Investigation Branch bulletin and made the Board aware that they may decide to visit the Trust to learn about our Liaison Services which are well developed.</p>	
7/18	<p>Quality, Clinical and Patient Issues:</p> <p>i) Pharmacy and Medicines Optimisation Board report 2016/17</p> <p>Tim Donaldson spoke to the report to update the Board on how medicines are used in practice and by patients’. Tim explained that the pharmacy team have expanded by three but still remain a small team in comparison to</p>	

other Trusts. Detail was provided in relation to the team having a low sickness rate, the development of departmental targets, NMC policies, alerts and audit plans (two rated as 'significant assurance'), reporting of medication incidents, attendance at Serious Incident panels, interventions developed, clinical research they have supported and increase in the number of pharmacist prescribers.

In terms of dispensing activity there were no significant changes and errors rates remain very low. It was explained that the Trust continues to buy medication on contract and Omnicell dispensing cabinets have been introduced.

Alexis questioned the life span of the cabinets. Tim explained that they have been used in the USA for 10 years and this would be the minimum expected life span.

Alexis questioned the risk associated with medication costs. Tim explained that some medicines have had a price fall, whilst some have increased due to shortages but not at a significant level so the risk remains minimal.

Peter Studd questioned the current time scales for the introduction of electronic prescribing. Tim explained it is currently dependant on the upgrade of the RIO system which is in progress. The estimate timescale for RIO to be ready was confirmed by the supplier to be spring 2018.

Les Boobis questioned the error rate the team would like to achieve. Tim explained the team would like to achieve a zero rate of errors but we have to allow for human errors.

The Board received and noted the contents of the report.

ii) Controlled Drugs Accountable Officers Report 2016/17

Tim Donaldson spoke to the report to update the Board on the developments made in relation to the management of controlled drugs during 2016/17. Detail was provided in relation to information shared within the Local Intelligence Networks for Controlled drugs and improvements as a result of introducing secure Omnicell cabinets.

Tim explained that regular stock checks and annual audits would continue and any actions arising would be reviewed against NICE guidance.

The Board received and noted that the requirements of the regulations concerning the safe and secure management of controlled drugs were met during the year.

iii) Service User and Carer Experience Summary Report Q3

Lisa Quinn spoke to the Quarter 3 report and highlighted that there had been a small deterioration in the response rate during the quarter. However the response rate remains good and a number of suggestions have been received. Lisa further highlighted the increase in positive response from carers and referred to the spider graph which demonstrates the Trust is performing well. Lisa explained that the 'staff kind and caring', and 'help to feel safe' could be attributed to the Trust's positive and safe strategy. Lisa explained the top three positive themes included, Staff attitude Quality of service and outcome, Care and treatment. The top three negative

comments highlighted included 'staff attitude' and 'care and treatment'.

Lisa explained that the information gathered is fed back to services and considered within the Corporate Decisions Team Quality Group and Business Development Group.

Martin Cocker questioned the data and asked if there was an underlying reason why the acute ward is consistently scored amber. Lisa explained that it was aggregated data that included all acute care admissions across the Trust. The Board were made aware that the acute care wards are extremely busy, under significant pressure and are primarily dealing with patients who are detained under the Mental Health Act. Due to this, a general level of negativity could be expected as a result of those circumstances. Lisa confirmed that the exploration of data has not found a specific ward, area or reason. It was agreed that Lisa would provide more detailed data in this area at a future meeting and demonstrate the staff dashboards.

Lisa Crichton-Jones raised that there was an opportunity to review the data against the result of the staff survey to understand if a correlation exists with the question 'Are there enough staff to enable you to do your job'.

iv) Group Medical Director/Nurse Director Safer Care report, including Learning from Deaths

Damian Robinson presented the report to update the Board on safety related activity for the period October to December 2017. Damian highlighted an increase in deaths in November and explained that there was no obvious reason or trend to explain this. It was highlighted to the Board that all cases would be explored in depth within the next Serious Incident panel meeting and that the exploration may provide a better understanding of the increase during that month.

Further detail was provided in relation to mortality reviews, the case vignette and learning and actions implemented as a result of them. The recent Regulation 28 letter was also noted and discussed.

Gary O'Hare advised that a learning and improvement group was in the process of being developed to ensure learning gained from the various reviews is being managed, implemented and reviewed effectively.

The increase in number of restraints was discussed and it was explained that the current increase was the result of one patient who required to be restrained on a number of occasions.

In relation to complaints, it was highlighted that in relation to those initially categorised as staff attitudes upon receipt most, once investigated, are clearly a result of communication issues. Due to this the complaints will be reviewed following their resolution and re-categorised if required to enable the issues to be understood better.

Lisa Quinn requested that the complaints data included complaints achievement against response times in future reports.

Alexis questioned if the learning and improvement group will consider all learning and improvement across the Trust. Gary confirmed that the

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meeting will be chaired by himself and Rajesh Nadkarni and all clinical and corporate learning from the Trust and the subsidiary company would go through the group.

Damian Robinson and Tim Donaldson left the meeting at 2.17pm.

v) Quarterly Report of Safe Working Hours

Rajesh Nadkarni spoke to the enclosed report to update the Board on safe working hours of Junior Doctors, October to December 2017. Detail was provided in relation to the exception reports received for the period, locum work and agency bookings.

In response to questions raised, Rajesh explained that the sickness management for Junior Doctors is managed through the LET as that is their employer and subsequently Junior Doctor sickness is not included in the Trusts reports.

Finally Rajesh informed the Board that the current Guardian of Safe Working Hours, Dr Tocca would be stepping down from the role at the end of the month and would be replaced by Dr Claire McLeod. Alexis and Rajesh formally thanked Dr Tocca for his work whilst being the first Guardian of the Trust.

vi) Board Assurance Framework and Corporate Risk Register

Lisa Quinn spoke to the Board Assurance Framework and Corporate Risk register report and highlighted the Board level risks that exceeded the risk appetite, the actions set and associated timescales for completion. The Board were also made aware of two risks that were to be de-escalated to the Chief Operating Officer and two risks that would be merged. In relation to the merged risks, it was explained that following conversations with the associated leads the link between the risks were realised and their merger was subsequently agreed.

Lisa further drew attention to a new section within the report that provides an overview of all Trust risks that exceed the adopted risk appetite.

Alexis asked when the current Trusts appetite would be reviewed. Lisa explained that a review was planned to coincide with the development of annual plans. It was agreed that the Risk Appetite would be reviewed within a future Board of Directors away day or Development meeting.

vii) Integrated Commissioning and Quality Assurance Report

Lisa Quinn spoke to the integrated Commissioning and Quality Assurance report for month 9 to update the Board on the Trusts position against quality standards. Positive improvements highlighted included a reduction in sickness absence and good progress made against the five year forward view standards. An increase in waiting times to access services was raised as a current challenge for the Trust and will be monitored and will be a quality priority for the Trust during 2017/18.

James Duncan provided an update on the Trusts financial position detailed within the report and confirmed that the Trust is still expecting to achieve the control total despite the significant pressure.

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Les Boobis questioned the risk associated with agency spend. James explained that it is factored into some expectations although it is a significant pressure.

Lisa Quinn highlighted the section of the report on Drive Mobility services at Walkergate Park. It was explained that as part of the CCG's financial review of services, formal notice had been served and it has been indicated that further reviews may take place which could impact on more of the Trust's services. James additionally highlighted that the CCG's have indicated that they will not provide the additional funding for IAPT services next year which will also have an impact on the Trust. The Board received and noted the contents of the report.

viii) Annual Deans Quality Meeting: Multi Professional Education and Training Self-Assessment

Gary O'Hare spoke to the Annual Dean's Quality Meeting report to update the Board on the self-assessment conducted by the Trust. It was explained that the Board have received most elements contained within the report separately throughout the year. The purpose of the report was clarified and the Board were informed that local Trusts and education providers will meet in April to Quality assessment the training in the region.

Peter Studd highlighted the achievement of the Trust gaining the status of being one of England's Top 100 Apprenticeship Employers as awarded by the Education and Skills Funding Agency, Apprenticeship Awards.

The Board received and noted the contents of the report.

ix) Visit feedback themes

Gary O'Hare presented the report to update to the Board on visits that have been undertaken by Senior Managers during the last quarter and the issues raised.

In response to a question raised by Alexis Cleveland, Lisa Quinn explained that the CQC are not routinely sent a copy of this report. However, the reports are published as part of public Board papers and can be accessed by the CQC.

The Board received the report for information and noted its contents.

x) Well led review external review action plan

Lisa Quinn presented the report. The Board were made aware that the Trust is required by NHSI to have well-led review conducted by an external provider every three years. Therefore, the Trust must have the review conducted by September this year.

Martin Cocker questioned if the Well-Led review that will be imminently be completed by the CQC would suffice as it is being conducted by an external body. Lisa advised that she had queried this and NHSI do not currently accept a CQC well-led review. The Board received the report and agreed formal sign off of the External Well Led Review Action Plan from 2015.

8/18	<p>Strategy and Partnerships (including Commercial and Business Development)</p> <p>i) Mental Health Sustainability and Transformation Partnership James Duncan spoke to the report to update the Board on the progress of the Mental Health Sustainability and Transformation Partnership (STP). It was explained that the partnership was becoming well established and has been developing well although a lot of work is still to be completed. It was confirmed that a workshop will be held on the 1 March 2018 to start shaping the individual workstreams.</p>	
9/18	<p>Regulatory</p> <p>i) NHS Improvement Single Oversight Framework Lisa Quinn referred to the enclosed report that provides an update in relation to the Trust's position against the Single Oversight Framework in quarter 3. The Board received and noted the finance submissions and Trust's quarter 3 position .</p>	
10/18	<p>Workforce</p> <p>i) Draft Health and Care Workforce Strategy for England to 2027 Lisa Crichton-Jones spoke to the enclosed strategy and report to update the Board in relation to the consultation process for the Health Education England Combined Health and Care strategy. Lisa highlighted the main issues and referred to the enclosed slides which include the six core chapters and themes of challenges we face.</p> <p>Discussion took place relating to the need to focus on the community workforce to reflect STP conversations, the time staff spend in relation to compliance issues, the requirement for a focus on retention of staff and the use of technology as an enabler.</p> <p>In response to a question raised by Alexis Cleveland, Lisa explained that due to the timescale involved to submit the response on the 9 March, it is planned that the Trust's strategy response will be discussed and approved the next meeting of the Corporate Decisions Team.</p> <p>The Board noted the commencement of the consultation and Board members were asked to contact Lisa directly with any views for inclusion by the 9 March 2018.</p>	All

11/18	<p>Minutes / Papers for information</p> <p>i) Local Safeguarding Children’s Board Gary O’Hare informed the Board that the Children’s Local Safeguarding Board report was included for Information. There being no questions the Board confirmed receipt of the report for information.</p> <p>ii) Local Safeguarding Adults Board Gary O’Hare informed the Board that the Adult’s Local Safeguarding Board report was included for Information. There being no questions the Board confirmed receipt of the report for information.</p> <p>iii) Council of Governors’ issues Alexis Cleveland informed the Board that following the recent Governor elections and new appointed Local Authority Governors, induction sessions were ongoing. The next Governors engagement meeting will be held on the 1st February 2018 which also coincides with Ken Jarrold’s first day.</p> <p>Committee updates There were no issues to note for this meeting.</p>	
12/18	<p>Any Other Business</p> <p>Martin Cocker extended his thanks to Alexis Cleveland on behalf of the Board so show appreciation for her hard work during the time of undertaking the role of Acting Chair.</p>	
13/18	<p>Questions from the public</p> <p>In response to a question raised by a member of the public, Alexis Cleveland reiterated the ongoing work in relation to drug prescribing and other improvement initiatives discussed within the meeting.</p> <p>No further questions were raised. The meeting was declared closed at 3.00pm.</p>	
14/18	<p>Date, time and place of next meeting</p> <p>Wednesday, 28 February 2018, 1.30pm, The Board Room, St Nicholas Hospital, Jubilee Road, NE3 3XT.</p>	