

Minutes

| Board of Directors' meeting held in public   |   |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
|--|---|--|-------------|--|------------------|---|------------------|-----------------------------------|---------------|--|------------------|---------------------------|-------------|-----------------|--------------------|----------------------------|-------------|--|------------|---|-------------|------------------------|---------------|------------------------|--------------|-------------------------------|
| <b>Wednesday, 28 March 2018</b>  | <b>2.00pm – 4.00pm</b>                                    | <b>Conference Room, Northgate Hospital</b> |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| <p><b>Present:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Ken Jarrold</td> <td>Chair</td> </tr> <tr> <td>Alexis Cleveland</td> <td>Non-Executive Director</td> </tr> <tr> <td>Dr Leslie Boobis</td> <td>Non-Executive Director</td> </tr> <tr> <td>Martin Cocker</td> <td>Non-Executive Director</td> </tr> <tr> <td>Miriam Harte</td> <td>Non-Executive Director</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>Gary O'Hare</td> <td>Executive Director of Nursing and Operations</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> <tr> <td>James Duncan</td> <td>Executive Director of Finance</td> </tr> </table> |   |  | Ken Jarrold | Chair  | Alexis Cleveland | Non-Executive Director                                | Dr Leslie Boobis | Non-Executive Director            | Martin Cocker | Non-Executive Director                                   | Miriam Harte     | Non-Executive Director    | John Lawlor | Chief Executive | 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 | Ruth Thompson | Non-Executive Director | James Duncan | Executive Director of Finance |
| Ken Jarrold  | Chair   |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Alexis Cleveland   | Non-Executive Director                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Dr Leslie Boobis   | Non-Executive Director                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Martin Cocker  | Non-Executive Director                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Miriam Harte   | Non-Executive Director                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| John Lawlor  | Chief Executive   |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| 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                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Ruth Thompson  | Non-Executive Director                                    |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| James Duncan   | Executive Director of Finance                             |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| <p><b>In attendance:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 30%;">Lynne Shaw</td> <td>Deputy Director, Workforce (for Lisa Crichton Jones)</td> </tr> <tr> <td>Caroline Wild</td> <td>Deputy Director, Corporate Relations &amp; Communications</td> </tr> <tr> <td>Chris Rowlands</td> <td>Trust Equality and Diversity Lead</td> </tr> <tr> <td>John Padget</td> <td>Associate Director, Children and Young People's services</td> </tr> <tr> <td>Jennifer Cribbes</td> <td>Corporate Affairs Manager</td> </tr> </table>   |   |  | Lynne Shaw  | Deputy Director, Workforce (for Lisa Crichton Jones) | Caroline Wild    | Deputy Director, Corporate Relations & Communications | Chris Rowlands   | Trust Equality and Diversity Lead | John Padget   | Associate Director, Children and Young People's services | Jennifer Cribbes | Corporate Affairs Manager |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Lynne Shaw   | Deputy Director, Workforce (for Lisa Crichton Jones)      |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Caroline Wild  | Deputy Director, Corporate Relations & Communications     |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Chris Rowlands   | Trust Equality and Diversity Lead                         |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| John Padget  | Associate Director, Children and Young People's services  |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |
| Jennifer Cribbes   | Corporate Affairs Manager                                 |  |             |  |                  |   |                  |                                   |               |  |                  |                           |             |                 |                    |                            |             |  |            |   |             |                        |               |                        |              |                               |

| Agenda Item |  | Action |
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| 28/18       | <p><b>Welcome and apologies</b></p> <p>Ken Jarrold opened the meeting and welcomed attendees including Paul Nichol and Steve O'Driscoll.</p> <p>Apologies were received from Miriam Harte and Lisa Crichton Jones.</p>   |        |
| 29/18       | <p><b>Declarations of interest</b></p> <p>Martin Cocker informed the Board of an update to his existing declaration. Zemenik Trading Limited Cyprus has changed its name to Head-hunter Group PLC.</p> <p>Alexis Cleveland informed the Board of a new declaration, which involves chairing a working group which is looking at practices in abattoirs.</p> <p>There were no further interests declared.</p> |        |

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| 30/18 | <p><b>Minutes of previous meeting held on 28 February 2018</b></p> <p>The minutes of the meeting held on 28 February 2018 were agreed as a true and correct record.</p>  |  |
| 31/18 | <p><b>Action list and matters arising not included on the agenda</b></p> <p>Peter Studd pointed out that the risk appetite action had been deferred to this month. The action checklist was noted.</p> <p><u>Matters arising</u><br/>There were no matters arising.</p>  |  |
| 32/18 | <p><b>Issues from the 28 February 2018 Board Meeting</b></p> <p>Ken Jarrold highlighted issues which were considered at the last Board of Directors meeting which had been disrupted due to the snow. It was explained that the purpose of this item was to provide transparency in relation to the main issues that were discussed on that occasion. Detail was provided in relation to the following items on the February agenda.</p> <ul style="list-style-type: none"> <li>• Report on the recent Domestic Homicide Review.</li> <li>• The planning guidance and financial allocations to the Trust. The Board delegated authority to the Chief Executive, John Lawlor to enable the plans to be submitted within the timescale.</li> <li>• The Business case for NTW Academy. The Board supported the business case.</li> <li>• The Business case on Craster Day Unit. The Board approved the business case in principle but requested further financial information.</li> </ul> <p>No further issues were raised.</p> |  |
| 33/18 | <p><b>Chair's Remarks</b></p> <p>Ken Jarrold provided a verbal update and made the Board aware of his visit programme and that he had visited Monkwearmouth and Ferndene. Ken shared two reflections he had made which were in relation to the significant experience of staff and also seeing the principles of the 'service model review' in practice.</p> <p>Alexis Cleveland raised service visits for the rest of the Board. Ken and Caroline Wild agreed to look at a programme of visits for Board members.</p>   |  |
| 34/18 | <p><b>Chief Executive's Report</b></p> <p>John Lawlor spoke to the enclosed Chief Executive's report to update the Board on key areas. Detail was provided on the staff awards, CQC inspection, compassion circles, leadership programme and University of Sunderland School of Medicine.</p>  |  |
| 35/18 | <p><b>Service User Experience</b></p> <p>Steve O'Driscoll, delivered a verbal presentation to share his personal experience of using NTW services.</p>   |  |

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|       | <p>Lisa Quinn, informed the Board that Steve chaired the Trust's Quality Priorities workshop and our priorities were refocused as a result due to the positive challenge and influence. Lisa thanked Steve for his support.</p> <p>The Board wished Steve luck in the future and thanked him for sharing his story of inspiration and hope.</p>  |  |
| 36/18 | <p><b>Workforce</b></p> <p><b>i) Workforce Strategy Annual Review</b></p> <p>Lynne Shaw spoke to the enclosed workforce strategy to outline the progress made over the last year. The Board were made aware that the strategy was originally ratified in June 2015 and refreshed in March last year to reflect the changes in the internal and external environment. Progress against the strategic goals was provided.</p> <p>Chris Rowlands spoke to the apprenticeships, staff networks and engagement section of the report and provided a detailed update for each topic.</p> <p>Lynne Shaw provided a detailed update on the newly implemented ESR functionality including staff self-service, Regional Streamlining programme, keeping staff healthy and maximising wellbeing, educating and recruiting staff with the knowledge to do the job.</p> <p>Chris further updated the Board in relation to the national call to action which focuses on bullying and harassment initiatives and the Freedom to Speak up Guardian role. Chris advised that Neil Cockling had been the Trust's Freedom to Speak up Guardian since October 2015.</p> <p>Lynne Shaw spoke to the draft appraisal section of the report and explained that the changes had been made as a result of feedback from the current appraisal process. Lynne advised that the paperwork had been streamlined and aligned to the strategic objectives of the Trust.</p> <p>Les Boobis raised that figures had been transposed in the staff motivation section, 2017 figures should be 2016.</p> <p>Alexis Cleveland made the Board aware that she had reviewed the new simplified appraisal process and commended the work that had been done to improve staff appraisals. Peter Studd requested that the Board receive a future update on the new appraisal.</p> <p>The Board received the report.</p> <p><b>ii) National Staff Survey results</b></p> <p>Chris Rowlands spoke to the staff survey paper to inform the Board of the published staff survey results.</p> <p>The Board were made aware of key findings including; the 20% increase in response rate from 2016; scores that had improved and declined; the main changes compared to results in 2016 and job satisfaction figures. Chris further advised that a 'deep dive' is planned to understand the results further.</p> |  |

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|       | <p>Discussion took place relating to conflicting information in the report. This was in relation to violence, harassment and bullying. Gary O'Hare suggested that information should be compared against Trust reporting systems to understand if the information correlates and if not why it doesn't.</p> <p>The Board received the report.</p>   |  |
| 37/18 | <p><b>Strategy and Partnerships (including Commercial and Business Development)</b></p> <p><b>i) Business Case - The Riding at Ferndene</b><br/>John Padget was in attendance to present the business case for the Riding at Ferndene. The Board referred to the previous in-depth conversation at the meeting held prior that morning and approved the business case.</p> <p>John Padget left the meeting 3.15 pm.</p>   |  |
| 38/18 | <p><b>Workforce</b></p> <p><b>iii) Gender Pay Gap Report</b><br/>Lynne Shaw spoke to the enclosed Gender Pay Gap report and explained that it is now regulatory that employers publish the information on an annual basis.</p> <p>Alexis Cleveland asked for clarity in relation to where the report would be published on the Trust website, how the report would be communicated with staff and if a brief had been prepared for the media.</p> <p>Discussion took place in relation to the Consultant Clinical Excellence Awards and gender gap between those who apply and are successful.</p> <p>The Board approved the contents of the Trust's Gender Pay Gap report which will now be published in line with the statutory guidance.</p> <p><u>Agenda for Change, Contract Refresh, 2018, Proposed Agreement</u><br/>Lynne Shaw, spoke to the enclosed report and highlighted key points included in the paper. Lynne made the Board aware that the Agenda for Change (A4C) proposal will be the most significant change to A4C since its implementation. Lynne explained that full implications will become more apparent over the coming weeks.</p> <p>Discussion took place in relation to the current lack of clarity relating to how the salary increase will be funded and implications of the change on NTW Solutions staff. James Duncan confirmed that the majority of NTW Solutions staff were still on the A4C payscale and would therefore be entitled to receive the proposed increase in salary.</p> <p>Ken Jarrold, welcomed the increase particularly for those on the lower bands.</p> <p>It was agreed that a further report will be presented to the Board when more information was available.</p> |  |
| 39/18 | <p><b>Quality, Clinical and patient issues</b></p>  |  |

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|       | <p><u>Quality Priorities Setting 2018-19 Update</u><br/> Lisa Quinn spoke to the annual quality priorities report to update the Board in relation to the quality goals for 2018-19.</p> <p>The proposed quality priorities for 2018-19 were discussed which included, improving the patient experience, waiting times, triangle of care and embedding Trust values.</p> <p>Discussion took place in relation to the difficulty in achieving the waiting time target. Lisa explained that it was important from a quality perspective and it will be a stretch to achieve and maintain.</p> <p>The Board approved the four quality priorities for 2018-19 as presented.</p> <p><u>Integrated Commissioning and Quality Assurance Report (Month 11)</u><br/> Lisa Quinn spoke to the commissioning and quality assurance report for February, month 11. Lisa highlighted the friends and family test result which remains stable with 89% of service users and carers recommending NTW services to friends or family. Discussion took place relating to this result against the staff friends and family feedback results.</p> <p>In response to a question raised by Ken Jarrold regarding the outstanding issues relating to reading a patient their rights, Gary O'Hare explained that staff are required to re-read a patient their rights at regular intervals. However, there is no specification as to what constitutes as a regular interval so the Trust must agree what is acceptable.</p> <p>James Duncan spoke to the finance section of the Integrated Commissioning and Quality Assurance Report and informed the Board the Trust is currently on track to deliver the control total for 2017-18. James explained as a consequence of this, the Trust should receive the Sustainability Transformation Funding this year.</p> <p>The Board received the report.</p> <p>James Duncan left the meeting at 3.30pm.</p> <p><b>Minutes / Papers for information</b></p> <p><b>i) Council of Governors' issues</b><br/> Ken Jarrold provided a verbal update in relation to Governors Issues. This included that Governors would receive presentations on the Trust Strategy and Mental Health Legislation at the next engagement meeting, Governors would receive a review of effectiveness questionnaire next month and that he had met with five Governors on a one to one basis so far.</p> <p><b>ii) Committee updates</b></p> <p>There was nothing to update from Committees.</p> |  |
| 40/18 | <p><b>Questions from the public</b><br/> There were no questions from the public.</p>   |  |

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| 41/18 | <p><b>Any Other Business</b></p> <p>There was no other business to note for this meeting.</p>  |  |
| 42/18 | <p><b>Date, time and place of next meeting</b></p> <p>Wednesday, 25 April 2018, Conference Room 1 &amp; 2 Room, Ferndene, Prudhoe, NE42 5PB. 1.30pm – 3.30pm</p> |  |