

## Minutes

## Board of Directors' meeting held in public

<b>Wednesday, 22 February 2017</b>	<b>1.45pm – 3.30pm</b>	<b>Board Room, St Nicholas Hospital</b>
<b>Present:</b> Alexis Cleveland                      Chair Dr Leslie Boobis                        Non-Executive Director Martin Cocker                            Non-Executive Director Lisa Crichton-Jones                    Executive Director of Workforce and Organisational Development 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		
<b>In attendance:</b> Susan Hamilton                        Administration Officer (minutes) Caroline Wild                            Deputy Director Corporate Relations & Communications Neil Cockling                            Trust Chaplain and Freedom to Speak up Guardian Dave Rycroft                            Deputy Director of Finance and Business Development Chris Rowlands                         Trust Equality and Diversity Officer		

Agenda Item		Action
<b>16/17</b>	<b>Welcome and apologies</b>  Apologies were received from Hugh Morgan Williams and James Duncan	
<b>17/17</b>	<b>Declarations of interest</b>  The Declarations of Interest document was noted. This included amendments in relation to Miriam Harte and Peter Studd.	
<b>18/17</b>	<b>Minutes of previous meeting held on 24<sup>th</sup> January 2017</b>  The minutes of the meeting held on 24 <sup>th</sup> January 2017 were agreed as a true and correct record and duly signed.	

<p><b>19/17</b></p>	<p><b>Action list and matters arising not included on the agenda</b></p> <p>The action checklist was noted.</p> <p><u>Matters arising</u>  <b>Page 2, 6/17, Chief Executive’s Report</b> - John Lawlor referred to the Mental Health work stream of the Sustainability and Transformation Plan (STP). The first work stream meeting was attended by over 60 senior NHS leaders. James Duncan and Rajesh Nadkarni presented our experience of transformation in Mental Health Services. They reported that the event was very successful.</p>	
<p><b>20/17</b></p>	<p><b>Chair’s Report</b></p> <p>Alexis Cleveland highlighted that she is now attending more Chairs’ meetings. She and John Lawlor attended the Newcastle Wellbeing for Life Board last week.</p> <p>She reported that the last Council of Governor’s Engagement session was well received and noted that Governors were keen to get to know more about the NEDs and their experience.</p>	
<p><b>21/17</b></p>	<p><b>Chief Executive’s Report</b></p> <p>John Lawlor referred to the letter from NHS England which he tabled. This confirmed that Mental Health Chief Executives would be required to ‘sign off’ the CCG’s proposals for additional funding for mental health to ensure ‘parity of esteem’.</p> <p>Lisa Crichton-Jones referred to ‘Developing People/Improving Care’, the new National Leadership Strategy. She reported that the main focus will be on compassionate inclusive leadership, developing improvement capacity and talent management. Lisa also informed the Board that a refresh of the Workforce Strategy is underway.</p> <p>John referred to the Carter Review and the visit to the Trust last week. Good feedback was received following the visit.</p>	

22/17	<p><b>Quality, clinical and patient issues</b></p> <p><b>i) Freedom to Speak up Guardian (FTSU) update</b> Neil Cockling attended the meeting to provide the Board with an update of the Freedom to Speak up Guardian role.</p> <p>Following Neil’s presentation, Alexis Cleveland asked whether there is anything the Board can do to support Neil and he replied that he already feels very supported. He explained that he meets regularly with John Lawlor and Lisa Crichton-Jones and is also supported by Lynne Shaw. He has joined the Quality and Performance Caring Sub-Group, which is chaired by Vida Morris, Group Nurse Director for Inpatient Care. He will meet with Les Boobis (nominated NED) shortly.</p> <p>John Lawlor referred to the lack of a FTSU champion in Hopewood Park and he suggested it may be beneficial if Neil could spend some time at this site. Gary agreed to discuss this further with Neil.</p> <p>Lisa Crichton-Jones referred to bullying and harassment which was raised as an issue in the 2016 Staff Survey, specifically the recent ‘call to action’. Lisa highlighted the need to develop an action plan around best practice.</p> <p>Alexis asked whether the FTSU Champions are valued by their managers and Neil explained that managers are informed they have a staff member who is a champion and managers are expected to provide time for the champions to undertake the role.</p> <p>The Board extended thanks to Neil for attending the meeting.</p> <p><b>ii) Quality Priorities Setting 2017/18</b> Lisa Quinn outlined the process for Quality Priority setting 2017/18, which was noted by the Board. Views on the proposals are currently being sought from service users, carers, staff and stakeholders via an online survey and a link to the survey is included in the paper. Board members were encouraged to take part.</p> <p><b>iii) Lone Working Annual update</b> Gary O’Hare presented the key points of the lone working update, which was noted by the Board. The Board noted the significant amount of work that has gone into the improving the performance in this area.</p> <p>Marin Cocker asked whether it would be possible to link lone working devices into calendars and Gary replied that this is work in progress but that portal access needs to be up and running before calendar access is available. Alexis expressed an interest to see the portal in action and Gary agreed to arrange this.</p>	<p>GO</p> <p>GO</p>
	<p><b>iv) Safer Staffing Quarter 3 Report and Six Month Skill Review</b> Gary O’Hare presented the update. He proposed that in future the report will be presented bi-annually as well as a less detailed quarterly report and the Board agreed to this approach going forward.</p> <p>Martin Cocker queried whether the Trust is still required to collate and</p>	

	<p>report this information and Gary confirmed it is still a requirement and the information is reviewed via a number of internal groups, such as the Corporate Decisions Team (CDT), the Business Delivery Group (BDG) and the Quality and Performance Committee.</p> <p>Referring to service challenges, Gary explained that the implementation of the smoking ban has had a significant impact in terms of staff supporting adherence to the policy, particularly now that all smoking materials are classed as contraband items and he explained how the Trust is working to support people to reduce their dependency.</p> <p>Peter Studd referred to the gender mix of our workforce and asked whether this is a nationwide challenge. Gary explained that generally speaking, more males choose to go into nursing in the acute sector and the removal of the government bursary may have also had an impact on recruitment in general. Lisa Crichton–Jones explained that the Trust’s Vocational Training team undertakes a lot of work in schools and she explained that the Trust continues to monitor the skill mix, which has previously been discussed at the Trust’s Resource and Business Assurance Committee.</p> <p>Referring to Section 3, Reporting Mechanisms and Escalation, Gary advised that 10 of these were within the Trusts children’s units, which is a highly challenging environment, with a high rate of staff sickness absence. However, this is being monitored so we can begin to determine any issues.</p> <p><b>v) Month 10 Commissioning and Quality Assurance Report</b> The Board received and noted the Month 10 report and Lisa Quinn advised that the position is similar to Month 9.</p> <p>It was noted that the data quality maturity index decreased because of one specific late return; however, this has since been rectified.</p> <p>Included in the report for information is a summary of the Quarter 3 Clinical Commissioning Group service development improvement plans. The full reports are available should Board members wish to view these.</p> <p>Dave Rycroft updated the Board on the financial position. At month 10 the Trust has a surplus of £6.2m and has a risk rating of 2. Dave reported that pay spend has decreased significantly and the Trust is now beginning to see the fruition of its recovery plan, which if this is maintained, will mean the Trust could exceed the control total.</p> <p>John referred to the number of complaints reopened and he agreed to look into this further with Gary O’Hare.</p>	
23/17	<p><b>Strategy and Partnerships</b></p> <p><b>i) 2017/19 Contract update</b> Lisa Quinn presented a summary paper, which was noted by the Board, in particular the agreed quality schedules across the Trust’s contracts, Service Development Improvement plans, and the final</p>	

	<p>nationally agreed CQUIN indicators.</p> <p><b>ii) Loan to support the 2016/17 Capital Programme</b></p> <p>Dave Rycroft presented the report. The contents were noted by the Board.</p> <p>Dave Rycroft highlighted that the loan of £1.5m from the Independent Trust Finance Facility was to support spend on community and in-patient premises in 2016/17. It was also highlighted that loans now needed approval by NHS Improvement as well as the Independent Trust Finance Facility. An application for a loan has been submitted and the outcome will be known in March.</p> <p>The paper proposed delegated authority to the Deputy Chief Executive/Director of Finance to sign the agreement and to the Chief Executive and/or the Deputy Chief Executive/Director of Finance or Deputy to sign and despatch all documents and notices, including any Utilisation Requests, in relation to the Loan.</p> <p>Subject to the loan application being successful, <b>the Board approved taking out the Loan from the Independent Trust Finance Facility and the proposed delegated authority.</b></p> <p><b>iii) NTW Subsidiary Company</b></p> <p>The Board received an update of developments of the NTW Subsidiary Company. James Duncan reported that the development of the business case is on track to go live on 1 April and meetings with staff side are progressing well.</p>	
24/17	<p><b>Workforce</b></p> <p><b>i) Workforce Directorate Quarterly update</b></p> <p>Lisa Crichton-Jones presented the highlights of the Workforce quarterly update, which was noted by the Board. In particular:</p> <p>Tackling bullying in the NHS - Lisa highlighted the collective call to action for national workforce leaders, as there are still concerns around bullying and harassment. NTW has agreed to pledge to do more following analysis of the Staff Survey results. Whilst progress has been made in some areas, there is still some work to do.</p> <p>The Staff Survey - the full national report has now been received. This will be presented to the next Board meeting.</p> <p>Team Prevent contract extension – it has been agreed to extend the current occupational health/counselling service for a further two years.</p> <p>Investor in apprenticeship award - Lisa commended the Trust's Vocational Training Team for attaining this level of accreditation. It was noted that NTW is the only NHS organisation to receive this level of accreditation. Congratulations to the Vocational Training Team were conveyed on behalf of the Board.</p>	

	<p>Gender pay reporting –there is now a requirement for all organisations, particularly public sector organisations, to publish their gender pay and bonus gap.</p> <p>Lisa also highlighted to the Board the forthcoming launching of the LGBT (Lesbian, Gay, Bi-sexual and Transgender) campaign, which the Board fully supported.</p>	
<b>25/17</b>	<p><b>Minutes / Papers for information</b></p> <p><b>i) Local Safeguard Boards update</b> The updates were noted by the Board.</p> <p><b>ii) Council of Governors’ issues</b> There were no specific issues to highlight to the meeting.</p> <p>Alexis Cleveland advised that the Council of Governors has expressed a desire to get to know the Non-Executive Directors better and she suggested that the NEDs should attend the next Council of Governors Engagement session. In addition, we will work with the Council of Governors towards a possible buddying system.</p> <p><b>iii) Committee updates</b> There were no specific issues to highlight to the meeting.</p>	
<b>26/17</b>	<p><b>Any Other Business</b></p> <p>There was no other business to note for this meeting.</p>	
<b>27/17</b>	<p><b>Questions from the public</b> Trust Governor Chris Macklin asked whether there were any concerns about the lack of a contract offer from Northumberland CCG and whether the delay would have an impact on contracts from other CCGs. Lisa Quinn explained that NHS England has agreed an extension with Northumberland CCG and the Trust continues to hold discussions with the CCG. In the absence of an agreement, the existing contract will roll forward. We continue to work collaboratively with both Northumberland and other CCGs.</p> <p>Chris Macklin also referred to the Investor in Apprenticeships awards. Gateshead College has additional funding to help support apprenticeships and they are looking for employers to buddy up with. Lisa Crichton-Jones responded by saying this is something the Trust will follow up.</p>	<b>LCJ</b>
<b>28/17</b>	<p><b>Date, time and place of next meeting</b></p> <p><b>Wednesday, 22 March 2017, 1.30pm, Board Room, Monkwearmouth Hospital</b></p>	

**Northumberland, Tyne and Wear NHS Foundation Trust  
Board Meeting 22 February 2017**

**Notes of Interim Verbal Report from Freedom to Speak Up Guardian**

**General Comments**

- One day per week is proving manageable.
- Timely and committed response from management at every level.
- Harassment and Bullying take up half my time.
- Some concerns require considerable creative thinking as to how to deal with them!

**Trust Meetings**

- Will be arranging to meet new NED with oversight of FTSU: Les Boobis
- Aiming to meet with Chief Executive every 2-3 months.
- Monthly meetings with HR Director are useful.
- Meeting with Director of Nursing and Operations quarterly.
- Joined the Quality and Performance Community Services Caring Sub-Group.

**Raising profile of FTSU and Addressing Culture**

- Web-pages now active, linked from every page of Intranet by clicking on “Raising Concerns”
  - Introduction to Raising Concerns (including types of concern that could be raised)
  - List of contact details for FTSUG and Champions
  - Examples of concerns that *have* been raised
  - Note about anonymity
  - Links to external documents and contacts
- 30 champions have been recruited – 17 have been trained up. Annual meeting of network.
- Will be putting posters at work bases so all teams can know who FTSU Guardian is, and who local contacts might be
- Every Trust induction includes my photograph and information on what I do as FTSUG
- Pro-active investigations as a result of learning from other Trusts (eg protecting the employment prospects of those who have raised concerns)

**Training for FTSU Guardian**

- Attending a Counter-Fraud Training session in March to understand investigative processes in this arena and to help with any unconscious incompetence from which I may be suffering.

**External Relationships**

- National meetings every six months.
- Will be taking up Chair (for 2017-2018) of North-East regional network of FTSU Guardians.
- Linking in with network of Guardians from other Trusts which are either MH or community-based.
- Possible visit to this Trust of the Engagement Lead from the National Guardian’s Office.

**Questions to ponder**

- Anonymity
- Hubris of being an Outstanding Trust
- Tailing off of attendance at generic Raising Concerns training.
- Is the number of referrals I am getting a measure of how successful I am?
  - Some calls are not logged because they are not strictly Concerns
  - Most concerns should be resolved locally and would not be logged
  - Should HR be involved immediately when a concern is raised?