

**BOARD MEETING**

**28 APRIL 2016**

Paper Title:	Minutes of the Trust Board Meeting held on 31 March 2016
Section:	Public – Standing Items
Lead Director:	Michael Smith, Chair
Paper Author:	Paul Hogg, Trust Secretary
Agenda Item:	5

**EXECUTIVE SUMMARY:**

Attached are the minutes of the Trust Board meeting held on 31 March 2016.

**RECOMMENDATION:**

- The Board is asked **to approve** the minutes.

## **BRADFORD DISTRICT CARE TRUST**

### **Minutes of a Meeting of the Trust Board held at Bradford District Care Trust, New Mill, Saltaire, Shipley at 10.00 am on Thursday 31 March 2016**

Present:	Michael Smith	Chair
	Simon Large	Chief Executive
	David Banks	Non-Executive Director
	Sue Butler	Non-Executive Director
	Nadira Mirza	Non-Executive Director
	Rob Vincent	Non-Executive Director
	Zulfi Hussain	Non-Executive Director
	Nicola Lees	Deputy Chief Executive/Director of Nursing
	Andy McElligott	Medical Director
	Liz Romaniak	Director of Finance, Contracting and Estates
	Sandra Knight	Director of Human Resources and Organisational Development
In attendance:	Paul Hogg	Trust Secretary
	Michelle Eggett	Public Governor, Bradford South
	Colin Perry	Public Governor, Bradford West

#### **2884 WELCOME AND APOLOGIES**

The Chair welcomed Zulfi Hussain to his first Board meeting since his appointment as a Non-Executive Director on 1 March 2016. Apologies had been received from Ralph Coyle.

#### **2885 DECLARATIONS OF INTEREST**

There were no declarations of interests.

#### **2886 ISSUES RECEIVED FROM THE PUBLIC**

There were no items from the public.

#### **2887 PATIENT AND CARER EXPERIENCES**

This item was deferred until the April Board meeting.

## 2888 MINUTES OF THE MEETING HELD ON 25 FEBRUARY 2016

The minutes of the meeting held on 25 February 2016 were agreed as a true and accurate record.

## 2889 MATTERS ARISING

Item 2856: Chair's Announcements – Mrs Romaniak reported the Loss Adjuster had informed the Trust that any insurance monies awarded to the Trust would be based on reinstatement remedies rather than alterations. Consequently, the Trust would need to fund any additional works or changes, as well as flood resilience measures, from the Capital budget. Mr Vincent considered it appropriate that the Trust and residents submit joint concerns to the Environment Agency about the damaged wall to the rear of New Mill.

Item 2877: Quality and Safety feedback from Board members – the Deputy Chief Executive reported that, following issues raised on a walkabout to the Dementia Assessment Unit, she had reviewed the staffing levels and this had now been increased from a 5/5/4 to a 6/6/5 shift structure supplemented by volunteer input on the ward.

### Actions

- 25/2/16-1: the Deputy Chief Executive reported the AHSN had declined the offer to evaluate the impact on non-smoking areas in mental health trusts;
- 25/2/16-2: the Trust Secretary reported this action was covered in the Board business cycle report;
- 25/2/16-4: the Deputy Chief Executive reported that she had met with the Trust Secretary and discussed alternative KPIs for patient experience which would feature in the next integrated performance report; and
- 25/2/16-6 and 7: the Medical Director reported both these items had been completed.

## 2890 CHAIR'S ANNOUNCEMENTS

The Chair reported:

- he had attended the opening of the Carer's Hub on 18 February, which had receive positive media coverage;
- he and the Chief Executive had attended the national leadership awards in London along with other members of the Trust who had won the regional awards in three different categories, but no national award was received;
- public Board meetings would now provide feedback questionnaires for those attending meetings along with photos of Board members to help the audience follow the discussions and suggest ways to improve the public meetings; and

- it was the last day of the 2015/16 financial year, an eventful one as a Foundation Trust, and he paid tribute to the hard work and commitment of all the staff in achieving financial and quality targets for the year.

**Trust Board noted the Chair's report.**

## 2891 CHIEF EXECUTIVE'S REPORT

The Chief Executive presented his report which summarised key issues taking place across the health economy and contained links to more detailed information. Mr Large highlighted the following items:

- the introduction of the new junior doctor contract and the implications for the Trust when it is applied in August 2016;
- the Trust had been ranked as one of only 18 provider Trusts that were rated as 'Outstanding' for its approach to openness and transparency;
- the Trust had been awarded a Gold award for its state-of-the-art dementia assessment unit (DAU) at Lynfield Mount Hospital. The award is given by the Dementia Services Development Centre (DSDC) of Stirling University as a marker of quality of dementia friendly design.
- National NHS bodies have set out the next steps on developing place-based Sustainability and Transformation Plans (STPs). STPs will be 5 year blueprints produced by local health economies to bring together wider planning needs. Our STP covers the Bradford, Airedale and Craven area, as part of the wider West Yorkshire STP.

Nadira Mirza highlighted the very successful primary care master class about eating disorders and suggested that future master classes could be available to Governors.  
**Action: Deputy Trust Secretary to arrange for master class dates to be circulated to Governors.**

**Trust Board noted the content of the Chief Executive's report.**

## 2892 QUALITY AND SAFETY FEEDBACK FROM BOARD MEMBERS

The Chair invited Board members to highlight any insights or observations raised during visits:

- Mr Banks reported that he and Dr McElligott had attended a visit to facilities staff that included Food Services, Security and Waste Management teams. They had been impressed with the use of technology within facilities, the quality of the catering services and noted the main security issues raised were inappropriate parking and enforcement of the smoking ban at Lynfield Mount; and

- the Chair reported he and the Trust Secretary had visited the A&E liaison team at Bradford Teaching Hospitals Foundation Trust and had been impressed by the approach taken by staff in supporting people with in mental health crisis.

**Trust Board noted the information received from Board members and approved the changes to the Quality and Safety Committee terms of reference at Appendix A of the report.**

## 2893 ASSURANCE REPORTS FROM COMMITTEE CHAIRS

Dr Butler supplemented her report by highlighting that there had been good progress recently in reviewing and implementing NICE guidelines and that the Committee was receiving assurance on actions emerging from quality and safety walkabouts.

Mr Vincent provided a verbal update from the Finance, Business and Investment Committee meeting on 30 March which had:

- discussed a suite of documents relating to the Annual Plan for 2016/17;
- received positive assurances on the 2016/17 contracts and SLAs, which included CQUINs, CCG and LA contracts and new contracts with the voluntary sector (regarding IAPT services);
- considered the financial position of the Intensive Therapy Centre linked to the wider annual planning process;
- received an update on the bid and tender pipeline;
- noted positive assurances on a number of reports including a closure report on the lessons learnt from the Admin Hub re-design, a RAG rated report from the Change Programme Board, implementation of the e-rostering procurement/re-introduction of the Staff Bank, and a financial report on the flood recovery plan;
- reviewed four risks allocated from the Corporate Risk Register and were assured by the information received on clustering, agile working, IM&T capacity and commissioner re-procurement issues; and
- supported a paper on early thinking around revisions to the Trust's Commercial Strategy, which would be submitted to the Board in September 2016.

The Chair highlighted that, following recommendations accepted within the review the Quality and Safety Committee, Trust policies were now approved by the EMT rather than at Board Committees. The Non-Clinical Policies Review Group was therefore no longer required and EMT would highlight any significant changes or new policies to the relevant Committee.

**Trust Board noted the issued highlighted from Committee meetings and agreed to dis-establish the Non-Clinical Policy Review Group.**

## 2894 **INTEGRATED PERFORMANCE REPORT (IPR) – FEBRUARY 2016 DATA: EXCEPTION REPORTING**

The report assessed progress against the Trust's key targets and performance indicators as at February 2016 data and provided narrative reports on areas that were currently off trajectory. The following key areas were discussed or noted during the meeting:

- all Monitor performance requirements continued to be met;
- labour turnover had increased above the 10% annual target – further work was being done to analyse staff leaving/retiring from the Trust via exit interviews. The Chair requested that a further piece of work be done to review turnover against length of service to identify whether there were areas that had consistently high turnover of 'new' staff. **Action: Director of HR/OD.**
- performance against IAPT indicators continued to improve but waiting times for tertiary psychological therapies were more challenging – Board members requested a paper be produced to bring together information around the therapy services provided by the Trust. **Action: Deputy Chief Executive;**
- sickness absence performance had seen a reduction across the organisation to 4.94% (February data); and
- the Trust had met its cash target for the end of the year and was forecasting achievement of key targets even though the financial position was still very tight.

**Trust Board noted the content of the dashboard and the issues highlighted by Board members.**

## 2895 **BDCFT QUALITY STRATEGY 2016-2019**

Dr Butler commended the Quality Strategy to the Board, which had been discussed in detail at the Quality and Safety Committee and circulated to Board members for comment. The Strategy provided the context and direction for quality improvement across the Trust and a summary version would be produced shortly and shared with staff. The Chair recorded his appreciation to the Council of Governors for their work relating to the quality goals. Two minor amendments were suggested:

- to insert the new Vision statement on Page 7; and
- revisions to the quality priorities flow chart on Page 9.

**Trust Board ratified the Quality Strategy 2016-2019.**

## 2896 **MEMBERSHIP STRATEGY 2016-2018**

The Chair introduced this paper which had been produced through the Governor's Membership Development Committee and approved by the Council of Governors at its meeting in February 2016. The Trust Secretary circulated a 2-page infographic which summarised the key engagement messages within the Strategy that would be used

with existing members and the recruitment of new ones. Dr Butler commented that the Strategy was very clear but asked for further assurance that older people would still be engaged in membership activities given one of the priorities for 2016/17 was to target young people. Dr McElligott highlighted that the Trust was already playing an active role in engaging young people in other areas through apprenticeships and work placement which could link more closely to membership. The Trust Secretary confirmed that the Membership Strategy engaged all age groups and that there were many positive examples involving older people planned through Champions Show the Way, volunteering and carer activities.

**Trust Board approved the refreshed Membership Strategy and associated action plan.**

## 2897 **STAFF SURVEY RESULTS**

Nadira Mirza provided some initial comments on the staff survey results. She welcomed the strong performance across many areas and sought clarification on the areas identified for improvement around inequalities. Dr Hussain commented that previous work he had done with NHS organisations in Norfolk and Suffolk had highlighted that BME staff tended to be over-qualified for some of the roles they were undertaking. The Director of HR emphasised that overall the Trust's responses were extremely positive and there were only two areas ranked worse than average compared to similar provider organisations - actions to tackle inequalities was one of the three corporate priorities for 2016/17. Mr Vincent believed it was important that the results and agreed corporate and local actions were fully cascaded down to teams. Both Dr McElligott and Mr Hogg were interested in whether the best practice from those organisations which performed well could be used to support our own action plans. The Director of HR would pursue this and, at the suggestion of the Chair, agreed to include a progress update on the staff survey within the Annual Plan 6-month update. **Action: Director of HR/OD.**

## 2898 **BOARD BUSINESS CYCLE, BOARD DEVELOPMENT AND FORWARD TO EXCELLENCE**

The Trust Secretary submitted the Board Business Cycle which outlined those items scheduled for future meetings. The Chair highlighted the proposed programme of work for Board development and Forward to Excellence sessions during 2016/17 and invited comments from Board members. Mr Vincent suggested that it would be useful to include information on the DevoManc developments when discussing the West Yorkshire STP in May. **Action: Chief Executive.** It was noted that the following items were still to be added to the Board development programme: corporate manslaughter briefing, cultural competencies and mentoring training.

The Trust Secretary highlighted the additional papers agreed at the Board meeting:

- May 2016 – LSP contract award (private);
- September 2016 – Commercial Strategy (private); and

- October 2016 – Annual Plan 6-monthly review.

**Trust Board noted the items contained within the Board work programme and approved the Board development and Forward to Excellence programmes.**

**2899 COMMITTEE APPROVED MINUTES**

A paper was presented containing approved minutes from the Quality and Safety Committee meeting held on 5 February 2016.

**Trust Board noted the contents of the Committee approved minutes.**

**2900 ANY OTHER BUSINESS**

No other issues were raised.

**2901 DATE AND TIME OF NEXT MEETING**

The next meeting will be held at 10.30am on Thursday, 28 April 2016 at Bradford District Care Foundation Trust headquarters, New Mill, Victoria Road, Saltaire, Shipley, BD18 3LD.

**TRUST BOARD MEETING (PUBLIC)  
31 MARCH 2016**

ACTIONS

Ref No	Actions requested	Timescale	Progress
28/1/16-2	<u>Quality and Safety Feedback from Board Members</u> <b>Chair/Trust Secretary</b> to timetable a discussion about corporate manslaughter into the Board Development programme	2 weeks.	Awaiting date from external speaker.
31/3/16-1	<u>Chief Executive's Report</u> <b>Deputy Trust Secretary</b> to circulate primary care master class dates to Governors through Friday Folder.	One month.	
31/3/16-2	<u>Integrated Performance Report</u> <b>Director of HR/OD</b> to review labour turnover against length of service of staff.	2 months.	
31/3/16-3	<b>Deputy Chief Executive</b> to produce a report about IAPT and tertiary psychological therapy services.	3 months.	
31/3/16-4	<u>Staff Survey Results</u> <b>Director of HR/OD</b> to include an update on progress within the Annual Plan 6-monthly review.	October 2016.	
31/3/16-5	<u>Board Business Cycle</u> <b>Chief Executive</b> to include DevoManc discussions in STP Board discussion.	May 2016.	