

**Board of Directors meeting in Public
Thursday 30 May 2019 at 1.30pm in
Meeting Room 1 and 2, New Mill**

Present:	Mike Smith	Chair of the Trust (Chair of the Board of Directors)
	Professor Gerry Armitage	Non-executive Director
	David Banks	Non-executive Director
	Debra Gilderdale	Director of Nursing and Professions
	Paul Hogg	Director of Corporate Affairs
	Dr Zulfi Hussain MBE	Non-executive Director
	Brent Kilmurray	Chief Executive
	Sandra Knight	Director of Human Resources and Organisational Development
	Simon Lewis	Non-executive Director
	Carole Panteli	Non-executive Director
	Liz Romaniak	Director of Finance, Contracting and Facilities
	Patrick Scott	Chief Operating Officer
	Dr David Sims	Acting Medical Director
	Rob Vincent CBE	Non-executive Director
In Attendance:	Fran Limbert	Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat)
	Jacqueline Edwards	Ward Manager - Dementia Assessment Unit (for agenda item 5)
	Julie Megaw	Clinical Manager - Dementia Assessment Unit (for agenda item 5)
	Six members of the public	Including three governors (Sid Brown; David Pearson; Colin Perry)

MINUTES

ITEM	DISCUSSION	ACTION
------	------------	--------

3551 Welcome and Apologies for Absence (agenda item 1)

The Chair, Mike Smith, opened the meeting at 1.30pm. He formally welcomed Fran Limbert who had joined the Trust on 13 May 2019 as the Corporate Governance Manager and Deputy Trust Board Secretary.

Apologies for absence had been received from: Sarah Jones, Special Advisor; Dr Andy McElligott, Medical Director; and Tim Rycroft, Chief Information Officer.

The Board of Directors was quorate.

3552 Declarations of Interest (agenda item 2)

No declarations of interest were made.

3553 Issues Received from the Public (agenda item 3)

There were no issues from the public.

3554 Patient and Carer Experience – Annie’s Story (agenda item 5)

Jacqueline Edwards and Julie Megaw presented the patient and carer experience which was on joint working between the Dementia Assessment Unit (DAU) and Palliative Care. They outlined details of the DAU service provision and future aspirations for the service. The Board noted the varied and sometimes complex needs of the service users, and the variance of care service users received prior to them being admitted to the DAU. The operating model within the DAU supports working to a Gold Standard Framework of service provision with an average length of stay for service users being three months.

Next, they presented Annie’s story. The story included the care provision that Annie had received prior to and from the DAU. They outlined the partnership work that had taken place between the DAU and Palliative Care to provide the most appropriate care for Annie. The Board noted that Annie was one of five service users who had passed away on the DAU in the last year supported through the Palliative Care Team.

Following the experience the DAU were:

- developing an end of life pathway for service users with dementia;
- developing support and education for staff;
- enhancing the skills and abilities for mental health and palliative care workers;
- improving carer experience;
- improving personalised care for service users; and
- creating a therapeutic environment to support people on the end of life pathway.

Mr Scott commended the progressive approach of the partnership. He noted the improvements that this had made to the quality of care provided. The importance of understanding what proactive support could be offered to other health and social care agencies on this specialise provision were noted.

Finally, the Board noted the five deaths that had occurred within the DAU and the reasons for this, which was an increase from previous years. Discussion took place on the importance of the service model being able to deliver end of life care and development of staff within this specialism. Mr Kilmurray

informed the Board of the Transforming Dementia programme that the Trust was delivering.

The Board of Directors thanked Jacqueline and Julie and Annie's family for sharing her story.

3555 Minutes of the Public Trust Board Meeting Held on 25 April 2019 and Matters Arising (agenda item 4)

The minutes of the public Trust Board meeting held on 25 April 2019 were agreed as a true and accurate record.

Actions

- 28/2/19-1: 0-19 Children's Services contract – Mrs Romaniak confirmed that the final draft contract had been received and it was expected to be signed shortly.
- 28/3/19-1: Staff Survey Results – Mrs Knight outlined that services and working to understand the results in their area with high-analysis then being presented to the Senior Leadership Group and then the Finance Business and Investment Committee in July 2019.
- 28/3/19-5: Board Development Sessions Programme – Mr Hogg confirmed that this would be presented to the Board on the 27 July 2019.
- 25/4/19-4: Bullying and Harassment poster – this action had been completed by Mrs Knight and Mr Lewis and was considered closed.
- 25/4/19-5: Equality and diversity: Mrs Knight outlined details of a discussion that had taken place with leads for under-represented groups. A variety of suggestions of how the Board could be involved with this workstream were proposed and it was agreed that Mrs Knight would devise a programme for Board members involvement.

3556 Chair's Report (agenda item 6)

Mr Smith highlighted a number of areas within the report, including:

- the appointment of the next Chair of the Trust
- highlights from the last Council of Governors meeting that had taken place on the 16 May 2019
- themes that had arisen from the feedback he had received from the one-to-one meetings between himself and individual governors
- information on the first public meeting of the West Yorkshire and Harrogate Integrated Care System Partnership Board
- details of the upcoming governor election, which included three available seats for staff governors, two clinical and one non-clinical.

The Board of Directors received the Chair's Report and noted its contents.

3557 Chief Executive's Report

Mr Kilmurray presented the Chief Executive Report which summarised key issues taking place locally, across the health economy and nationally. The following key points were highlighted:

- developments that had taken place as a result of the 2019 Care Quality Commission inspection, including the Section 29A Warning letter
- the nursing celebration event
- partnership work with academia organisations on research and development initiatives
- work underway on the prevention and early help project.

The Board of Directors received the Chief Executive's Report and noted its contents.

3558 Committee Chair's Report (agenda item 8 and 8a)

The Board received a written update from Mr Banks on the recent Audit Committee meeting, which included the revised terms of reference that had been approved by the Committee on 21 May 2019.

Mr Vincent then presented the report from the last Finance, Business and Investment Committee. A discussion took place on out of area placements, acuity, and delayed transfers of care. Mr Scott outlined work that was underway within the Trust in the form of 'report out' boards being used on a daily basis by services and corporate colleagues to support the delivery of consistent conversations amongst teams and to provide the framework for performance management.

Next, Prof Armitage presented the report from the recent Quality and Safety Committee meeting, highlighting discussion on the Board Assurance Framework and Corporate Risk Register, pressure ulcers on the Committee dashboard, safeguarding, Freedom to Speak Up Guardian issues and risk management.

Finally, Mrs Panteli presented the report from the recent Mental Health Legislation Committee, highlighting a recent Care Quality Commission report on learning disability services, Mental Care Act training, and an audit on Section 117 aftercare.

The Board of Directors:

- **noted the issues highlighted in the papers from the Audit Committee; Finance, Business and Investment Committee;**

Quality and Safety Committee; and the Mental Health Legislation Committee

- ratified the changes to the terms of reference of the Audit Committee as appended to the first paper.

3559 Risk Management Strategy (agenda item 9)

The Board of Directors noted that this item had been deferred and would be presented to the Board in due course.

3560 Transforming Care Programme Board Six-Month Update (agenda item 10)

Mr Scott presented the report on the Transforming Care Programme. He outlined the supporting governance arrangements for monitoring the delivery of this work and that 2018/19 performance had achieved the efficiency target of £7.31m. He outlined the 13 strategic programmes the Trust would be delivering and talked the Board through the three 2019/20 transformation programmes that were currently at risk of delivery. Mr Kilmurrary outlined that six of the strategic programmes had been commenced with the other seven planned as part of a phased implementation. Mrs Panteli asked what quality improvement assessments (QIA) supported the delivery of cost improvement and transformation programmes. Mrs Gilderdale outlined the workstream that supported the QIA process with the Medical Director and the Director of Nursing and Professions leading the work. The Board noted that a high-level outcome of the process was presented to the Quality and Safety Committee.

The Board of Directors:

- welcomed the report on the Transforming Care Programme
- were assured on progress made, and the programmes supporting governance arrangements.

3561 2019/20 Operational Plan (agenda item 11)

Mrs Romaniak presented the public facing 2019/20 Operation Plan to the Board. She outlined the key priorities and projects had been identified to support the Trust's new strategic framework: 'better lives, together'. It was noted that several of the projects also support the delivery of the Trust's response to the concerns raised by the Care Quality Commission. These priorities included:

- progressing the Trust's Financial Sustainability Programme during 2019/20
- rolling out the Care Trust Way (our quality improvement approach)
- implementing the Care Closer to Home business case and a Functional Medical Model to improve the safety and responsiveness of mental health services for working age adults
- implementing the new model of care for Bradford 0-19 public health services

- transforming Child and Adolescent Mental Health Services
- implementing a talent management strategy.

The Board of Directors:

- approved the public facing 2019/20 Operational Plan
- noted that a one page summary of the Trust's 2019/20 Operational Plan would be produced and shared with the public and stakeholders.

3562 Safer Staffing Report (agenda item 12)

Mrs Gilderdale presented the Safer Staffing Report, which covered the last six-months. She highlighted points from the following areas:

- successful recruitment initiatives and flexible working arrangements
- the 12-hour shift working pattern
- current vacancy levels
- information on the development programme and preceptorships
- that there had been one breach of staffing cover which had been escalated accordingly at the time of the breach
- the Trust's involvement with the NHS Improvement acuity tool, the outcomes from this tool had not been analysed by the Trust yet
- the number of nurses eligible to retire over the following 12-months.

Discussion took place on the importance of recruitment and retention and the Trust being proactive and innovative. Mrs Knight provided details of various workforce initiatives that were underway or planned. She said that workforce data was monitored on a regular basis, for example within the Integrated Performance Report.

Prof Armitage noted the work underway on specialising within the Trust. **He agreed to share a paper with the Board that provided evidence and analysis on this care technique.**

GA

The Board discussed what a safe and therapeutic environment would look like. Mrs Panteli noted the importance of volunteers and individuals with lived experience. Mr Hogg outlined work underway within the Trust to develop a Volunteering Strategy. Mr Smith **suggested that future safer staffing reports include data that shows the different skills mix on the wards as opposed to just nursing data.**

DG

The Board of Directors welcomed the Safer Staffing Report from the last six months and noted it's content.

3563 Integrated Performance Report (agenda item 13)

The report assessed progress against the Trust's key targets and performance indicators as at April 2019 and provided exception reports for areas that were currently off trajectory. Mrs Romaniak highlighted the following points:

- the number of out of area placements, it was noted that the position had been presented to NHS Improvement at the last quarterly meeting with them
- the Trust's position on mandatory training, in particular those areas that were currently below agreed compliance targets
- BME statistics with the Trust's target to have 35% BME staff by 2020, campaigns and partnership working that was underway in this area
- The Trusts 0-19 service in Bradford commences on 1 August 2019, delivering a new service model within a significantly reduced budget and work underway to plan the right service model.

The following points were highlighted in discussion:

- Mrs Knight outlined various initiatives that the Trust was involved in to increase BME staff representation. She outlined discussions that had taken place with the national Workforce Race Equality Standard Team, and local providers by means of benchmarking and sharing good practice. The importance of networks and opportunities was noted, in particular from Board members and the Council of Governors.

The Board of Directors noted the content of the Integrated Performance Report and that a revised format would be developed for July 2019.

3564 Compliance Against Care Quality Commission Registration (agenda item 14)

Mrs Gilderdale presented the report on Compliance against Care Quality Commission (CQC) registration, which covered the last year. She highlighted points from the following areas:

- the Section 29A Warning letter
- work the Trust was involved in on the 'moving to good' programme
- the collaborative action plan, led by the CQC in relation to the Children Looked After and Safeguarding CQC system wide review
- the six unannounced inspection to mental health services
- the request from the CQC to submit information for the Trust's thematic review of restraint, seclusion and segregation data.

The Board of Directors received the report on Compliance Against CQC Registration and noted its contents.

3565 Freedom to Speak Up Guardian Annual Report (agenda item 15)

The Board of Directors noted that this item had been deferred and would be presented in due course.

3566 Annual Report by the SIRO* (agenda item 16)

A paper was presented that contained the Annual Report for the 2018/19 period by the Senior Information Risk Owner (SIRO).

The Board of Directors received the Annual Report by the SIRO for 2018/19 and noted its contents.

3567 Committee Annual Reports* (agenda item 17)

The 2018/19 Annual Reports for the: Quality and Safety Committee; Finance, Business and Investment Committee; and the Mental Health Legislation Committee were presented to the Board. The Board noted that they had been approved by the relevant committee.

The Board of Directors received the 2018/19 Annual Reports for the: **Quality and Safety Committee; Finance, Business and Investment Committee; and the Mental Health Legislation Committee and noted their contents.**

3568 Quality and Safety Feedback from Board Members (agenda item 18)

Board members reported on the following visits:

- Mr Kilmurray has visited Lynfield Mount and had been impressed with staff who had embraced the Trust's approach to quality improvement following the Rapid Improvement week that had taken place the start of April 2019. He had received feedback on the 'report out' boards from staff who found them a useful tool and framework for consistent conversations
- Mrs Gilderdale informed the Board that a new schedule for Board Walkabouts had been produced with the first events taking place the 27 June 2019. The schedule had been shared with Board members
- Mr Smith commended the Trust in the creation of the monthly 'Values' Awards, he had visited the service area to present the award as part of the staff engagement campaign.

The Board of Directors noted the update that had been provided.

3569 Board Work Programme* (agenda item 19)

A paper was presented which provided details of the reports scheduled for the public and private Board meetings during 2019/20.

The Board of Directors noted the Board Work Programme.

3570 Committee and Council of Governor Approved Minutes* (agenda item 20)

A paper was presented containing approved minutes from the following meetings:

- Mental Health Legislation Committee held on 21 March 2019
- Audit Committee held on 15 April 2019
- Finance Business and Investment Committee held on 25 March 2019
- Quality and Safety Committee held on 29 March 2019.

The Board of Directors noted the content of the Committee approved minutes report.

3571 Any Other Business (agenda item 21)

The Board did not discuss any other business. The Chair thanked the attendees for observing the meeting, and the members for their contributions made. The Chair closed the meeting at 4.00pm.

3572 Date and Time of Next Meeting (agenda item 9)

1.30pm on Thursday 25 July 2019 at Sharing Voices, Bradford, BD8 7HB.

Signed:.....

Date:.....

Board of Directors - Public
30 May 2019

ACTIONS

Ref No	Actions requested	Timescale	Progress
31/1/19-4 (linked to 29/11/18-4)	<u>SystemOne</u> Director of Informatics to timetable the benefits analysis work relating to the introduction of SystemOne, 6-8 months after the introduction of the system.	By June 2019	
31/1/19-9	<u>Integrated Performance Report</u> Mrs Knight to review the thresholds for role specific training for 2019/20.	Action now identified for June / July 2019	
28/2/19-1	<u>Committee Chairs' Report</u> Mrs Romaniak to circulate a copy of the 0-19 Children's Services contract to Board members.	Once signed	The Final draft contract has been received and it is expected to be signed shortly.
28/3/19-1	<u>Staff Survey results</u> Director of HR & OD to include a summary of staff feedback from team meetings reported back to Board (via the Chief Executive's report) once they had been received via FBIC.	Two months July 2019	The results are being analysed locally. A high-level analysis will then be presented to the STG and FBIC in July 2019.
28/3/19-2	<u>Staff Survey results - impact</u> Director of HR & OD to present an update paper to Trust Board on the progress with, and impact from, corporate and locality responses to the Staff Survey.	Autumn (month to be agreed)	
28/3/19-5	<u>Board Development Sessions</u> Chair and Chief Executive to finalise the Board development programme and report back to Board.	May 2019 July 2019	

25/4/19-4	<u>Equality, Diversity and Inclusion Workforce Strategy Update</u> Mrs Knight to revisit the definition currently used on the bullying and harassment poster.	One month	Completed The Board is asked to consider this action closed. Mr Lewis and Mrs Knight have resolved this.
25/4/19-5	<u>Representation</u> Mrs Knight to arrange for a group of Board members to meet periodically with BAME members of staff to have conversations around a specific topic guided by the Head of Equality and Diversity.	2 months	Feedback has been received around Board support for under-represented groups. This included the suggestion of Board 1:1 mentoring; and drop in clinics jointly hosted by Board members. Mrs Knight to devise a programme to support delivery of this.
25/4/19-6	<u>Diversity Blogs</u> Mrs Knight to re-circulate the invitation to Board members to become involved in a series of Board member blogs about diversity.	One month	Completed The Board is asked to consider this action closed.
25/4/19-7	<u>Mentoring Guide</u> Dr Hussain to share his mentoring guide with Mrs Knight.	One month	
30/5/19-1	<u>Specialing</u> Professor Armitage to share the external report and analysis on the use of specialing as a care technique.	July 2019	
30/5/19-2	<u>Safer Staffing</u> Director of Nursing and Professions. Future safer staffing reports to include data on the different skills mix on the wards as opposed to only nursing data.	November 2019	