

Agenda
item

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Board of Directors meeting in Public
Thursday 28 November 2019 at 1.30pm in Meeting Room 1 and 2
Trust Headquarters, New Mill, Victoria Road, Saltaire, BD18 3LD

Present:	Cathy Elliott David Banks Professor Gerry Armitage Dr Zulfi Hussain MBE Simon Lewis Carole Panteli Rob Vincent CBE Brent Kilmurray Phil Hubbard Paul Hogg Sandra Knight Tim Rycroft Liz Romaniak Patrick Scott	Chair of the Trust (Chair of the Board of Directors) Non-executive Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director Non-executive Director Chief Executive Director of Nursing, Professions and Care Standards Director of Corporate Affairs Director of Human Resources and Organisational Development Chief Information Officer Director of Finance, Contracting and Facilities Chief Operating Officer
In Attendance:	Heather Cassells-Smith Dr Mahmood Khan Fran Limbert Carolyn Robinson Michelle Smith Five members of the public including three governors.	Nurse (for agenda item 3) Associate Medical Director Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat) Nurse (for agenda item 3) Interim General Manager (for agenda item 8)

Minutes

Item	Discussion	Action
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3616 Welcome and Apologies for Absence (agenda item 1)

The Chair, Cathy Elliott, opened the meeting at 1.30pm. An apology for absence had been received from Sarah Jones, Special Advisor; and Dr David Sims, Medical Director. The Board noted that Dr Mahmood Khan was deputising for Dr Sims.

The Board of Directors was quorate.

3617 Declarations of and Conflict of Interest (agenda item 2)

No declarations of interest were made.

3618 Service User and Carer Experience (agenda item 3)

The Board of Directors had been joined by Heather Cassells-Smith, and Carolyn Robinson, who were nurses within the Looked After Children, Leaving Care, and Youth Offending Team. Mrs Cassells-Smith outlined that the team were lead health professionals for children and young people through the children's looked after statutory health assessment process. She said that the service provided specialist health advice and ongoing assessments to eligible children and young people aged between 0-18, their carers and various other partners as required who were supporting these service users. The Board noted the statutory role required to review health assessments and provide a supporting recommendation plan. Both duties were managed through the Looked After Children plan, which was monitored by Children's Social Care. Mrs Cassells-Smith outlined social background scenarios that service users may face and highlighted the increasing demand for those looking to access the service, with an average of 36 new children and young people referred to the service each month. The Board noted the pressures that increasing demand places on service user wellbeing, and the service.

Next, Ms Robinson outlined details of the partnerships that the service was involved with on the health and care pathway. She went on to outline details of a 'One Stop Shop' event that the service had facilitated in June 2019, that brought together services and external partners to engage with service users and their carers at a one-day event to support their health needs. The Board heard that the event had been a success and had enabled an opportunity for service users to access a range of health services that supported engagement and raising awareness. The event was delivered in partnership with nine key health agencies and allowed for increased inter-agency communication and understanding across the network to support delivery of individual services for the service user and carer. The Board heard feedback from service users and carers, and the external partners, who had praised the service for delivering an innovative tailored event.

The Chief Executive noted the importance of multi-agency working to deliver health and social care needs. He asked if the event raised awareness of prevention of ill-health. Mrs Cassells-Smith responded to say that intervention was embedded within the service model with the importance of an agreed system approach being recognised across the whole pathway. Mrs Panteli recognised the investment to service users and carers, and the external partners. She asked if feedback had been received from colleagues within the service. Mrs Cassells-Smith responded to say that

wellbeing amongst colleagues was good, with many reporting positive feedback as a result of delivering an event that delivered positive results for service users, their carers, and the partners involved.

The Board of Directors thanked Mrs Cassells-Smith and Ms Robinson for sharing details of the 'One Stop Shop' health event, and noted the pressures faced by the service due to resource challenges and increasing demand.

Mrs Cassells-Smith and Ms Robinson left the meeting.

3619 Questions Received (agenda item 4)

The Board noted that no questions had been received from members of the public.

3620 Adult and Children's Care Group (agenda item 8)

Michelle Smith, Interim General Manager, joined the Board and shared a presentation on the Adult and Children's Care Group. She outlined details of the care group service model and explained that the care group had been established April 2019 following an operational restructure. The Board heard how daily lean management and the Care Trust Way quality improvement methodology had started to be embedded within the care group and received a summary on the diverse range of children and adult services provided by the Trust. Mrs Smith drew the Board's attention to new opportunities which included an increased prevention agenda; early help; self-care; care closer to home; and care co-ordination. She also outlined challenges faced by the care group which included: increased demand; national financial pressures; and responding to pressures faced by the care group's external partners. Mrs Smith went onto outline the care groups future aspirations and articulated developments underway to support continuous learning and meaningful service user and carer engagement and partnerships. Finally, the Board heard about outcomes the care group had produced which included good performance against targets and being involved in a variety of different awards.

The Chief Operating Officer thanked the care group and noted the diverse range of services. The Chief Executive went onto outline the high performance outcomes delivered by the care group, noting the key strengths and opportunities for further development and growth. Mrs Smith responded to say that good practice was celebrated and shared across the care group with future plans for continued learning across the services and the whole directorate.

Mrs Smith left the meeting.

3621 Minutes of the public Board of Directors meeting held on 26 September 2019 (agenda item 5)

The minutes of the public Board of Directors meeting held on the 26 September 2019 were agreed as a true and accurate record.

3622 Matters Arising (agenda item 6)

The Board noted that there were no matters arising.

3623 Action Log (agenda item 7)

Ms Limbert presented the cumulative action log which showed those actions previously agreed by the Board, those that had been completed, and those that were still outstanding.

The Board of Directors:

- **agreed to close the actions that had been listed as complete; and**
- **welcomed the update provided.**

3624 Escalation and Assurance Report – Audit Committee (agenda items 9.1 and 9.1A)

Mr Banks presented the report from the Audit Committee meeting held on 25 November 2019. He drew the Board's attention to the internal audit reports that had been presented which were receipt of high assurance for budgetary control and reporting; and limited assurance for the Child and Adolescent Mental Health Service (CAMHS). He outlined that a series of actions had been agreed by the Committee with two further reviews from internal audit scheduled for CAMHS.

Next, Mr Banks outlined the findings from a report on policy and procedure renewal that showed 98% compliance across the Trust with the Committee receiving assurance on progress made and future plans.

Finally, the refreshed Standing Financial Instructions, and Scheme of Delegation had been presented to the Committee for approval. Following review of both documents and noting that minor refinements had been made, the Committee approved each document and suggested that the Board of Directors ratify the amendments.

The Board of Directors:

- **welcomed the report from the Chair of the Audit Committee and noted its contents; and**
- **ratified the Standing Finance Instructions, and Scheme of Delegation.**

3625 Escalation and Assurance Report – Mental Health Legislation Committee (agenda item 9.2)

Mrs Panteli presented the report from the Mental Health Legislation Committee held on 21 November 2019. She outlined the progress made on Mental Capacity Act (Act) training for Trust colleagues where the Committee had received assurance on progress made against identified improvement work which was progressing well against the expected trajectory. The Board noted that daily lean management techniques for performance monitoring was being used to support delivery. The Chief Operating Officer outlined development work to look at how training for interlinking workstreams such as the Mental Health Act, and the Mental Capacity Act would be developed.

Next, the Board heard that the Committee had noticed an upward trend since July 2019 for both an increase in the use of full physical interventions and a mirrored rise in the use of rapid tranquillisation across a number of acute inpatient wards. The Committee had noted the increase in acuity in the wards and that the data was reviewed by the Positive and Proactive Steering Group. The Chief Operating Officer provided an update to say that the trajectory was now reducing for the use of physical intervention and rapid tranquillisation, with the wards seeing a downward trend in acuity.

The Board of Directors welcomed the escalation and assurance report from the Mental Health Legislation Committee and noted its contents.

3626 Escalation and Assurance Report – Quality and Safety Committee (agenda item 9.3)

Professor Armitage presented the report from the Quality and Safety Committee held on 1 November 2019. He outlined that feedback had been received from a Carer Representative who had shared a delay in assignment of a care co-ordinator in Community Mental Health Services. The Board noted the discussion that had taken place on revised service models and the introduction of the Functional Model, to ensure that that best outcomes were delivered to service users and their carers. The Chief Operating Officer informed the Board that work was taking place to create a framework for service user and carer feedback to form part of the ongoing evaluation of the implementation of the functional model.

Finally, Professor Armitage outlined development work underway to finalise the performance dashboard that the Committee receives, which would involve an external benchmarking exercise.

The Board of Directors welcomed the escalation and assurance report from the Quality and Safety Committee and noted its contents.

3627 Feedback from Quality and Safety Service Visits (agenda item 10)

The Director of Nursing, Professions and Care Standards presented the report on themes and learning identified at the quality and safety visits to children's and young people's services that took place on 31 October 2019. She drew the Board's attention to positive internal and external partnership work that had taken place to collaboratively provide support and ensure quality outcomes were delivered. The Board noted the challenges reported by colleagues within the services, and the supporting governance pathway for actions raised during the visits.

Mr Lewis noted governor attendance at the visits and stated that this was a good opportunity for the governors to observe the non-executive directors fulfilling their statutory role. The Board went on to discuss the learning and challenges faced by colleagues in these services and noted the importance of continuous improvement and innovation.

The Board of Directors:

- **noted the themes arising from walkabouts in respect of improvements and challenges; and**
- **approved the recommendation to formally record Board Walkabouts as evidence of Board engagement across the Trust.**

The Chief Operating left the meeting.

3628 Corporate Risk Register (agenda item 11)

The Director of Nursing, Professions and Care Standards presented the Corporate Risk Register and outlined that there had been no new risks, no escalated risks, and no risks closed since reporting in September 2019. She drew the Board's attention to the red rated risks and outlined the supporting governance framework for monitoring the risks within the Trust. The Board noted development work underway within the Trust on risk management and the assurance framework.

The Board of Directors welcomed the report on the Corporate Risk Register and noted its contents.

3629 Board Assurance Framework (agenda item 12)

The Director of Corporate Affairs presented the Board Assurance Framework. He outlined the supporting governance framework and drew the Board's attention to discussion that had taken place at Board sub-committees. The Board noted that following discussion at the Quality and Safety Committee on 1 November 2019, two suggestions had been made for review by the Board of Directors. The Board approved the suggested amendments of:

- the phrase ‘residual risk’ should be used throughout the framework; and
- on Risk 2.1, the wording of the risk would be amended to read, “If regulatory standards are not met, then we will experience intervention from regulators and/or damage public confidence.”

The Board of Directors:

- **welcomed the report on the Board Assurance Framework;**
- **noted the supporting governance framework; and**
- **approved the two suggested amendments from the Quality and Safety Committee to be made to the document.**

3630 Chair’s Report (agenda item 13)

Ms Elliott presented the Chair’s Report and outlined developments that had been made to its framework in line with national changes from NHS Improvement and England to support the Chair appraisal process. She outlined external partnership work that she had been involved with and plans for this to continue in the New Year. One development was the creation of a local partnership event to be held March 2020 with the local voluntary and community sector to collectively review pathways, and prevention of ill-health.

Next, Ms Elliott outlined ongoing continuous improvement work to support the Board of Directors. This had included the creation of a Board Skills Matrix that had been utilised within the non-executive director appointment process, and a Board Away Day that had taken place on 11 November 2019.

The Board of Directors welcomed the new style Chair’s Report and noted the activity that had taken place since the last report was presented to the Board.

3631 Integrated Performance Report (agenda item 14)

The Director of Finance, Contracting and Facilities presented the integrated performance report and outlined its supporting governance framework which included it being embedded as part of the daily lean management performance management framework. The Board noted the developments that had been made and were invited to share further feedback with Mrs Romaniak. First, Mrs Romaniak drew the Board’s attention to the month seven financial position and increased acuity on some wards. She outlined associated pressures and risks and provided detail of how they were being monitored and mitigated within the Trust.

Next, Mrs Romaniak outlined development work underway with new metrics being designed to support safer staffing discussions on inpatient wards. The metric would provide key intelligence and would support triangulation

against other data sets to provide further learning and oversight for Trust colleagues. Mrs Panteli asked if analysis work had been undertaken to understand the fulfilled safer staffing shifts. Mrs Hubbard responded to say that as a result of the Care Closer to Home workstream, the baseline for this work had shifted. She referenced the development work to further understand capacity and demand for service areas and that it would be reviewed by the Safer Staffing Group.

The Board noted the data presented on labour turnover and ongoing recruitment challenges for the NHS nationally. Mrs Romaniak then highlighted the development work on area specific management of violence and aggression that had taken place within the Trust, and outlined that further improvements were planned with an internal audit being scheduled for quarter four of 2019/20 to review progress made.

Mr Banks noted the challenges with acuity and increasing demand and the impact it had on delivering quality services. Dr Khan agreed and reminded the Board on the impact that temporary colleagues could place on service user recovery. Mrs Romaniak outlined plans to review whether additional external funding could be sought to support the Trust's expected winter pressures.

Ms Elliott noted the data presented on pressure ulcers and the development work underway within the Trust on this workstream. She welcomed the work done in partnership with a range of Trust colleagues and other providers of health and care services to Trust service users. The Board noted the learning that had been presented to the Quality and Safety Committee with further continuous improvement work planned.

Mr Hogg drew the Board's attention to the friends and family test data presented on adult community mental health services. **It was agreed that a high-level analysis report of the data for this service would be presented to the Quality and Safety Committee.**

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The Board of Directors:

- **welcomed the developments on the integrated performance report;**
- **and noted the importance of triangulating service user and carer experience with outcome data.**

3632 Chief Executive's Report (agenda item 15)

Mr Kilmurray presented the Chief Executive Report and drew the Board's attention to the information presented on the recruitment outcome for the Chief Executive at Bradford Teaching Hospital NHS Trust; the recruitment outcome for the Trust's Medical Director; and the minutes presented from the last Committee in Common meeting.

The Chief Executive reported on progress made internally on the Care Trust Way programme. He outlined how the programme continued to become embedded within the Trust and provided an overview of discussions with the King's Fund that would support delivery of a joint event taking place March 2020. Ms Elliott suggested that case studies articulating outcomes of the Care Trust Way should be presented to the Board of Directors. Mr Kilmurray outlined how the programme has been utilised to deliver ongoing support to the Trust's Senior Leadership Team.

The Board of Directors welcomed the update in the Chief Executive Report and noted the details provided.

3633 Winter Planning (agenda item 16)

The Director of Nursing, Professions and Care Standards presented the report on Winter Planning on behalf of the Chief Operating Officer. She outlined the supporting governance framework that had been devised to deliver ongoing management and monitoring of expected pressures to services during the winter period. Mrs Hubbard outlined the plans to assist with management of capacity and demand and work with external partners that was expected to support this. The Board noted the progress made against the influenza immunisation programme and commended the Infection Prevention Team for supporting its delivery. Mr Lewis noted challenges faced by schools in managing outbreaks of viruses and asked how the Trust was supporting mitigation work. Mrs Hubbard responded to say that early analysis of the influenza virus had taken place to look at what ongoing support and mitigation work could be required. She explained that the Trust was utilising the existing daily lean management performance framework to review weekly updates on infection prevention metrics. Mr Banks shared feedback that had been provided by the Immunisation Team at the quality and safety Walkabout visits, who had recognised the importance of vaccinations suitable for all communities. Mrs Hubbard outlined partnership work that had taken place with local communities to understand if vaccinations were suitable and supported by the communities. The Board noted that issues raised by communities had been escalated to NHS Improvement and England.

The Board of Directors welcomed the information presented in the Winter Planning report and noted the supporting development work underway with the Trust.

Professor Armitage left the meeting.

3634 Staff Survey 2018 and 2019 (agenda item 17)

The Director of Human Resources and Organisational Development presented the Staff Survey Report for 2018, and 2019. She outlined the supporting governance framework for the workstream and ongoing engagement work with Trust colleagues. The Board noted the response rate for Trust colleagues was in line with previous years with additional work planned to raise awareness of the importance of staff feedback. Mrs Knight outlined that following analysis work, resulting actions would be aligned to existing projects and programmes of work within the Trust with local ownership from services planned, with overarching learning across the directorates.

On behalf of Professor Armitage the following was noted. In 2018 a key priority theme of safety culture was noted, he wondered how this feedback might inform developments within the Trust. Mrs Hubbard responded to say that learning and gaining feedback was a key focus for the Trust, with supporting frameworks being initiated to support delivery of each key area.

The Board noted the themes that had emerged following staff feedback and supported engagement opportunities being developed further. Mrs Knight recognised the importance of feedback and the Trust being a learning organisation. She outlined that further development work would be managed through the Best Place to Work programme.

The Board of Directors:

- **noted the importance of feedback and future developments being co-produced with colleagues; and**
- **thanked colleagues for taking the time to submit feedback.**

3635 Safer Staffing Review (agenda item 18)

The Director of Nursing, Professions and Care Standards presented the report on safer staffing and referenced the increasing demand on Trust services which had resulted in pressures for colleagues and an increase in temporary staff requirements. She went on to outline the development work that had taken place to support colleagues and provide the framework that would support delivery of the Best Place to Work programme which included initiatives to recognise colleagues' individual requirements and preferences. She said that the e-Rostering system was embedded across all inpatient services with a dashboard of monthly key performance indicators on auto rostering levels and bank and agency usage being produced. Acute inpatient services held weekly auto-roster meetings where roster compliance, roster rules, skill mix and staffing levels were discussed, reviewed and changes made where required. The Board noted the supporting governance framework for escalation of red rated shifts and learning was implemented across the care groups.

Mrs Hubbard outlined the pressures and risks associated with vacant positions and outlined the national shortage of individuals able to fulfil qualified roles. Mrs Panteli recognised the opportunities for growth with newly qualified professionals but the potential added pressure that it placed on existing colleagues was noted. Mrs Hubbard outlined details of the Trust's ongoing support and development programmes to help support colleagues develop additional knowledge and experience.

Mrs Panteli noted that over 300 Health Care Support Workers were registered with the Trust Bank as Bank Only staff but only 100 of these actually worked for the Trust. Mrs Hubbard explained changes that had been agreed by the Senior Leadership Team to support non-substantive Bank colleagues to undertake assignments efficiently and be compliant with required mandatory training. The Board heard that positive immediate impacts had been a result of this revision.

Mrs Hubbard outlined details of an acuity tool that the Trust would be utilising from quarter four 2019/20. She explained that the Mental Health Optimal Staffing Tool (MHOST) was multidisciplinary and evidence based that would support clinicians assessing acuity on wards. The Board noted the importance of evidence based practice.

The Board went onto discuss the developing opportunities across external partnerships, and the Trust's ongoing aspirations to be the 'Best Place to Work'. The importance of providing innovative solutions was recognised.

The Board of Directors welcomed the details provided within the Safer staffing report and noted the ongoing development work to support this workstream.

3636 Improving our People Practices (agenda item 19)

The Director of Human Resources and Organisational Development presented the report that contained analysis of workforce data being presented to the Board sub-committees. The Board noted the proposal to establish a new Board sub-committee entitled the Workforce and Equality Committee to provide greater focus to strategic workforce issues on behalf of the Board of Directors.

The Board of Directors noted the operational governance framework to support workforce development within the Trust, and the proposed terms of reference for the Workforce and Equality Committee.

The Board of Directors:

- **agreed to establish a Workforce and Equality Committee from 2020; and**

- **supported the draft terms of reference noting that they would be approved by the Workforce and Equality Committee at their first meeting.**

3637 Mid Year Review of 2019-20 Operational Plan (agenda item 20)

The Chief Operating Officer re-joined the meeting.

The Director of Finance, Contracting and Facilities presented the report on the mid year review of the 2019/20 Operational Plan. She outlined the supporting delivery model for the Operational Plan which was managed through the Trust's business planning process. Mrs Romaniak drew the Board's attention to the challenges and risks associated with delivery of the Trust's 13 strategic programmes as reported in the Operational Plan. The Board noted that the Trust was utilising a strategy deployment model in partnership with the Care Trust Way methodology to support delivery.

The Board of Directors noted the current position of delivery of the 13 strategic programmes articulated within the 2019/20 Operational Plan.

3638 Proposal for Non-executive Director (NED) involvement with Serious Incidents (agenda item 21)

The Director of Nursing, Professions and Care Standards presented the proposal for NED involvement with serious incidents. She outlined continuous improvement work that had been a result of a Rapid Process Improvement Week that had taken place in October 2019, with one outcome proposed that NED involvement was revised to provide oversight of serious incidents in order to provide the Board with the appropriate level of assurance as to the robustness of this process. Mrs Hubbard outlined the four options for NED involvement that had been proposed and noted the importance of having a clear framework.

The Board of Directors discussed the proposal and noted the benefit of external independent expertise. Mrs Panteli asked what training would be provided to ensure a consistent level of knowledge and skills. Mrs Hubbard confirmed that the Trust would develop a supporting framework to ensure ongoing support was provided for both skills, and wellbeing. The Board noted that additional feedback from members could be submitted to the Executive Management Team by email.

The Board of Directors welcomed the continuous improvements made to the serious incident process.

3639 Board of Directors meeting Work Plan (agenda item 22)

The Board of Directors noted that the Work Plan for the private Board meeting, Board meeting in public, and Board Development Sessions, would be refreshed in January 2020 by the Chair of the Trust and the Corporate Governance Manager.

The Board of Directors noted the contents of the work plan.

3640 Any Other Business (agenda item 23)

The Board of Directors thanked Mr Banks who had reached the end of his term of office following six years service as a non-executive director for the Trust.

The Chair thanked the attendees for observing the meeting, and the members for the contributions made. The Chair closed the meeting at 4.40pm.

Signed:.....

Date:.....

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