

**Agenda
item**

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Board of Directors meeting in Public
Thursday 30 January 2020 at 1.30pm in Training Room, CNet,
Enterprise Hub, 114–116 Manningham Lane, Bradford, BD8 7JF

Present:	Cathy Elliott Professor Gerry Armitage Dr Zulfi Hussain MBE Simon Lewis Rob Vincent CBE Andrew Chang Brent Kilmurray Phil Hubbard Paul Hogg Sandra Knight Tim Rycroft Liz Romaniak Patrick Scott Dr David Sims	Chair of the Trust (Chair of the Board of Directors) Non-Executive Director Non-Executive Director (up to agenda item 11) Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Director of Nursing, Professions and Care Standards (up to agenda item 10) Director of Corporate Affairs Director of Human Resources and Organisational Development Chief Information Officer Director of Finance, Contracting and Facilities Chief Operating Officer Medical Director
In Attendance:	Sarah Jones Donna Smalley Julie Snowdon Danuta and Pat	Special Advisor to the Board of Directors (up to agenda item 11) Physiotherapy Professional Lead, LD service Occupational Therapist, LD service Family members/carers of Julie

Three members of the public including two governors.

Minutes

Item	Discussion	Action
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3641 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 Carole Panteli, Non-executive Director. The Chair welcomed Mr Chang to his first public Board meeting since his appointment.

The Board of Directors was quorate.

3642 Declarations of and Conflict of Interest (agenda item 2)

No declarations of interest were made.

3643 Service User and Carer Experience (agenda item 3)

The Board of Directors had been joined by Donna Smalley and Julie Snowdon from the Trust's Learning Disability service and Danuta and Pat, family members/carers of Julie, a woman with learning disabilities.

The Board heard from the family on how Julie had been admitted to Bradford Royal Infirmary (BRI) and stayed on a ward for 10 weeks where she received a number of different diagnosis and care plans: ward staff had suggested a Do Not Resuscitate (DNR) order be put in place; a best interest assessment meeting had been cancelled; and a recommendation was made for her to be discharged into a nursing home. The family had strongly advocated for Julie to be able to return to her own home with an appropriate package of care. The Trust's Learning Disabilities team, with help from physiotherapy, occupational therapy, speech and language therapy and nursing, as well as social care, supported the family to rehabilitate her back to pre-hospital admission levels and remain in her own home for a number of years.

The family highlighted their perception that some staff on the BRI ward assumed a person with learning disabilities could not have a good quality of life and could be seen as a drain on NHS resources. The family shared that it was important for both individual service users and their carers to be listened to as part of the needs assessment.

The Board of Directors:

- **thanked the family for sharing Julie's story;**
- **thanked the Trust's Learning Disability service staff for their involvement, and;**
- **asked that the Medical Director and Director of Nursing, Professions and Care Standards write to their peers at Bradford Teaching Hospitals Foundation Trust (BTHFT) to alert them to this story, with a view to sharing it with the BTHFT Board.**

DS/PHu

The four guests left the meeting.

3644 Questions Received (agenda item 4)

The Director of Corporate Affairs highlighted two questions that had been raised by Governors:

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- communication between GPs and the Trust's First Response Service (FRS) regarding supporting people who were experiencing a mental health crisis. **Mr Scott reported there had been a Rapid Process Improvement Workshop in November 2019 to review performance of the FRS and he would be in a position to report back at the Council of Governors meeting in February;** and
- an update on the eating disorders service. Mr Scott reported that whilst the lead provider across West Yorkshire was Leeds and York Partnership Foundation Trust, there was a local service provided in the district which had experienced waiting time issues due to staff vacancies. Recruitment to these posts had now been completed and he had requested further information to be reported at the Care Group level meeting.

3645 Minutes of the public Board of Directors meeting held on 28 November 2019 (agenda item 5)

The minutes of the public Board of Directors meeting held on the 28 November 2019 were agreed as a true and accurate record.

3646 Matters Arising (agenda item 6)

The Board noted that there were no matters arising.

3647 Action Log (agenda item 7)

Mr Hogg reported that the two actions presented on the cumulative action log had been completed.

The Board of Directors:

- **agreed to close the actions that had been listed as complete and noted there were no outstanding actions to carry forward.**

3648 Feedback from Quality and Safety Service Visits (agenda item 9, taken early)

The Director of Nursing, Professions and Care Standards presented the report on themes and learning identified at the quality and safety visits across services visited in December 2019 (four district nursing teams, one community mental health team and the IT and Estates teams). She drew the Board's attention to positive feedback including from student nurses placed at the Windhill team, the strong leadership and support at the Shipley team, and that IT collaboration with the HR Department was improving. The Board noted the challenges reported by colleagues

within the services, such as high demand across district nursing, IT connectivity (which resulted in delayed access to notes), the need to ensure that internal communications were more relatable to frontline teams (given recent staff survey results), and support for services such as Somerset House where Care Trust Way methodology required further embedding and support from the Kaizen Programme Office.

The Board of Directors:

- **noted the themes arising from walkabouts in respect of improvements and challenges; and**
- **approved the recommendation to set an annual schedule of walkabouts.**

3649 Corporate Risk Register (agenda item 10, taken early)

The Director of Nursing, Professions and Care Standards presented the Corporate Risk Register and outlined that since the last report in November, one new risk had been added to the Corporate Risk Register relating to planned maintenance of medical devices. There had been no escalated risks, and no risks closed since reporting in November 2019. Professor Armitage believed that the workarounds identified to address the inability to post warnings of clinical trial participation from the research and development module within SystemOne to be unsatisfactory. He highlighted that he would be seeking further assurance from Executive Directors at the Quality and Safety Committee on 7 February.

Mr Vincent queried whether Coronavirus should be included on the Corporate Risk Register. Mrs Hubbard reported that this would be kept under review at this stage and the Trust was involved in discussions with commissioners and NHS England. In response to a question from the Chair about digital infrastructure and connectivity to support for the 0-19 service (Risk 2347), Mr Rycroft reported he was in discussion with the local authority as the challenge affected several organisations located on the same local authority owned sites.

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

3650 Escalation and Assurance Report – Audit Committee (agenda items 8.1)

Mr Chang, in his capacity as the new Chair of the Audit Committee, presented the revised terms of reference of the Audit Committee that had been approved at its meeting on 25 November 2019 which were now being submitted to the Board of Directors for ratification. Mr Lewis

reported he had a few minor comments which he would provide outside of the meeting.

The Board of Directors:

- **ratified the Audit Committee terms of reference (subject to the minor comments expected from Mr Lewis).**

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3651 Escalation and Assurance Report – Finance, Business and Investment Committee (agenda items 8.2 and 8.2a)

Mr Vincent presented an update from the Finance, Business and Investment Committee that had taken place on 21 January. He highlighted that elements of the Board Assurance Framework currently allocated to the Committee should be reviewed now the Workforce and EDI Committee was being established. Next, he highlighted the need for continuity from NEDs to continue the positive work on the diagonal-slice leadership and development group. Finally, he provided assurance from the Committee on four areas: an update on the Microsoft licensing arrangements; talent management pilots; work on the Trust's digital strategy; and implementation of ligature risks assessments.

The Board of Directors welcomed the escalation and assurance report from the Finance, Business and Investment Committee and noted its contents.

3652 Escalation and Assurance Report – Mental Health Legislation Committee (agenda item 9.3)

Dr Hussain presented an update from the Mental Health Legislation Committee which he had chaired on 23 January. He highlighted incident reported data outside of the Quarter 3 report and an under 16 admission to an acute ward which was being reviewed as a serious incident. He also reported on the successful Associate Hospital Manager (AHM) recruitment process which had resulted in six new AHMs being appointed.

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

353 Board Assurance Framework (agenda item 11)

The Director of Corporate Affairs presented the Board Assurance Framework. He reported that since the last report, there have been no BAF risks added or removed, but three risk scores had changed in response to proposed scores/mitigations for Risks 2.1, 5.1 and 5.2. **He**

highlighted that there were currently no gaps in controls or outstanding actions relating to Risk 3.3 which would be reviewed by the lead Director.

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The Board of Directors:

- welcomed the report on the Board Assurance Framework; and
- considered the controls and assurances in place, the gaps in controls and the actions identified in mitigation.

3654 Chair's Report (agenda item 12)

Ms Elliott presented the Chair's Report and highlighted the following:

- the planning for the first meeting of the Board's new Workforce and EDI Committee;
- the briefing note about the recent CQC inspection of Cygnet Healthcare Limited and the learning relevant to the Trust;
- an update on the Non-Executive Director recruitment process and a proposal to discuss the role of Associate NEDs as a result which was supported at the meeting;
- progress on her 2019/20 objectives;
- that she would be chairing the Committee-in-Common meetings of the West Yorkshire Mental Health Service Collaborative for a year, starting in July 2019; and
- **a proposed activity plan for the Board in 2020 which was supported at the meeting. Board members were invited to send further comments back to the Chair on the draft content.**

Board members

The Board of Directors noted the content of the paper.

3655 Integrated Performance Report (IPR) (agenda item 13)

The Director of Finance, Contracting and Facilities presented the integrated performance report and highlighted that the Quality and Safety Committee was undertaking further work on the content and format of its Committee dashboard which would inform future Board IPRs.

Next, Mrs Romaniak highlighted six areas within the slide deck itself:

- the Safer Staffing information had been revised to align with NHS Improvement requirements and provide a greater level of detail and assurance. There had been no 'red' shifts in December;

- information on the bank and agency usage of health care support workers since July 2019;
- the number of reported incidents had reduced in December and both Board and Quality and Safety Committee were paying careful attention to the number of serious incidents and learning from these investigations;
- a new format was presented for data relating to pressures ulcers;
- high adult acute and PICU occupancy continued to result in Out of Area (OOA) Placements between October and December 2019, and whilst the number of days recorded was currently reducing, Quarter 4 was expected to be very challenging; and
- whilst the 0-19 service was performing well above the national benchmark, this was due to many staff undertaking additional work over and above core hours. It was important to recognise this and maintain management oversight on the wider wellbeing of this staff group as well as development of the service.

Mr Lewis raised two comments. Firstly, that the number of near misses recorded on reported incidents seemed low. Dr Sims believed reporting was well embedded across the Trust, but that it was important to ensure standardised processes were maintained by staff. **Secondly, he asked about the difference between complaints and concerns, and the Director of Nursing, Professions and Care Standards agreed to provide a briefing note to NEDs explaining the difference and how they are managed across the Trust.** On OOA placements, Mr Vincent believed it was important that the Trust continued to make its case for investment on acute wards through the West Yorkshire Mental Health Service Collaborative.

PHu

The Board of Directors noted the content of the Integrated Performance Report and the points raised by Board members.

3656 Chief Executive's Report (agenda item 14)

Mr Kilmurray presented his report and drew the Board's attention to the following:

- the Trust's role and positive contributions to winter preparedness across the system;
- flu vaccination performance for healthcare workers continued to be strong, with current figures recorded at 78%;
- that preparations for Britain leaving the European Union would be stood down internally across the Trust and would be reported on a by exception basis;
- the recent visit by Professor Wendy Burn, President of the Royal College of Psychiatrists to Lynfield Mount Hospital where colleagues briefed her about the Trust's plans to redevelop the

site into a more therapeutic environment, and her confirmed support of the re-development; and

- work on the Primary and Community Collaborative between the Trust and Bradford Care Alliance (BCA) was progressing well, and a paper would be presented to the Bradford Health and Care Partnership Board on 31 January. An update from that meeting would be provided by email. Future reports will cover the planned implementation of the partnership's pilot work, supported by Trust Board during a Board session with BCA in December 2019, subject to Partnership Board support this month.

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

3657 Chief Information Officer update report (agenda item 15)

The Chief Information Officer presented a paper which provided a progress update on number of digital-related projects, including new governance arrangements, IT support and user engagement, support for the Trust's 0-19 service, and SystemOne training. He highlighted the new Digital Strategy Group (DSG) that would consider wider digital initiatives and the Clinical Systems Governance Group (CSGG) that would support clinical system compliance and development. Next, he reported on the engagement activity with frontline staff to gain an insight of their use of IT systems which had helped IMT staff to better understand the issues facing staff who worked remotely. Finally, he updated the Board on work to improve connectivity at the local authority sites where 0-19 Bradford service staff were based and the new training model for staff using SystemOne. It was proposed that progress on the seven areas recommended in the paper would be monitored by the DSG and CSGG.

During the discussion, Board members welcomed the progress being made, but also recognised the significance of how the Trust's digital solutions (connectivity/SystemOne in particular) could impact on productivity and wellbeing of staff. As a result, the Chair asked for a further paper to be presented in March to provide assurances around the workplan/timetable to deliver the recommended actions mentioned in the report.

The Board of Directors:

- **noted the progress made on the reported theme; and**
- **requested a further update at the March Board meeting.**

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3658 Equality, Diversity and Inclusion report (agenda item 16)

The Director of Human Resources and Organisational Development presented a paper which updated the Board on the Equality, Diversity and Inclusion (EDI) Strategy and action plan. Mrs Knight highlighted that the Trust's Gender Pay Gap was 7.21%, a reduction of 0.49%, and the sixth lowest when benchmarked against other Foundation Trusts. Next, she highlighted the successful launch of the Rainbow Badge Scheme, with 200 staff now trained in LGBT+ awareness issues and a piece of research had been commissioned to measure the impact of the scheme. Finally, she summarised the work on EDI planned for the next six months, including the relaunch of the EDI Strategy and video campaign in April 2020. Mr Vincent and Mr Chang had attended a recent Aspiring Cultures Network meeting where WRES data had been discussed. It was suggested that to supplement the annual progress report, inclusion of rolling data in a Committee dashboard would help provide more regular oversight. The Chair highlighted with the Board that Mr Chang and Mr Hussain now have the NED remits for Trust EDI matters, particularly due to Mr Vincent's retirement next month who currently holds this remit.

The Board of Directors:

- **agreed to amalgamate the reporting of the WRES, WDES, Gender Pay gap and EDI Strategy reports into one annual report to Board;**
- **agreed that the WRES, WDES and Gender Pay Gap submissions would be submitted to the Workforce and Equality Committee in March and September, subject to confirmation of Committee dates;**
- **supported the ongoing monitoring of progress against key actions by the Workforce Transformation Steering Group;**
- **noted the relaunch of the EDI Strategy and new video in April 2020; and**
- **noted and approved the actions presented in sections 2 and 3 of the paper.**

3659 Any Other Business (agenda item 17)

The Chair informed the Board that David Pearson, Public Governor for Craven, was standing down from his role due to personal reasons and the Trust would make arrangements to hold an election to find a successor.

The Chair thanked the attendees for observing the meeting, and the members for the contributions made. The Chair closed the meeting at 4.20pm.

Signed:.....

Date:.....

DRAFT