

**Board of Directors meeting in Public**  
**Thursday 13 May 2021 at 9.00am**  
**Meeting held virtually using Microsoft Teams**

<b>Present:</b>	Cathy Elliott	Chair of the Trust (Chair of the Board)
	Professor Gerry Armitage	Non-Executive Director and Deputy Chair of the Trust
	Maz Ahmed	Non-Executive Director
	Andrew Chang	Non-Executive Director
	Dr Zulfi Hussain	Non-Executive Director
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director and Senior Independent Director
	Therese Patten	Chief Executive
	Phil Hubbard	Director of Nursing, Professions and Care Standards
	Paul Hogg	Director of Corporate Affairs
	Sandra Knight	Director of Human Resources and Organisational Development
	Tim Rycroft	Chief Information Officer
	Patrick Scott	Chief Operating Officer
	Mike Woodhead	Director of Finance, Contracting and Estates
 <b>In Attendance:</b>	 Dr Himanshu Garg	 Consultant Psychiatrist and Clinical Director of Adult and Community Mental Health services
	Sue Grahamslaw	Interim Corporate Governance Business Manager (observing)
	Vicky Donnelly	Strategic Health Facilitator, LD services (for item 3)
	Rosie Hatton	Assistant Psychologist, LD services (for item 3)
	Lisa Benn	Principal Clinical Psychologist, LD services (for item 3)
	Ezhil Anand	Consultant Psychiatrist, LD services (for item 3)
	Catherine Jowett	Volunteering and Charity Lead (for item 11)
	Helen Verity	Fundraising Officer (for item 11)
	Lisa Ryder	Freedom to Speak Up Guardian (for item 21)

One external guest observing, and three Governors observing, representing Public and Staff Constituencies.

**Minutes**

Item	Discussion	Action
<b>3851</b>	<b>Welcome and Apologies for Absence</b> (agenda item 1)	

The Chair, Cathy Elliott, opened the virtual meeting via Microsoft Teams at 9.00am. Apologies for absence had been received from Dr Sims, Medical Director. Ms Elliott introduced Dr Himanshu Garg who was deputising for Dr

Sims. Ms Elliott welcomed members of the Council of Governors and thanked them for their interest in the work of the Trust at this time.

On behalf of the Board, Ms Elliott thanked Trust colleagues for their continued hard work during the pandemic and local partners for their ongoing support. Ms Elliott also wished Eid Mubarak to those Board members and staff who were celebrating Eid that day.

The Board of Directors was quorate.

**3852 Declarations of and Conflict of Interest** (agenda item 2)

No declarations of interest were made for this meeting. The Board noted that Mr Lewis and Ms Elliott would be providing an update to their register of interests outside of the meeting.

**3853 Learning from your Experience: Learning Disability service** (agenda item 3)

The Director of Nursing, Professions and Care Standards introduced the Sharing Story session and members of the Learning Disabilities (LD) service, who shared Mamoon Ali's story, a service user who had been supported by the team. Lisa Benn highlighted that Mamoon had been diagnosed with a learning disability in 2012 and with autism in 2018, and was referred for LD nursing support to help coordinate his physical and mental health care. This involved a multi-disciplinary team (MDT) from LD services, adult mental health, safeguarding, speech and language therapy, health visiting and local authority services working via an integrated approach to support Mamoon. The Board heard how he had contracted COVID-19 and sadly died in January 2021.

The MDT approach highlighted a shared understanding of his needs, and support was provided in a culturally sensitive way that resulted in positive outcomes for Mamoon around choice, self-awareness and independence. Key learning emphasised the need for a proactive, solution-focused approach to supporting engagement, the importance of MDT working and multi-agency liaison, the benefits of timely interventions and personalised care planning.

Board members thanked the team for presenting such an excellent example of person-centred care. During the discussion the following points were made:

- the significance of not placing Mamoon on a single pathway of care and focusing on an asset-based, rather than deficit-based approach to his care;
- the care and support from the team helped to ensure he was not defined by his diagnosis;
- there was a need to more widely signpost and educate families and different communities about specialist services and LD;

- LD psychology was a specialist field and the Trust had recently made some additional appointments to strengthen the team; and
- the format of the presentation, focusing on a person-centred approach, was a good example of learning which should be used as a template for future stories presented to Board.

**The Board thanked the team for presenting the story and noted the positive outcomes of the MDT work.**

**3854 Questions Received** (agenda item 4)

No questions for the Board had been received since the last Board meeting.

**3855 Minutes of the previous meeting held in Public on 25 March 2021** (agenda item 5)

The minutes of the Public Board of Directors meeting held on 25 March 2021 were accepted as a true and accurate record.

**3856 Matters Arising** (agenda item 6)

Mr Hogg highlighted that under minute 3826 there was a reference to the Go See visit with the Act as One apprentices which would be added to the Board's action log; and on minute 3842 there was a reference to benchmarking agency spend with comparable trusts which would be reviewed by the Finance, Business and Investment Committee.

Ms Elliott highlighted the Board's development programme for the next six months. She especially outlined the recent Board development session on 29 April 2021 to review and agree next steps in responding to the Government's White Paper on integrated care and alignment with the Trust's 2019 – 2023 strategic plan, Better Lives, Together. It was noted that the Board continues to support Better Lives, Together as a robust and credible strategic plan with a clear vision. Relevant developments from the recent Board session will be reported via the Trust Chair and Chief Executive's Board reports at future meetings. No other matters arising were discussed.

**3857 Items Discussed at the Private Board of Directors** (agenda item 7)

It was noted that the private Board meeting would be held following the public Board meeting.

**3858 Action Log** (agenda item 8)

The Director of Corporate Affairs updated the Board on the action log. Mrs Knight updated the Board on action 25/03/21-1 which related more to the reset and recovery work, rather than the staff survey results, which would inform a

further review of internal communications and strengthening of daily lean management processes, post COVID-19.

**The Board:**

- **noted the contents of the action log; and**
- **agreed to close the actions that had been listed as completed.**

**3859 Chair's report (agenda item 9)**

Ms Elliott presented her report which covered a variety of strategic, partnership and people related items. She confirmed that she would be observing a number of Trust Board Committees in support of forthcoming NED appraisals. In response to a comment from Professor Armitage about the recent Queen's Speech in relation to the NHS, **Ms Patten agreed to circulate the briefing from NHS Providers to Board members** with any subsequent issues presented at relevant Committees or Board for consideration.

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**The Board:**

- **noted the Board's continued development work against the Care Quality Commission's (CQC's) Well-Led Framework;**
- **noted the Board's strategic work from 29 April this year on system working and the response to the Government's White Paper on integrated care;**
- **noted the Trust's external work at a senior level in system working and integrated care at Integrated Care Partnership (ICP) and Integrated Care Systems (ICS) levels;**
- **noted the ongoing external partnership working and external stakeholder engagement on service transformation and integrated care, particularly the ICS Provider Collaborative for mental health, learning disabilities and autism currently chaired by Ms Elliott;**
- **noted continued engagement with staff for Board visibility via virtual methods and staff forums due to COVID-19 restrictions and infection prevention guidance with plans for a new phase of the Go See Framework for service visits to take place from this month;**
- **noted Ms Elliott undertaking Trust Chair in person/socially distanced visits to the Trust's community vaccination centres (CVCs), highlighting continuous learning and improvement taking place at the sites;**
- **noted that the appraisal process for Board members would conclude next month with the required reporting.**

**3860 Chief Executive's Report and COVID-19 Update** (agenda item 9)

The Chief Executive highlighted a number of issues included in her report:

- the Trust's new staff appraisal process;
- progress on the Board's review of the Trust's strategic framework, *Better Lives Together*, as a robust and credible strategic plan;
- the recent strategic Senior Leadership Team meeting about the Act as One transformation programmes at Bradford District and Craven ICP level; and
- a selection of media coverage summarised from March and April 2021.

Mr Rycroft then updated the Board on progress with the Digital Strategy highlighting that: over 1,500 contributions had been received from around 300 members of staff; the recent service user and carer workshop had emphasised the need to look at security and confidentiality in the context of personal centred care; and that the team was now undertaking a period of validation of the feedback. A further progress update would be presented to the Board in June 2021, prior to approval in July 2021. Board members welcomed the update and the Chair emphasised the need to ensure that the issue of digital inclusion for staff and service users was featured within the strategy.

Mr Scott, as the Incident Commander, then provided an update on the Trust's response to the pandemic which included that:

- the road map milestones were currently being met and pressure on acute services was reducing;
- inpatient mental health services continued to experience significant pressure, although there were no confirmed cases across our inpatient estate;
- there was significant pressure on a number of community services in terms of numbers and complexity, but that there was an improving staffing position in specialist children's services;
- it was important to recognise the continued impact of the pandemic on the workforce;
- work is planned in June this year to support the Trust's reset and recovery via virtual staff engagement opportunities, using the Care Trust Way methodology.

The Director of Nursing, Professions and Care Standards provided an update on the Community Vaccination Centres (CVCs) which included:

- the Lynfield Mount Hospital Hub for workforce was due to pause at the end of May this year, having completed a phase of work;
- the Jacobs Well CVC continued to have increased levels of bookings with all available slots currently booked;

- the Bradford Old College CVC re-opened on 13 May this year, having been quality assured by NHSE/I for the delivery of Pfizer vaccine, supported by a Board Assurance Group for the pandemic;
- vaccination update data presented to the local Outbreak Board; and
- positive Friends and Family Test data during April 2021 and improvements made to the CVC sites as a result of feedback received.

In response to comments made by Board members about an expectant surge in vaccine take up following the end of Ramadan, Mrs Hubbard reported that twilight sessions were continuing to support local communities and the Trust was also proactively offering the vaccine to multi-generational households. In response to comments made by Board members on the need to continue to engage hard to reach groups, maintain vaccine penetration and ensure equality of access to the vaccine locally, Mrs Hubbard reported that the Trust's mobile vaccination unit was targeting specific areas of the city to include groups such as the homeless community and asylum seekers. Ms Elliott noted the Board's lines of enquiry to ensure equality, diversity and inclusion is considered in the Trust's COVID-19 vaccination programme and the assurance gained. The Board commended the work being undertaken by the teams in the CVCs and mobile unit.

**The Board noted the Chief Executive's report, including the update on the Trust's response to COVID-19.**

**3861 Better Lives Charity update** (agenda item 11)

The Chair welcomed Catherine Jowett and Helen Verity who presented progress on the Better Lives charity which included:

- 11 fundraising events organised and 76 charitable applications received from staff during the year;
- the securing of the Trust's first two corporate sponsors;
- the development of a three year strategy to set a proposed return on investment which would be submitted to the Charitable Funds Committee in June 2021; and
- future fundraising events planned, including the NHS Big Tea on 5 July, NHS Super Hero Day with local schools and the Yorkshire Three Peaks Challenge.

**The Board:**

- **noted the positive activity planned and significant progress to develop the Better Lives charity; and**
- **agreed to use their individual networks to promote the work of the charity and become involved in specific fundraising projects.**

Catherine Jowett and Helen Verity left the meeting.

**3862 Alert, Advise, Assure Report: Quality and Safety Committee held on 22 April 2021** (agenda item 12)

On behalf of the Committee, Professor Armitage presented the AAA report from the meeting held on 22 April 2021, highlighting three points of escalation:

- the Committee would maintain a watching brief on staffing levels across services with scrutiny of night rosters and use of bank/agency staff in mental health inpatients and across Wakefield Children’s services (which was subject to a forthcoming tendering process);
- there were ongoing discussions about service demand for CAMHS and eating disorder referrals during the pandemic; and
- recruitment of district nurses and matrons to Primary Care Networks had been scrutinised.

Mrs Knight highlighted that the Compliance and Risk Group had also considered workforce issues at its last meeting and the need to ensure that short, medium and longer term planning at a service, Care Group and corporate level was aggregated up to inform the Trust-wide workforce strategy. In response to a question from Mr Ahmed about the Trust’s approach to international recruitment, Mrs Knight reported that the Trust had joined with other mental health trusts across the North East and Yorkshire to collectively look at recruitment and planned to identify 20 nursing staff recruited through this route as part of the blended solution to supplement home grown talent. **Mrs Hubbard added that she had recently received a presentation from Cumbria and Tees Esk and Wear Foundation Trust about their approach to international recruitment and would share this information with Board members.** Ms Elliott highlighted the need to be socially responsible with international recruitment.

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**The Board:**

- **noted the escalation points and assurance provided by the Committee.**

**3863 Implementation of the Risk Management Strategy – Update and Next Steps** (agenda item 13)

The Director of Nursing, Professions and Care Standards reported that as part of the new risk management process she would be meeting with Deputy Directors and General Managers on a monthly basis to review risks on the organisational risk register (scoring 15 or above). Work was also underway to present these risks to the relevant quality and assurance meetings, including Board Committees, to strengthen the Trust’s risk appetite approach and update the policy and training for staff. Mrs Panteli sought assurance about how risk management would be embedded and evidenced throughout the organisation. Mrs Hubbard confirmed this would be through daily lean management and

Care Group meetings with exception reporting at Committees and AAA reporting at Board level.

**The Board noted the progress on the Risk Management Strategy.**

**3864 Board Assurance Framework (BAF) and Supporting Organisational Risk Register (ORR)** (agenda item 14)

The Director of Nursing, Professions and Care Standards presented a paper which provided an overview of the strategic objectives and associated risks currently held on the newly formatted BAF, and the linked 'red risks' that were held on the ORR. Further work would continue to refine the operational risks covered in the paper at Appendix 2 over the next few months. Professor Armitage raised two points: the need to articulate and triangulate the relationship between priorities reported in the BAF, ORR and Integrated Performance Report (IPR) at future meetings; and highlighted that the four risks relating to Children's Services confirmed the sustained pressure under which this service was currently operating.

Ms Elliott commended the format and simplicity of the new reporting arrangements and suggested that for future Board meetings, this item should be presented earlier in the agenda to set the context for subsequent Board reports and discussions.

**The Board:**

- **noted the changes made to the format of the BAF;**
- **noted the assurance from the controls and assurances provided against each of the in-year strategic objectives; and**
- **noted the next steps as described in this report with any final comments on the format to be sent directly to Mrs Hubbard.**

**3865 Integrated Performance Report (IPR)** (agenda item 15)

Mr Scott highlighted a number of issues in presented the IPR:

- the ongoing impact of COVID-19 on Trust services;
- inpatient mental health acuity, occupancy, associated inpatient staffing pressures and increased use of acute adult and Psychiatric Intensive Care Unit (PICU) out of area beds; and
- demand and capacity within a growing number of services, with oversight of waiting lists managed through the Care Group Quality and Operational (QuOps) meetings. He suggested that further reporting was progressed within the IPR and with the Quality and Safety Committee maintaining scrutiny on this through its meetings.

In response to questions from Mr Ahmed, Mr Woodhead confirmed the that financial impact of out of area beds was factored in the Half 2 Financial Plan



that had been submitted to NHS Improvement and that the level of RIDDOR incidents was not an outlier compared with other trusts, which was being closely monitored through QuOPs meetings.

The Chief Executive reported on two recent presentations to some Board members from Wes Baker, Director of Strategic Analytics Economic and Population Health Management at Mersey Care Foundation Trust on (i) the 'Bridges to Health' methodology, a person-centred approach to community population health and (ii) modelling work around understanding the future of mental health service demand. She confirmed that the Trust was engaging with Mr Baker and Mersey Care to exchange practice on demand management to inform the Trust's future planning. **She suggested that Mr Baker was invited as a guest speaker at a future Board meeting to support the Trust with its own thinking around demand management.** TP

**The Board noted the key points and exceptions highlighted in the IPR for March 2021 and the proposed actions being taken forward for Trust services and future demand management.**

**3866 Alert, Advise, Assure Report: Audit Committee held on 6 May 2021** (agenda item 17)

On behalf of the Committee, Mr Chang presented the AAA report from the meeting held on 6 May 2021. He commented that there were no items to escalate and the Committee had received strong assurance about the governance processes relating to the approval of the draft Annual Report and Accounts for 2020/21.

**The Board noted the content of the Committee report.**

**3867 Financial Report** (agenda item 17)

Mr Woodhead presented the Financial Report and drew the Board's attention to a reported surplus for 2020/21 that was slightly better than planned, but with an underlying deficit of around £7-10m for 2021/22 which the Senior Leadership Team was now working to address.

**The Board:**

- **noted the final revenue and capital position for 2020/21 and timescales for final accounts submission;**
- **noted the operational budgets for the Half 1 2021/22 Financial Plan which had been approved with delegated authority from the Board in March 2021;**
- **approved the revised Capital Plan for 2021/22;**
- **noted further work to secure SDF/ SR/ICS investments during Half 1 of 2021/22 detailed in the report;**

- **noted the expectation of efficiencies in the Half 2 2021/22 Financial Plan, and actions required to develop plans; and**
- **agreed to receive further updates for the Half 2 Plan in line with national planning timescales.**

**3868 NHS England & Improvement Quarterly Submissions** (agenda item 18, taken together with item 17)

Mr Woodward highlighted the recommendation from the Finance, Business and Investment Committee (that had been considered virtually) that the Trust Board formally approve the Quarter 4 NHS England & NHS Improvement financial submission.

**The Board retrospectively approved the Month 12 quarterly submission made to NHS England & NHS Improvement.**

**3869 Alert, Advise, Assure Report: Workforce & Equality Committee held on 8 April 2021** (agenda item 19)

On behalf of the Committee, Mr Lewis presented the AAA report from the meeting held on 8 April 2021, which highlighted the discussions underway around flexible working in the context of the pandemic. He suggested that this reset and recovery work was a real opportunity to make long-term changes that could positively impact on the working conditions of a large proportion of the Trust's workforce. Mrs Knight referenced the working group established to engage staff in identifying learning from COVID-19 and mapping work to identify which posts could in future be categorised as home, office or hybrid workers. Mr Woodhead emphasised the opportunity for the Board to look at how the Trust estate could be better utilised going forward and the associated efficiencies around this work.

**The Board:**

- **noted the content of the report; and**
- **noted that a further update on the reset and recovery work would be presented in September 2021, following staff engagement during June this year onwards via the Trust's Care Trust Way methodology.**

**3870 Safer Staffing Bi-Annual Report** (agenda item 20)

Mrs Hubbard presented a report which informed the Board of the latest position in relation to nurse staffing in line with NHS England (National Quality Board) expectations and those of the Care Quality Commission; the report covered the period November 2020 to May 2021. She reported that despite COVID-19 pressures, there had continued to be a daily oversight of staff levels which had been reported through to Silver and Gold Incident Command meetings, and

that there had been no red shifts during this reporting period. She highlighted the introduction of a Principal Social Worker to lead the professional development of the 38 registered social workers within the Trust; that the Trust's preceptorship framework had continued throughout the pandemic; and that the Trust had consistently achieved over the 80% target for clinical supervision since December 2020.

In response to questions raised by Mrs Panteli, Mrs Hubbard reported that the Trust had robust evaluation processes in place to support bank and newly quality nurses through its preceptorship process which would be reported through to Quality and Safety Committee, and on increased turnover, this included those staff that had retired and returned into services.

**The Board:**

- **received assurance that the analysis demonstrated current staffing levels were providing the cover needed to deliver safe effective patient care;**
- **welcomed the sustained improvement in clinical supervision levels; and**
- **noted the increasing levels of acuity within inpatient and community services due to the COVID-19 pandemic and the corresponding use of bank and agency staffing.**

**3871 Freedom to Speak Up Guardian (FTSUG) Annual Report** (agenda item 21 but taken earlier in the agenda to support staff commitments)

The Chair welcomed the Trust's FTSUG Lisa Ryder to the meeting who presented her report about Freedom to Speak Up activity in 2020/21. She highlighted the since her appointment as the Trust's FTSUG, a review of the policy, the Champions network and content on the internal staff Connect site had been completed and changes made in how FTSU cases were now classified. As a result, staff speaking up through the Guardian route had increased and resulted in learning and improvements. Finally, she referenced the section in the report about encouraging a speaking up/listening up culture.

Mr Lewis, as FTSUG Board Champion, commended the report which clearly was aligned to broader cultural improvements across the Trust. He was supportive of the case studies included in the report and suggested that the Board identify a date to complete the FTSUG self-review tool. Mr Ahmed referenced the data around bullying and harassment cases, and requested that further analysis be undertaken to confirm whether there were any patterns or themes from an equality and diversity perspective. **It was agreed that Ms Ryder would progress both these suggested areas of work.** Ms Elliott summarises further comments in the chat box around ensuring the FTSUG continued to make connections across the Trust, particularly with the Guardian of Safe Working for junior doctors, the Board's Senior Independent Director as

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well as Mr Lewis, and the Joint Heads of Equality and Diversity to ensure that FTSUG issues and learning were promoted extensively across the Trust.

**The Board:**

- **noted the content of the report; and**
- **supported the actions identified during the discussion.**

Ms Ryder left the meeting.

**3872 Board Sub-Committee Annual Reports (agenda item 22)**

**The Board noted the assurance provided in the following Annual Reports from Board Committees:**

- **Audit Committee;**
- **Workforce and Equality Committee; and**
- **Finance, Business and Investment Committee.**

**It was highlighted that the attendance figures in the Finance, Business and Investment Committee's Annual Report would be reviewed.**

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**3873 Compliance against Care Quality Commission (CQC) Registration (agenda item 23)**

Mrs Hubbard provided an update on the CQC registration status of the Trust and confirmation that it was compliant with legal requirements. The paper presented details on a number of changes had been made to the Trust's Statement of Purpose and to its registered locations, including:

- updating the details of the Chief Executive and name of the Trust;
- updating the Aims and Objectives to reflect *Better Lives, Together*;
- removing Royds Healthy Living Centre as a registered location; and
- updating the description of the other 13 registered locations in line with the revised CQC templates.

**The Board:**

- **noted the changes to the Trust's Statement of Purpose and Registered locations; and**
- **noted the assurance within the paper that the Trust remained compliant with the legal requirements of CQC registration.**

**3874 Alert, Advise, Assure Report: West Yorkshire Mental Health Learning Disabilities and Autism Collaborative (WYMHLDAC) Committees-in-Common (CinC) meeting held on 22 April 2021 (agenda item 24)**

**The Board noted the assurance report presented from the WYMHLDAC meeting held on 22 April 2021, attended by the Trust's Chief Executive and the Chair (Chair also of CinC until January 2022).**

**Management of Deferred Items** (agenda item 25)

**3875 The Board noted the contents of the Deferred Items Log.**

**3876 Any Other Business** (agenda item 26)

No other business was raised. Ms Elliott thanked Board members for their contributions and observers who had joined the meeting.

**3877 Meeting Evaluation** (agenda item 27)

A discussion took place to evaluate the public meeting in line with the commitment for continuous improvement within the Trust. It was noted that the Public meeting should continue to begin with Learning from your Experience item and a person-centred case study from our services. The Chair thanked all Board members for their contributions made and closed the meeting at 1.10pm.

Signed:.....

Date:.....