

Board Part 1

DRAFT Minutes of the Trust Board meeting held on Thursday 14th December 2017 at 2pm at the Unison Centre, 130 Euston Road, London NW1 2AY

Present:	Mary Elford	Vice-Chair (in the Chair)
	Millie Banerjee	Non-Executive Director
	Ken Batty	Non-Executive Director
	Paul Hendrick	Non-Executive Director
	Jenny Kay	Non-Executive Director
	Kingsley Peter	Non-Executive Director
	Robert Taylor	Non-Executive Director
	Paul Calaminus	Chief Operating Officer
	Sandi Drewett	Director of HR & Organisation Development
	Mason Fitzgerald	Director of Corporate Affairs
	Richard Fradgley	Director of Integrated Care
	Paul Gilluley	Interim Chief Medical Officer
	Lorraine Sunduza	Interim Chief Nurse
Mohit Venkataram	Director of Commercial Development and Performance	
In attendance:	Georgia Denegri	Interim Trust Secretary
	Dave Adams	Deputy Director of Finance
	Steve Gladwin	Interim Associate Director of Communication and Engagement
	Guy Davis	Associate Director of Mental Health Law
	Ade Dosunmu	Freedom to Speak Up Guardian
	Elizabeth Holford	Corporate Minutes Taker
	Julie Cave	Interim Chief Executive, Norfolk and Suffolk NHS Foundation Trust
	Daryl Chapman	Interim Director of Finance, Norfolk and Suffolk NHS Foundation Trust
	Amit Dixit	NHSI Next Director Scheme
	Jamu Patel	Public Governor, Luton
	Shirley Biro	Public Governor, Newham
	Rosie Eggleton	Public Governor, Central Bedfordshire
	Keith Williams	Public Governor, Luton
	Simon Marsh	Staff Governor
	Norbert Lieckfeldt	Lead Governor
	Su Goulding	Patient and Public Liaison, Tower Hamlets
	Apologies:	Marie Gabriel
Navina Evans		Chief Executive Officer
Steven Course		Chief Financial Officer
Amar Shah		Associate Medical Director for Quality

The minutes are produced in the order of the agenda

1 Welcome and apologies for absence

- 1.1 The Chair welcomed everyone to the meeting and particularly Julie Cave and Daryl Chapman, respectively Interim Chief Executive and Interim Director of Finance of Norfolk and Suffolk NHS Foundation Trust, who were attending to observe the meeting as part of a buddying arrangement.

The Chair also welcomed Amit Dixit who was observing the meeting as part of the NHSI Next Directors scheme.

Dave Adams was welcomed, attending on behalf of Steven Course, the Chief Financial Officer who was at an Institute for Health Improvement conference together with the Trust Chair and Chief Executive.

- 1.2 Apologies were received as noted above.

2 Declarations of Interest

- 2.1 The Board's Register of Interests was noted. No additional declarations were made.

3 Patient Story – Mental Health Services for veterans and ex-service people

- 3.1 The Chair welcomed Thomas who had kindly agreed to share his story, supported by Su Goulding, the Patient and Public Involvement lead for Tower Hamlets, and by Craig.

Thomas explained that his experience of seeking help for mental health problems goes back over 7 years and that getting help has been far from easy. Despite national funding and charities such as 'Combat Stress', it seems that veterans' needs are overlooked. Thomas's overall message is 'please help us'. His experience in the armed forces had been in Northern Ireland but peers who have served in Afghanistan have similar difficulties.

Thomas told the Board about being passed from one agency or professional to another and how his GP assessment was not passed on when it needed to be. Crucially, referrals did not mention that Thomas was a veteran. Even though Thomas had at one point been suicidal and treated as an inpatient, subsequent attempts to get help were frustrating. Eventually talking therapy support was offered at the Mile End Hospital.

The Chair, speaking for the whole Board, thanked Thomas noting that his presentation had brought home powerfully how much our country owes ex-servicemen and the need to provide them with mental health care promptly.

In discussion with Thomas and Su, the Board noted that:

- Difficulties for veterans in accessing mental health services are not confined to East London. There are similar problems in Luton and Bedfordshire and nationally.
- Camden & Islington NHS Foundation Trust offers specialist mental health services for veterans but there is little awareness of how to get access to these. Due to such specialist services elsewhere in London, ELFT has not made local provisions.
- The Patient and Public Involvement 'Working Together' Group is carrying out an exercise to estimate demand for mental health services for veterans. This includes consultation with GPs.
- ELFT should consider whether it should have its own policy and pathways in

relation to veteran mental health, rather than relying solely on national initiatives.

- There should be improved scrutiny of how ring-fenced funds for veterans are actually used (£140m).
- Work carried out on veterans' health by Professor Simon Wessely at South London and Maudsley NHS Foundation Trust, could inform action. Links with 'Combat Stress' should be built into the pathway.
- The NHS nationally commissions services via the Armed Forces Network but there is a lack of integrated working with local services and poor communication to veterans.
- The East London Health and Care Partnership has made a commitment to improve the mental health of veterans but the project has not started yet.

3.2 The Chair, on behalf of the whole Board, thanked Thomas, Su and Craig. Further discussion on veterans' needs would be held with the Interim Chief Medical Officer and an update will be provided at the next Board meeting.

4 Minutes of the previous meeting held in public on 19th October 2017

4.1 The minutes of the meeting held on 19 October 2017 were **APPROVED** as an accurate record.

5 Action Log and Matters Arising from the Minutes

5.1 Action log:

The action log was updated:

- Ref 178 Freedom to Speak Up policy – this action is still in progress and should remain open on the action log.
- Ref 181 - the report on CAMHS should cover both the national picture and local partnerships.

The Board discussed the way the action log works and found unclear that actions scheduled on the Board's forward plan are showing as closed. It was explained that in order to keep the action log manageable, the executives suggested that the actions scheduled/moved to the forward plan are removed/marked as closed on the action log. As this was thought unclear or that it poses a risk that they may not be followed up properly, a different marking may be introduced if the action log becomes too long. The Trust Chair will be consulted before changing the action log format.

5.2 Matters arising:

ELFT response to news items

With reference to the action point on CAMHS mental health services, and recent media announcements, the Board discussed the position of Non-Executive Directors who may be approached for information on ELFT's 'take' on events. Consideration would be given as to how relevant information might be included in the Chief Executive's report.

Action: Navina Evans

6 Chair's Report

6.1 The meeting Chair presented highlights from the Trust Chair's report and further updated the Board on the Secretary of State's visit to the Trust.

Visit by Jeremy Hunt, Secretary of State for Health:

- Staff, service users and governors joined the meeting with the Secretary of State which focussed on patient safety. Service users and the Freedom to Speak Up Guardian asked questions, making valuable use of the short time available.
- The Secretary of State for Health, who was accompanied by the Medical Director for NHS England, commended ELFT as successful and patient centred and a place where other professionals come to learn from.

6.2 Non-Executive Director visits:

- Jenny Kay reported on a recent visit she, Mary Elford and Millie Banerjee paid to CAMHS in Newham. The Non-Executive Directors were impressed by the quality of services at the Coburn inpatient CAMHS Unit. The Trust secured resources to double the size of the Unit which will take patients from all over London from December 2017. Service users have been involved in designing new ways of working, including Occupational Therapists working at weekends.
- CAMHS outpatient services at York House in Newham have 90 staff employed who serve a borough with a young age profile. Jenny Kay reported that immense efforts are being made on the clinical side but there are long waiting times partly due to the referral processes (by fax) and because of inappropriate referrals. Links with Headstart, schools and the local authority are of variable quality. An incident of self-harm would not in itself warrant a referral. Young people who do not meet the criteria for the service are referred to other services but this is unsettling as well as extending the wait. The behaviour support team are keen and enthusiastic. Overall, attention is needed to match demand and capacity and to help service users to move on following treatment.
- Ken Batty reported on the Non-Executive Director visit to Luton and Bedfordshire where the group was impressed by the positivity of the teams and progress being made. The geography of the area presents challenges, and there are ongoing issues with consultant recruitment and retention. There is a shortage of equipment, for example, laptops have to be shared. Amongst staff and service users there is a feeling of remoteness from London and frustration that some services promoted in Trust communications (such as massage) are only available in London.
- There are continuing challenges in Bedfordshire and Luton with consultant recruitment and retention.
- A similar system to the Executives' one for recording and following up on Non-Executives feedback from site visits will be implemented.

6.3 The Board **RECEIVED** and **NOTED** the Chair's report.

7 **Chief Executive's Report**

7.1 The Chief Operating Officer presented the report on behalf of the Chief Executive highlighting key developments and activities since the last meeting. The Board noted the following from the report and discussion:

- The CQC had visited acute wards in Luton in November 2017 and had provided positive verbal feedback. Another inspection may take place in early

2018.

- ELFT was successful in its bid to provide community health services in Bedfordshire from 1st April 2018. Board members are conscious that the nature of community health services is changing, and that ELFT's experience in providing services in East London may not automatically translate to Luton and Bedfordshire. Plans to develop capability specifically for the population of Bedfordshire are needed, using the findings from the current due diligence exercise.
- CMHTs are doing significant work with hostels in preparation for the very cold weather expected.
- The new Galaxy ward opened the previous week.

7.2 The Board **RECEIVED** and **NOTED** the Chief Executive's report.

8 Quality Report

8.1 The Interim Chief Medical Officer highlighted key points from the report and invited questions. The Board noted the following:

- The impact of projects to reduce violence on wards is impressive. The finding from Quality Improvement projects is that changes made to reduce violence also have other positive effects. Staff engagement in quality improvement is a motivating factor.
- The Board would welcome information with regard to Value for Money in a future report.

Action: Amar Shah

- Medication errors appear to be rising. The Interim Chief Medical Officer is working with the Chief Pharmacist to identify causes other than better reporting and determine the way forward.
- The recruitment and retention environment is changing rapidly. There are significant challenges with different factors at play compared to two years ago.

8.2 The Board **RECEIVED** and **NOTED** the report.

9 Strategic Activity Update

9.1 The Director of Corporate Affairs highlighted the main points to note from the report, including the recent publication of a national workforce strategy consultation, which would be the subject of a report to the Board at its February 2018 meeting.

Action: Mason Fitzgerald

The Director of Commercial Development confirmed that all the Clinical Commissioning Groups working with the Trust stood by the parity of esteem in all contracts.

9.2 The Board **RECEIVED** and **NOTED** the report.

10 Integrated Performance and Compliance Report, including Board Assurance Framework

10.1 The Director of Corporate Affairs highlighted the main points to note on non-financial performance. The following comments were noted from the discussion:

- Infographics relating to children's services that ELFT no longer provides should be removed.
- An apparent upward trend in Delayed Transfers of Care is of potential concern, though the number of patients affected is small.
- Performance against Ministry of Justice indicators will not be judged in isolation. NHS Improvement is looking at a range of indicators.
- A key use of indicators should be to identify how and why patients get stuck in services.
- Uptake of flu vaccinations was 50% at 11th December 2017. The target and forecast are 70%. Board members will be kept informed of progress.

10.2 The Deputy Director of Finance highlighted main points to note on financial performance. In discussion, the Board noted the following points:

- There is an adverse variance of £6.3m due to delayed delivery of STP CRES schemes.
- The Deputy Director of Finance reported that the Trust is working toward the control total. The £3.4m savings is to be found in the next three months with plans being developed.
- The Board will discuss the strategy on finance, including cash balance, at its Awayday in March 2018.

10.3 The Director of Corporate Affairs introduced the Board Assurance Framework. In discussion, the Board noted that the format is being changed. From April 2018 the BAF will contain only strategic risks to delivery of strategic objectives and enhanced narrative will be provided. There will be a greater focus on gaps in controls and assurance.

10.4 The Board **RECEIVED** and **NOTED** the report.

11 Enjoy Work

11.1 The Director of HR and Organisation Development gave a presentation on the 'Enjoy Work' Quality Improvement project. In discussion, the Board noted the following points:

- The aim of the project is to identify opportunities to put more meaning into work for staff.
- Teams which are prototypes of various services (inpatient, community) have been identified and have generated a bank of ideas on how to reduce variation in staff engagement, morale and enjoyment of work.
- Data collection is integral to quality improvement. This has included asking staff to come up with a suitable phrase to replace 'staff satisfaction'. The phrase 'enjoy work' emerged as the best way to describe what staff would like.
- Ideas for change are being tested, with measurements made such as 'have I had a good day at work?'. Trend data is presented on run charts to detect whether the change has made a difference.

11.2 The Board **NOTED** the presentation and that further updates would be provided in workforce reports.

12 Mental Health Law Update Report

12.1 The Associate Director for Mental Health Law presented the annual report on Mental Health Law for 2016/17. The report contains facts and figures on action taken under

the Mental Health Act 1983 and the Mental Capacity Act (2005) including Deprivation of Liberty Safeguards. The presentation and discussion focussed on how well the Trust is doing and what could be done better. In discussion, the Board noted the following points:

- The report looks at action taken by Associate Hospital Managers (AHMs) who have the power to discharge detained patients.
- There are 39 AHMs in ELFT who sit on panels and make decisions on discharge.
- In practice there are few discharges but a large volume of activity goes into the decision process.
- There has been an increase in Mental Health Act activity. This increase is marked in Luton and Bedfordshire and may be due to under-use of powers by former providers of mental health services in the area.
- Changes in power to detain have recently come into force. The maximum period for which a patient can be detained is 24 hours (rather than 72 previously). Audit data shows that ELFT has tended not to detain for more than 24 hours, so there may be little change locally.
- The Prime Minister Theresa May has ordered a review of the Mental Health Act in the context of a national rise in the number of detentions and disproportionate rates of detention of people from BME groups. Professor Simon Wessely is writing a report which will be published in spring 2018. Service users and carers are being recruited to provide input to the review. There is an application process with a closing date of 8th January 2018.
- Future organisation of Mental Health Law services is under consideration across North Central London. A scoping exercise is in progress to determine possible benefits from amalgamating services across mental health Trusts.

12.2 The Board **RECEIVED** and **NOTED** the report.

13 Safer Staffing Six Monthly Review of Staffing Levels

13.1 The Board:

- **RECEIVED** the report
- **NOTED** action in progress to ensure that inpatient nurse staffing levels match the needs of patients.
- **NOTED** that action is outstanding with regard to safer staffing in community services.

Action: Lorraine Sunduza

14 Freedom to Speak Up Guardian report

14.1 The Chair welcomed Ade Dosunmu who had taken up the post of 'Freedom to Speak Up Guardian' in October 2017. Ade provided an overview of work already undertaken, and planned. In discussion, the Board noted the following points:

- A good start has been made: Jenny Kay and Sandi Drewett have provided much information and staff have been candid.
- Work is in progress with the Interim Chief Medical Officer and medical groups.
- Speaking up 'ambassadors' will be appointed.
- The recent 'Safer Staffing' conference was very effective in helping staff to think about where they might take concerns.
- Interaction with Unions has been positive.
- Promoting in Trust Communications the function of the Freedom to Speak Up Guardian, her office location and dedicated office hours is likely to be

beneficial.

14.2 The Chair, on behalf of the Board thanked Ade for her excellent start and participation in the meeting with the Secretary of State.

14.3 The Board **RECEIVED** and **NOTED** the report.

15 Reporting Committees

- **People Participation Committee, Confirmed Minutes of meeting held on 15th June 2017**

15.1 The Board **NOTED** the content and assurances included in the above Committee minutes.

16 Any Other Urgent Business

16.1 There was none.

17 Questions from the Public

17.1 Norbert Lieckfeldt, Lead Governor:

Comment: Request that the Board recognise the importance of linking with the Armed Forces network to promote good mental health.

Response: The Board will consider mental health promotion for veterans.

Comment: Request for greater involvement of Staff Governors, for example, they could be approached to support the role of the at the Freedom to Speak Up Guardian Board value and support staff governors.

Response: The Board is committed to valuing and supporting staff governors.

17.2 Keith Williams, Public Governor Luton:

Comment: Keith commended the accurate reflection of issues raised by Ken Batty following his visit to Luton services and further added that IT systems in Bedfordshire and Luton are also lagging behind London.

Question: What are the reasons for the rise of Section 3 Detentions in 2016/17.

Response: The Chief Operating Officer will find out and respond to the query.

18 Dates of Future Meetings:

- Thursday 22 February 2018
- Wednesday 9 May 2018
- Wednesday 23 May 2018 (special meeting to sign off the Annual Accounts)
- Wednesday 11 July 2018
- Wednesday 12 September 2018
- Wednesday 14 November 2018