

## Trust Board of Directors Meeting - Part 1

**DRAFT** Minutes of the Trust Board of Directors meeting held in public on  
Wednesday 12 September 2018 at 14:00 at the Rufus Centre, Flitwick MK45 1AH

<b>Present:</b>	Marie Gabriel	Trust Chair
	Millie Banerjee	Non-Executive Director (part)
	Paul Calaminus	Chief Operating Officer and Deputy Chief Executive London
	Steven Course	Chief Financial Officer and Deputy Chief Executive Bedfordshire & Luton
	Mary Elford	Vice-Chair and Non-Executive Director
	Dr Navina Evans	Chief Executive Officer
	Mason Fitzgerald	Executive Director of Planning & Performance
	Dr Paul Gilluley	Chief Medical Officer
	Paul Hendrick	Non-Executive Director
	Jenny Kay	Non-Executive Director
	Lorraine Sunduza	Chief Nurse
	Robert Taylor	Non-Executive Director
	Dr Mohit Venkataram	Executive Director of Commercial Development & Performance
	Tanya Carter	Director of HR (non-voting)
	Richard Fradgley	Director of Integrated Care (non-voting)
	Dr Amar Shah	Chief Quality Officer (non-voting)
<b>In attendance:</b>	Norris Bullock	SVG Association
	Amit Dixit	NExT Director
	Ade Dosunmu	Freedom to Speak Up Guardian
	Rosemary Eggleton	Public Governor Central Bedfordshire
	Steve Gladwin	Communications Director
	Sandra Goatley	Director of Workforce, Kent & Medway NHS and Social Care Partnership
	David Howitt	Public - Professor in Forensic Science
	Richard Harwin	Health, Safety, Security & Emergency Planning Manager
	Cathy Lilley	Assistant Director of Corporate Governance
	Andrew Ling	Chai, Kent & Medway NHS and Social Care Partnership
	Linda McRoberts	Corporate Minute Taker (minutes)
	Marie Miller	Business Manager
	Kamila Naseoua	SPP for Bedfordshire & Luton
	Jim Patrick	Chairman of WTG Bedford (Patient story only)
	Jas Parmar	Associate Non-Executive Director Bedfordshire & Luton
	Jamu Patel	Public Governor Luton
	Felicity Stocker	Project Lead, Bedfordshire (Patient story only)
	Eileen Taylor	Incoming Non-Executive Director
	Gary Tubb	Associate Non-Executive Director Bedfordshire & Luton
	Ketih Williams	Public Governor Luton
<b>Apologies:</b>	Ken Batty	Non-Executive Director
	Kingsley Peter	Non-Executive Director

*The minutes are produced in the order of the agenda*

## **1 Welcome and apologies for absence**

- 1.1 Marie Gabriel welcomed all to the meeting, and apologies were noted as above.

On behalf of the Board, Marie especially welcomed Amit Dixit, NeXT Non-Executive Director, two new Associate Non-Executive Directors for Bedfordshire & Luton – Jas Parmar and Gary Tubb – and Eileen Taylor who will be joining as a Non-Executive Director from November 2018.

## **2 Declarations of Interests**

- 2.1 The Board's Register of Interests was noted.

## **3 Patient Story: Peer Support and Communication**

- 3.1 Marie Gabriel welcomed Jim Patrick, Chair of the Working Together Group in Bedford.

Jim shared his personal experience of how, following a three year period of crisis, his life was turned around after he had been recommended by his GP to attend the Wellbeing Centre run by the Trust in Bedford. He has since become the Chair of the People Participation Group (PPG) which has grown from a membership of 6 to 42.

Jim spoke about the value of people participation and how communication can help break down stigma. He shared how he was particularly proud of the People Participation (Bedford) magazine that had recently been produced by the PPG. The aim of the magazine is to promote the different opportunities that are available for ELFT service users in Bedford Borough and for those caring for loved ones using ELFT services.

Jim commented on the importance of ensuring that people are informed of the wellbeing services available and in particular that GPs are kept up to date.

- 3.2 The Board noted the following in their discussion:
- The Trust's ambition to increase the number of peer support workers over the next two years
  - The significant support that Felicity Stoker had provided to the Bedford PPG.
- 3.3 The Board congratulated Jim and the Bedford PPG on their success at the recent People Participation Awards
- 3.4 Marie thanked Jim for sharing his inspirational personal story and experiences.

## **4 Minutes of the Previous Meeting held in Public on 11 July 2018**

- 4.1 The minutes of the meeting held on 11 July 2018 were **APPROVED** as a correct record.

## **5 Action Log and Matters Arising from the Minutes**

### **5.1 Action Log**

- **Action 240 Safeguarding Report:** Action log to reflect the concern raised by a Non-Executive Director.

### **5.2 Matters Arising**

There were no matters arising.

## 6 Chair's Report

Marie Gabriel summarised highlights from her report. In discussion, the Board noted:

### 6.1 Council of Governors

- The Council's strategic discussion on the Trust's Anti-Stigma Strategy with a request for Governor input into the next iteration of the Strategy
- The Council unanimously approved the appointments of Aamir Ahmad, Anit Chandara and Eileen Taylor as Non-Executive Directors for a three-year period from 1 November 2018
- Further improvements have been made to the Stakeholder Lunches which help Governors to discharging their dual responsibilities of gathering views and being held to account by their members
- Further consideration will be given to maximising the opportunities for Governor visits to services including where appropriate joint visits with NEDs in order to manage any duplication
- An improvement plan covering communications, service delivery and estates to address concerns raised by Central Bedfordshire Governors and members has been developed following a meeting Central Bedfordshire.

### 6.2 Ten-Year NHS Plan

- The Trust has been invited to participate in the working groups that have been set up to develop the Ten-Year NHS Plan including the Prevention, Personal Responsibility & Health Inequalities Workstream (Chair) and Workforce, Training & Leadership Workstream (CEO)
- The importance of ensuring that the Trust feeds into all Workstreams
- The importance of enabling the engagement and participation of Governors, service users, carers and staff.

6.3 Marie expressed great sadness at the departure of Millie Banerjee, Paul Hendrick and Kingsley Peter who will be leaving their role as Non-Executive Directors of the Trust on 31 October 2018. She thanked each of them for their significant contributions and wished them every success in their new ventures. The Board noted that Millie Banerjee would be supporting the transition of new NEDs to the Finance, Business & Investment Committee and would remain as Chair of this Committee until 31 March 2019.

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

## 7 Chief Executive's Report

Dr Navina Evans highlighted key developments since the last meeting as set out in her report. Key points included:

### 7.1 Service Innovation

The City and Hackney expanded Crisis Service and the opening of the Hope Wall and Mental Health Suite at the Royal London Hospital were strong examples of partnership working.

### 7.2 Renaming ELFT Headquarters in Honour of Dr Robert Dolan

The Trust headquarters in Alie Street is to be renamed in honour of Dr Robert Dolan, former CEO at ELFT from 2006-2016, who sadly passed away soon after he retired. A renaming ceremony is to be held on Friday 5 October 2018 at 2pm.

### 7.3 Green ELFT Campaign

There has been a lot of support for the campaign to reduce the Trust's carbon footprint. The focus has been on saving energy and resources, and does not currently include the

use of water. The Chair advised of some useful information on reducing water usage which was presented at a recent conference.

#### 7.4 **New Director Appointments**

The new appointments of Lorraine Sunduza as Chief Nurse and Tanya Carter as Director of HR.

#### 7.5 **Service Changes**

- The Trust welcomed new members of staff in the City and Hackney Integrated Learning Disabilities Service in July 2018, and the Tower Hamlets Talking Therapies Services on 1 October 2018.
- The Trust also said farewell to Barnet Speech & Language Therapy Services for Children & Young People on 1 September.

#### 7.6 **People Participation Awards**

Recognition of the significant contribution made by the Trust's service users and carers involved in people participation. The Awards were a tribute to their commitment and dedication.

#### 7.7 **Pride 2018**

Over 100 of ELFT staff from the LGBT and staff networks joined the London Pride 2018 procession in an open-topped bus. Staff were touched by the massive support for the NHS received from the crowds.

#### 7.8 **National Speak Up Guardian**

The Trust received very positive feedback on its Freedom to Speak Up work following the visit in August by Dr Henrietta Hughes, the National Guardian.

The Board congratulated Ade Dosunmu, ELFT's FTSU Principal Guardian, on her appointment as the Vice Chair of the London FTSU Group; this would help the Trust with networking and learning from others.

#### 7.9 **Summer Heatwave**

Tribute was paid to the huge efforts made by staff in managing to work steadfastly through the summer heatwave particularly in ensuring the safety of those in their care.

#### 7.10 **Flu Vaccinations Campaign**

The aim this year is for all Trust staff to be vaccinated; however, the CQUIN (Commissioning for Quality & Innovations) target is set at 80% of clinical staff. The campaign will be over a two week period in October and communications materials have been revamped to reflect the importance of vaccinations.

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

### 8. **Quality Report**

8.1 Dr Amar Shah presented the Quality Report, highlighting:

- The programme for supporting readiness for CQC compliance inspection has now been in place for a full year with good engagement across services
- The Trust is about to commence a design process for a ground-breaking service user led accreditation system to replace the service-user led standards audit, which reflects an appetite to raise the bar
- Quality improvement (QI) highlights for this year include:
  - People participation in QI with full partnership working with service users
  - Moving to the next phase of quality control monitoring commencing with violence reduction project

- An improvement in reshaping community services demonstrated by a greater percentage who would recommend services than a year ago – up from 79% to 88%
- 21 teams are involved in the Enjoying Work initiative due to complete in March 2019. The aim is to improve staff satisfaction and wellbeing so that staff are better able to meet the needs of their service users.

8.2 In discussion, the Board noted that:

- Trainee involvement: all nursing students are involved in QI projects during their placement  
Joy at Work initiative: it was too early to comment on the impact of the current cohort of 21 teams in this initiative; an update would be included in the next report to the Board. However, out of the five teams involved in the original pilot, three had seen an improvement
- Improving Access and Flow in Community Services: the importance of ensuring responsiveness was highlighted. It was acknowledged that there are currently challenges with demonstrating results: there is now a focus on how to encourage teams to think differently and to identify innovative ideas to unblock complex flow problems.

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

## 9. Strategic Activity

9.1 Mason Fitzgerald presented the Strategic Activity update. The Board noted:

- A briefing on the Ten-Year Forward Plan would be included in the report to the Board at the November meeting
- The activity across the local health systems as reported under section 3. It is anticipated that the Trust will receive Commissioners' intentions by the end of September; this follows a more collaborative process
- The work continues to develop the Trust's new five-year strategy; a Directorate away-day was held in July which provided an opportunity for Directorates to share the progress with their local plans that are aligned to the strategic priorities

9.2 In discussion, Board noted that:

- The 'strategy on a page' document has been well received particularly as it is in an easily readable format
- The Executive Team learnt about the Bellin approach to delivering high quality integrated care following a visit by Bellin, a large integrated healthcare provider in the US. Integrated care goals will be built into the next appraisal cycle; objectives will be linked to the strategic priorities and include more defined measures that are specific and outcome-based
- Work is taking place with care co-ordinators to help teams understand what physical activities are available within their communities, such as gym facilities, for use by mental health service users. This initiative reflects the Trust's strategic priority of improving population health outcomes and supporting the health of the whole person. This work is also aligned to the activities for promoting the health and wellbeing of staff.
- The Trust should be in a position to access some of the financial resource that is being invested to provide extra help in schools to support girls who self-harm
- The Audit Committee had received an assurance report that the Trust has good financial governance in place relating to cash management and that a number of additional steps would be adopted to strengthen the system of internal control. A review had been undertaken following the report on Barking, Havering and Redbridge University Hospital Trust cash crisis. As a consequence reporting at the Trust will be

strengthened by reporting through the Finance, Business & Investment Committee.

## 10 Integrated Quality and Performance Report

10.1 Mason Fitzgerald presented the report and highlighted:

- The report format is still work in progress; a session on the Trust's quality and performance frameworks and reporting will be included at the Board Development Session in October
- Three issues in relation to performance against national and local indicators: seven-day follow-up; assessments within 28 days; and CPA care plans in date.
- The high performance in the Trust's IAPT services which have significantly exceeded access targets and recovery rate targets.

10.2 In discussion, the Board noted:

- BAF risk 2 failure to effectively engage with local agencies: a gap analysis would be undertaken to identify the effectiveness of the actions being taken by the Trust and identify if there were any risks  
**ACTION: Paul Gilluley**
- Improved value: structure and content of future reports (i.e. aims, actions, progress, impact, challenges, outcomes linked to strategic priorities) is being reviewed to provide more detail and clarity
- The ratings in the NHSI Single Oversight Framework are based on national measures and that more detailed explanations would be provided in the 'current rating' column in future to reflect the actions being taken to mitigate any downward performance and/or retain performance
- The annual plan priorities under 'Improved Patient Experience' included two services that had been highlighted by commissioners – Improving Access to Services in CAMHS due to demand and Psychological Therapies Services because of the long waiting times
- The positive progress with the development of the report, focusing on priorities, any gaps/concerns and how measures are supporting the Trust in achieving its ambitions.

Millie Banajeree left the meeting.

### 10.3 Finance

Steven Course provided an overview of the Trust's financial performance:

- Overall in line with plan, however, there is an underlying year to date net surplus variance of £1.6m
- The use of non-recurrent support and phasing of CRES plans provides a favourable net surplus of £27k but this position is not sustainable
- The cash position remains strong with a cash balance of £76.4m at the end of July
- Income is behind plan by £500k and assumes the Trust fully delivers CQUIN and outcome elements of contracts
- The main reason for the adverse variance is underperformance against non-contract activity and spot purchase income, offset in part by income from associate commissioners and expected performance against the overseas income target
- The Trust's control total is now £12.3m of which £4.1m relates to the recurrent impact of CRES not delivered in 2017/18. CRES schemes totally £10.2m have been identified leaving a £2.1m gap
- The Trust is £1.8m above the agency ceiling (38.7%); the agency risk rating would change from 3 to 4 if the position was to deteriorate and the agency cap is exceeded by 50%. Control of agency expenditure is critical to maintaining an overall Financial Risk Rating of 2 or higher.

In discussion, the Board:

- Noted the Trust is on track for about 50% of the identified savings (£4.5m);
- Noted that efforts are being made to reduce the use of agency staff; however, there are challenges with recruitment particularly in Bedfordshire and Luton where agency staff numbers are still high. There has been some success in reducing the number of agency District Nurses and efforts are being made to recruit agency staff either as permanent staff or on bank
- Acknowledged the financial challenges facing the Trust and that there are some ideas for solutions, some of which are dependent on partners
- Noted that further discussions will take place on financial risk appetite at the October Board Development Session
- Noted that workforce transformation innovative solutions are being reviewed to address staff shortages and to increase productivity
- Noted that the FBIC will review the Trust's financial performance in detail at its meeting September; a detailed report will be provided at the November Board meeting.

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

## 11 Mortality Review Quarterly Update

- 11.1 Dr Paul Gilluley presented the mortality review for the first quarter which provided an analysis of deaths of service users, their investigation, and future plans for monitoring and investigating patient deaths in accordance with national drivers. Key points included:
- A total of 229 deaths of our service users was reported in Q1
  - A structured judgement review tool has been trialled and tailored to meet the needs of our service users and checks whether the deaths were avoidable/preventable
  - Two full-time mortality reviewers, who are trained in this tool, have been employed
  - Initial reviews were mainly of elderly service users in community health services, most of whom had chronic and complex physical health illness. They were usually taken into acute hospitals due to physical deterioration and passed away. There is evidence to show that good quality of care has taken place
  - By next quarter the report will provide more detail including thematic analysis.
- 11.2 In discussion, Board noted:
- The challenges of working with other organisations across the system as guidance requires each organisation to complete its own report
  - The value of sharing good practice and learning across organisations and whether this could be progressed through the STPs/ICS.

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

## 12 Research Plan 2018/19

- 12.1 Dr Paul Gilluley presented the Research Plan for 2018/19 highlighting that the report sets out the strategic plan for the Trust in how it aims to initiate, support and partake in research which directly or indirectly benefits patients and improves the delivery of the overall Trust strategy. In addition, the report shared how the research will be managed and governed.
- 12.2 In discussion, Board noted:
- Some research originates within the Trust and sometimes the Trust is approached by academic bodies
  - The aspiration to develop research relating to the Trust's community health services
  - Research to help better understand the communities the Trust serves is largely a public health issue; Queen Mary's University has commenced the development of a

up a population health department and there may be potential to feed into this research.

12.3 The Board **RECEIVED** and **DISCUSSED** the report.

### **13 Workforce Race Equality Standard (WRES) Report**

13.1 Marie Gabriel declared an interest as she is Chair of the National Workforce & Race Advisory Group.

13.2 Tanya Carter presented the report, which gives an updated action plan for each of the WRES indicators. During discussion Board noted:

- Green ratings on the report indicate improvement on the previous year and amber show indicators that have stayed the same. Concerns persist with disciplinaries and career progression but action was clearly identified against these as part of the developing Equalities, Inclusion and Human Rights plan
- It was clarified that actions on point 8 about discrimination at work are covered by the actions on dignity and respect at work
- Dignity and respect work includes: reviewing policies; appointing accredited mediators; appointing an Associate Director of Organisational Development; launching the Enjoying Work project, and the workforce plan which underpins the workforce strategy
- Discussions had taken place at the Appointments & Remuneration Committee and the Executive Team regarding bullying and harassment following the discussions at the Trust Board in July 2018 on the staff survey results. The intention is to triangulate various intelligence within the Trust and identify outcomes to work towards. The Appointments & Remuneration Committee will have the responsibility of regularly monitoring progress of the programme
- An update report clarifying the key outcomes and key actions to be taken in respect of bullying and harassment to be presented at the November Board meeting.

**ACTION: Tanya Carter**

13.3 The Board **RECEIVED** and **DISCUSSED** the report.

### **14. Health, Safety and Security Annual Report 2017/18**

14.1 Richard Harwin, Health, Safety, Security & Emergency Planning Manager, presented the Health, Safety and Security Annual Report for 2017/18, highlighting the following points:

- There had been an increase in RIDDOR reports (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) with 75 in 2017/18 (compared to 36 in the previous year). This was partly due to a change in process and improved reporting; however, there was also an increase in physical assaults particularly in Tower Hamlets
- Met Police liaison is going well. This is more challenging with Bedfordshire Police; however, joint work was being undertaken on a number of protocols and three training sessions have been organised.

14.2 In discussion, the Board also noted:

- As their employer, the Trust has responsibility for liaison staff who are based in other organisations/sites. The Trust risk assesses their working environment and liaises with the organisation as appropriate. This approach is also taken with staff seconded to the Trust
- The reason for the high number of incidents in Tower Hamlets is largely that there are two intensive care wards. The vast majority of these incidents did not result in injuries; they were verbal abuse incidents.

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

## 15. Reporting Committees Chair Reports

### 15.1 Audit Committee: Chair's Report 16 July 2018 and approved minutes of 23 May 2018

Paul Hendrick, the Chair of the Audit Committee, reported:

- Auditors had completed their external audit opinion for 2017/18 which would be presented to Governors together with a copy of the annual audit letter
- A benchmarking report on GDPR compliance and readiness has been developed by internal audit
- The continued good progress with Counter Fraud with £117k recovered since April 2018
- Assurance was provided that internal controls are in place in relation to cash management procedures at the Trust and a number of additional steps would be adopted to strengthen the system of internal controls. A review had been undertaken following the report by Grant Thornton on the 'cash crisis' at Barking, Havering & Redbridge NHS Trust
- The Committee received a detail report on the new Board Assurance Framework.

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

## 16 Any Other Urgent Business

16.1 There were none previously notified.

## 17 Questions from the Public

17.1 **Question 1:** Concern expressed over the continued stigmatising of mental health which is compounded by traditional treatment methods and 'naming' of conditions. How is the Trust involving patients, carers and families in and at the centre of their recovery?

**Response 1:** Work is underway to have a recovery focus in all services which is driven by a partnership approach. More peer support workers are being introduced. The Trust also has an active People Participation programme and encourages the participation of people with lived experience in transforming services.

17.2 **Question 2:** Request that the report on Health, Safety and Security 2017/18 shows Bedford Borough and Central Bedfordshire as two separate sections.

**Response 2:** It was agreed the report would be amended accordingly.

17.3 **Question 3:** Referring to the discussions on digital transformation and the QI lunchtime presentation a query was raised on whether the Trust has enough diversity of thought from outside the organisation to support with the development of transformational ideas.

**Response 3:** The point was acknowledged and it was explained that the Trust is open to external ideas.

## 18 Dates of Future Trust Board Meetings

- Wednesday 14 November 2018
- Wednesday 9 January 2019
- Wednesday 13 March 2019

The meeting closed at 16:30.