

Trust Board of Directors Meeting - Part 1

DRAFT Minutes of the Trust Board of Directors meeting held in public on Wednesday, 23 May 2019 at 14:00 at the UNISON Centre, 130 Euston Road, London NW1 2AY

Present:	Name	Title
	Marie Gabriel	Trust Chair
	Aamir Ahmad	Non-Executive Director
	Ken Batty	Non-Executive Director
	Paul Calaminus	Chief Operating Officer and Deputy CEO
	Anit Chandarana	Non-Executive Director
	Steven Course	Chief Financial Officer and Deputy CEO
	Mary Elford	Vice-Chair and Non-Executive Director
	Dr Navina Evans	Chief Executive Officer
	Mason Fitzgerald	Executive Director of Planning and Performance
	Dr Paul Gilluley	Chief Medical Officer (part)
	Jenny Kay	Non-Executive Director
	Lorraine Sunduza	Chief Nurse
	Robert Taylor	Non-Executive Director
	Dr Mohit Venkataram	Director of Commercial Development
	Richard Fradgley	Director of Integrated Care (non-voting)
	Dr Amar Shah	Chief Quality Officer (non-voting)

In attendance:

Sher Ali	Health Watch, Tower Hamlets
Roshan Ansari	Public Governor Tower Hamlets
Jemma Ball	Associate Director of HR
Shirley Biro	Public Governor Newham
Jo Blaise	University
David Bridle	Medical Director, London Mental Health
Zoe Dronfield	Public/Trustmarque
Rosemary Eggleton	Public Governor Central Bedfordshire
Janet Flaherty	Head of Communications
Jones Korankye	Executive Assistant
Cathy Lilley	Assistant Director, Corporate Governance
Howard Lindo	Speaker (Patient Story)
Nicki McCoy	Corporate Secretariat Manager
Linda McRoberts	Corporate Minute Taker
Bailey Mitchell	Deputy Borough Director Newham
Janu Patel	Public Governor Luton
Vincent Perry	NELFT
Tenison Rodney	Companion with Howard Lindo
Felicity Stocker	Public Governor Bedford Borough
Hazel Watson	Public Governor Newham
Keith Williams	Public Governor

Apologies:

Tanya Carter	Director of HR
Eileen Taylor	Non-Executive Director

1 Welcome and Apologies for Absence

- 1.1 Marie Gabriel welcomed all to the meeting and in particular Jemma Ball, Associate Director of HR who was standing in for Tanya Carter, Director of HR.

1.2 Apologies were noted as above.

2 Declarations of Interests

2.1 It was noted that Jenny Kay has recently been appointed Non-Executive Director of Spire Healthcare.

3 Patient Story: Learning Disabilities

3.1 Paul Gilluley introduced Howard Lindo to the meeting, explaining that they knew each other from the John Howard Centre.

3.2 Howard shared his experience of the John Howard Centre highlighting:

- His positive experience of working in the café and as a team leader for five years; this had provided him with work experience and had helped build his confidence as well as his develop his skills
- The communication challenges that his learning disabilities brought in being confident to speak up and/or express his feelings
- The importance of help with finding housing for those with learning disabilities
- The challenges of understanding and remembering the different rules which varied in wards at the Centre (e.g. times to be in) which would cause confusion for those with learning difficulties
- The challenges of having a range of people with different needs – people with learning disabilities and those with mental illness – on one ward
- A recommendation that the old people's home which is on the same site as the Centre is separated from the medium secure unit.

Howard described his journey from the Centre where he had been for 11 years to moving to a 24 hour care hostel 10 months ago highlighting:

- How he is enjoying the independence and being able to see his children more often and without limitations
- He is currently enhancing his reading and life skills
- His desire for independent living and ambition to being employed; he is being supported by the hostel to progress this.

3.3 In response to questions by Board members Howard:

- Stressed the need to listen more and think about the individual person so that the care provided is what they need and matters to them
- Commented that consideration should be given to the possible negative impact of medication on an individual's behaviour and personality
- Highlighted the importance of having someone independent to advocate for people; he confirmed his rights had been appropriately explained to him whilst at the Centre
- Stressed that nursing care needs to be compassionate and consistently so
- Explained that his move out of the Centre took months of gradual transition
- Welcomed the opportunity of learning more about peer support and whether this was something that he could be involved in.

Action: Paul Gilluley agreed to explain the peer support workers programme

3.4 On behalf of the Board Marie Gabriel thanked Howard for sharing his powerful and inspiring story.

4 Minutes of the Previous Meeting held in Public on 13 March 2019

4.1 The Minutes of the meeting held in public on 13 March 2019 were **APPROVED** as a correct record.

5 Action Log and Matters Arising from the Minutes

5.1 Progress with the action log was noted. No additional matters were raised.

6 Chair's Report

6.1 Council of Governors

Marie Gabriel provided an overview of the work of the Council highlighting:

- The Council's strategic discussions have focused on population health including integrated care and the progress being made by the Trust in these areas
- The Council has requested that the Board considers:
 - How population health can help the most vulnerable and/or disadvantaged
 - How Brexit may affect staff and patients
 - Work/life balance for staff and focussing on a positive culture
- The impressive individual and collective impact of Governors on the work of the Trust which was presented at the Council's meeting in May.

6.2 Bedfordshire and Luton

As chair of the Bedfordshire and Luton Strategic Development Group, Mary Elford advised of the progress made to date and acknowledged the support provided initially by Steven Course and subsequently by Paul Calaminus. She highlighted that:

- The Group was established by the Board initially to gain assurance on the delivery of the Trust's strategy in the Bedfordshire and Luton area and to provide more of a presence in these locations
- The meetings have provided the opportunity to celebrate some of the good work in the area, for example, the recent opening of The Lighthouse Leighton Buzzard which is a trailblazing new 'safe space' for anyone with mental health concerns
- The Group has taken the opportunity to ensure there is shared learning
- The meetings have enabled discussion about working with partners with a particular focus on Bedfordshire and Luton
- The value of the meeting is under regular review, as it is recognised that it is slightly outside normal governance arrangements. The board therefore agreed that the Group should continue given the assurance and insight it provided the Board and local partners.

6.3 Wolfson House Visit

Aamir Ahmad, Anit Chandarana and Mary Elford visited the low secure forensic unit at Wolfson House recently, meeting staff and service users and visiting the wards. Key points highlighted included:

- The complexity of the pathway for some people leaving the services and the challenges for some to make a successful independent life
- The importance of peer mentoring and if there are more opportunities available
- The link between those on the forensic pathway and the work in population health, particularly around housing and employment
- They were impressed by the team at Wolfson House particularly their passion and positive behaviour, as well as the environment.

In discussion the Board noted:

- Employment opportunities: a pilot project was being led by Lorraine Sunduza and Paul Binfield on employment opportunities for patients leaving forensic services
- Social connections represent a challenge particularly for patients who have been in services for 20 years or more resulting in a fear of the 'outside', and particularly the stigma that they may face. Various initiatives are in place, such as the boxing club, which are helping people to develop new relationships. In addition a QI project on social relationships focusing on patients who have been in services longer than five

- years was under way; progress will be reported in the Quality Report
- Social prescribing is about working with partners on support for people:
 - The Trust has been successful in securing funding for placements for those coming out of services
 - Paul Gilluley will be meeting arts organisations to discuss how they can become involved with the Trust on social prescribing
 - Consideration should be given to how the Trust support people to maintain their wellbeing and how this can be done in partnership with local communities
- Peer support: People Participation Committee to be asked to ensure consistent provision of peer support across the Trust.
Action: Paul Calaminus

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

7 Chief Executive's Report

7.1 Navina Evans presented her report and:

- Welcomed new colleagues in the Bedfordshire Complex Care Team and the Greenhouse GP Practice in City & Hackney
- Expressed her delight with the launch of the Lighthouse in Leighton Buzzard which is a trailblazing new 'safe space' for anyone with mental health concerns and was established in conjunction with service users and carers.

7.2 In discussion the Board was assured that:

- Since April this year all the energy supplies used by the Trust comes from 100% renewable sources
- A communications plan is an integral part of the mobilisation of new services and progress is tracked through the mobilisation programme.

7.3 The Board **RECEIVED**, **DISCUSSED** and **NOTED** the Chief Executive's report.

8. Quality Report

8.1 Amar Shah introduced the Quality Report highlighting:

- The comprehensive internal preparation programme for CQC inspections
- The new process has been helpful for teams in building confidence and ensuring compliance with regulatory standards
- Quality improvement section of the report reflects learning from delivery against the 2018/19 QI plan
- Key themes and emerging opportunities for improvement will form the priorities for the 2019/20 QI plan.

8.2 In discussion the Board:

- Commended the report which was balanced and drew out key concerns and mitigating actions
- Congratulated Amar on the excellent recent service user led QI Conference.

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

9 Staff Experience Report including National Staff Survey 2018

9.1 Jemma Ball, Associate Director of HR, presented the national staff survey results for 2018 and the work being undertaken on improving the experience of staff at the Trust.

Referring to the national staff survey results, Jemma highlighted that:

- 48% of staff responded to the survey
- 54% of all feedback was positive
- The Trust performs comparatively well on engagement compared to other NHS Trusts
- However, bullying and harassment scores are higher than the national average and the plan is to focus improvements on this area including the Respect & Dignity @ Work initiative which is a four-phase project focusing on:
 - Phase 1: A Mile in My Shoes – there are no numbers for attendance at the moment, however, feedback is that it is very helpful
 - Phase 2: Through My Eyes – about ELFT collecting stories from staff
 - Phase 3: Providing managers the feedback from the stories and understanding what managers need to enable them to be a better manager
 - Phase 4: An event to feedback on what is activities and progress
- A platform called 'Go Engage' is being launched which is an engagement tool that pulls together and triangulates much of the Trust's HR data and will enable the Trust to forecast and be proactive.

9.2 In discussion the Board noted:

- The positive feedback to date from the 'A Mile in My Shoes' initiative; an analysis of attendance rates and impact will be undertaken
- The Respect & Dignity @ Work project may result in some uncomfortable but important feedback which may not have straightforward solutions
- The focus will be on real-time improvement rather than a target rate and agreed that a regular agenda item on "how we look after our people" be included on its work plan to provide assurance on the progress with the project
ACTION: Tanya Carter/Paul Calaminus
- The work being undertaken to understand the issues in relation to the high outlier scores. Early intelligence from feedback from staff networks and Freedom to Speak Up Guardian has indicated issues are related to age and to hierarchy/role
- The new approach to appraisals that includes a section for staff to give feedback to managers on what they should stop/start/continue to do, and highlighted the importance of creating the appropriate environment to enable honest feedback
- That the different experiences of groups staff with protected characteristics were being addressed as part of this work
- Jenny Kay noted caution about workforce supply and demand; assurance was provided that the Trust is addressing this by growing its own, looking at new roles that are being established, such as nurse practitioner and advanced practitioner, and offering to pilot initiatives from the NHS People Plan so we can benefit early
- A communications plan is in place which will ensure the 'whole story' is shared with staff.

The Board acknowledged the wide range of initiatives being taken forward to address the continued challenge with bullying and harassment, and to bring about a shift in culture.

9.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

10 Agency Usage Report

- 10.1 Paul Calaminus presented the agency usage for the 2018/19 financial year, highlighting:
- A £19m spend which amounted to 6.6% of the paybill (the same percentage as for 2017/18)
 - Usage is mainly in two areas: District Nursing and Psychiatry in Bedfordshire & Luton
 - Agency usage has been reduced in Paediatrics in Newham; this good practice is now being used in Bedfordshire and Luton
 - City & Hackney and London Mental Health are now fully established demonstrating

- that a consistent approach year after year to recruitment can be effective
- The high rate of vacancies in rotas for junior Doctors which are covered by locums
- The spend of £1.4m on non-clinical staff, 84% of which is on Finance and HR.

10.2 In discussion Board noted:

- The reasons for agency staff usage, primarily to cover vacancies for safe delivery of services and some people choose to work on agency rather than be permanently employed
- The work being undertaken to ensure the quality of agency staff used
- The various actions being taken to address the use of agency including the development of new roles for hard to recruit areas, conversion from agency to permanent/bank, bespoke recruitment campaigns, promoting the Trust as a place to work, flexible working/retire and return/shift patterns, increasing peer support workers, staff retention, etc
- The rate of agency usage was high in Bedfordshire and Luton when the Trust took on mental health and community health services. However, if the current progress on nurse recruitment in Bedfordshire continues, particularly through the links with the universities, it is anticipated it will be fully established in three years
- It is expected the NHS People Plan will set out expectations and support around retention
- The various initiatives to develop our own staff, such as using Nurse Prescribers, re-thinking the need/use of clinical staff, re-designing services, Nurse Apprenticeship programme, employing Advanced Nurse Practitioners and Nurse Consultants as progression routes, etc
- It is not expected that the Trust will breach the target which has been slightly increased this year to take account of the provision of community health services in Bedfordshire; however, this will be closely monitored through the Finance Business and Investment Committee (FBIC) and the mitigating actions through the Board's Appointments and Remuneration Committee.

10.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

11 Strategic Activity

11.1 Mason Fitzgerald presented the Strategic Activity update report.

11.2 In discussion the Board noted that:

- The Trust is now entering year two of its strategy
- Following the recent Board Development Session, a set of priorities and risks for 2019/20 has been drafted
- The Bedfordshire, Luton and Milton Keynes single operating plan will be circulated to Non-Executive Directors.

ACTION: Richard Fradgley

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

12 Integrated Quality and Performance Report

12.1 Quality and Performance

Mason Fitzgerald highlighted key points from the Quality and Performance report which reflected the Trust's four strategic priorities:

- Both smoking rates and staff turnover rates have dropped
- The new standard for people being seen when discharged from hospital reducing from 7 to 3 days will be a challenge
- Second waits will now become a focus.

12.2 In discussion the Board:

- Requested abbreviations are not used and/or are explained
- Noted the 30% increase in the take-up of Skype therapy services has had no negative impact in the effectiveness of therapy and that the Trust offers online services across various services
- Noted the intention for the work on loneliness and employment to be as wide as possible covering both mental health and community health in Bedfordshire and London. Longer term strategy is to also include people with Learning Disabilities
- Noted the incorrect chart had been included in the report on CPA performance; this will be amended
ACTION: Richard Fradgley
- Was assured that monthly performance meetings are held with all Clinical Directorates to review changes in performance and that appropriate action plans are in place
- Requested that future reports include 'hotspots' for indicators that are not being met.
ACTION: Mason Fitzgerald

12.3 Financial Performance

Steven Course presented the key points from the finance report and pointed out that this report had been discussed in detail at the FBIC.

12.4 In discussion the Board noted:

- The figures are consistent with the draft accounts
- The control total was £8.9m
- A PSF bonus was awarded of £3.9m
- Performance against the control total for the financial year was £13.08m
- The overall risk rating is 1 (the lowest risk within the Single Oversight Framework).

The Board commended the efforts in achieving the financial targets and requested that a communication is sent on their behalf to acknowledge and thank all staff.

ACTION: Steven Course

12.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the Integrated Quality and Performance Report.

13. Learning from Deaths – Q4 Report

13.1 Paul Gilluley introduced the report that provided an analysis of service user expected deaths for the three month period January-March 2019 and highlighted:

- There were 307 expected deaths across the Trust
- All expected deaths managed by the Trust's community and mental health services were reviewed under the Structured Judgement Review (SJR) process; of those that died elsewhere, 1 in 4 have been reviewed under the SJR process. No concerns were identified for escalation
- Any unexpected death will go be subject of a full investigation process
- The Trust has commenced reviewing end of life pathways and evidence of preferred plan of care to identify if requests are being followed
- Noted learning themes included natural deaths amongst 40-50 year olds (in one week a 42, 51 and 53 year old all died)
- Actions are in place to reduce the backlog of LeDeR reports.

In discussion, the Board:

- Requested the inclusion of case studies in future reports to complement the quantitative data demonstrate learning/themes as well as the quality of the deaths

ACTION: Paul Gilluley

- Considered the issues raised in the Panorama programme aired recently in relation to the treatment of people with Learning Disabilities and in particular how the Trust ensures the quality of and appropriate care for its Learning Disability Services which comprises of one small in-patient unit in Bedfordshire and the rest of the Trust is community-based services:
 - The Trust is reviewing the use of restrictive practices and segregation as part of the Time to Think initiative particularly for those with learning disabilities, including those who use our mainstream services
 - Ways to support and develop staff in caring and managing people with Learning Disabilities are in place particularly as there is a shortage of staff trained to deal with specific learning disabilities
 - The Trust is reviewing how to minimise the development of the culture demonstrated in the Panorama programme
 - Segregation does not happen in the Trust without either the Chief Nurse and/or Chief Medical Officer being informed
 - Directors of Nursing undertake unannounced quality reviews
 - The Trust has an appointed Clinical Director and Assistant Clinical Director for Learning Disabilities
 - The Trust's Working Together Group supports with openness and transparency
 - As part of the Population Health approach, there is a focus on life expectancy of people with Learning Difficulties
- The Trust has not received any complaints from family members that would result in a SJR; however, some of the investigations have resulted in families raising areas of concern.

13.2 The Board **RECEIVED** and **NOTED** the Learning from Deaths Q4 Report.

14 **Guardian of Safe Working**

14.1 Dr Juliette Brown, Consultant Psychiatrist and Interim Guardian of Safe Working Hours, presented the annual report on the arrangements made to ensure safe working within Junior Doctors contracts as well as the arrangements in place to identify, quantify and remedy any risks in the Trust.

14.2 The Board noted:

- There is a high vacancy rate of about 11% for Junior Doctors; however, the figures for the next rotation are expected to improve
- Exception reporting is increasing; 71% for 2018 and it is currently at 85%
- The qualitative data shows heavy workloads and working over hours in some areas of the Trust; however, exception reports are being used to address these issues
- There have been no fines as there have been no serious breaches
- The Trust is focusing on creating a more supportive environment for Junior Doctors
- The issue in relation to CAMHS rota as included in the report has been now resolved
- It is still believed that there is under-reporting and the more junior the Doctors, the less they are reporting
- Some work is being undertaken nationally through the GMC and BMA for a similar system for nurses in training
- Junior Doctors at the Trust are encouraged to communicate with one another and to report issues.

14.3 Paul Gilluley thanked Juliette for her work, which has resulted in increased reporting.

14.4 The Board, **RECEIVED**, **DISCUSSED** and **NOTED** the report

15 Trust Board Committees

- Audit Committee: Approved minutes 26 November 2018 and Chair's Report 7 January 2019
- Mental Health Act Committee: Approved minutes 4 December 2018 and Chair's report 7 February 2019
- Quality Assurance Committee: Approved minutes 10 December 2018 and Chair's Report 28 February 2019

15.1 The reports were taken as read.

The summary report on the Buurtzorg model will be circulated to NEDs.

ACTION: Richard Fradgley

15.2 The Board **RECEIVED** and **NOTED** the assurance reports.

16 Any Other Urgent Business

16.1 No urgent business had been notified to the Chair.

16. Questions from the Public

16.1 Rosie Eggleton shared feedback about the Lighthouse which recently opened, as reported earlier in the meeting. She read out a letter from a lady about how helpful she had found this centre after 20 years of using various services.

Rosie also shared the Lighthouse logo which had been designed by a service user, and thanked Paul Calaminus and Mary Elford for their support in setting up the centre.

Marie Gabriel thanked Rosie for her feedback and also thanked those involved in the establishment of the Lighthouse.

16.2 Keith Williams asked if the Trust could be involved in re-training or re-skilling people, as the problem is wider than people coming out of forensic services.

David Bridle said it is early days for this project; however, opportunities will be reviewed and the scope for the work will be as wide as possible.

17 Date of the Next Trust Board Meeting:

Thursday 25 July 2019 at 14:00

The meeting closed at 16:50