



With all of us in mind

Minutes of Trust Board meeting held on 14 December 2010

Present:	Joyce Catterick	Chair
	Peter Aspinall	Non-Executive Director
	Ian Black	Deputy Chair
	Bernard Fee	Non-Executive Director
	Jonathan Jones	Non-Executive Director
	Helen Wollaston	Non-Executive Director
	Steven Michael	Chief Executive
	Nisreen Booya	Medical Director
	Alan Davis	Director of Human Resources and Workforce Development
	Alex Farrell	Deputy Chief Executive/Director of Finance
	Gill Green	Acting Director of Nursing, Compliance and Innovation
In attendance:	Anna Basford	District Service Director (Calderdale and Kirklees)
	Adrian Berry	Care Group Director (Forensic Services)
	Tim Breedon	District Service Director (Wakefield)
	Cherrine Hawkins	Acting Director of Finance
	John Nye	Wakefield Local Involvement Network
	Noreen Young	Director of Nursing, Compliance and Innovation
	Bernie Cherriman-Sykes	Board Secretary (author)
Apologies:	Dawn Stephenson	Director of Corporate Development and Constitutional Affairs

TB/10/97 Welcome, introduction and apologies (agenda item 1)

The Chair (JC) welcomed everyone to the meeting and began by noting two departures from Trust Board since the last public meeting. Ruth Unwin, who has been on secondment to Mid-Yorkshire Hospitals NHS Trust since February 2010, has taken up a substantive post with Mid-Yorkshire Hospitals NHS Trust. Terry Dutchburn (TD) left the Trust on 30 November 2010. On behalf of Trust Board, she acknowledged the significant amount of work TD contributed to the organisation, particularly during the Foundation Trust application. His contribution was much appreciated.

The apology, as above, was noted.

TB/10/98 Declarations of interest (agenda item 2)

No declarations of interest were made over and above those received by Trust Board in March 2010 and at subsequent meetings.

TB/10/99 Minutes of and matters arising from Trust Board meetings held on 28 September and 26 October 2010 (agenda item 3)

It was **RESOLVED** to **APPROVE** the minutes of the public session of Trust Board held on 28 September and 26 October 2010 as a true and accurate record of the meetings.

There was one matter arising from the meeting held on 28 September 2010.

TB/10/80a Middleground

Alan Davis (AGD) reported that he had had an initial discussion with Robertson Cooper regarding the potential to market Middleground as a product and will discuss the practicalities of this further in the New Year.

There was one matter arising from the meeting held on 26 October 2010.

TB/10/77 Proceeds from the sale of the St. Luke's site

The Chief Executive (SM) updated Trust Board on the current position. Calderdale and Huddersfield NHS Foundation Trust (CHFT) has confirmed that it is entering into a joint venture partnership for the St. Luke's site. SM will meet with CHFT to discuss further and the Trust is also seeking legal advice on its position.

It was RESOLVED to SUPPORT the Chief Executive to continue negotiations with CHFT.

TB/10/100 Annual General Meeting 28 September 2010 (agenda item 4)

It was RESOLVED to APPROVE the minutes from the Annual General Meeting held on 28 September 2010 to cover the one month in 2009/10 that the Trust was an NHS Trust. There were no matters arising.

TB/10/101 Assurance from Trust Board Committees (agenda item 5)

TB/10/101a Clinical Governance and Clinical Safety Committee 10 November 2010 (item 5.1)

No issues were raised.

TB/10/101b Mental Health Act Committee 22 November 2010 (item 5.2)

Helen Wollaston (HW) reported that the Committee will receive and consider the report from the Care Quality Commission (CQC) following the visit on 2 November 2010 at its next meeting on 1 March 2011.

TB/10/101c Clinical Governance and Clinical Safety Committee terms of reference (item 5.3)

The revised terms of reference were approved.

TB/10/101d Audit Committee annual report 2009/10 (item 5.4)

The Audit Committee annual report for 2009/10 was approved.

It was RESOLVED to RECEIVE the minutes from Trust Board Committees and to APPROVE the revised terms of reference for the Mental Health Act Committee and the Audit Committee annual report for 2009/10.

JC thanked Committee Chairs and members for the excellent work undertaken in Committees to provide assurance to Trust Board and improve the services offered to service users at a time of significant change for the Trust.

TB/10/102 Chief Executive's report (agenda item 6)

Alex Farrell (AF) took Trust Board through the Chief Executive's briefing circulated on 10 December 2010. SM confirmed that the Operating Framework will be published on 15 December 2010. A brief will be sent out to Trust Board although it is expected to reflect the policy direction already published.

TB/10/103 The Trust's approach to quality (agenda item 7)

Trust Board received a presentation from SM on the Quality Academy, its role and remit, and its 'offer' to Business Delivery Units (BDUs) around routine support, improvement and innovation tools, horizon scanning and intelligence, and compliance and regulation.

The following comments were made during the discussion.

- Peter Aspinall (PA) asked whether the Quality Academy would have the necessary commercial skills to support BDUs in evaluating new initiatives. Ann Basford (ABa) responded that the Quality Academy may not have the skills and experience but would know where and how to access skills and experience needed. BDUs would not be held back from identifying, developing and implementing ideas and initiatives by the Quality Academy.
- Bernard Fee (BF) commented that where accountability and responsibility sit between the Quality Academy and BDUs should be clarified. AF responded that this would be clarified through development of the Quality Academy and would be tested through the BDU governance framework.
- JC asked where the resource for the Quality Academy would come from given the change in focus and functions within the Trust, within the current resource envelope. AF responded that the Trust would use people's skills appropriately and more imaginatively and would use contingency funds to access expertise and skills where needed to drive forward projects and change, whilst managing costs and achieving required service improvements. Links would be made to individual and team objectives whilst being mindful that these must be measured in terms of contribution, support and benefit to the objectives of the Trust.
- Ian Black (IB) sought assurance that, whilst a degree of tension between BDUs and the Quality Academy would demonstrate effective working, the existing 'buying groups' (that is, BDUs) would be the right ones in the move to GP commissioning. AF commented that BDUs provide assurance in terms of existing commissioning arrangements and contributed to the success of the bid for Barnsley services. BDUs arranged by district provide an excellent base for moving forward.
- SM commented that current Government policy relating to a highly regulated but competitive environment (linked to 'Any Willing Provider') places emphasis on the Trust being prepared for this and the Quality Academy provides the basis for support.

TB/10/104 Month 7 performance reports 2010/11 (agenda item 8)

TB/10/104a Section 1 – Integrated performance report: strategic overview (agenda item 8.1)

In introducing this item, AF highlighted the development of the next iteration of the performance report. District Directors are working on reporting arrangements that balance the need for a high level, strategic view needed for Trust Board, linked to performance measures, to enable Trust Board to assess performance and identify areas of underperformance with the needs of BDUs in terms of providing a meaningful level of detail for managing and improving performance down to service delivery in wards and teams.

AGD confirmed that the Trust has now met the appraisal target of 80%; however, the sickness target remains red with two hotspots in forensic services and adult service in Wakefield. A targeted approach has been taken in both areas and staff side is supportive of the Trust's approach given its potential affect on delivery and quality of services. The Trust is also undertaking a pilot with Leeds Partnerships NHS Foundation Trust to appoint a Return to Work Practitioner for six months to work with individuals and GP practices to support early return to work.

IB asked for clarification of what is measured under 'service user experience'. Dawn Stephenson (DS) is to be asked to respond to Trust Board by email on her return from leave.

It was noted that 'befriending services' and 'InPAC' remain as red as they are quarterly targets and the Trust is still reporting quarter 2 figures. It was agreed that an explanation of all red areas should be included in the report narrative from the next report. SM suggested that the report narrative should follow the form of the dashboard to make links clearer.

In response to a query from JC, ABa confirmed that plans are in place within BDUs to address issues of recording marital status and significant improvement should be seen by the end of this quarter.

JC will discuss Members' Council involvement in Trust activity with DS and report to the business and risk meeting in January 2011.

TB/10/104b Section 2 – Finance report month 7 2010/11 (agenda item 8.2)

Cherrine Hawkins (CH) reported that the Trust is forecasting an outturn of £3.5 million, which is £1.4 million ahead of plan. This has been revised to take account of the increased rate of underspending and further release of provisions. She confirmed that over £2 million of provisions has been utilised mainly due to dual running costs relating to the re-provision of services at St. Luke's although a number of other provisions have not materialised contributing to the above profile surplus. She also confirmed that there is a £1 million provision for redundancies.

PA asked for assurance on the level of budgetary control, monitoring and ability to extrapolate within the Trust. CH responded that a robust review of the way budgets are set will be undertaken during the annual planning round as this is a recurring issue for the Trust. This will ensure budgets reflect service delivery both in terms of activity and cost. IB asked for complete transparency on provisions and contingencies in budgets for 2011/12 and was assured that this would be the case.

TB/10/104c Section 3 – Exception reports: South Kirklees re-provision of services (agenda item 8.3(i))

ABa confirmed that all moves are due to be completed by the end of this week. The transfer of older people's in-patient beds will now move to early next week for operational reasons.

Celebratory events for staff will be arranged for January 2011 along with opening events for service users, partners and stakeholders. JC thanked all involved for the hard work and commitment to re-providing the services from the St. Luke's site.

HW asked how the Trust would monitor the impact of the moves. ABa responded that the post-project evaluation would take place in January 2011 and will focus particularly on service user feedback on the moves. There will also be a piece of work to demonstrate how co-location has enabled synergies and continued provision of services within the existing resource envelope.

It was RESOLVED to NOTE the report.

TB/10/104d Section 3 – Exception reports: Serious untoward incidents (agenda item 8.3(ii))

Gill Green (GG) took Trust Board through the report and alerted Trust Board to a further incident since the report was written on 3 December 2010 in Pontefract, which is subject to review.

She also confirmed that the Trust has not yet received the report from the Health and Safety Executive following a review of the incident at Newton Lodge in 2009.

As a result of recently published figures, HW asked whether the Trust was taking the lead in any action in relation to the suicide figures for Kirklees. Nisreen Booya (NHB) advised caution in interpreting the figures as different methods of audit are used by PCTs. Work has begun in this area to assimilate methods to enable reliable comparison. Data would be used with more confidence from 2011.

It was RESOLVED to NOTE the report.

TB/10/104e Section 3 – Exception reports: Data quality: current issues and way forward (agenda item 8.3(iii))

AF stressed that the Trust is taking a proactive approach to data quality assurance in advance of guidance from the CQC.

In response to a question from PA, AF confirmed that some issues around the development and improved use of RiO has resulted in targeted work with specific teams where gaps were identified. Currently, the main group identified in this way is medical staff as this impacts on a number of areas of data quality critical to measuring performance. The timeframe for this is four to five months. Significant progress has been achieved with medical staff and stakeholder engagement will identify any further issues so it would be reasonable to take stock as the end of March 2011. The next piece of work will focus on the robustness of the infrastructure and 'future proofing' the Trust's systems. A further report will be made to Trust Board in April 2011.

It was RESOLVED to:

- **NOTE the ongoing work to address data quality on RiO and the current issues; and**
- **APPROVE the recommendations set out in the report.**

TB/10/104f Section 3 – Exception reports: Responsible Officer for Medical Revalidation (agenda item 8.3(iv))

It was RESOLVED to RATIFY the appointment of the Trust's Medical Director as Responsible Officer and to continue to support and resource the

developing and running of the systems and processes necessary to ensure the obligations of this role are met.

TB/10/105 Business Delivery Units (agenda item 9)

Tim Breedon (TB) took Trust Board through the report. AGD reported that the work with Right Management to develop competencies, particularly for Heads of Service and General Managers, is progressing and will be used as a basis for future appointments as well as laying the foundation for services transferring under Transforming Community Services. Positive feedback has been received so far.

SM commented that the BDU model had strengthened the Trust in terms of acquisition of services and it will enable service line reporting, which will be critical to ensuring sustainability and viability over the next few challenging years.

It was RESOLVED to NOTE the report.

TB/10/106 Creative Minds Strategy (agenda item 10)

SM introduced this item and commented that the Strategy forms an integral part of the Trust's approach to enabling people to live life to the full. It will be built into the Trust's service offer in the move towards person-centred services.

HW commented that she would like to see clearer links to the Trust's strategic objectives and the rationale for the Trust adopting this approach included in the Strategy. JC supported this and commented that the Strategy needs to be integral to annual planning with explicit links to the service offer paper prepared by TB.

It was RESOLVED to APPROVE the Creative Minds Strategy.

TB/10/107 Policies for approval (agenda item 11)

TB/10/107a Policy on Policies (agenda item 11.1)

It was RESOLVED to APPROVE the Policy on Policies.

TB/10/107b Health and Safety Policy (agenda item 11.2)

AGD commented that the Policy demonstrates the strong links between health and safety and other areas, particularly clinical governance, which supports his joining the Clinical Governance and Clinical Safety Committee. He also reported that key performance indicators for health and safety are being developed. A checklist will be issued to Directors for BDUs and support services prior to a full audit in January 2011.

This policy is a business critical policy and will need to be in place for services transferring to the Trust under TCS on 1 April 2011.

It was RESOLVED to APPROVE the Health and Safety Policy.

TB/10/107c Complaints Policy (agenda item 11.3)

It was RESOLVED to APPROVE the Complaints Policy.

It was noted that the Policy may need further revision during 2011 as a result of development work around the service user experience.

TB/10/108 Use of Trust seal (agenda item 12)

It was RESOLVED to NOTE the use of the Trust’s seal as outlined in the paper.

TB/10/109 Date and time of next meeting (agenda item 13)

The next public meeting of Trust Board will be held on Tuesday 29 March 2011 in rooms 49/50, Large Mill, Folly Hall, Chapel Hill, Huddersfield,

TB/10/110 Resolution to Exclude the Public and Press

It was RESOLVED that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest. Section 1 (2) Public Bodies (Admission to Meetings) Act 1960

Signed **Date**