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**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF SOUTH STAFFORDSHIRE AND SHROPSHIRE HEALTHCARE NHS FOUNDATION TRUST HELD AT ST GEORGE'S HOSPITAL, STAFFORD AT 1330 HRS ON THURSDAY 24<sup>TH</sup> APRIL 2014**

**1 Present**

Steve Jones	Chairman
Claire Barkley	Medical Director
Alison Bussey	Director of Nursing/Chief Operating Officer
Neil Carr	Chief Executive
Lesley Crawford	Director of Mental Health
Jayne Deaville	Director of Finance and Performance
Steve Grange	Director of Business Development
Ron Hilton	Non Executive Director (Vice Chair)
Howard King	Director of Specialist Services
Greg Moores	Director of Human Resources, Organisational Development and Equalities
Therèsa Moyes	Director of Quality and Clinical Performance
Liz Nicholson	Non Executive Director
Sue Nixon	Non Executive Director
Dr Ian Wilson	Non Executive Director

**2 In Attendance**

Jane Landick	Company Secretary
Mary Davies	Apprentice HCSW, Norbury PICU (Agenda Item 3 and 10.4)
Charlie Wanstall	Apprentice Administrative Assistant, East Wrekin CMHT (Agenda Item 3 and 10.4)
Sarah Appleby	Workforce Development Facilitator (Agenda Item 3 and 10.4)
Jas Kaur	Equality and Community Engagement Coordinator (Agenda Item 10.1)
Cathy Riley	Chief Pharmacist (Agenda Item 10.2)
Graham Riley	Governor Member

**ITEM 1 WELCOME AND INTRODUCTIONS**

- 3 Steve Jones welcomed all present to the meeting.

**ITEM 2 APOLOGIES FOR ABSENCE**

- 4 Paul Bunting, Non Executive Director  
Marina McQuade, Non Executive Director

**ITEM 3 STAFF STORY: APPRENTICES**  
**ITEM 10.4 APPRENTICESHIPS: POSITION REPORT**

- 5 Steve Jones welcomed colleagues from the Apprenticeship Scheme to the meeting to share their stories. The following points were highlighted:
- The availability of different routes into apprenticeship schemes and apprenticeships as opportunities for people of all ages.
  - The focus on work supported by bespoke training

- Apprenticeships as a pathway to further training and career progression
- The role of the team in supporting apprentices through supervision, training, skills development and a general culture of learning and personal development.
- The role of the colleges in supporting apprenticeships and the roles held by individuals like Sarah Appleby in ensuring effective liaison between the apprentices and the colleges.
- The commitment and belief of the apprentices who presented at the Board to the importance of a patient centred focus and approach.
- The strong endorsement of the apprenticeship scheme and the range of benefits to individuals, patients and the Trust.

Comments and questions from Board members centred around:

- The very real and evident enthusiasm of the apprentices for the apprenticeship scheme, the job roles that they had and the support and encouragement of their teams, team leaders and the Trust.
- The values base of the apprentices who presented and the need to challenge traditional models of recruiting to bands 1-4 posts to ensure a values based approach as an essential component and the embedding of supervision and training post within these roles post-recruitment.

Sarah Appleby summarised the content of the position report on apprenticeships which represented a framework for learning. She gave an overview of the range of opportunities and the scope of the schemes on offer including the opportunities which existed to manipulate the framework to suit specific job roles, individuals needs and skills development. She highlighted that the principle aim often expressed by apprentices in undertaking learning and development was not career progression but rather a desire to do their jobs better. It was noted that the target for the number of apprentices set by NHS England had been exceeded in the previous year and that it was anticipated that the current year's target of 88 would also be achieved and exceeded by the year end.

Claire Barkely referred to the success of the aspiring doctors programme and plans to re-run events this year working with schools to inspire wider interest in careers in psychiatry. Sue Nixon referred to the peer recovery workers and opportunities for communication and information about apprenticeship opportunities to be shared at the Service User and Carer Celebration day on 19<sup>th</sup> June 2014, which Sarah Appleby agreed to follow up.

Steve Jones thanked the team for an excellent presentation. The report was received and noted and the Board confirmed its support for the apprenticeship programme and its promotion within the Trust. It was also agreed that the staff awards should include an apprentice of the year award this year.

<b>Action:</b>	Promotion of apprenticeships at Celebration Day (JL) Inclusion of apprenticeship award in staff awards (JL)
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**ITEM 4                    QUESTIONS FROM THE FLOOR**

6                    No questions were submitted.

**ITEM 5                    MINUTES OF THE MEETING HELD ON THURSDAY 24<sup>TH</sup> APRIL 2014**

7                    The minutes of the Board of Directors meeting held on Thursday 24<sup>th</sup> April 2014

were agreed and signed by the Chair as a true and accurate record.

## **ITEM 6 MATTERS ARISING FROM THE 24<sup>TH</sup> APRIL 2014 MINUTES**

- 8 8.1 Vacancy Rate (Page 8, Paragraph 17):** Greg Moores confirmed that this has been discussed at the Trust Management Team meeting on 20<sup>th</sup> May 2014. Steve Grange advised that a workforce plan had been implemented in Facilities and Estates where primarily posts at bands 1-4 had been held arising from uncertainty around shared services contracts. He confirmed that notwithstanding this, there were no impacts on quality of service.

## **ITEM 7 CHIEF EXECUTIVE'S REPORT AND ENVIRONMENTAL SCAN**

- 9** Neil Carr reported on the following events/activities and issues:
- 9.1 Key national guidance and reports during the month were highlighted
  - 9.2 Progress with the review of the local health economy by KPMG and Boston Consulting.
  - 9.3 The dementia pathways and the Shield programme as a way forward for integrated pathways and commercial partnerships, between primary and secondary care. It was agreed that these issues including the future potential for diversification of services would be referred to the Business Development and Investment Committee for review and discussion.
  - 9.4 The five questions which are central to future Care Quality Commission inspections
  - 9.5 The future of mental health services based on national policy direction indicating that the key message for the Trust, the local health economy and the NHS as a whole is to be "bold and radical" and the increasing focus on health economics to drive change.
- 10** The following Board Committee summary reports were presented by the Non Executive Chairs of the committees and were received and noted:
- 10.1 **Quality Governance Committee** (8<sup>th</sup> May 2014): the summary report was received and noted. Therèsa Moyes advised that the Combined Risk Management Report would be presented to the June 2014 Board meeting, having been omitted from the May papers due to an administrative error. Neil Carr referred to the work undertaken to provide greater assurance with respect to DOLS applications and the use of the Mental Capacity Act within the Trust, following the Cheshire West ruling. Improvements were also noted in the application and awareness of the locked door policy and procedures.
  - 10.2 **Senior Leadership Forum** (12<sup>th</sup> May 2013): Neil Carr highlighted the recent senior appointments of Rachel Lucas and Kenny Laing. It was noted that the issue of whistleblowing and the new policy would be included in the forthcoming engagement sessions. Lesley Crawford confirmed two new appointments within the Mental Health Division: Kathryn Rumney, Head of Mental Health Services and Marimoutou Courmarassamy, Inpatient Manager.
  - 10.3 **Audit Committee** (24<sup>th</sup> March 2013): Jayne Deaville highlighted the key points discussed at the March meeting and verbally reported on the discussions at the 23<sup>rd</sup> May 2014 Audit Committee meeting at which the Annual Report and Accounts including the Quality Accounts had been agreed.
  - 10.4 **Finance and Performance** (9<sup>th</sup> May 2014): Jayne Deaville advised that the reference costs submission had been agreed as had the methodology for 2014/15.

## ITEM 8 TRUST ASSURANCE REPORT

- 11 The report was received and noted. Exception reports and comments from Board members were recorded as follows:
- 11.1 **Quality and Clinical Performance:** Therèsa Moyes advised that with the exception of claims, all items on the safety dashboard remained within control limits. She advised that whilst this indicator was flagged as red having exceeded the trigger point, an examination of the individual claims had identified no issues.
  - 11.2 **Finance:** Jayne Deaville reported that the year end position was as reported and in line with the month 11 forecast position.
  - 11.3 **Information Governance:** Jayne Deaville advised that no Freedom of Information (FOI) Act or Access to Records statutory deadline breaches had occurred and highlighted the 111% increase in FOI requests received over 2013/14 compared with the previous 12 months. In response to a question from Steve Jones, Jayne Deaville advised that FOI requests often related to commercial and marketing information but were for a wide range of information and from a wide range of sources. Neil Carr referred to information governance mandatory training and the need to improve compliance.
  - 11.4 **Monitor Targets:** Jayne Deaville advised that the targets continued to be met although the delayed discharge target continued to present an increasing risk that it would not be achieved during 2014/15. Neil Carr referred to the need to consider a bold and radical approach to this, recognising that the issue could only be addressed through an integrated partnership approach to find sustainable solutions. It was agreed that Lesley Crawford and Steve Grange would develop a paper outlining the issues, options and proposed way forward and that this would be presented to the August 2014 Board.
  - 11.5 **Commercial Activity/Business Development:** Steve Grange referred to a report identifying the need for the provision of Post Traumatic Stress Disorder service provision as a particular black spot in the delivery of Veterans' Mental Health Services nationally and action being taken locally by the Veterans' Mental Health Network to address this issue. New market opportunities in youth offending were noted. Steve Grange also commended Neil Carr on his new CEO blog, which had been very well received in terms both its style and content.
  - 11.6 **Mental Health Legislation Quarterly Report:** Jane Landick highlighted the review of compliance with DOLS in light of the Cheshire West ruling and the issues highlighted by the Care Quality Commission following visits during quarter 4 to monitor compliance with the Mental Health Act, which were the subject of detailed review and monitoring within Divisions and through the Mental Health Legislation Committee. In response to a question from Neil Carr about the delays in holding tribunals and managers hearings, Jane Landick advised that this was closely monitored to prevent delays occurring where possible but that the delays reported during the quarter had been for a range of reasons, often without the Trust's control.
  - 11.7 **Human Resources:** Greg Moores noted significantly improved appraisal compliance at 86% particularly in the Mental Health Division. In response to a question from Steve Jones arising from the results of the Staff Opinion Survey, Greg Moores confirmed that action was also being taken to increase the quality as well as the quantity of appraisals, through the Living Our Values

project. Greg Moores also referred to the increase in the vacancy rate from 9.4% to 10.85% at the end of April 2014. He referred to previously referenced discussions at the Trust Management Team where a paper identifying the hotspots had been received. It was noted that the hotspots in the Health Informatics Service and the Forensic Directorate were the result of Management of Change processes and in response to a question from Neil Carr, Howard King confirmed that the issues and impacts were kept under continual review. Alison Bussey referred to the report on safer staffing scheduled for the June 2014 Board meeting which would provide additional assurance and opportunity for monitoring.

- 11.8 **Medical Director:** Claire Barkely presented the infection control report and highlighted improved compliance with mandatory training and ongoing action to address areas of low compliance using a range of solutions.

<b>Action:</b> Improved compliance with Information Governance Mandatory Training (JD)
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**ITEM 9.1 CLINICAL SYSTEM REPLACEMENT PROJECT**

- 12 The update report was received and noted. Jayne Deaville advised that the project remained on track for all scheduled teams to be live by the end of June 2014.

**ITEM 10.1 DIGNITY AND RESPECT ANNUAL REPORT 2013/14**

- 13 Jas Kaur attended the meeting and advised that the report was intended to inform the Trust Board of progress in relation to Dignity and Respect over the course of 2013/14 and to this end, was divided into three key sections, looking back, current performance and looking ahead.

In response to a question from Neil Carr relating to the transition from the responsibility for the dignity and respect agenda passing from the Trust Lead to that of everyone in the organisation, Jas confirmed that there was evidence that progress had been made through embedding responsibilities within Divisions and through the team leader roles, but that there was still much to do. She outlined the role and progress to date of the Dignity and Respect Strategic Group and highlighted the refocusing of the Community Engagement Group. In response to a comment from Sue Nixon about ensuring staff awareness of the need to complete equality impact assessments in advance of policy or strategy development, Jas Kaur advised that improvements in ownership of the completion of equality impact assessments was improving, supported by the new policy and documentation. Sue Nixon also commented on the key role of governor members in ensuring appropriate challenge, through their membership of these groups. Neil Carr commented that the report as presented represented a good news story in terms of the progress made to date, but challenged future reports to include a more robust evidence base and clarity of outcome measures to ensure performance and targets for 2014/15 could be clearly audited and monitored. Greg Moores agreed to progress further debate outside of the meeting to ensure that the non clinical areas of the Trust including corporate and Facilities and Estates were explicitly included in the audit/review processes. Steve Jones highlighted an error in the Community Engagement Model at appendix 1 of the report which showed the Community Engagement Group reporting to the Board instead of the Council of Governors. It was agreed that an update report would be received at the November 2014 Board meeting.

The Board formally approved the 2014/15 Equality Actions and agreed to ask the Human Resources, Organisational Development and Equalities Committee to monitor progress, via the Dignity and Respect Strategic Group.

<b>Action:</b> Evidence base and clarity of outcomes to be included in future review/audit of 2014/15 equality actions for next update report (GM)
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## **ITEM 10.2 THE MEDICINES OPTIMISATION STRATEGY 2013-2018: UPDATE ON WORK PROGRAMME FOR 2013/14**

- 14 Steve Jones commended Cathy Riley's achievement in being highly commended for the Chief Pharmacist of the Year in the recent awards. Claire Barkley also highlighted the significant achievements of the past year in moving from medicines management to medicines optimisation within the Trust. Cathy Riley presented the report and in response to a comment from Steve Jones relating to the specific timeframe for the actions in the strategy implementation plan, confirmed that all actions listed as being "in progress" were scheduled for completion by the year end and gave examples under actions 1.3 and 3.3 to illustrate the part completion of these "in progress" actions. Cathy Riley also summarised the innovative work in progress to develop and test an "app" to support compliance with medication for service users. In response to a question from Therèsa Moyes relating to the decision to develop a new app, instead of using existing apps already available, Cathy Riley advised that the existing products did not meet the Trust's needs. Steve Grange highlighted this initiative as an example of working in partnership with Staffordshire University in its development and the resultant commercial and corporate social responsibility benefits which it was anticipated would emerge from this work. In response to a question from Jayne Deaville, Cathy Riley confirmed that at present the information that the service user inputted was for their own benefit unless they chose to share the information with a clinician, but that ultimately it should be possible with the service user's consent, for the information to be uploaded directly to RiO. Liz Nicholson referred to opportunities and evidence to support the role of medicines optimisation with respect to the use of Community Treatment Orders (CTOs) in terms of improved compliance with medicines, which was highlighted in the recent CTO Thematic Review reported to Quality Governance Committee and the Trust Board. Claire Barkley and Alison Bussey commended the work to embed medicines optimisation in Divisions and Steve Jones paid tribute to the significant achievements in the development of Pharmacy services within the Trust as a particular highlight of his term of office.

The Board agreed that the report as presented, provided assurance of the progress made in implementation of the Medicines Optimisation Strategy for 2014/15.

## **ITEM 10.3 SECURITY MANAGEMENT ANNUAL REPORT 2013/14**

- 15 Therèsa Moyes presented the report which it was noted had been received and discussed at the Audit Committee on 23<sup>rd</sup> May 2014 and at the Quality Governance Committee on 8<sup>th</sup> May 2014. She commended in particular the contribution made by Giles Perry to the national work to develop and test standards for managing security in mental health and learning disability services. She summarised the work in progress to address the single amber rated item in the strategic governance section of the report relating to 'lock down' arrangements including establishing arrangements with key partners and developing site specific standard operating procedures.

The Board formally agreed the report for submission to NHS Protect and to commissioners.

**ITEM 11 ANY OTHER NOTIFIED BUSINESS**

- 16 There was no other business notified.

**ITEM 12 SUMMARY OF DECISIONS MADE AND AGENDA ITEMS FOR THE NEXT MEETING**

- 17 Decisions made were summarised by the Company Secretary as follows:
- Board support for the Apprenticeship Scheme and its promotion within the Trust was confirmed.
  - The 2014/15 equality actions were approved with ongoing monitoring through the Dignity and Respect Strategic Group reporting to the Human Resources, Organisation Development and Equalities Committee
  - Assurance was confirmed with respect to delivery of the Medicines Optimisation Strategy action plan for 2014/15.
  - The Security Management Service Annual Report for 2013/14 was approved for submission to NHS Protect and commissioners.
- 18 The following future agenda items were agreed:
- Delayed discharge: options and proposals – LC/SG (August 2014)

**ITEM 13 DATE AND TIME OF NEXT MEETING**

- 19 The next public Board meeting will take place on Thursday 26<sup>th</sup> June 2014 at **1300 for 1330** in **the Board Room, Trust Headquarters, St George's Hospital, Stafford**