

MINUTES OF THE BOARD MEETING

HELD AT ROOM K2, WILLIAM FARR HOUSE, MYTTON OAK ROAD, SHREWSBURY SY3 8XL

AT 9:30 AM ON THURSDAY 29 SEPTEMBER 2016

PRESENT

Chair and Non-Executive Members (Voting)

| | |
|---------------------|--------------------------|
| Mr. Mike Ridley | (Chairman) |
| Mr. Rolf Levesley | (Vice Chairman) |
| Mr. Peter Phillips | (Non-Executive Director) |
| Mrs. Nuala O’Kane | (Non-Executive Director) |
| Mrs. Jane MacKenzie | (Non-Executive Director) |
| Mr. Steve Jones | (Non-Executive Director) |

Executive Members (Voting)

| | |
|---------------------|--------------------------------------|
| Ms. Jan Ditheridge | (Chief Executive) |
| Dr. Mahadeva Ganesh | (Medical Director) |
| Mrs. Ros Francke | (Director of Finance) |
| Mrs. Mel Duffy | (Director of Strategy) |
| Mr. Steve Gregory | (Director of Nursing and Operations) |

Executive Members (Non voting)

| | |
|------------------|---------------------------------|
| Ms Julie Thornby | (Director of Corporate Affairs) |
|------------------|---------------------------------|

| | |
|-------------------------------------|----------|
| <u>Members of the Public</u> | 2 |
| <u>Press</u> | 0 |
| <u>Observers</u> | 0 |
| <u>Staff</u> | 2 |

In attendance:

| | |
|--------------------------------------|-----------------------------|
| Jo France (for Patient Story) | Head of Nursing and Quality |
|--------------------------------------|-----------------------------|

On behalf of the Board, Mr Ridley welcomed everyone, and reminded them that this was a Trust Board meeting held in public, rather than a public meeting. The agenda invites the public to submit written questions to him in relation to the meetings and he is happy to receive them.

Minute No 2016.5.93 - Apologies (Agenda Item 1)

There were none.

Minute No. 2016.5.94 - Minutes of the Meeting held on 28 July 2016 (Agenda Item 2)

The minutes were agreed as an accurate record

Ms Francke FORMALLY PROPOSED that the Minutes of the Board Meeting of Shropshire Community Health NHS Trust held on 28 July are received and approved as an accurate record. The proposal was SECONDED by Mr Phillips. BOARD MEMBERS UNANIMOUSLY AGREED the proposal.

Minute No. 2016.5.95 – Review of action log (Agenda Item 3)

Members accepted the action log giving an update on actions from the last meeting; all of the actions that were completed or were scheduled for imminent completion could be removed from the log. Further or outstanding action was noted as follows:

July 2016 - Digitisation – Awareness and development session scheduled to take place during the October informal board meeting.

July 2016 – Safe Staffing – Safe Staffing resource not yet complete but it is being updated as per discussions at Quality and Safety Committee.

July 2016 – CQUIN – This issue has been escalated as there have been errors in relation to how the CQUIN for discharge would be calculated. Ms Francke has requested to the CCG that amendments be made; this issue will need to be escalated further if the changes are not made.

July 2016 – Target for Enable opportunities – Ms Thornby said that targets are being set across both general apprenticeships and placements for those finding it harder to find or get back into work (the latter supported by 'Enable'); work to publicise these is ongoing. Targets will be monitored by HR and it is important that these are cascaded to teams.

July 2016 – Back office review - Ms Francke confirmed that an update on this will be considered at the next Resources and Performance Committee.

July 2016 – impact of CQC report on our BAF and risk register, including reviewing our current objectives with no risks attached – Ms Thornby confirmed that this work is taking place now and the Quality and Safety Committee will consider it and then report back to the Board.

Position accepted and actions to be captured in the action log

Minute No. 2016.5.96 - Declarations of Interest (Agenda Item 4)

There were no new declarations of interest.

Position accepted

Minute No. 2016.5.97 - Chairman's Communications (Agenda Item 5)

Mr Ridley highlighted the summary in his report of topics covered in the private section of the July Board meeting, and meetings he had attended. He reported that the last private section of the Board meeting in July focused on the latest position regarding tender opportunities, the need for greater partnership working in the context of our Long Term Financial Model and our Sustainability and Transformation Plans, and initial feedback and actions required following the CQC inspection.

On National Reservists Day Mr Ridley met with one of our staff who is a Reservist and was delighted to meet him and thank him both for his military service and service to the Trust.

Mr Ridley reported on the new staff recognition scheme which has been developed for use in the Trust, and is currently being piloted. The Trust Culture Working Group developed the scheme, led by Jo France, in response to staff survey responses making it clear that staff would appreciate greater recognition. The scheme consists of three ways that staff can be recognised; a personal thank you card, manager award (certificate) and Chairman's award. Mr Ridley said that he would welcome recommendations for the Chairman's award.

In relation to a question about charitable funds, Mr Ridley welcomed non-executives to attend the Charitable Funds committee meeting. Ms O'Kane, who has just joined the Committee, said she was keen that funds are used to add value to the work carried out by the Trust.

Position accepted

Minute No. 2016.5.98 – Non-Executive Directors’ Communications (Agenda Item 6)

Ms O’Kane recently attended a training event relating to safeguarding attended by health visitors and school nurses. The event was useful to share experience and she is confident that staff will be alert to concerns; she particularly praised Julie Harris for her work in this area. Dr Ganesh provided some feedback from a non-regulatory feedback CQC visit to Telford Child Safeguarding, focussing on looked after children. Feedback from the visit is due tomorrow but Dr Ganesh said that generally it was thought the service was satisfactory. The inspection was cross organisational. Our Trust provides a health assessment service to looked - after children who are the responsibility of the local authority. Ms Ditheridge queried if the CQC had been prompted by recent reports of concerns in the Telford area. Dr Ganesh said this could be possible but that we are well advanced with issues in relation to addressing child sexual exploitation in this area. Feedback from the inspection will be considered at the Quality and Safety Committee.

Mr Philips reported that he recently attended an NHS round table event in London, with useful discussions in relation to national issues.

Ms Mackenzie reported that she recently attended a dementia forum meeting; concerns were expressed around the provision of speech and language service to Telford residents. It was noted that this was an important issue for commissioners.

Position accepted

Minute No. 2016.5.99 - Chief Executive’s Report (Agenda Item 7)

Ms Ditheridge reported that NHS Improvement has published the Single Oversight Framework to be implemented from 1 October. Planning Guidance has also been published requiring a 2 year plan submission. Ms Ditheridge welcomed this early publication to allow more time than in previous years for appropriate planning. The CQC inspection summit took place on 9 September and was very well attended by staff, partners and patients. Michelle Athersmith has recently been appointed as the Trust Freedom to Speak Up Guardian and will be commencing her post in early October.

In relation to Meridian, Ms Ditheridge said that Non-executives and staff are welcome to find out more about specific services carrying out work. It was agreed that this could be built into board visits in order that members can talk to relevant staff and hear their views. Regular reports from Meridian will be received and noted by the Quality and Safety Committee and board.

Questions or comments were welcomed. In response to a question from Mr Ridley, it was confirmed that the Freedom to Speak Up Guardian will be working 3 days per week and her progress will be reported to the Quality and Safety Committee.

The board noted the feedback following submission of annual plans for 2016/17 and recognised that there were no surprises contained within it.

Ms Ditheridge thanked Tim Cooper and Tim Ho for their extra contributions following the CQC Quality Summit; they will be written to in order to be formally thanked.

The board noted and accepted the recommendations within the report.

Position accepted

Action: Ms Ditheridge to write to Mr Cooper and Mr Ho to thank them for their extra contributions following the quality summit.

Minute No 2016.5.100 – Quality and Safety (Agenda Item 8.1)

Quality Report

Mr Gregory welcomed any comments on his report. Mr Ridley asked if there were any changes or updates on the CQUINs. Mr Gregory reported that all had been agreed apart from the one outstanding that had already been discussed. Mr Gregory noted that the target set for flu vaccinations was challenging but that the Occupational Health Team had a comprehensive list of staff events and meetings that they are able to attend to offer vaccinations.

In relation to well-led appearing as red within the report, Mr Levesley commented that although this is not positive, actions are being considered in order to target issues related to this. He added that the report has considerably improved; it is much easier to read. Mr Jones commented that there appeared to be a lack of internal recovery plans within the organisation and recognised that there was some duplication of work. Ms Francke agreed that the performance framework will be reviewed and that recovery plans will be focussed on.

Mr Ridley raised an issue around the MSK service. Mr Gregory confirmed that he had been assured that a positive resolution to issues surrounding waiting times should be received imminently. A further issue around Prison dental and 15 weeks waiting times was raised by Mr Ridley. Mr Gregory confirmed that the executive team had visited the prison yesterday and were assured that if urgent tooth pain occurred then this would be urgently addressed. Extra sessions have been provided to address the waiting times, but the board noted that the prison has a large number of young men that have had very little or no previous dental care.

Performance Report:

In relation to performance Ms Francke said that there is now a consequence for failure to achieve access targets, this could be a fine or reduction in transformation funding. The board was asked to note the self-assessment for Board Governance which had been included for information. The Board noted that there is no longer a requirement to submit the self assessment, and many aspects of it dated back to previous preparations for Foundation Trust status. It was agreed that where aspects of it were still relevant, they would be considered in January/February 2017 as part of the annual review by the Board of the “well led” standard.

Position accepted

Action: Julie Thornby to arrange for self-assessment of Board Governance to be updated as part of ‘well-led’ assessment by the Board due in early 2017

Minute No 2016.5.101 – Report from the Quality and Safety Committee (Agenda Item 8.1)

Mr Levesley confirmed that the Quality and Safety Committee discussed the following issues in detail: urgent care plan, well led measures, training in care homes, Legionella outbreak at Whitchurch Community Hospital, TEMS and long waits and the thematic review which will be considered at the committee in December. In relation to Whitchurch Hospital, Ms Duffy added that low levels of Legionella had been recorded but staff and patients had not been exposed to Legionella. Preventative measures are still in place, a series of remedial works have taken place and improvements have been seen. The Trust has commissioned a survey to ensure that we do not have areas of stagnant water and an early report is expected to confirm this.

Position accepted

Minute No 2016.5.102 Report from CQC following inspection- (Agenda Item 8.2)

Mr Gregory presented his report which provides a high level plan on how the Trust is responding to the regulatory improvement notices and the recommended actions from the report. Questions or comments were welcomed. Mr Jones asked when the CQC may visit again; Mr Gregory said this was not clear but that it may be in 12 months' time.

Mr Gregory said that it is important that the actions are broken down to milestones; we will need to be rigorous on timescales in order to achieve these. Mr Ridley asked the board if they are happy to submit the action plan to CQC, subject to a final review and check on the dates and milestones.

Mr Levesley FORMALLY PROPOSED that the action plan be submitted to the CQC by 4th October subject to a review of the timescales and target dates. The proposal was SECONDED by Ms O'Kane. BOARD MEMBERS UNANIMOUSLY AGREED the proposal.

Mr Gregory confirmed that the Trust needs to legally display our rating in all of our buildings and steps are being taken to address this.

Mr Ridley asked that sufficient time be provided at the next Quality and Safety Committee for actions to be discussed in detail. Ms Ditheridge commented that it was important the Board also had its own action plan. Board members agreed this approach and this would be discussed at the next meeting.

Position accepted. Julie Thornby to arrange for the Board to consider its own actions to achieve CQC compliance at the next meeting.

Minute No 2016.5.103 – Update on Junior Doctors industrial action (Agenda Item 8.3)

Dr Ganesh confirmed that the industrial action had been called off but that the Trust would keep plans in place for the future. The Board noted that 4 Junior Doctors work within the Trust but that 3 were employed by Shrewsbury and Telford Hospital NHS Trust and it had been agreed that in the event of strike action, workload would have been shared with Consultants.

Position accepted

Minute No 2016.5.104 – Patient Story

The Board was pleased to welcome Carl and his Mum April to the meeting to share their experiences. Carl was born 20 years ago and has a very rare syndrome, with complex needs and disabilities; he receives care from a number of Trusts and has had over 30 operations. April commented that the care that Carl has received has been very supportive, especially up until the age of 19. April raised some concerns around Wheelchair Services and the length of time it can take to receive the most appropriate equipment or wheelchair repairs for Carl. She commented that there needs to be much more individualised care for patients with complex needs. April suggested that patient passports should be used more effectively in order to meet the needs of patients who may not have family carers.

April commented on the transition of care from children's to adult's services. She said that this is a very important area for patients and their families; there should be more support for those involved during this time. One particular area of concern for April and Carl was the lack of funding towards communication aides for adults; she commented that this equipment was as important to Carl as wheelchair and breathing equipment.

Mr Ridley thanked April and Carl for sharing their story today; he agreed that the transition between children to adult services was vital and that planning for this was important. Ms O’Kane also expressed her thanks adding that it is important to acknowledge the patient/carer expert in care.

The Board noted the story, and was keen to hear how the issues raised had progressed.

Minute No. 2016.5.105 – Transformation Report (Agenda Item 9.1)

Ms Duffy reported that work is continuing on the next iteration of the Sustainability Transformation Plan (STP) due for submission on 21 October. There are challenges to achieving this including the development of the neighbourhood working model and deficit reduction plans. Ms Duffy emphasised that the STP is being developed and updated on a daily basis. The financial plan demonstrates that the health economy can achieve financial sustainability but this doesn’t mean that every organisation will have a break even position.

Ms Duffy requested that the Chairman and Chief Executive be given delegated authority to sign off the plan that will be submitted. The board members agreed the proposal for delegated authority. The activities that need to be completed by the October submission include to articulate resources that need to be available to deliver the neighbourhood model, and what the community bed requirement would be to support neighbourhoods. A range of initiatives to address the deficit reduction have been included but plans to deliver in detail are minimal and there is not a lot of confidence that financial robustness has been achieved. Ms Francke added that all other core health organisations in the STP move from a deficit to surplus in the plan, but this Trust goes from a surplus to a deficit. A key concern is that this appears to be a disinvestment in community services; this was raised as a concern by the STP Board at its meeting yesterday. The STP board agreed that this needs to be addressed urgently. Ms Francke hoped that these issues would be addressed by the October meeting.

Mr Ridley asked how assured Ms Francke was about the financial position. Ms Francke said that there is a huge amount of work to be done so that the outcome can be reliable. She would find it difficult at the moment to be confidently assured. Mr Jones expressed concern that the Trust should not sign up to an STP that puts the Trust in deficit and risks services. Ms Francke acknowledged that financial balance is key and that more work is needed to address this.

The Board accepted the Transformation Report and noted progress.

Mr Jones PROPOSED that Mr Ridley and Ms Ditheridge should have delegated authority to sign off the next iteration of the STP to be submitted by 21 October 2016. Mr Gregory SECONDED THE PROPOSAL. Members unanimously agreed the PROPOSAL.

Minute No. 2016.5.106 – Finance Report (Agenda Item 10.1)

Ms Francke reported that the current financial position of the Trust is on track. There are some significant risks around the delivery of the CIP programme, and this is currently being addressed. The Meridian work needs to deliver recurrent savings.

Discussion took place around the use of agency and recruitment, and the need to avoid additional agency spend occurring in peak holiday times. Mr Jones confirmed that the Resources and Performance Committee used their delegated authority to approve posts to support the implementation of the EPR project.

Mr Ridley asked if there is a risk that the CCG deficit will result in putting this Trust in deficit. Ms Francke said that we are protected by our contracts; anything that may be suggested would need our agreement.

The Board accepted the Report.

Minute No. 2016.5.107 – Report from the Resources and Performance Committee (Agenda Item 10.2)

The Board noted that the most recent meeting had discussed a variety of issues in detail including estates, performance off track and recovery plans in place, transformation funding, slippage on CIP plans, updates on tenders and single oversight work.

Position noted

Minute No. 2016.5.108 – Estates strategy (Agenda Item 10.3)

Ms Duffy presented the estates strategy which aims to provide a range of optimal, fit for purpose facilities across the Trust. The priorities within the strategy include compliance with a range of factors including health and safety, and co- location opportunities with other health and public sector partners. Ms Duffy welcomed the strategy, emphasising that it is a massive improvement from before.

Ms Thornby said that it was encouraging to see accessibility included in the strategy. Mark Donovan is currently working with patients and carers with disabilities to assess the accessibility and user-friendliness of our buildings from a disabled perspective, in the style of 'PLACE' assessments. She welcomed the chance to link in with the estates advisors on this work.

Mr Gregory said that we need to be explicit within the Trust about quality and compliance as this will help us get to a rating of "good."

In response to a question about any risks to the strategy from the STP, Ms Duffy said there would be a strong alignment between the Trust estate strategy and STP estates strategies. A further iteration of this strategy will be presented at the board meeting in November.

Position noted

Action: Further iteration of Estates Strategy to be presented to the Board at the November meeting.

Minute No. 2016.5.109 – Governance Report including Board Assurance Framework (BAF) (Agenda item 10.4)

Ms Thornby reported that identified risks are being reviewed in light of the CQC report, to include risks associated with 'getting to good'. Two risks that the Audit Committee are reviewing were highlighted: first, the risk associated with transformation, and second, the impact from local and national contexts. Both these risks on the Board Assurance Framework have been updated to reflect the STP. The second of these risks has been increased and is now the highest on the framework. The risk rating associated with agency staff has been reduced, due to the Trust being in the target spend set by NHS Improvement.

The board were made aware of the Trust's top three risks which are:

1. Sustainability as an organisation
2. Agency costs
3. Risk to organisation being able to transform given the local context.

Ms Thornby confirmed that the Trust Annual General Meeting is taking place on Thursday 13th October in Telford and all are welcome to attend.

Position accepted

Minute No. 2016.2.110 – Charitable Funds Committee Terms of Reference (Agenda item 10.5)

Ms Francke presented the terms of reference for approval by the board. Members discussed that the terms of reference ask for a minimum of 1 board member to attend each meeting. It was agreed that the terms of reference should be amended to include the trust values and a short paragraph relating to objectives, focus and purpose of the group. The terms of reference will then be brought back to the board for final approval.

Position accepted

Action: Amendments to the terms of reference to be made and then presented at a future meeting for approval.

Minute No. 2016.4.88 – Questions or Comments from Members of the Public (Agenda Item 11)

Mr Ridley welcomed questions or comments from members of the public.

Sylvia Jones from Clunbury Parish Council explained that she had not yet provided details of a patient story she had raised at a previous Board meeting as she now had another case concerning end of life care that she would like to share, and intended to write with details of both. Ms Jones said that she wished to be a critical friend of the Trust and she was keen to be involved in the neighbourhood work. In response to a question from Ms Jones relating to the recent temporary closure of Ludlow MIU due to staff sickness, Ms Ditheridge confirmed that there was nothing more we could do in this situation. The safest action was to temporarily close the unit rather than have inappropriately skilled staff.

Diane Peacock, local Shropshire resident commented that her mother had received excellent district nurse care, but she was concerned that the legal 'directions' that Shropshire CCG is under will have an impact on community health services. She was also concerned that she could see no data about staff retention on the Board papers. Ms Thornby explained that the performance and quality dashboards in the relevant reports do monitor the rate of staff leaving and we benchmark against other Trusts; we also look at who leaves the Trust within 12 months of joining. In relation to the legal directions that Shropshire CCG are under, Ms Ditheridge commented that as our funding flows from commissioners, their financial concerns are inevitably of potential concern to us.

Position noted

Minute No.2016.4.89 – Committee Minutes (Agenda Item 12)

Resources and Performance Committee

- 25 April 2016
- 27 June 2016
- 25 July 2016

Quality and Safety Committee

- 21 July 2016

Charitable Funds Committee

- 13 May 2016

The Board accepted the minutes

Minute No.2016.4.90 – Any Other Business (Agenda Item 13)

There was none.

Minute No.2016.4.91 – Reflections on the meeting (Agenda Item 14)

It was agreed there had been sufficient opportunity at the meeting for detailed discussions and members were happy with the content of the agenda and papers.

Minute No.2016.4.92 – Dates of Future Meetings (Agenda Item 15)

9.30 am – 1.00 pm, Thursday 24 November, Bridgnorth Community Hall

Mr Ridley thanked everyone for attending the meeting.

The following resolution was PROPOSED by Ms Francke and SECONDED by Ms Mackenzie and UNANIMOUSLY SUPPORTED by all Members:

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