

**Meeting of the Oxford Health NHS Foundation Trust**

**Board of Directors**

Minutes of a meeting held on

Wednesday, 30 July 2014 at 09:00

in the Boardroom, Chancellor Court, Corporate Services, Oxford

**Present:**

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| Martin Howell | Chair of Trust |
| Stuart Bell | Chief Executive |
| Ros Alstead | Director of Nursing and Clinical Standards |
| Jonathan Asbridge | Non-Executive Director |
| Mike Bellamy | Non-Executive Director |
| Alyson Coates | Non-Executive Director |
| Sue Dopson | Non-Executive Director |
| Anne Grocock | Non-Executive Director |
| Mike McEnaney | Director of Finance |
| Cedric Scroggs | Non-Executive Director |
| Lyn Williams | Non-Executive Director |
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| **In attendance:** | |
| Justinian Habner | Trust Secretary (Minutes) |
| Mark Hancock | Deputy Medical Director |
| Pauline Scully | Service Director |

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| **BOD**  **95/14**  a  b | **Welcome and Apologies for Absence**  The Chair welcomed members of the public who had attended to observe the meeting. He also welcomed Sir Jonathan Asbridge to his first meeting following his recent appointment as a Non-Executive Director.  Apologies received from Yvonne Taylor, Chief Operating Officer & Clive Meux, Medical Director. |  |
| **BOD 96/14**  a | **Declarations of Interest**  The Board confirmed that interests listed in the Register of Directors’ Interests remained correct. |  |
| **BOD 97/14**  a  b  c  d  e | **Minutes of the Meeting held on 25 June 2014**  The Minutes of the meeting were approved as a true and accurate record, subject to the amendment of typographical errors on pages 2, 3, 4, 5, 6, 7, 8 & 10.  ***Matters Arising***  **BOD 81/14 (b)** – **Service Re-modelling** – the Board noted that the overview of what each Service Directorate covered still needed to be circulated once it had been developed. The Chair said that a simple document was needed that could also be published online.  **BOD 81/14 (f)** – **Crisis Contingency Plan Indicator** – the Director of Finance confirmed that this indicator was measured in the previous year.  **BOD 92/14 (b)** – **Staff Survey** – the Director of Finance said he planned to present these results to Board at a future meeting alongside results of the staff Friends and Family Test.  **BOD 84/14 (f)** – **Evaluation of Re-modelling** – the Chief Executive said he had discussed the idea of the CLAHRC undertaking this evaluation with the management board and thought was being given to doing this evaluation in the future. He noted that the six month review of the changes was now underway. | **YT**  **MMcE** |
| **BOD 98/14**  a  b  c  d  e  f | **Chief Executive’s Report**  The Chief Executive presented his written report which outlined recent national and local issues.  The Chief Executive noted the item on the national tariff and provided an update on the discussions he had been having at a local and national level on the impact the efficiency targets were having on trusts such as Oxford Health NHS FT. The Chair added that he had raised the matter with the FTN too.  The Chief Executive noted his meeting with the Complex Needs Service and said that the Trust was still waiting for a formal response from the commissioner on future funding arrangements.  The Board noted that the adult mental health services ‘most capable provider’ assessment had taken place in the week before the Board meeting; the partners were now waiting to hear the outcome.  The Chief Executive provided an in depth update on the position of the new community hospital in Bicester. He explained that the building had not been finished and, as such, no transfer of services had yet taken place. He said it was disappointing as staff had moved annual leave arrangements to accommodate the proposed move in July. He also provided an update on discussions that had been taking place with NHS Property Services and the OCCG on unresolved issues including the level of rent to be levied. The Board agreed that the Trust would not move into the new building until all outstanding matters had been resolved.  **The Board noted the report and approved the consultant appointment.** |  |
| **BOD 99/14**  a  b | **Update from Council of Governors Meeting**  The Chair provided an oral update on the main items discussed at the most recent Council of Governors meeting. He explained that this was a special meeting for the Council to consider what sub-groups they wished to establish. The Council also appointed Lynda Atkins as the Lead Governor.  **The Board noted the update.** |  |
| **BOD 100/14**  a  b  c  d  e | **Chief Operating Officer’s Report**  On behalf of the Chief Operating Officer, the Service Director presented the report which provided an update on a range of operational matters.  The Chair noted the movement towards treatment at home and asked whether this had consequences for the skill requirements for District Nurses. The Director of Nursing and Clinical Standards said that there were consequences that were being worked through; she said the experiences in mental health of changing the service model to care in the community would be valuable in planning this work. She noted that the biggest issue emerging was recruitment of suitably qualified and experienced staff.  The Board noted the update on the Kingfisher Team and discussed items including how the partnership with police was working and the counselling being made available for victims of sexual abuse. The Board supported the work of this team in tackling child sexual abuse and exploitation.  The Board also discussed the re-modelled services and considered how the integrated teams were working alongside the development of care pathways.  **The Board noted the report.** |  |
| **BOD 101/14**  a  b  c | **Quality and Safety Report**  The Director of Nursing and Clinical Standards presented the report which provided an update on a range of quality and safety matters. She drew attention to the section showing the results of the ‘core questions’ and noted the downward trend in results. She explained that the reasons for this shift were being investigated but it appeared to be due to a range of matters including the number of recent changes and transitions in services; this included the service re-modelling and move into the new Whiteleaf Centre (which impacted the way services were delivered). This trend would be kept under close scrutiny.  The Director of Nursing and Clinical Standards also noted the section on complaints and explained that the high number relating to the Complex Needs Service were due to the proposed changes in commissioning models. Jonathan Asbridge asked if CCGs were responding to these complaints and the Director of Nursing and Clinical Standards said that there had been good engagement with commissioners to ensure complaints were answered. However, until such time as commissioners determined the new funding arrangements it was difficult to resolve the concerns being raised by patients.  **The Board noted the report and welcomed its format and style as being a good way to update the Board with patient experience data.** |  |
| **BOD 102/14**  a  b  c | **Inpatient Safe Staffing**  The Director of Nursing and Clinical Standards presented the report which set out actual nurse staffing levels on each ward against expected levels for the month of June 2014. She reminded the Board that the national requirement was for this information to be published on the 10th of every month; as this was before Board meetings she said that if contentious or worrying information would be published then the Board would be informed out-of-session. She added that work was taking place to see whether the reported staffing levels were having an impact on patient care and experience, especially where levels were lower than planned.  The Director of Nursing and Clinical Standards also added that the results made it clear that solutions on accessing temporary staffing as well addressing recruitment issues were required. The Director of Finance agreed and said that the Finance and Investment Committee had recently approved a new temporary staffing system. The Board discussed the newly agreed system alongside wider recruitment issues and discussed ways to address the emerging gaps. Alongside improving productivity more was required to make the Trust an attractive place to work. A focus on developing current staff into new, more skilled, roles was also required. The Chair said that the issue of recruiting staff was critical and must be the top priority over the coming months. The Director of Finance agreed to update the Board at future meetings on progress being made in this area.  **The Board noted the report.** | **MMcE** |
| **BOD 103/14**  a  b | **Executive and Non-Executive Visits**  The Chair provided an oral update on the proposal that each Non-Executive Director undertakes at least one visit, with an Executive Director, to a service each quarter. He noted a paper was being prepared to ensure the visit system worked smoothly and this included having a template to support feedback following visits. The Director of Nursing and Clinical Standards said the paper would be updated shortly following discussion at an Executive team meeting.  **The Board noted the update.** | **RA** |
| **BOD 104/14**  a  b | **Finance Report**  The Director of Finance presented the report which set out the Trust’s financial position at year-end. The shortfall in delivery of CIPs was noted as well as the Trust being behind plan by £1million. He noted if recruitment continued to be a problem then this would have an impact on agency costs.  **The Board noted the report.** |  |
| **BOD 105/14**  a  b  c  d  e | **Performance Report**  The Director of Finance presented the report which set out the Trust’s performance against a range of indicators including key performance indicators from Monitor and those related to Commissioning for Quality and Innovation payments. He noted the current performance against the Early Intervention target and advised Board that the latest data showed this was being met. He said the internal CPA target was his main area of concern and the Service Director agreed and said services were looking at ways to improve performance here. Lyn Williams welcomed this update but said it was disappointing that the target was being missed and noted that the Board had been looking at this issue for some time now. The Chair agreed and said there needed to be focus on improving results in meeting the CPA target.  Lyn Williams asked what the consequences were of not achieving KPIs and the Director of Finance said that it could result in performance notices and penalties under contract. He added that discussions were taking place with commissioners in cases where the KPIs did not reflect the agreed levels of activities.  Mike Bellamy asked if a CQUIN summary could be provided in future reports.  The Director of Nursing and Clinical Standards said the way the report looked at *Cdiff* results needed to be changed to make it clearer that the focus was avoidable infections.  **The Board noted the report.** | **MMcE** |
| **BOD 106/14**  a  b  c  d  e | **Workforce Performance Report**  The Director of Finance presented the report which set out performance against a range of workforce indicators. He noted that high sickness absence continued to be an issue and also set out the recruitment data which showed a drop in the number of applications being received. The report also set out the first results of the staff Friends and Family Test.  Alyson Coates queried if the 9 per cent vacancy target was still the right one and the Director of Finance explained that it was not a target but an indicator and said that this should be made clearer.  Anne Grocock asked whether there were any lessons from the Children and Young People’s Directorate on how to tackle sickness and related issues (given their good performance). The Service Director outlined her experience in this directorate and explained where lessons could be learned.  The Director of Nursing and Clinical Standards said that the Friends and Family Test results indicated staff were concerned about staffing levels. She said further analysis of this was required to see if the concerns were in particular teams.  **The Board noted the report.** | **MMcE** |
| **BOD 107/14**  a  b | **Annual Plan 2014/15 – Q1 Report**  The Director of Finance presented the report which set out performance against the Trust’s annual plan. The Board welcomed the report’s format and structure.  **The Board noted the report.** |  |
| **BOD 108/14**  a  b | **Board Assurance Framework (BAF) – Q1 Report**  The Chief Executive presented the report which set out position of the BAF at the end of the quarter. The Board noted its recent seminar which had discussed the BAF in detail. In presenting the report he drew attention to 5.1 and said, given the emerging issues relating to recruitment, this risk would be reviewed to ensure it captured this element. As part of this, Anne Grocock asked if thought could be given to how 5.2 linked with 5.1.  **The Board noted the report.** | **MMcE / SB** |
| **BOD 109/14**  a  b | **In-year Submission to Monitor – Q1 2014/15 Report**  The Trust Secretary presented the report which set out the reporting requirements to Monitor and the proposed Q1 submission. He noted that other reports presented to Board, including the finance report and performance report, had provided the data to support the submission proposed.  **The Board approved the report.** |  |
| **BOD 110/14**  a  b  c | **Research and Development Report**  On behalf of the Medical Director, the Deputy Medical Director presented the report which provided an update on a range of R&D matters. The Chair asked if future reports could provide more information on the outcomes of research projects.  The Board discussed how it needed to have a role in deciding R&D areas that would be the focus of grant applications.  **The Board noted the report.** | **CM** |
| **BOD 111/14**  a  b  c  d | **NHS Constitution Compliance Report**  The Director of Nursing and Clinical Standards presented the report which set out an assessment of the Trust’s performance / approach to elements of the NHS Constitution. She said this was the first attempt at developing this report and that, in future, it would be reviewed by the Integrated Governance Committee.  The Board discussed how best this report should be structured and how the assessment should occur. The Board agreed that the Integrated Governance Committee should review this in detail and make recommendations to Board on future reporting.  Alyson Coates asked if further information relating to meeting needs of patients with Learning Disabilities could be provided in future. The Director of Nursing and Clinical Standards agreed to submit a report out-of-session that would provide more assurance on this area.  **The Board noted the report.** | **RA**  **RA** |
| **BOD 112/14**  a  b  c  d | **Minutes from Committees**  ***Finance & Investment Committee – 14 July 2014***  Lyn Williams provided an oral update on the main items discussed and agreed at the last Committee meeting. In particular he noted the approval of the flexible workforce management solution and the discussion around closing the former Tindal Centre and then selling the property.  ***Charitable Funds Committee – 16 July 2014***  Anne Grocock provided an oral update on the main items discussed and agreed at the last Committee meeting. In particular she noted the decision around the funds to be used for stained glass windows in the Sanctuary at the Whiteleaf Centre. The Committee also agreed to fund design work for outside screens near bedroom windows at the Whiteleaf Centre, however the building and installation of these screens should be subject to tender.  Anne Grocock and the Trust Secretary also set out the proposal to appoint Geoff Shepherd as the external member of the Committee. They provided an overview of his background and experience in charities and the Board approved this appointment.  ***Integrated Governance Committee – 24 July 2014***  The Chair provided an oral update on the main items discussed and agreed at the last Committee meeting. In particular he noted the approval of the Trust parking policy; the Director of Finance explained that further work analysing the impact of this policy was now taking place prior to implementation. |  |
| **BOD 113/14**  a | **Charitable Funds Committee Annual Report**  **The Board received and noted the annual report.** |  |
| **BOD 114/14**  a  b | **Oxford Health Charitable Funds Annual Report Accounts**  Anne Grocock presented the report which set out the proposed annual report and accounts of the Oxford Health Charitable Funds. She explained that the Committee had recommended that the Board approve these.  **The Board, acting as Corporate Trustee of the Oxford Health Charitable Funds:-**   * **Noted the auditor’s letter to the management of the Charity.** * **Approved the letter of representation.** * **Approved the annual report and accounts.** |  |
| **BOD 115/14**  a  b | **Charitable Funds Change of Name**  Anne Grocock presented the report which set out the proposal to change the Charity’s name to Oxford Health Charity.  **The Board approved the report and the Charity’s name change.** |  |
| **BOD 116/14**  a  b | **Any Other Business**  ***Remuneration Committee***  Mike Bellamy noted that this Committee had met in the previous month and minutes had been circulated to Non-Executive Directors.  ***Questions from Governors, Members and Others Attending***  The Chair invited questions and comments from those attending and one Governor gave some feedback on a number of issues including work on recruitment, the Trust website and the Dignity Plus work in community hospitals. |  |
|  | The meeting was closed at 12.40  **Date of next meeting:**  **24 September 2014** |  |