

SEPT
MINUTES OF PUBLIC BOARD OF DIRECTORS
PART 1
held on 26 September 2012
in the Basildon Holiday Inn, Basildon, Essex

Members Present:

Lorraine Cabel	Chair
Janet Wood	Vice-Chair/Non-Executive Director
Dr Dawn Hillier	Non-Executive Director
Alison Davis	Non-Executive Director
Steve Currell	Non-Executive Director
Steve Cotter	Non-Executive Director
Randolph Charles	Non-Executive Director
Dr Patrick Geoghegan OBE	Chief Executive/Executive Nurse
Sally Morris	Executive Director of Specialist Services/ Contracts
Amanda Reynolds	Executive Director of Partnerships & Social Care
Andy Brogan	Executive Interim Director of Clinical Governance & Quality
Peter Wadum-Buhl	Executive Director of Strategy & Business Development
Nikki Richardson	Director of Corporate Services/Customer Care
Dr Pauline Roberts	Executive Medical Director
Ray Jennings	Chief Finance officer

Also Present:

Teresa Matthews	Board Secretary
Dr Milind Karale	Deputy Medical Director

Members were reminded of the Trust's vision statement.

Lorraine Cabel welcomed members of the public, Governors and staff for attending.

141/12	APOLOGIES FOR ABSENCE
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Apologies were received from Malcolm McCann & Richard Winter.

142/12 DECLARATIONS OF INTEREST

There were no declarations of interest.

143/12 PRESENTATION BY Dr Reg Race, Quality Health on 2012 National Community Mental Health Service User Survey & Mental Health Inpatient Survey Results***2012 National Community Mental Health Service User Survey Results***

Dr Reg Race presented the results of the above survey which has been in place since 2003 and confirmed that SEPT continue to be one of the top performing Trusts with overall scores very positive. Reg commented that Quality Health are working on a Patient Reported Outcome Measures (PROM) consultation for mental health which should be available later this year.

The Trust's response rate was 31% (250 respondents) with an additional sample which achieved 34% (272 respondents). In relation to differences in performance issues this is similar to Acute Trusts ie differences in social composition, service quality between geographically based teams, differences in composition of CPA register with younger people tending to be critical and women less positive than men.

Reg then explained the percentage of sample on 'new' CPA by Trusts. The higher proportion of people on CPA can impact on the results. The Trust scored well in most areas with some areas of improvement required. The respondent details highlighted a high number of people unable to work because of mental health problems which is higher than the national average. In relation to contact and staff the Trust scored well in relation to last contact with the service in the last month.

The Trust also scored well in the Staff Attitude scores and medications but an improvement could be made in explaining new medication. In relation to co-ordinators and care plans, a high number of service users know who their care co-ordinator is, care reviews scored well and crisis care scores are significantly better than the national average. The overall rating of care in the last 12 months was a good score.

Reg then explained the comparisons with the national data, issues for action and the next steps for the Trust.

Peter Wadum-Buhl was pleased that the Trust has made good progress taking into account the acquisition of Bedfordshire & Luton services but the Regulator did not seem to be taking this into account as part of the results. Reg commented the results are available by localities and this highlights the

significant improvements made in Bedfordshire & Luton. Dr Milind Karale commented it would be useful to have this information so that the Trust can focus on any hot spot areas within localities.

Sally Morris commented it is important to have locality information but advised we are aware of any hot spot areas via mystery shoppers, point of use surveys and other tools and confirmed action is ongoing.

Dr Patrick Geoghegan commented the areas for improvement will be discussed by the Patient Survey Group and action taken to improve these. Patrick requested Malcolm McCann & Richard Winter prepare an update for the January 2013 Board meeting.

Mental Health Inpatient Survey Results 2012

Reg Race reminded the Board this is a voluntary survey and 26 Trusts participated. The Trust's response rate was 25% (103 from a sample of 406) but Reg advised this is heavily influenced by social deprivation and ethnicity and the composition of inpatient discharges.

Reg advised overall the Trust scored well on introduction to the ward with a good score for patients feeling safe during their stay. Dr Patrick Geoghegan raised concern at the number of service users who stated they shared sleeping areas with the opposite sex as there are no shared areas across the Trust. Reg commented this may relate to shared dining areas etc and the detail is available if required.

In relation to the Staff, Psychiatrists scored well but the nursing staff scored below the average. Reg confirmed this is a national picture and therefore there is currently a review on how to use nursing resource in the future being carried out.

In relation to care and treatment the Trust scored above the national average in most areas and also scored well in relation to activities during the evenings and weekends.

The overall rating of care was higher than the national average and the scores have significantly improved in most areas since 2011.

Dawn Hillier commented she was disappointed in the nursing staff score but is aware of the action being taken to address this. Dr Patrick Geoghegan commented this is a national issue but it is also important to remember the Trust sometimes has very complex patients.

Dr Milind Karale commented he was pleased that we scored well with staff being aware of previous care but stated more work needs to be done to improve this.

Dr Patrick Geoghegan supported this but also stated it does depend on perception of patients and not always facts.

Peter Wadum-Buhl commented that the Trust is piloting the net promoter scores within inpatient areas and some of the feedback is highlighting that a proportion of people are ambivalent about being admitted under the Mental Health Act and there is a difference in the scores depending on the population.

Dr Patrick Geoghegan commented the Patient Survey Group will now review the areas for improvement and prepare an action plan to take this forward.

Lorraine Cabel thanked Dr Reg Race for his excellent presentation.

THE BOARD

- 1 **DISCUSSED AND NOTED** the above
- 2 **AGREED** an update on the action plan would be presented to the January 2013 meeting

144/12 MINUTES OF THE last meeting held on 25 July 2012

With minor amendments the minutes of the meeting held on 25 July 2012 were agreed and will be signed by Lorraine Cabel, as an accurate record.

145/12 MATTERS ARISING

i) Notification of changes to Board meetings held in public

Dr Patrick Geoghegan confirmed this has been actioned.

ii) Board Development Session in relation to Financial Plan

Ray Jennings confirmed this took place on 12 September 2012.

iii) Serco/Suffolk Update

Sally Morris updated members on progress with the above contract and recommended to the Board that we proceed with the transfer of services on 1 October 2012. Sally advised there are some outstanding issues but gave assurance these will be addressed by the end of the week.

Dr Patrick Geoghegan commented he was pleased with the robustness of the process and stated this is the beginning of a successful partnership with Serco.

THE BOARD

- 1 **NOTED** that the transfer of staff and services on 30 September in accordance with the contract signed on 13 July 2012

- 2 AGREED to adopt all community and SERCO policies and procedures**
- 3 APPROVED a minor change to the Corporate Health & Safety Policy to include Suffolk staff**

iv) Non NHS Income Group

Dr Patrick Geoghegan confirmed the first meeting of the above group has taken place and the Trust is awaiting further guidance due to be published in October in relation to generating non NHS income.

Patrick requested that Steve Cotter attend future meetings as he has previous experience in this area. This was supported by Board members.

v) Associate Mental Health Act Managers Report

Lorraine Cabel confirmed this will be presented to the October Board meeting.

vi) Ethical Procurement Policy

Randolph Charles asked why the Trust does not have an Ethical Procurement Policy. Ray Jennings commented although there is not a formal policy in place the Trust follows the national agreements and ethical procurement guidance.

Peter Wadum-Buhl commented that most procurement is via national contracts which would follow the ethical procurement process. Ray also confirmed this is outlined in the Trust's Purchasing Strategy which has been previously approved by the Board.

Janet Wood confirmed that as Chair of the Audit Committee she is satisfied that the national framework is followed and tested by the audit programme.

vii) NHS Retirement Fellowship

Amanda Reynolds advised she has not been able to recruit Associate Mental Health Act Managers via the NHS Retirement Fellowship but there are currently 11 applications from other sources and interviews are taking place this week.

Nikki Richardson confirmed that via the HR Department retiring staff are given the opportunity to become an Associate Mental Health Act Manager. Steve Currell confirmed that 4 applicants have been obtained via this process.

Viii) Review of Peterborough/Stamford Report

Ray Jennings confirmed the above review has been completed and presented to the Executive Team. Dr Patrick Geoghegan advised he has arranged for Ray to present this to the Board Development Session on 7 November 2012.

ix Serious Incidents

Andy Brogan confirmed he carried out a presentation to the Council of Governors in relation to Serious Incidents.

146/12 INTEGRATED QUALITY AND PERFORMANCE REPORT

Dr Patrick Geoghegan presented hot spot areas in relation to performance as follows:

% complaints resolved within the agreed timeframe – Patrick advised although the figure has improved since July from 39% to 84% the Trust is still not achieving the target of 95%. Patrick gave assurance the figure is continuing to improve.

South Essex Crisis Team Activity – Patrick confirmed that the South Essex Crisis Teams have provided 199 fewer new episodes of care than the agreed trajectory. Patrick stated this is mainly due to more complex cases and therefore remaining on the caseloads for a longer period of time. This is therefore being reviewed and Sally Morris will raise at future contracting meetings.

Dawn Hillier asked whether this is impacting on the waiting list. Dr Pauline Roberts gave assurance there are no waiting lists in place but referrals have reduced in the Southend locality but face to face contact has increased.

Patrick confirmed it is important that the Commissioners and CCGs review the whole patients pathway and Sally agreed to raise this at contracting meetings.

THE BOARD**1 DISCUSSED and NOTED the above****147/12 FINANCIAL PERFORMANCE**

Ray Jennings presented the financial position as at Month 5 and confirmed the Trust continues to perform well with good cash and working capital balances. There is some overspend on Essex Mental health adult inpatient services has deteriorated slightly this month and will be monitored carefully over the next few months.

Ray confirmed the CIP programme continues to perform well with most schemes on target to deliver the required savings by the end of the financial year. Ray stated there is some slippage which can be covered this financial year and the major schemes are being monitored closely.

Ray advised the reduction in funding relating to the Drug & Alcohol Services in Bedfordshire will need to be resolved with Commissioners and Sally Morris is taking this forward.

Based on current performance the Trust's predicted risk rating is 4. The Trust remains on target to achieve the planned surplus of £3.3m but there is a possibility the final surplus may be higher.

Ray stated that income is over performing compared to budget by £0.7m which relates to other income and other mandatory/non mandatory clinical income. Delegated budgets are underspending by £0.5m. The Trust has spent £1.9m less against the capital plan largely due to timing differences and delays in relation to the Bedfordshire & Luton transformational programme. In relation to the Weller Wing there is funding identified via property sales and leasing of properties. Ray confirmed the Trust is in the process of selling some properties subject to Board approval. Ray also requested that two properties be transferred to non protected assets so that they are available to sell. This was supported by Board members. Dr Milind Karale asked whether the completion of the Bedford Health Village is dependent on the sale of properties. Ray advised the overall investment into the project totals £19m.

Alison Davis commented the overspend within delegated budgets may become more complex when CCGs review expenditure and commissioning intentions. Dr Patrick Geoghegan commented the changing needs of local communities must be taken into account and he has therefore arranged a Board to Board meeting with NHS Bedfordshire and some Executive to Executive meetings with the CCGs to explore this further. Patrick commented it is also important to take into account that there is no mental health tariff.

Dawn Hillier commented she was pleased to see that the inpatient overspend is reducing and that Malcolm McCann is taking action to address this. Dawn asked whether this is being quality impact assessed. Dr Patrick Geoghegan commented this is being actioned but also better management of sickness absence and other action to ensure the overspend is reduced further.

Steve Cotter commented on the use of bank and agency staff and asked if sickness absence is increasing. Nikki Richardson stated sickness absence is not increasing and the Trust is in line with the national position, however, work is being carried looking at hot spot sickness absence areas and taking appropriate action.

Steve Cotter asked whether the Trust is obtaining the best interest on its bank balance. Ray commented this is monitored closely and is the best rate at the current time.

THE BOARD:

- 1 **NOTED Monitor Financial Risk Rating at Month 5**
- 2 **NOTED the Income and Expenditure Account at Month 5**
- 3 **NOTED contract and other income at Month 5**
- 4 **Noted the Cost Improvement Programme at Month 5**
- 5 **Noted the Capital Plan at Month 5**
- 6 **APPROVED the disposal of properties subject to the agreement of Commissioners in respect of protected properties**

149/12 BOARD ASSURANCE FRAMEWORK

Dr Patrick Geoghegan presented the Board Assurance Framework as at September 2012 and updated on the work undertaken to identify potential legacy risks for carrying forward into SEPT's risk management systems from the Suffolk Specialist Services Board Assurance Framework.

Patrick advised that the Executive Team Operational Committee have recommended that the following risk is downgraded and removed from the Framework:

'Acquired services may impact on the organisations ability to maintain and improve results in national patient surveys'

This was supported by Board members.

THE BOARD

- 1 **DISCUSSED and NOTED the above**
- 2 **APPROVED the risks included within the Board Assurance Framework**
- 3 **NOTED the work being undertaken to identify and carry forward potential risks from Suffolk Specialist Services into SEPT risk management systems**

150/12 SUB-COMMITTEES

(i) Executive Team Operational Committee

Dr Patrick Geoghegan presented the minutes of the meetings held on 24 & 31 July, 7, 14, 21 & 28 August and 4 & 11 September 2012.

THE BOARD

- 1 NOTED the minutes of the meetings held on 24 & 31 July, 7, 14, 21 & 28 August and 4 & 11 September 2012**

ii) Audit Committee

Janet Wood presented the minutes of the meetings held on 29 May & 27 June 2012. No issues were raised.

THE BOARD

- 1 NOTED the above minutes of the meetings held on 29 May & 27 June 2012**

(ii) Integrated Governance & Quality Steering Committee

Peter Wadum-Buhl presented a summary of the discussion that took place on 16 August.

Lorraine Cabel advised she was pleased that this Committee is looking at more robust reporting structures and reporting templates which can be used in other sub-committees.

THE BOARD

- 1 NOTED the above**

151/12 TRUST POLICIES

Lorraine Cabel advised members of the public, staff and governors that the Trust Policies are presented to the Board for final approval after going through a robust governance process.

i) Volunteer Policy

Nikki Richardson presented the above policy which has gone through the correct governance process and is in line with national guidance.

Randolph Charles commented he has reviewed this policy in detail which is very comprehensive but requested assurance that volunteers will be covered by public liability insurance. Nikki Richardson confirmed this and wished to put on record her thanks for the input from service users.

THE BOARD

APPROVED the above policy

ii) Copying Letters to Patients Policy

Dr Pauline Roberts presented the above policy which has gone through the correct governance process.

THE BOARD

APPROVED the above policy

iii) Electro Convulsive Policy

Dr Pauline Roberts presented the above policy which has gone through the correct governance process and is in line with national guidance.

THE BOARD

APPROVED the above policy

iv) CCTV

Peter Wadum-Buhl presented the above policy which has gone through the correct governance process and is in line with national guidance.

THE BOARD

APPROVED the above policy

v) Display Screen Equipment

Peter Wadum-Buhl presented the above policy which has gone through the correct governance process and is in line with national guidance.

THE BOARD

APPROVED the above policy

vi) S136

Amanda Reynolds presented the above policy which has gone through the correct governance process and is in line with national guidance.

THE BOARD

APPROVED the above policy

152/12 REPORT FROM TRUST SECRETARY

In Cathy Lilley's absence Dr Patrick Geoghegan presented the Trust Secretary report which updates members on the governance arrangements and gives assurance that the Trust is operating effectively within its Constitution and there are no specific issues requiring the Board's attention.

The report also includes an update on regulation and compliance guidance issued by Monitor and the FTN. Patrick advised members of the new licence agreement and confirmed Ray Jennings will update the Board at a future development session.

Amanda Reynolds updated members on the vacancy for a Social Work Governor. The Trust Secretary has written to all Social Workers regarding this and there has now been four expressions of interest.

Alison Davis commented she noted there is a new 15 step challenge available and asked whether this initiative will be included as part of the productive ward programme. Peter Wadum-Buhl commented this will be reviewed and taken forward where possible but pointed out it is important that this does not create more work for ward staff.

THE BOARD

1 DISCUSSED AND NOTED the above

153/12 SERVICE TRANSFORMATION IMPLEMENTATION UPDATE

Peter Wadum-Buhl updated members on progress to date with the service transformation agenda within mental health services. Peter gave assurance that the Trust is on target for completion within the agreed timescale and clinical, managerial and admin staff are working well together and in collaboration with GPs and Commissioners to take this forward.

Peter confirmed the project looks at the whole patients pathway and how to improve and strengthen services. Peter is now looking at piloting some of the new systems with the new CCGs now in place and Peter and Dr Pauline Roberts Chair a group overseeing the work being taken forward. Some of the projects are being tested at the current time ie liaison roles with primary care. Peter also confirmed a significant amount of enabling work is being carried out and Dr Roberts and Dr Milind Karale are working with senior Consultants to meet with GPs to obtain their views and vision for future services.

Dr Pauline Roberts confirmed there has been good clinical engagement with this project and carers views and primary care views have also been taken into account.

Randolph Charles asked whether the single point of referral currently in place in Essex will be rolled out across the Trust. Peter commented this is in place for mental health services in Essex and the plan is to roll this out in Bedfordshire & Luton mental health and working with clinicians to action this. Peter reminded members the aim is to have an integrated system in place for mental health and community.

Dawn Hillier congratulated Peter Wadum-Buhl and Dr Pauline Roberts for this project and asked whether a completion date has been set. Dr Milind Karale commented it is important the baseline is correct and the model of service

agreed with the next steps being integrating the Community Mental Health Teams. It is therefore difficult to identify a completion date at this stage.

Dr Patrick Geoghegan stated the aim of the project is to improve patient care. Lorraine Cabel commented that as soon as we obtain agreement from CCGs will this be piloted? Dr Pauline Roberts advised this will be piloted but locality based. Peter Wadum-Buhl stated some services are further ahead with implementation and therefore this will be taken into account at the next stage of the project.

Dr Patrick Geoghegan requested an update on progress for each locality/service for the October Board meeting.

THE BOARD

- 1 DISCUSSED and NOTED the above**
- 2 AGREED a briefing would be available for the October Board meeting on progress within localities**

154/12 VOLUNTEER UPDATE

Nikki Richardson updated members on the activity taking place in relation to volunteers and the role of the volunteers within the organisation.

Nikki confirmed a volunteer database has been set up and the management of the service has been transferred to the Corporate Business support workstream

Two events are being held in November with the Chair and Chief Executive to launch the new service and celebrate the role of the volunteers within the organisation. Workshops will also be running for staff on how to use and support volunteers.

Alison Davis particularly welcomed the launch of the volunteer service and advised there are a number of people within Bedfordshire who would be happy to take on this role. Dawn Hillier also advised that the Trust can also link with existing organisations ie dementia buddies, SAVs etc. Nikki commented this will be auctioned by the Corporate Business Support unit.

Patrick also advised the Trust will be looking at using Community Development Workers, ethnic groups to ensure we have volunteers from a wide variety of backgrounds. Amanda Reynolds supported this and advised that the Equality & Diversity Steering Group will monitor this.

Dr Patrick Geoghegan commented a briefing for staff in how to use volunteers is important and Nikki confirmed this is being actioned. Patrick welcomed this and requested an update on progress for the January Board meeting.

THE BOARD

- 1 DISCUSSED and NOTED the above**
- 2 AGREED an update would be available for the January 2013 meeting**

154/12 QUALITY IN THE NEW HEALTH SYSTEM – MAINTAINING AND IMPROVING QUALITY FROM APRIL 2013

Dr Patrick Geoghegan updated members on a recent publication circulated by Sir David Nicholson which sets out the roles of various organisations including the National Quality Board, CQC, healthcare providers and other organisations involved in regulation or delivery of healthcare services.

Patrick stated that quality should be the driver in everything we do and the document sets out clearly the levels of responsibility and accountability.

Patrick recommended this document is incorporated into the work SEPT is taking forward as part of the quality agenda.

Randolph Charles asked how this will fit into the Francis Report due to be published in 2013. Patrick commented a group has already been set up chaired by Andy Brogan to review the proposed recommendations and benchmark the Trust against these. Andy Brogan confirmed this and advised he will prepare an update for the January Board meeting.

THE BOARD

- 1 DISCUSSED AND NOTED the above**
- 2 AGREED that Andy Brogan would update the Board in January 2013 on the proposed recommendations within the Francis Report**

155/12 AMENDMENTS TO THE TRUST CONSTITUTION

In Cathy Lilley's absence Lorraine Cabel presented the above report and advised the changes are in relation to ensuring the Constitution complies with amendments to the NHS Act 2006 that will come into force on 1 October 2012 and takes account of the additional constituency for Suffolk which SEPT will acquire on 1 October 2012.

Dr Patrick Geoghegan advised the Trust will be appointing a public Governor to represent Suffolk with the criteria being they must have an interest in the specialist children's services that we will be providing.

THE BOARD

1 APPROVED the amendments to the Trust Constitution**156/12 AUDIT COMMITTEE CHAIRS ANNUAL REPORT**

Janet Wood presented the Audit Committees Annual Report which summarises the work carried out by the Audit Committee. Janet thanked Andy Brogan for his work in supporting the internal and audits in relation to quality and other Officers within the trust for their support throughout the year.

Steve Cotter commented on the value for money audit on Management Consultants and asked what the outcome of this was. Janet Wood advised assessments were carried out by individuals who use the Management Consultants and no issues were raised.

Peter Wadum-Buhl commented he was pleased with the rag rating relating to the Audit Plan but some of the final dates have passed and they are not rated green. Janet Wood commented this was an error in the report and they should be rated as green as the action has been completed.

Lorraine Cabel thanked Janet Wood for excellent Chairing of the Audit Committee over the past year.

THE BOARD**1 DISCUSSED AND NOTED the above****157/12 USE OF CORPORATE SEAL**

Dr Patrick Geoghegan advised the Corporate Seal has been used on the following occasions since the last meeting:

26 July 2012 – JCT Standard Building Contract – Refurbishment of Limetrees
21 August 2012 – JCT Contract – Heath Close refurbishment

THE BOARD**1 NOTED the above**

158/12 CORRESPONDENCE CIRCULATED TO BOARD MEMBERS SINCE THE LAST MEETING

Lorraine Cabel confirmed correspondence in relation to Chairs action was circulated to Board members.

159/12 NEW RISKS IDENTIFIED THAT REQUIRE ADDING TO THE TRUST RISK REGISTER OR REMOVED FROM THE REGISTER

None.

160/12 QUESTIONS FROM MEMBERS OF THE PUBLIC/STAFF/GOVERNORS

Eileen Greenwood, Governor commented she recently visited Mountnessing Court and requested assurance that the transfer of the patients will take place as soon as possible as building work is commencing. Dr Patrick Geoghegan reminded members that this change of use is in response to the commissioning intentions and the Trust is working with the relatives and offering alternative placements for the remaining patients. Patrick gave assurance that no issues of concern have been raised to date.

161/12 ANY OTHER BUSINESS

Steve Cotter asked whether the Trust has considered working with Forces in Mind helping the veterans. Amanda Reynolds advised work is taking place in exploring with potential partners a proposal to take this forward as part of the volunteer work.

162/12 DATE AND TIME OF NEXT MEETING

The next meeting will take place on 31 October 2012 at 1.30pm at the Epping Hall, St Johns Road, Epping, Essex

Signed Date