

**RATIFIED**

**PUBLIC JOINT BOARD OF DIRECTORS AND COUNCIL OF GOVERNORS  
MEETING - 25<sup>th</sup> FEBRUARY 2013- 1.00 PM, ROOM 1, TRUST HEADQUARTERS**

**Present:**

**Board of Directors**

Alan Maden	-	Chair
Jon Bashford	-	Non Executive Director
Malcolm Cowen	-	Non Executive Director
Terry McDonnell	-	Non Executive Director
Mike Chapman	-	Non Executive Director
Brian Slater	-	Non Executive Director
Mike Chapman	-	Non Executive Director
Bev Humphrey	-	Chief Executive
Ismail Hafeji	-	Director of Finance and IMT
Steve Colgan	-	Medical Director
Gill Green	-	Director of Operations & Nursing
Andrew Maloney	-	Director of HR and Governance
Joe Peers	-	Director of Estates & Facilities
Neil Thwaite	-	Director of Service & Business Development

**Council of Governors**

Fareed Bashir	-	Staff - Medical
Paul Butcher	-	Public - Trafford
Hazel Carter	-	Public - Trafford
Jennifer Carlisle	-	Staff - Clinical
Sue Haworth	-	Public - Bolton
Michael Hulmes	-	Staff – Non Clinical
Eileen Killeen	-	Service User & Carer
Paul Ingham	-	Service User & Carer
Paul Pandolfo	-	Greater Manchester Probation Service
Margaret Riley	-	Service User & Carer
Phil Saxton	-	Public – Other North West
Sylvia Seddon	-	Public - Trafford
Tony Warne	-	Appointed – University of Salford School of Nursing
Rob Beresford	-	Other North West

**In Attendance:**

Steph Neville	-	Head of Corporate Affairs
Nicky Littler	-	Deputy Director of HR
Lance Boyd	-	Communications Web Officer
Andrew O'Mara	-	Communications Officer
Imelda Barrington	-	PA to Chair and CEO

**01/13 APOLOGIES FOR ABSENCE**

Apologies for absence were received from:-

Joe Peers, Director of Estates and Facilities  
 Karen Luker, Non Executive Director  
 Andy Morgan, Bolton – Public  
 Alan Mitchell, Appointed Governor  
 Sally Claydon, Cloughside College  
 Anne Broadhurst, Lead Governor  
 Jonathan Roberts, Staff – Non Clinical  
 Bill Howarth, Staff – Non Clinical  
 Joanne Wilson, Service User & Carer

## **02/13 WELCOME AND INTRODUCTIONS**

The Chair, Alan Maden, welcomed Rob Beresford to his first meeting of the Council of Governors after his appointment as Other North West Governor and also to Nicky Littler, Deputy Director of HR.

## **03/13 DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **04/13 MINUTES OF THE PREVIOUS MEETING**

### (i) BOARD OF DIRECTORS 27<sup>TH</sup> JANUARY 2013

The minutes of the previous Board of Directors meeting held on the 27<sup>TH</sup> January 2013 were agreed as an accurate record.

### (ii) COUNCIL OF GOVERNORS MEETING HELD 17<sup>TH</sup> DECEMBER 2012

The minutes of the previous meeting of the Council of Governors held on the 17<sup>th</sup> December 2012 were agreed as a correct record subject to the amendment that Sue Haworth clarified the Trust's report on the Greenlight toolkit which set the standards for someone with learning disabilities with a dual diagnosis of mental health as well having appropriate access to Mental Health services.

## **05/13 MATTERS ARISING FROM THE PREVIOUS MEETING**

### (i) Schizophrenia Report and Service User Opinion

It was agreed that the recent report should be considered at a future meeting of the Council of Governors following discussion at the Quality Governance Committee and Board of Directors.

## **06/13 NATIONAL CONTEXT AND LOCAL ASPIRATIONS 2013-15**

Bev Humphrey, Chief Executive, outlined discussions that had begun on local aspirations and the national context following the publication of the national commissioning planning document in December 2012. The headlines included:-

- Reduction to all Trusts of contract income
- Inflationary pressures of 2.7%
- Minimum 4% financial efficiencies to be made by all Trusts
- CCG's uplift of 2.3% but with restrictions on surplus and non recurrent investment
- All referrals to be paperless by 2015
- Psychology services to deliver 50% recovery rate.
- CCGs to get quality incentive payments for 4 big indicators including Friends and Family Test for acute trusts only currently.

She explained GMW's financial scenarios in 2012/13 and it was noted that the Trust had delivered CIP of £5 million and had plans for delivering the same target in 2013/14. The meeting was informed of the revenue position which would be challenging but the cash position was healthy and appropriateness of an "unlabelled" generic risk reserve for unseen events was discussed.

Discussion took place over investment of some non-recurrent resources in terms of service user and engagement. Some areas included:-

- Values into Action
- Real time patient and carer feedback
- Service User Innovation Hub (CARE)
- Recovery Academy

Bev Humphrey continued to outline additional investment in clinical quality and infrastructure which included Hospital at Night, Bolton nurse led clinics, dietetics and speech therapy support, pharmacy and IT, business intelligence, PbR and clinical information systems.

The Trust was also reviewing opportunities for income growth through partnerships and joint bids or ventures. Finally, there was an area for potential environmental and quality schemes to provide modern facilities for Woodlands and low secure wards on the Prestwich site.

She explained that the next steps would include an agreement in principle from Board of Directors and Council of Governors and the development of business cases and incorporation in Annual Plan and Capital Programme for the Trust.

The Chair thanked the Chief Executive and Executive Team for the work that had taken place to put the Trust into such a positive position. Tony Warne asked had any thoughts had been given to public health and promotion. Bev Humphrey responded that the developing Local Authority and Health and Wellbeing Boards presented an opportunity to influence health promotion although they are at different stages in development. As a provider, despite the inclusion of the acute trusts on the local authority committees GMW did not have a presence on all Health and Wellbeing Boards. Gill Green, Director of Operations and Nursing, commented on the role of Directors of Public Health and the Trust's Recovery Academy would play a key role and prepare service users to continue work in the community.

Sylvia Seddon commented on the rise in elderly patients and was therefore pleased to see the recognition of the importance of meeting their needs including investment in speech therapy.

Sue Haworth asked a question in relation to Cost Improvement Plans (CIPs) across directorates and it was explained that savings ranged from 0.9 to 7.9% depending on directorates, for example, Alcohol and Drugs Directorate was 0.9 because of the volatility of the market and 7.9% in corporate services to protect front line services. Ismail Hafeji, Director of Finance and IMT added that the Trust had to plan ahead to make efficiency savings which encouraged transparency and ownership of the financial planning processes as the Investment Strategy was dependent upon the deliverability of CIPs. Mike Chapman welcomed the approach to business and financial planning and monitoring. Neil Thwaite and Bev Humphrey asked Governors to be ambassadors in recognising that whilst the public sector economy faced challenges the Trust's prudent financial planning gave opportunities for non-recurrent investment despite recurrent financial challenges.

Tony Warne commented on the Greater Manchester Academic Health Science Network and opportunities for links with the Recovery Academy. Bev Humphrey would continue to welcome links with the Science Network in Mental Health and would explore links with Ian Cummings for engaging with service users and carers.

Jennifer Carlisle commented on the welcome news in relation of low secure wards as part of the capital programme.

Rob Beresford asked a question in relation to the inpatient wards at Bolton and whether they were an asset of GMW despite being on the Royal Bolton site. It was confirmed that they were the property of GMW. However, the Trust was effected by the impact on the Bolton health economy including the local authority reductions in services. However, there was a long history of strong engagement in Bolton but the acute trust was challenging and was difficult to engage with given the lack of seniority at Executive Board level.

The Board and Council of Governors **agreed** the report.

**07/13 FRANCIS REPORT PUBLISHED 6<sup>TH</sup> FEBRUARY 2013**

Bev Humphrey, Chief Executive, introduced the second Francis Report and referred to the Healey Report in 1967 which emphasised the lack of kindness, compassion and basic care which was similar to that found at Mid Staffordshire.

She shared the timeline with the Board and Council of Governors of the investigation from the commissioning of the Inquiry in 2008 to publication of first Robert Francis report in February 2010 which identified that the scope of the first Inquiry as too narrow with the second report finally being published in February 2013.

The Board and Council of Governors noted the four themes of the Inquiry in terms of:-

- Inspection and regulation
- Employee duties
- Authorisation
- Local accountability

The meeting discussed positive assurances at the Trust to ensure that a similar culture could not exist unchallenged at GMW. It was noted that the Trust had Board level assurance, conducts personal and professional accountability with a culture of respect and engagement.

Bev Humphrey posed some questions for the Governors:-

- How as Directors and Governors can we test that we are doing the right things?
- What more can we do to assure ourselves that poor care could not develop or persist “on our watch”?
- What more could we do to ensure that our staff are empowered to take responsibility and pride in their own actions, but have the courage to speak out if care is not good enough?

Jon Bashford commented on the fullness of the existing and performance and compliance monitoring that the Board sees monthly, but asked if the Trust could explore whether there are any pertinent benchmarking indicators available nationally that may give us more context or comparison particularly those that could alert us to “early warning” of deterioration of quality of care or of “hotspots” of poorer care in an otherwise generalised indicator. Neil Thwaite agreed to explore this further in response to the Francis Report, but it was noted that the Government’s response in terms of recommendations relating to the CQC, Monitor and the proposals of a national Inspector of Hospitals may also bring new requirements.

Hazel Carter commented on the importance of the person in charge of wards, which could make the difference between a “good” or “poor” ward. Bev Humphrey responded that the challenge was those pockets of poor care and the important role of staff in drawing attention to any areas of concern. Sylvia Seddon commented on a question in statutory duty of candour where clear and safe path to raise any question or concern.

Gill Green commented on instant feedback and the importance of ward leadership on culture which was a view supported by Rob Beresford who had formerly been an NHS employee and proud of the service he worked in.

Mike Chapman, Non Executive Director, commented on the openness of the culture at the Trust which was helpful in prevention and Malcolm Cowen, Non Executive Director, commented on the development of dashboard and key indicators to help identify areas of concern and potential hotspots.

Brian Slater commented on the flow of complaints outside of the organisation that resulted in the Inquiry and asked whether enough transparency and detail at Board level. Bev Humphrey welcomed the comment and agreed the Board should review as corporate responsibility that area of information to the Board.

The Board and Council of Governors **noted** the Report.

## **08/13 VALUES INTO ACTION**

Andrew Maloney, Director of HR and Governance, introduced the outcome of the Values in Action programme which had been an internal piece of work to introduce and to move to an agreed set of behaviours for staff and had involved service users in their development. He explained that the programme had predated the publication of the Francis Report with workshops which had been held over the past 12 months. Nicky Littler, Deputy Director of HR, explained the process of engagement in detail which was involved with staff and service users with joint facilitation from UACT representatives and the HR Department.

The next steps were outlined and it was noted that the initiative would officially launch in April 2013 and integrating behaviours as part of the appraisal process.

The Joint meeting **noted** the development of the Values into Action

## **09/13 DEVELOPING THE QUALITY ACCOUNT 2013/14**

Neil Thwaite, Director of Service and Business Development, presented the paper which described the process for developing the Quality Account for 2013/14. Sue Haworth asked that the second improvement area include reference to wider stakeholders in area of dual diagnosis and would suggest alternative wording to strengthen the priority.

The joint meeting **approved** the development of the Quality Account 2013/14.

## **10/13 DIRECTORS ANNUAL APPRAISAL**

Andrew Maloney, Director of HR and Governance, presented a paper on the Directors and Chairs appraisal process which had been revised into a reflective annual appraisal process with individual ownership by Directors.

The Council of Governors **approved** the paper.

## **11/13 PERFORMANCE REPORT**

Neil Thwaite, Director of Service and Business Development presented the Performance Report and drew members attention to the summary which showed a very positive position overall.

The Council of Governors **noted** the Performance Report

## **12/13 CHAIRS REPORT**

The Council of Governors **noted** the Chairs Report.

## **13/13 ANY OTHER BUSINESS**

There were not issues of any other business.

## **14/13 DATE AND TIME OF NEXT MEETING**

The dates and times of the next meetings of the Board of Directors and Council of Governors were:-

Board of Directors 25<sup>th</sup> March 2013, 1.00 pm, Room 1, Trust Headquarters  
Council of Governors, 16th April 2013, 10.00 am, Room 1, Trust Headquarters

## **15/13 RESOLUTION**

The Board was invited to adopt the following:

“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) of the Public Bodies (Admission to Meetings) Act 1960).