

LEEDS AND YORK PARTNERSHIP NHS FOUNDATION TRUST

**Minutes of the Public Meeting of the Board of Directors
held on Thursday 28 November 2019 at 9:30 am
in Denim Room, Cloth Hall Court, Quebec Street, Leeds, LS1 2HA**

Board Members

Apologies

Prof S Proctor	Chair of the Trust
Prof J Baker	Non-executive Director
Mrs J Forster Adams	Chief Operating Officer
Miss H Grantham	Non-executive Director
Mrs D Hanwell	Chief Financial Officer and Deputy Chief Executive
Mrs C Holmes	Director of Organisational Development and Workforce
Dr C Kenwood	Medical Director
Mr A Marran	Non-executive Director
Dr S Munro	Chief Executive
Mrs M Sentamu	Non-executive Director
Mrs S White	Non-executive Director (Deputy Chair of the Trust)
Mrs C Woffendin	Director of Nursing, Quality and Professions
Mr M Wright	Non-executive Director (Senior Independent Director)

All members of the Board have full voting rights

In attendance

Mrs C Hill Associate Director for Corporate Governance / Trust Board Secretary
Seven members of the public (two of whom were members of the Council of Governors)

Action

19/155

Prof Proctor opened the public meeting at 9.30 am and welcomed everyone.

Sharing Stories (agenda item 1)

Paul Frazer who is a service user gave his personal story about his experience of mental ill-health and of mental health services over the years. He outlined some of the bad experiences he had had and also some of the very positive experiences and how these had helped him to recover and gain confidence and skills that had allowed him to help and support others.

Mr Frazer talked about the help he had received from Leeds City Council to set up a social enterprise which was able to provide support and training with a view to people gaining employment. Mr Frazer talked about the value of the Leeds Recovery College and outlined his ambition to ensure the provision of IT resources, training and skills for people on in-patient wards to help support their recovery.

Dr Munro thanked Mr Frazer for his story. She also noted the work that he was involved in within the Trust, in particular his aim to promote access for service users to gain IT skills. She agreed that the Trust would look at what

more can be done to support him and the work of the Leeds City College in developing courses within the Recovery College programme.

Mrs White noted that the Board receives performance data on the number of service users who are in employment and asked what more the Board could do to increase this number. Mr Frazer outlined some of the barriers that people encounter but suggested that being involved in the Trust's volunteering scheme could be a good way into full employment.

The Board thanked Mr Frazer for his powerful and inspiring story.

On behalf of the Board, Prof Proctor **thanked** Mr Frazer for attending the Board to share his story.

19/156 Apologies for absence (agenda item 2)

There were no apologies received.

19/157 Declaration of interests for directors and any declared conflicts of interest in respect of agenda items (agenda item 3)

The Board noted there were no changes to directors' declarations of interests. It was also noted that no director at the meeting had advised of any conflict of interest in relation to any agenda item.

19/158 Minutes of the previous meeting held on 28 September 2019 (agenda item 4)

The minutes of the meeting held on 28 September 2019 were **received** and **agreed** as an accurate record and were signed by the Chair.

19/159 Matters arising (agenda item 5)

The Board **noted** that there were no matters arising that were not either on the agenda or on the action log.

19/160 Actions outstanding from the public meetings of the Board of Directors (agenda item 6)

Prof Proctor presented the action log which showed those actions previously agreed by the Board in relation to the public meetings, those that had been completed and those that were still outstanding. The Board discussed the actions.

With regard to the visit by Ruth May, Mrs Woffendin noted that this would be linked into a regional visit which Ms May was carrying out later in 2020 and noted that the date for this would be circulated when it was known.

The Board **received** a log of the actions. It **noted** the details, the timescales and progress.

19/161 Chief Executive's report (agenda item 7)

Dr Munro presented the Chief Executive's Report. In particular she drew attention to the work being carried out by the Culture Collaborative noting that this was being progressed through discussion sessions and an on-line platform to engage with staff and gain their views and ideas relating to the culture of the organisation.

Mrs White asked about the Mental Health Strategy that was being developed by the Leeds Health and Wellbeing Board and whether the Trust was linked into this work. Dr Munro noted that the strategy doesn't reference complex mental health services and that the Trust continues to highlight where this needs to be strengthened in regard to both the Mental Health Strategy and also the Leeds Plan. The Board noted the progress and that there was more work to be done before this is signed off.

Prof Proctor noted the work being done by Adam Maher, Linda Rose and Dr Sharon Nightingale in relation to the positive practice review of the education and training provision within the Trust and asked that a letter of thanks to be sent to them on behalf of the Board.

CH / SP

The Board **received** and **noted** the report from the Chief Executive.

19/162 Freedom to Speak up Guardian (FTSuG) Report (agenda item 21)

Mr Verity presented the half-year Freedom to Speak up Guardian Report and drew attention to the main points it detailed. Mrs Sentamu asked about the key themes that had been raised by admin staff. He indicated that these had, in the main, been around the impact on staff of the service redesign but that as the changes become more embedded he was seeing issues around this reducing.

It was also noted that the guardian worked with a number of staff groups and Mrs Sentamu asked whether he engaged with BAME groups or the Rainbow Alliance. Mr Verity noted that he works with the Equality and Inclusion Group and there were representatives from both these areas on that group. He also noted that there were a number of Health and Wellbeing Advisors and that these were representative of all groups of staff.

Mr Wright noted that he meets with the Freedom to Speak up Guardian on a regular basis and was assured of the work Mr Verity carries out as part of his role. He also noted that evidence of the effectiveness of the FTSuG was also gained through the staff survey and he noted that staff had indicated that they were happy to speak with the guardian. In addition to this Mrs Holmes thanked Mr Verity for his commitment to the role and the dedicated

way in which he supports staff who have raised a concern.

The Board **received** the report from the Freedom to Speak up Guardian and **noted** the content.

19/163

Report from the Chair of the Audit Committee for the meeting held on 24 October 2019 (agenda item 8)

Mr Wright presented the report as the Chair of the Audit Committee and outlined the main points detailed in the paper. In particular he noted that there had been a report on the actions being taken to address the recommendations in the Liaison Psychiatry audit report which the committee had been assured on. In addition Mr Wright noted that there had been an increase in performance relating to the receipt of management responses relating to audit report recommendations and he thanked managers for this.

The Board **received** the report the Chair of the Audit Committee and **noted** the matters raised.

19/164

Ratification of the Terms of Reference for the Audit Committee (agenda item 8.1)

The Board **ratified** the changes made to the Terms of Reference for the Audit Committee.

19/165

Report from the Chair of the Workforce Committee for the meetings held on 1 October and 21 November 2019 (agenda item 9)

Ms Grantham presented the first Chair's reports for the two Workforce Committee meetings that had taken place on 1 October and 21 November 2019. She noted that the committee was putting in place its governance processes and that the first meeting the committee had received a number of papers that had set the strategic context of its work.

Ms Grantham noted that the committee had considered the digital agenda and considered this from the perspective of the needs of the workforce and had supported there being co-production with members of staff to get the right digital solutions in place. Mrs Hanwell accepted the need to find digital solutions for staff but noted that there is also a piece of work to do to ensure staff embrace existing technology and reflected that there could be a piece of work to look at how the underpinning strategic plans link together with a view to addressing changes in culture and behaviour around the use of technology.

With regard to the Combined Quality and Performance Report, Ms Grantham noted that the committee was looking at the metrics that it wanted to receive reports on and how this then links through to the report to the

Board.

Prof Baker welcomed the focus the committee was taking in regard to apprenticeships and asked what strategic change had come out of the discussions at the committee. Ms Grantham noted that the presentation the committee had received had highlighted the complexity of this work and how processes in relation to apprenticeships were not well understood across the organisation. She added that the committee had discussed and recognised the need for there to be further focus on this within the Trust and for there to be links to the underpinning strategic plans.

The Board **received** the report from the Chair of the workforce Committee and **noted** the matters reported.

19/166

Report from the Chair of the Quality Committee for the meetings held on 8 October and 12 November 2019 (including assurances on the Mortality Review – Learning from deaths quarter 2 report) (agenda item 10)

Prof Baker presented the Chair's reports from the meetings held on 8 October and 12 November 2019. In particular he noted that there had been a discussion about the development of the specialist workforce within the Gender Identity Service and the need to ensure there were sufficient staff with the right skills and experience banded at the right level in order to retain such staff in the specialist service areas within the organisation. Dr Munro advised that there was a policy which set out the process of assessing and supporting staff in moving to a new banding and that this could be used in the case of not only the staff group discussed at the committee meeting but for all staff groups where it was appropriate to do so. It was noted that in regard to the Gender Identity staff specifically referenced within the Chair's report this was being looked at as an operational matter with the team.

The Board **received** a report from the Chair of the Quality Committee and **noted** the content.

19/167

Ratification of the Terms of Reference for the Quality Committee (agenda item 10.1)

The Board **considered** and **approved** the revised Terms of Reference for the Quality Committee.

19/168

Report from the joint meeting of the Quality Committee and the Finance and Performance Committee for the meeting held on 26 November 2019 (agenda item 11)

Prof Baker presented the Chair's report from the joint committee meeting noting that it had discussed the Trust's Cost Improvement Plan and that it had looked in some detail at the links between the reduction in costs and how this might impact on quality.

Prof Baker also noted that there had been a presentation on efficiency and achieving financial sustainability. He noted that this was a key consideration for the Board and that the committee had recommended there be a wider discussion involving all members of the Board.

The Chair's report from the joint meeting of the Quality Committee and the Finance Performance Committee was received and the content noted.

The Board **received** a Report from the Chair of the joint meeting of the Quality Committee and the Finance and Performance Committee for the meeting held on 26 November 2019 and **noted** the content.

19/169

Report from the Chair of the Finance and Performance Committee for the meeting held on 26 November 2019 (agenda item 12)

Mrs White provided a verbal report from the meeting of the Finance and Performance Committee held on 26 November. She advised of the discussions that had taken place in respect of delayed transfers of care; out of area placements and the work to achieve the national target by March 2021; the governance arrangements for the Eating Disorders Provider Collaborative, noting that the committee had been assured of the arrangements that had been outlined; and the Board Assurance Framework with suggestions being made as to how this could be strengthened in relation to contributory risks.

Mr Wright noted that as a result of the committee raising concerns about the governance arrangements for the Eating Disorders Provider Collaborative there had been a huge amount of work to define these arrangements including the risk management and risk sharing arrangements. He asked for thanks to be extended to the team that had carried out this work. He also noted that the Trust was at the vanguard of such arrangements and recognised that this was an emerging model of governance.

The Board **received** a report from the Chair of the Finance and Performance Committee and **noted** the content.

19/170

Report from the Chair of the Mental Health Legislation Committee for the meeting held on 5 November 2019 (agenda item 13)

Mrs Sentamu presented the Chair's report from the Mental Health Legislation Committee in regard to the meeting held on 5 November 2019. In particular she drew attention to the work of the Synergi Collaborative and how more service users might be encouraged to attend the meetings; the uptake of training on the Mental Health Act noting that this had increased; and the length of stay for some children who are admitted to the Section 136 suite.

With regard to the capacity within the Mental Health Legislation Team as noted in the chair's report, Mrs Woffendin assured the Board on the actions that had been taken ensure there was sufficient resource available to the team.

Prof Baker noted that he had recently undertaken a visit to Section 136 suite and had outlined a number of environmental issues that had been observed. Mrs Hanwell agreed to raise these through the Clinical Environments Group.

DH

The Board **received** a report from the Chair of the Mental Health Legislation Committee and **noted** the content.

19/171

Chief Operating Officer's report on winter preparedness (agenda item 14)

Mrs Forster Adams provided the Board with an update and assurance on the preparations within the Leeds system for winter, noting that the paper set out the Trust's internal arrangements and also the system resilience plan.

Ms Grantham asked whether the Trust could evidence how the Newton Europe work, which had been previously carried out, had impacted on the Trust's services. Mrs Forster Adams noted that the work referred to in the report was in regard to the more recent Newton Europe work which had been around admission avoidance in the acute sector only. However, she added that the intelligence from the previous Newton Europe work was being used to inform the improvement work within the crisis and intensive home treatment service and also used to inform the discussions with the commissioners. She also noted that she was pursuing an opportunity for Newton Europe to return and look at building on the work they had originally carried out.

The Board discussed care homes and the importance of their representation in the discussions regarding winter provision. The Board also discussed parity of access to care home beds for people with mental health needs and Mrs Forster Adams noted that there had been some improvement in access more generally there was still an issue for people with complex mental health needs, which the Board noted would be picked up in the private part of the meeting.

The Board also discussed the engagement of the voluntary sector with particular in the winter planning discussions particularly in regard to rough sleepers. Mrs Woffendin noted that this had been discussed at the Health Protection Board would be fed into the winter plan. Mrs Forster Adams also

noted that the urgent care work-stream within the West Yorkshire and Harrogate Integrated Care System (ICS) was looking at this and that this will look at how these most vulnerable groups of people groups are supported and how the work of the voluntary sector can be strengthened across the ICS.

The Board **received** a report from the Chief Operating Officer on winter preparedness and **noted** the content.

19/172 Combined Quality and Performance Report (CQPR) (agenda item 15)

Mrs Forster Adams introduced the CQPR and outlined the main points of focus as detailed in the report. It was also noted that the content of the report had been discussed in detail at the Finance and Performance Committee and at the Quality Committee.

Prof Proctor asked about the Friends and Family Test, noting that uptake had reduced over the past period. Mrs Woffendin noted that the Friends and Family Test was only one way of gaining feedback from service users and that patient experience feedback was a specific action for the Patient Experience and Involvement Group with an update on a focused piece of work coming back to the Steering Group in December.

Mr Wright asked about performance in respect of patient discharge notes being provided to GPs within 24 hours noting that there were a number of useful digital tools that could alleviate this problem. Dr Kenwood noted that whilst there were a number of tools that could be helpful there were other pieces of information which make their way round the system in different formats and that resolving this issue could be multifactorial and may take some time to fully resolve. However, she noted that this was being looked at to try and resolve some of the issues.

The Board **received** the CQPR and **noted** the progress made and the areas currently under review.

19/173 Operational Plan and strategic priorities update report (agenda item 16)

Mrs Hanwell presented the update report noting that this had been looked at in detail at the Finance and Performance Committee meeting held in November and assurance had been provided in regard to progress against the targets.

With regard to out of area placements in regard to the Psychiatric Intensive Care Unit (PICU), Mrs Forster Adams noted that the figures reported were unusually high and that there was a piece of work to understand capacity and demand across the ICS which was currently in progress.

The Board **received** an update report on the Operational Plan and strategic priorities and **noted** the content.

19/174 **Director of Nursing Report** (agenda item 17)

Mrs Woffendin presented the Director of Nursing Report and drew particular attention to the main points in the report, including the Big Leeds Chat which had given a valuable opportunity to speak directly to members of the public about the services provided.

With regard to the recruitment of medics as referenced in the report, Dr Kenwood noted that this was a piece of joint work supported by the Workforce and OD Directorate and that the Trust was looking at a range of methods and media to attract people to the area and to the Trust.

With regard to flu vaccination programme, Mrs Woffendin reported that uptake amongst staff had been very successful, and that the team were continuing to promote staff receiving the vaccination.

The Board **received** the Director of Nursing Report and **noted** the content.

19/175 **Safe Staffing Report** (agenda item 18)

Mrs Woffendin presented the safe staffing report. She noted that whilst there had been one breach in the previous two months there had been a tremendous amount of work undertaken to ensure that shifts were covered over the period and that service users were safe. She noted that the one breach was due to carers leave having to be taken at short notice by a member of staff on night duty; that this had been within the Rehabilitation and Recovery Service and that staff on the unit had worked together to ensure there had been no issues with regard to patient safety.

The Board **received** the safe staffing report and **noted** the content.

19/176 **Medical Director's Report** (agenda item 19)

Dr Kenwood presented the Medical Director's Report which focused on the visit by Health Education England (HEE). Mr Wright asked about the challenges and issues relating to IT and estates as referred to in the report. Dr Kenwood explained that this was a general point that had come out of the findings from the visit and that the comments provided in the report reflected the issues Trust staff had highlighted to the HEE as part of the discussions. As such Dr Kenwood noted that these were issues already known to staff and were being addressed through the Trust's governance structures.

The Board **received** the Medical Director's report and **noted** the content.

19/177

Guardian of Safe-working Quarter 2 report (agenda item 20)

Dr Kenwood advised that the report continued to demonstrate that the Trust had an excellent fill-rate due mainly due to there being a more complete core trainee cohort. Dr Kenwood then highlighted the issues there had been in regard to the change to the use of the 999 emergency number by professional staff and the introduction of a dedicated number for their use. She outlined the work that had been done with the ambulance service and the steps taken to ensure that staff in the Trust were aware of the arrangements.

Prof Proctor noted that Dr Liz Cashman was stepping down as the Guardian of Safe Working and asked that a letter of thanks be sent to her from the Board - Cath hill

CH / SP

The Board **received** the Guardian of Safe-working report for quarter 2 and **noted** the content.

19/178

Report from the Chief Financial Officer (agenda item 22)

Mrs Hanwell presented the Chief Financial Officer's report noting that this had been looked at in detail at the Finance and Performance Committee. She noted that the risks and pressures for the trust remain the same and continue to be managed, but that in order for these to be addressed in a more sustainable way there needed to be a different approach agreed by the Board which, she noted, would be the subject of the Board workshop in late January. However, she provided assurance to the Board of the Trust's ability to deliver the financial plan and control total by the end of the financial year.

The Board **received** the Chief Financial Officer's report and **noted** the content.

19/179

Board Assurance Framework (BAF) (agenda item 23)

Dr Munro presented the Board Assurance Framework noting that there had been a proposal from the Quality Committee to amalgamate two of the risks and also noted that the risk in regard to system level working had now been added to the framework.

The Board considered the BAF and agreed the amalgamation of Strategic Risks 2 and 3.

The Board **received** the Board Assurance Framework, **noted** the content and **agreed** the changes.

19/180 West Yorkshire Mental Health, Learning Disability and Autism Collaborative Committees in Common meeting minutes and report (agenda item 24)

Dr Munro presented the minutes and report from the meeting of the committees in common and the Board noted the content.

The Board **received** the West Yorkshire Mental Health, Learning Disability and Autism Collaborative Committees in Common meeting minutes and report and **noted** the content

19/181 Use of seal (agenda item 25)

Prof Proctor noted that the seal had been used on two occasions:

- Log number 118 – Agreement under section 106 of the Town and Country Planning Act 1990 (as amended) relating to land at St Mary’s Hospital Green Hill Road Armley Leeds and York Partnership NHS Foundation Trust
- Long number 119 – Deed of Transfer and Indemnity between LYPFT and Carers Leeds.

The Board **noted** the occasions on which the Seal had been applied.

19/182 Glossary (agenda item 26)

The Board received the glossary and agreed that the acronyms SRAB (Systems Resilience Assurance Board) and CQPR (Combined Quality and Performance Report) should be added to the document. Mrs Hill agreed to add these to the glossary.

CH

19/183 Resolution to move to a private meeting of the Board of Directors (agenda item 22)

At the conclusion of business, the Chair closed the public meeting of the Board of Directors and thanked members of the Board and members of the public for attending.

The Chair then resolved that members of the public be excluded from the meeting having regard to the confidential nature of the business transacted, publicity on which would be prejudicial to the public interest.

The Chair of the Trust closed the meeting at 12:20 and thanked everyone for attending.

Signed (Chair of the Trust)

Date