

Briefing from the Board of Directors' meeting held Thursday 31 March 2016

Frank Griffiths, Chair of the Board



Frank is our Chairman and also chairs the Board of Directors' meetings which occur approximately every six weeks.

This briefing is a summary of the main business of the meeting held on 31 March 2016.

All the items and papers from our Trust Board's meeting can be [found on our website](#)

1. Draft Operational Plan 2016/17 (item 7)

Presented by Lynn Parkinson, Interim Chief Operating Officer

Lynn presented a draft version of the Trust's Operating Plan - the organisation's plan for the upcoming year. It has been developed from a combination of staff involvement in business planning including through a series of listening events held by the interim chief executive Jill Copeland, a consideration of national and local policy and the need to meet workforce, quality and financial requirements.



The plan focuses around three priorities for the year ahead,

1. Support and engage staff to improve people's health and lives
2. Meet CQC fundamental standards and improve quality through learning, and
3. Work with partners to develop a plan for the Trust's future direction

It also contains references to the "well-led framework", seven day services, recruitment and retention and financial planning.

The Board approved the draft plan. A final version will be submitted to NHS Improvement (the new NHS regulator) in April.

2. Financial plan for 2016/17 (item 7.1)

Presented by Dawn Hanwell, Chief Financial Officer and Deputy Interim Chief Executive

Dawn provided the Board with an overview of the financial plan for the year ahead.

She started by setting some important context in that the Trust has been told by the NHS regulator NHS Improvement to achieve a “control total” at the end of 2016/17 of £3.2 million surplus. However, we are not able to achieve that which has been acknowledged by NHS Improvement.



The Trust has therefore planned to achieve a £1million surplus, which is a stretch and includes a number of risks such as:

- A level of unidentified cost improvement plans
- The number of vacancies across the Trust
- Slippage on reserves
- No contingency reserve
- Potential for ongoing pressure of acute out of area treatments

The Board approved the financial plan and noted the risks.

3. Name of the Trust (item 8)

Presented by Susan Tyler, Director of Workforce and Development

In September 2015, the Board recommended that the Trust change its name to Leeds Partnership NHS Foundation Trust. Following this, a consultation with staff, service users, members and stakeholders took place. Whilst over 50% of respondents were in favour of name change, there are a number of other factors at play which persuaded the Board not to change the name of the Trust at this time.



These factors include:

- The negative effect such a name change would have on services in York
- The forthcoming CQC inspection, and
- A potential partnership or merger with other local organisations which may mean changing the name again in the short term

The Board agreed not to pursue name change at this time.

4. Update on Defective Mental Health Act Detentions and Community Treatment Orders (item 9) **Presented by Anthony Deery, Director of Nursing, Professionals and Quality**

Anthony provided an update on the findings of the recent audit of in-patient detentions and Community Treatment Orders (CTOs).

Issues with the safety of detentions had initially been raised following the transfer of services to Tees, Esk and Wear Valleys NHS Foundation Trust in October 2015 when 11 were found to be unsafe.

Following this discovery, the Board wanted assurance about all of its patients subject to restrictions under the Mental Health Act.

The Trust conducted an immediate audit. This involved all detained inpatients and all patients subject to a Community Treatment Order (CTO) at midday on 9 November 2015. The audit sample size was 403 patients.

There were a number of fundamentally defective detentions both for inpatients (14) and those subject to CTOs (22) and the Trust has taken a number of actions to address this.

Anthony commented: "We have been in close contact with all the patients affected by this issue and all of them have received an apology from the Trust.

"We are clearly very sorry for this situation and we have already started putting measures in place to ensure it does not happen again. These measures include employing more staff to support our management of mental health legislation, an increase in training provision and making better use of our clinical information system."

The Board was assured by the action plan that had been put in place.

5. Safer Staffing (item 10) **Presented by Anthony Deery, Director of Nursing, Professionals and Quality**

Anthony presents a Safer Staffing report to every Board meeting to provide information about the Trust's actual staffing levels against planned ward staffing levels. This is in line with the national requirement for all NHS Trusts to publish information about the number of registered nurses and health support workers on duty per shift.

Any incidence of staffing under 80% or over 120% is considered an exception and details are included in Anthony's report.

For the period of December 2015 and January 2016, there were a number of exceptions across the Leeds and Specialist & Learning Disability Care Groups which are detailed further in the report.



Work is ongoing to understand why actual staffing levels do not meet planned requirement. One of the most common reasons is that services are unable to fill registered nurse shift requests and they are often being replaced with health support workers.

Anthony's report contained a new style dashboard which has been developed by the Trust's Workforce Information Team. The Board was pleased to see improvements in the presentation of the data but remained concerned at the number of services not meeting planned staffing levels.

6. Complaints summary report (item 11)

Presented by Anthony Deery, Director of Nursing, Professions and Quality

Anthony started by reminding the Board that complaints management had improved significantly over the last year and that two recent internal audit reports dealing with complaints issues have confirmed this.

In March the complaints team held its first panel made up of people with lived experience of using mental health services to assess a random anonymised selection of response letters.



In February 2016, the Trust received 17 formal complaints, of which 76% related to the Leeds Care Group. The main subject of those complaints related to 'attitude of staff' (35%).

Other highlights included:

- There were four complaints received in February 2016 which were rated as Severity 4 (with 5 being most severe).
- Of the seven complaints closed in February 2016, five were responded to within the standard 30 working day timescale. One complaint had a revised timescale with the full agreement of the complainant.
- As of 11 March 2016, there are three overdue complaints all of which relate to the Leeds Care Group.
- The Patient Advice and Liaison Service (PALS) received 164 enquiries in February and of these, only six resulted in a formal complaint.

The Board noted the latest results and were pleased at the recent initiatives to improve quality.

7. 2015 Staff Survey Results (item 13)

Presented by Susan Tyler, Director of Workforce and Development

Susan presented an analysis of the results from the 2015 staff survey published in February. They present a mixed picture for the Trust with some significant improvements particularly in job-related responses but with many scores either static or declining since last year.



The survey provides an overall indicator of staff engagement for the Trust, on which we scored 3.65 which is below average when compared to other mental health/learning disability trusts in England.

Overall results for 2015 show that more of the 32 key findings fall into the amber (average) category than last year, and the number of green (better than average scores) has decreased.

In the coming year the Trust will be focusing its efforts on the lowest ranking areas which are:

- Staff motivation at work
- Percentage of staff experiencing violent incidents from patients, relatives or the public
- Recognition and value of staff by managers and organisation
- Percentage of staff witnessing potentially harmful errors, near misses or incidents in the last month
- Staff satisfaction with level of responsibility and involvement

The Board noted the results and was satisfied with the focus for the year ahead.

Next public Board meeting

The next public Board of Directors' meeting will be held on Thursday 28 April 2016 at Trust Headquarters, 2150 Century Way, Thorpe Park, Leeds LS15 8ZB (time to be confirmed).