

Board of Directors Part I

Meeting Minutes, 2.30pm – 5.30pm, Monday, 30th June 2008

Present:			
Mr Nicholas Selbie Trust Chair	Mr Altaf Kara Non-Executive Director	Ms Trudy Klauber Dean of Postgraduate Education	Mr Matthew Lewin Non-Executive Director
Prof. Sir Andrew Likierman Deputy Chair; SID	Ms Louise Lyon Trust Clinical Director	Dr Matthew Patrick Chief Executive	Ms Emma Satyamurti Non-Executive Director
Dr Rob Senior Medical Director	Mr Richard Strang Non-Executive Director	Mr Simon Young Finance Director	
In Attendance:			
Ms Louise Carney Trust Secretary (minutes)	Mr Wayne Owide HR Consultant (Item 11)	Ms Susan Thomas Director of HR (Items 11 & 12)	Mr Gervase Campbell HR Manager (Item 12)
Dr Rita Harris Clinical Director of C&F (Item 13)	Dr Sally Hodges PPI and Comms Lead (Items 14 and 15)		
Apologies:			
Dr Neil Brimblecombe Nurse Director			

Actions

AP	Item	Action to be taken	By
1	7	Mr Young to include all consultancy information in future reports	SY
2	8	Mr Young to look into making SLR user-friendly in September	SY
3	8	Service Line Reporting to return to Board of Directors in September or October	SY
4	11	Ms Thomas to summarise the staff survey results and feed them back to staff	ST
5	11	Staff survey to return to Board of Directors in September	ST
6	12	Suggested improvements to be included in future reports	ST
7	14	Tracking the Trust in the media to return to Board of Directors in September or October	SH
8	15	Dr Patrick to suggest options on SHA seats to Board of Governors in September	MP
9	15	Dr Hodges to consider issuing a press release on the reduction of membership age in October	SH
10	15	Dr Hodges to return to Board of Directors in September to more fully explain how to engage with young people	SH

Actions Agenda item

Future Agendas

1. Chair's opening remarks

The Chair welcomed everyone to the meeting.

2. Apologies for absence

As above.

3. Minutes of the previous meeting

29th May 2008

Approved

12th June 2008

Approved

4. Matters arising

None.

5. Chair's and Non-Executive Directors' Reports

Nicholas Selbie

Mr Selbie reported that he had attended a King's Fund talk with Malcolm Stamp. It was important for the Trust to maintain its relationship with the NHS London provider agency.

6. Chief Executive's Report

Dr Patrick noted that the Darzi review had been published that day.

Dr Patrick noted that there would be an item on quality in July or September. Dr Patrick noted that the drivers for quality were clinical outcomes; patient defined outcomes; and patient experience.

Dr Patrick noted that Monitor had published its consultation document relating to the Private Patients Cap. Dr Patrick reported that the Trust would be making a contribution to the consultation. Dr Patrick reported that the FTN was arguing for an interpretation that would allow any work that would help to improve access to core NHS services. Mr Selbie noted that the Trust was not prevented from providing training and consultancy to the private sector, though this interpretation would have to be carefully monitored in relation to the outcome of the consultation process.

7. Finance & Performance Report

Mr Young reported that there had been a good start to the year. Income sources were largely in line with plan, and expenditure was slightly under budget in the first two months. However, this trend in expenditure would not continue throughout the year.

Mr Young clarified that the pay offer of 2.75% had been nationally accepted.

Mr Strang noted that there had been a greater reduction of debtors than expected and queried whether this was a permanent reduction. Mr Young noted that it was difficult to know exactly which month certain debtors will pay.

Monroe Young Family Centre

Mr Young reported that he had a meeting planned with the Unit to discuss income. Mr Young explained that the Unit had been operating with a low staff level in the first two months of the year. In addition to this, there continued to be some unpredictability with the start date for many patients. In consequence, activity and income levels remain a concern.

Dr Patrick reported that the Unit was currently preparing a bid for Pathfinder Status which, if successful, would lead to a significant increase in income and in the security of income. Dr Senior noted the unstable external environment, noting that the Legal Aid budget had been withdrawn, and there was pressure on local authorities to avoid court work. Seeking Pathfinder Status was the right course of action for the Unit to take.

Consultancy

Mr Strang suggested that it would be helpful to understand the size of the contracts being won, noting that TCS should be aiming for large contracts.

Mr Young noted that he would be discussing forecasting with TCS. Dr Patrick noted that a proportion of TCS's work comes in late and quickly. Mr Strang noted that early warning signs are important. Mr Young reported that TCS should be on budget in July, when a large training course will start, and when the target is lower.

AP1 Mr Selbie suggested that it would be useful to report on consultancy in areas other than TCS. Mr Young agreed to include this information in future.

8. Service Line Reporting

Mr Young explained that this paper was a review of the proposed formats for reporting.

AP2 Professor Likierman queried how SLR data was to be used. Mr Young reported that staff would be able to see how best to run their departments. Professor Likierman highlighted that SLR must be user-friendly. Mr Young agreed to look into this. Professor Likierman highlighted that when considering service lines, three issues must be considered: contribution; full costs; individual decision.

It was noted that SLR would allow managers to see their contribution to the income of the Trust. However, Dr Patrick noted that the project was unlikely to be successful in the longer term unless managers are able to reinvest some proportion of their surplus. Ms Klauber noted that having open information would help Trust dynamics.

AP3 Mr Young highlighted that managers have been informed about the SLR development and all are on board. SLR to return to Board of Directors in September or October. *Service Line Reporting*

9. Committee Minutes

Noted.

10. Complaints Report

Dr Patrick spoke to this report. It was noted that the Trust has a very low level of complaints. Thanks were expressed to Ms Lotte Higginson for the professional and patient way in which she deals with complaints.

11. Staff Survey Results Report

Mr Wayne Owide attended to present the results of the 2007 staff survey. Mr Owide noted that the adjusted figures do not do the Trust justice, but are a national requirement. Dr Patrick noted that the Trust was doing well compared with other Trusts, but should not be complacent, as there are matters that need to be addressed. The Board noted that there was an increase in staff experiencing harassment, although the majority of these were from the Day Unit.

AP4 Professor Likierman queried what actions had been taken as a result of last year's results. Ms Thomas reported that appraisals and training had been improved. Ms Thomas agreed to summarise the results and feed them back to the Trust via the Staff Newsletter.

AP5 It was decided that an action plan and suggestions as to where to focus local questions would return to the Board of Directors in September. *Staff Survey*

12. Workforce Statistics

AP6 There were some suggestions for improvement to the paper, which Ms Thomas agreed to include in subsequent reports:

- Five-year comparative data;
- An introductory paragraph explaining the paper, highlighting key issues and putting it in context;
- Comparisons with national averages, where possible; and
- Comments and trend lines.

Mr Campbell reported that the Electronic Staff Record should improve the quality of data in future.

It was noted that whilst staff feel overworked (as demonstrated in the staff survey results), general turnover rates are very low. However, it was noted that the turnover of TCS had been very high. Ms Thomas explained that the consultant workforce had decreased significantly, although there are now fewer fragmented posts, with remaining consultants having an increased number of sessions.

Dr Patrick reported that the Trust was keen to improve its BME representation. Ms Lyon was chairing a sub-committee on this.

13. Patient Services Report

Ms Lyon reported that the Trust was at the forefront of integrated services. The Trust's Camden CAMHS work was an excellent example of this as it involved an integration of tier 2 and 3 services. This required a cultural shift in the Trust, but this is the strategic direction of the Trust.

Dr Harris reported that the Trust was moving towards integrated services with local authorities, and had lots of support and enthusiasm from Camden

local authority.

Mr Strang noted the Trust's exceptional work, and highlighted the importance of influencing local commissioning. Dr Patrick reported that the success of the project meant that the Trust was now placed in a good position for other market opportunities. Dr Senior highlighted that a joint area review had noted that the work was exemplary. Mr Lewin suggested that this work be publicised. Mr Lewin highlighted the importance of bringing this project into the public eye. Mr Lewin noted that if the Trust wishes to make any future bids to other local authorities, the project needs to be well-known.

Mr Strang queried how many projects the Trust would be able to handle at a time. Dr Harris pointed out that the Trust's main problem with regards to this was management capacity. The Board highlighted that the Trust needed to learn from the process. The Board highlighted publicity, management, and marketing opportunities with regards to this, and future projects.

Congratulations were given to Dr Harris.

14. Annual Communications Report

Dr Hodges reported that the Trust was developing its internal and external communications, and was building relations to get into the media in a positive way. Mr Lewin reported that the Trust was making good progress with this. The Trust would recruit a full-time Communications post. Dr Hodges reported that the Trust was developing its corporate identity and unifying all things within the Trust. Dr Patrick praised this project.

Dr Hodges reported that the website was strategically important to an effective Communications Strategy. Ms Klauber suggested that the new Trust information leaflets be uploaded as PDFs on to the website, as Google tracks these and this would improve the Trust's web profile.

Dr Hodges reported that the Trust is keeping a record of reports of the Tavistock in the media, and also tracking the frequency of mentions. Dr Hodges agreed to bring this report to the Board at a future date. Professor Likierman noted that the frequency of mentions was not as important as ensuring mentions in the right places. Mr Lewin, however, argued that the effect of not having frequent mentions is a general lack of awareness of the Trust.

AP7

Media tracking

15. Constitutional Amendments

Strategic Health Authority Seats on the Board of Governors

Mr Young reported that the Management Committee had suggested the following alternative stakeholder seats:

- Specialist Commissioner
- Additional representative of voluntary sector
- Additional PCT representative (perhaps from Barnet or Haringey)
- Representative from London Development Centre

AP8 Dr Senior noted that Commissioners close to the Trust will feel compromised by being on the Board of Governors. Mr Selbie and Dr Patrick agreed to suggest options to the Board of Governors.

Trades Unionists Seat on the Board of Governors

The recommended replacement class would be a small class of elected representatives on the Joint Staff Consultative Committee, who would elect one of their members to represent them. They will not be members of another class, and all other staff would vote for whichever class they fell into. This recommendation was agreed.

Minimum age of members

AP9 Dr Hodges reported that very young children have historically been very keen to get involved at the Trust. Dr Hodges noted that there was currently a children's section in the Members' Newsletter, and she was thinking about setting up a Children's Council. Professor Likierman reported that he felt it was an excellent idea. The Trust should think about how best to use young members. Mr Lewin suggested that the Trust issue a press release on this matter. Dr Hodges to pursue this.

AP10 Mr Selbie queried what the risks of having such a young membership were. Dr Hodges reported that the responsibility was with the Trust to communicate with children. Dr Hodges to return to Board of Directors and more fully explain how to engage with young people.

This recommendation was agreed. All other recommendations were agreed.

16. Any other business

None.

17. Notice of future meetings

Noted.