

**BOARD OF DIRECTORS' OPEN MEETING
MINUTES, ACTIONS & DECISIONS**

Date:	Thursday 13 July 2017	Time:	09:30-12:15
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Professor Bill McCarthy
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Professor Bill McCarthy (BM) - Dr Trevor Higgins (TH) - Dr Mohammed Iqbal (MI) - Mr David Munt (DM) - Mr Amjad Pervez (AP) - Ms Selina Ullah (SU) - Mrs Pauline Vickers (PV) - Professor James Walker (JW) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Professor Clive Kay, Chief Executive (CLK) - Ms Pat Campbell, Director of Human Resources (PC) - Ms Karen Dawber, Chief Nurse (KD) - Ms Cindy Fedell, Director of Informatics (CF) - Dr Bryan Gill, Medical Director (BG) - Mr John Holden, Director of Strategy and Integration (JH) - Mr Matthew Horner, Director of Finance (MH) - Ms Donna Thompson, Director of Governance and Operations / Deputy Chief Executive (DT) (DT left after agenda item Bo.7.17.7) 		
In Attendance:	<ul style="list-style-type: none"> - Ms Fiona Ritchie, Trust Secretary (FR) - Ms Nahida Mafuz, Minute Taker (NM) 		
Observers:	<ul style="list-style-type: none"> - 5 members of staff for patient story 		

No.	Agenda Item	Action
Bo.7.17.1	Apologies for absence There were no apologies to note.	
Bo.7.17.2	Declaration of Interests There were no declarations of interest to note.	
Bo.7.17.3	Minutes of the Meeting held on Thursday 8 June 2017 The minutes of the meeting were accepted as an accurate record.	
Bo.7.17.4	<p>Matters Arising:</p> <ul style="list-style-type: none"> - Bo.5.17.9 (11/05/17): Integrated Quality and Performance Dashboard: DM queried the short notice clinic cancellations and asked if anything could be done to reduce these. MH advised that the Performance Committee had agreed that a deep dive should be undertaken into one specialty which would be reported to the 	

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	<p>Performance Committee on 28 June 2017. Added to 28 June 2017 Performance Committee Agenda. Action concluded.</p> <ul style="list-style-type: none"> - Bo.5.17.9 (11/05/17): Integrated Quality and Performance Dashboard: Nurse staffing – DT asked if any predictive work is done regarding retirements and PC explained that an age profile is provided to Divisions. DT felt that more should be done with the profile data and BM suggested that this is reviewed by the Q&S Committee. PC to include an update in her next Workforce report for the June Q&S Committee. PC to include in the Workforce Report for 28 June 2017 Quality and Safety Committee. Action concluded. - B16/326.3 (15/12/16): Equality & Diversity Update: BM suggested a longer discussion regarding equality and diversity takes place at a future Board development session where staff are invited to come and talk to the Board of Directors. PC explained that a review of the focus groups will be undertaken in January following which there will be more data available for an in-depth discussion at a Board development session. BoD session planned for 13 July 2017. Action concluded. - Bo.6.17.7 (08/06/17): Report from the Chief Executive: BM to write to the Bradford Virtual Ward team on behalf of the Board to Directors to congratulate them on winning the HSJ Value in Healthcare 2017 Award for Improving Value in the Care of Frail Older Patients. Letter sent. Action concluded. - Bo.6.17.18 (08/06/17): Report from the Audit and Assurance Committee – May 2017: BM to write to Jennie Parker, Corporate Compliance Manager on behalf of the Board of Directors to thank her for her work in the production of the Annual Report and Accounts for 2016/17. Letter sent. Action concluded. 	
Bo.7.17.5	<p>Patient Story – Intensive Care Unit</p> <p>KD introduced the patient Michael and his mum Kathy to the Board of Directors. Michael was a patient in ICU, then HDU and Ward 23 in January 2017 after contracting swine flu and pneumonia.</p> <p>Prior to this illness, Michael had some existing health conditions including fibromyalgia, which could flare at any time and make him feel unwell.</p> <p>Michael explained that the illness had affected his memory and he had very vague memories of events from January 2017.</p> <p>As a result of his illness Michael's two children have been left traumatised and are on a waiting list for psychological support and anxiety. Michael was also affected emotionally but has not had any after care and felt abandoned once he was discharged from the respiratory ward. He visited his GP to request mental health care but was informed that the waiting list was closed to new referrals. Michael is worried as the memory loss he continues to suffer could result in him losing his job.</p>	

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	<p>CLK asked what the Foundation Trust could have done better during Michael's stay at the hospital. Kathy felt that although communication had generally been good, the family were not informed of how critical Michael was until four days after his admission when the family had requested to meet a consultant for an update.</p> <p>Both Michael and his mum felt very pleased with the medical help but were disappointed with the lack of aftercare following discharge.</p> <p>The following actions were agreed:</p> <ul style="list-style-type: none"> - To stay in touch with Michael and his family to keep them informed of progress being made to improve such situations in the future, particularly in relation to improving communication in ICU - To support the family to receive psychological support as soon as possible - To share Michael's experience with partners (Primary Care) to help them improve services <p>BM thanked Michael and his mum for sharing their story with the Board of Directors.</p>	<p>Chief Nurse</p> <p>Chief Nurse</p> <p>Chief Nurse</p>
Bo.7.17.6	<p>Report from the Chairman</p> <p>The Board of Directors noted the report from the Chairman.</p>	
	<p>Reports from the Chief Executive</p>	
Bo.7.17.7	<p>Report from the Chief Executive</p> <p>CLK asked the Board of Directors to note the following key points:</p> <ul style="list-style-type: none"> - HRH Princess Royal visited Bradford Royal Infirmary on 28th June 2017 to officially open the new hospital wing. CLK reported that the visit went very well with a positive response from patients and staff. CLK thanked colleagues who helped prepare for the opening. - The National Directors of NHS England (NHSE) occasionally hold their Executive meetings at different NHS locations across the country, and on 29th June 2017 they spent most of the day at Bradford Royal Infirmary. The National Director of Urgent Care, Pauline Phillips used the opportunity to visit the Accident and Emergency Department (AED). Since her visit she has made some valuable recommendations which are being built into our transformation programme. Pauline was complimentary of our AED team and the layout of the department. - CLK highlighted the importance of working towards achieving the Emergency Care Standard. Not only is this very important for our patients but it also has significance in relation to the Sustainability and Transformation Funding (STF) with 30% of the funding relating to emergency care standard performance. 15% of the STF funding 	

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	<p>is apportioned based on A&E 4 hour performance and 15% is apportioned based on Primary Care front door streaming to GPs. The Foundation Trust is working towards implementing this by October 2017. A lengthy discussion followed regarding how the GP model based in AED would work.</p> <ul style="list-style-type: none"> - The Foundation Trust has recently hosted a seminar with Canterbury District Health Board (CDHB) from New Zealand regarding the development of an accountable care system. JH to circulate the presentation. - The New Hospital Wing took first place in the best Public Service Building category at the prestigious Local Authority Building Control Award on 29th June. CLK congratulated the team on this excellent achievement. CLK highlighted that JH continues to work with staff and teams across the Foundation Trust to put themselves forward for awards to recognise good work. <p>The Board of Directors received and noted the report.</p>	<p>Director of Strategy and Integration</p>
<p>Bo.7.17.8</p>	<p>Integrated Quality and Performance Dashboard</p> <p>Safety:</p> <p>Patient Falls with Harm: KD explained that a number of actions have been undertaken to improve on this indicator including strengthening the root cause analysis process, learning lessons quicker in order to reduce falls, ensuring that any patient that falls which results in harm receives a visit from the Matron or the Head of Nursing and the falls group has also been refocused. Four “back to basics” sessions have been delivered during June to improve learning aimed at staff nurses, AHPs, Doctors, Health Scientists etc.</p> <ul style="list-style-type: none"> - VTE Assessed: KD reported she is leading a task and finish group in relation to this and a variety of issues have been reviewed including how assessments are recorded and explained that EPR will help improve this aspect. Small improvements have been seen month on month and the indicator continues to improve. Discussion followed about how much of this is about recording and how much is about whether the assessments are undertaken correctly and it was agreed to carry out a manual audit of assessments on 100 patient records and present the findings within the ProgRESS report to the Quality and Safety Committee in August 2017. A trajectory for improvement to also be included in the report. - Pressure Ulcers: KD explained she has reviewed the recent increase in grade 2 pressure ulcers and has met with the nursing team to discuss what can be done differently to improve on this indicator. Quality improvement is also being undertaken as well as single point areas of learning to be instigated. Any patient who develops a grade 3 or 4 pressure ulcer is visited by a senior nurse and an apology is made. 	<p>Medical Director</p>

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	<ul style="list-style-type: none"> - Infection Control: KD explained that on the whole infection control performance has been good but recently there has been a rise. New processes and charts have been recently introduced and KD will be discussing further with BG to look at other ways of reducing cases. - Nurse Staffing: KD explained that the vacancy rate for registered nurses remains the same in the Division of Anaesthetics, Diagnostics and Surgery whilst for the Division of Medicine and Integrated Care has reduced from 90 vacancies to 60 vacancies compared to the same period the previous year. Paediatrics nurse staffing is a concern with most of the weekend shifts being covered by agency staff. Midwife staffing is also a concern until September when the newly appointed midwives will be in post and this is an area that has been over recruited to. Focus has been given to recruiting Health Care Assistants over the last three months. There are also pressure points within urgent care and ambulatory care in relation to nurse staffing. <p>Performance and Access:</p> <ul style="list-style-type: none"> - 18 Week Incomplete: MH reported a marginal improvement of the position for May 2017 at 89.03% and June is also currently showing a slight improvement. The Foundation Trust is ahead of the STF trajectory submitted to NHSI but we continue to report a position below the standard of 92%. - Emergency Care Standard: MH reported a position of 81.88% for the end of May 2017 and explained that a presentation was delivered to the Performance Committee explaining the actions to be taken by the end of the year to address the position. - Diagnostic Waiting Times: MH highlighted that the key challenge for this standard is the Cardiac CT which has seen a rise in referrals. Work is being undertaken to look at how referral patterns have changed and an action plan has been developed to address the rise in referrals. Although actions have been taken to increase capacity this standard is still below the required level to meet the referrals as they are received therefore a short, medium and long term plan is being developed to address this over the next few months. BG reported that work has been undertaken with the Cardiology department and the patients that have been delayed in this category are low risk. More detail will be presented to the Quality and Safety Committee to provide assurance. <p>BM was concerned that there appeared to be a broader pattern of standards that are red rated compared to the previous year. CLK explained that although there are some specific issues related to some standards that are red, there are also areas where the Foundation Trust is performing as other Trusts are nationally. CLK explained that</p>	

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	<p>workforce issues are one of the biggest challenges. BM requested that evidence of this is provided to assure the Board and PC explained that this was an action for the Workforce Committee at the end of September. It was agreed to bring this action forward and for the analysis to be undertaken sooner.</p> <p>A detailed discussion took place related to performance and the Board of Directors agreed that safety of patients must not be compromised in any circumstances but consideration needs to be given to the Foundation Trust's appetite for risk.</p> <p>BM asked whether we understand our capacity and if activity plans are consistent with operational plans. MH replied that capacity is broadly sufficient until there is an issue or a fluctuation in demand. MH explained that the Performance Team are reviewing capacity and demand.</p> <p>Following a comprehensive discussion the Board of Directors agreed the following actions:</p> <ul style="list-style-type: none"> - To consider the broader themes rather than focusing on individual deep dives in order to understand whether the issues affecting performance are more than just workforce pressures. - Capacity and Demand: to keep a connection between capacity, demand, planning and delivering to contractual agreements – to monitor this on an ongoing basis in order to address issues and also to help us plan better for the following year. <p>Finance:</p> <p>MH reported that the Foundation Trust's financial position for May 2017 is a pre-STF deficit of £2.9m against a planned £0.2m deficit, i.e. an adverse variance of £2.7m. This gives the Foundation Trust a Finance and Use of Resources of 3 against the planned rating of 2. MH highlighted that if the current trend continues the risks are significant. MH presented a proposal at the recent Finance Committee to develop a financial improvement plan by the end of July which will look at how the position could be improved and this will include an action plan with a gap analysis. MH to update the next Board of Directors' meeting on the financial improvement plan.</p> <p>The Board of Directors received and noted the report.</p>	<p>Director of Governance and Operations</p> <p>Director of Finance</p> <p>Director of Finance</p>
	Quality	
Bo.7.17.9	Report from the Quality and Safety Committee – June 2017	

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	<p>This item was discussed under item Bo.6.17.8.</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.10	<p>Research in the Trust – Quarterly Report</p> <p>BG explained this was the first quarterly report presented to the Board of Directors and it describes some of the main areas of work and progress for research.</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.11	<p>Safeguarding Children Annual Report</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.12	<p>Safeguarding Adults Annual Report</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.13	<p>Trust Improvement Committee (TIC) Annual Report</p> <p>The Board of Directors received and noted the report.</p>	
	Finance	
Bo.7.17.14	<p>Report from Finance & Investment Committee – June 2017</p> <p>This item was discussed under item Bo.6.17.8.</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.15	<p>Finance Report</p> <p>This item was discussed under item Bo.6.17.8.</p> <p>The Board of Directors received and noted the report.</p>	
	Performance	
Bo.7.17.16	<p>Report from the Performance Committee – June 2017</p> <p>This item was discussed under item Bo.6.17.8.</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.17	<p>Performance Report</p> <p>This item was discussed under item Bo.6.17.8.</p>	

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	The Board of Directors received and noted the report.	
Bo.7.17.18	<p>Informatics Performance Report</p> <p>This item was discussed under item Bo.6.17.8.</p> <p>The Board of Directors received and noted the report.</p>	
	Governance	
Bo.7.17.19	<p>Mission, Vision, Strategic Objectives and Values</p> <p>JH explained that the paper includes the Foundation Trust’s proposed Mission and Vision statements and a draft set of new Strategic Objectives which were initially discussed at a Board of Directors development session on 11 May 2017.</p> <p>AP highlighted the importance of marketing the Foundation Trust’s vision and priorities with the community in terms of healthcare and young people in terms of the future workforce. JH is currently working with Bradford College in terms of reaching out to young people as well as improving our communication through social media/mobile phone applications and improving the website. JH explained that the communication and engagement strategy which will include more on this will be presented to the September Board of Directors. BM requested that a reasonable amount of time is spent to review this in detail at the meeting.</p> <p>The Board of Directors approved the draft Mission and Vision statements, and the proposed Strategic Objectives with accompanying metrics.</p>	Trust Secretary
	Workforce	
Bo.7.17.20	<p>Workforce Report</p> <p>PC presented the report and highlighted some improvement in metrics in relation to sickness rates, appraisal rates, agency usage and turnover. PC reported that consultant appointments had been made in Oral & Maxillofacial surgery and Paediatric Rheumatology.</p> <p>DM was pleased to see the reduction in turnover by 1% and asked if any learning can be taken from this. PC explained this was due to a combination of factors including staff engagement and promotion of staff. AP felt it was important to demonstrate the medium and long term engagement process for the future workforce highlighting the successes and challenges faced. It was agreed for this to be added as an action for the Workforce Committee.</p> <p>The Board of Directors received and noted the report.</p>	Director of HR

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Bo.7.17.21	<p>Workforce Race Equality Standard (WRES) and Equality and Diversity Update June 2017</p> <p>The Board of Directors received and noted the report with further discussion to follow at the development session during the afternoon.</p>	
Bo.7.17.22	<p>Guardian of Safe Working Hours Doctors and Dentists in Training – June 2017 Quarterly Board Report</p> <p>The 2016 Junior Doctor Contract requires the Guardian of Safe Working Hours to submit a quarterly report to the Board of Directors to provide assurance that doctors and dentists in training are working safe hours. This report covers the period 1 March 2017 – 31 May 2017. BG advised that all issues highlighted within the report have now been resolved.</p> <p>The Board of Directors received and noted the report.</p>	
	Health & Safety	
Bo.7.17.23	<p>Report from the Health and Safety Committee – June 2017</p> <p>The purpose of the Health and Safety Committee, as set out in its Terms of Reference, is to provide detailed scrutiny of the Foundations Trust's arrangement for the management and development of health and safety in order to provide assurance and, if necessary, raise concerns or make recommendations. This committee now reports to the Board of Directors.</p> <p>The Board of Directors discussed and noted the report.</p>	
Bo.7.17.24	<p>Fire Safety: Response to NHSI</p> <p>The paper provided an update for the Board of Directors on the communication with West Yorkshire Fire and Rescue Service and NHS Improvement and also an update regarding the status of the Trust's cladding systems.</p>	
	For Information	
Bo.7.17.25	<p>Confirmed Finance and Investment Committee Minutes – May 2017</p> <p>The Board of Directors received and noted the minutes of the Finance and Investment Committee for May 2017.</p>	
Bo.7.17.26	<p>Confirmed Performance Committee Minutes – May 2017</p> <p>The Board of Directors received and noted the minutes of the</p>	

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	Performance Committee for May 2017.	
Bo.7.17.27	<p>Confirmed Quality and Safety Committee Minutes – May 2017</p> <p>The Board of Directors received and noted the minutes of the Quality and Safety Committee for May 2017.</p>	
Bo.7.17.28	<p>Draft Bradford Hospitals Charity Committee Minutes – April 2017</p> <p>The Board of Directors received and noted the minutes of the Bradford Hospitals Charity Committee for 13 April 2017.</p>	
Bo.7.17.29	<p>Nurse Staffing Data Publication Report – May 2017</p> <p>The Board of Directors received and noted the report.</p>	
Bo.7.17.30	<p>Any other business</p> <p>There were no other items of business to discuss.</p>	
Bo.7.17.31	<p>Issues to add to Corporate Risk Register</p> <p>There were no issues to be added to the Corporate Risk Register.</p>	
Bo.7.17.32	<p>Issues to escalate to NHS Improvement</p> <p>There were no issues to be escalated to NHSI.</p>	
Bo.7.17.33	<p>Issues to be reported to Care Quality Commission (CQC)</p> <p>There were no issues to be escalated to CQC.</p>	
Bo.7.17.34	<p>Items for Corporate Communications</p> <p>There were no items identified for Corporate Communication.</p>	
Bo.7.17.35	<p>Date and time of next meeting</p> <p>Thursday 14 September 2017 at 08:30</p>	

**BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
ACTIONS FROM BOARD OF DIRECTORS OPEN MEETING – 13 JULY 2017**

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
08/06/17	Bo.6.17.10	Integrated Quality and Performance Dashboard: Never Events. BG and KD to ensure a process is in place to encourage staff to escalate issues.	Medical Director and Chief Nurse	Quality and Safety Committee 26 July 2017	Paper presented to the July Q&S Committee Item concluded
09/02/17	Bo.2.17.3	Patient Story: Update to be provided in six months to the Board of Directors and to the patient with regards to improvements that have been made.	Chief Nurse	Board of Directors 14 September 2017	Item added to the September BoD agenda Item concluded
08/06/17	Bo.6.17.7	Report from the Chief Executive: CLK stated that he would liaise with the Chief Nurse to bring either a Virtual Ward patient story or, a staff team member from the Virtual Ward, to deliver a presentation to the Board of Directors.	Chief Executive	Board of Directors 14 September 2017	The September Patient story is from a virtual ward patient. Item concluded
08/06/17	Bo.6.17.10	Integrated Quality and Performance Dashboard: Regarding staffing levels and their impact on diagnostic waiting times; BM asked if this could be evidenced in a report to the new Workforce Committee and requested that the report includes a comparison of Medical Consultant agency and locum staff utilised this year compared to the previous year.	Director of Human Resources	Board of Directors 14 September 2017	Post meeting note. Moved to September BoD Item added to the September closed BoD agenda Item concluded
13/07/17	Bo.6.17.7	Report from the Chief Executive: Canterbury District Health Board (CDHB) visit: JH to circulate the presentation.	Director of Strategy and Integration	Board of Directors 14 September 2017	Report circulated 14/7/17 Item concluded
13/07/17	Bo.7.17.8	Integrated Quality and Performance Dashboard MH to update the next Board of Directors' meeting on the financial improvement plan.	Director of Finance	Board of Directors 14 September 2017	Item added to the September BoD agenda Item concluded

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13/07/17	Bo.7.17.19	Mission, Vision, Strategic Objectives and Values: Communication and engagement strategy to be presented to the September Board of Directors. BM requested that a reasonable amount of time is spent to review this in detail at the meeting.	Trust Secretary	Board of Directors 14 September 2017	One hour has been set aside for this item as a Board Development session on the 14/9/17. Item concluded
08/06/17	Bo.6.17.5	Estates Department Presentation Including the Capital Development Report: BM requested a report on the analysis of usage of the main entrance compared to the new entrance since the new concourse opened.	Director of Governance and Operations	Major Projects Committee 25 October 2017	
08/06/17	Bo.6.17.5	Estates Department Presentation Including the Capital Development Report: BM requested that a short report is presented to the new Major Projects Committee to demonstrate how strategic objectives are linked to capital projects and prioritised.	Director of Strategy and Integration	Major Projects Committee 25 October 2017	
08/06/17	Bo.6.17.12	Complaints and Patient Advice and Liaison Annual Report 2016-17: KD and BG to look into General Surgery and Gynaecology complaints and report back to the Quality and Safety Committee as part of the quarterly complaints report for September 2017.	Chief Nurse	Quality Committee 25 October 2017	Moved to October Quality Committee due to EPR go-live being the week of the September Committee
13/07/17	Bo.7.17.8	Integrated Quality and Performance Dashboard: To consider the broader themes rather than focusing on individual deep dives in order to understand whether the issues affecting performance are more than just workforce pressures.	Director of Governance and Operations	Finance and Performance Committee 25 October 2017	
13/07/17	Bo.7.17.8	Integrated Quality and Performance Dashboard: Capacity and Demand: to keep a connection between capacity, demand, planning and delivering to contractual agreements – to monitor this on an ongoing basis in order to address	Director of Finance	Finance and Performance Committee 25 October 2017	

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
		issues and also to help us plan better for the following year.			
13/07/17	Bo.7.17.8	Integrated Quality and Performance Dashboard: VTE Assessed: to carry out a manual audit of assessments on 100 patient records and present the findings within the ProgRESS report to the Quality and Safety Committee in August 2017. A trajectory for improvement to also be included in the report.	Medical Director	Quality Committee 25 October 2017	Item deferred to October Quality Committee
09/02/17	Bo.2.17.10	Integrated Quality and Performance Dashboard: Non-medical Appraisal Review – the Foundation Trust expects to be in a better position by the end of Quarter 2 and a report will be presented to the Board of Directors. However, if an improvement is not seen then an exception report will be presented.	Director of Human Resources	Board of Directors 9 November 2017	Moved to November to fit with new Board schedule
13/04/17	Bo.4.17.13	Quarterly Report on Safe Working Hours: Doctors and Dentists in Training - April 2017: The Guardian of Safe Working to be invited to present at October's Board of Directors Meeting.	Medical Director	Board of Directors 9 November 2017	Moved to November to fit with new Board schedule
08/06/17	Bo.6.17.10	Integrated Quality and Performance Dashboard: BM stated that he would raise the subject of the Foundation Trust's representation on the Bradford Producer City Board with the Chair of the Board, Cllr Susan Hinchcliffe.	Chairman	Board of Directors 9 November 2017	The new Chair of Bradford Producer City Board will be in place from September 2017. Contact will be made once the new Chair is appointed.
13/07/17	Bo.7.17.5	Patient Story – Intensive Care Unit: - To stay in touch with Michael and his family to keep them informed of progress being made to improve such situations in the future, particularly in relation to improving communication in ICU - To support the family to receive psychological support as soon as possible	Chief Nurse	Board of Directors 9 November 2017	

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		- To share Michael's experience with partners (Primary Care) to help them improve services			
08/06/17	Bo.6.17.10	Integrated Quality and Performance Dashboard: Staff Friends and Family Test - the Chairman stated that it would be appropriate for the new Workforce Committee to take on the challenge of seeking to improve the level of staff willing to recommend the Foundation Trust as a place to work.	Director of Human Resources	Workforce Committee 29 November 2017	Moved to November Workforce Committee due to EPR go-live being the week of the September Committee
13/07/17	Bo.7.17.20	Workforce Report: AP felt it was important to demonstrate the medium and long term engagement process for the future workforce highlighting the successes and challenges faced. It was agreed for this to be added as an action for the Workforce Committee.	Director of Human Resources	Workforce Committee 29 November 2017	
13/04/17	Bo.4.17.12	"Ward to Board": Chief Nurse invited to present to the Board of Directors in 9 months' time on progress made on the dashboard.	Chief Nurse	Board of Directors 11 January 2018	