

East Midlands Leadership Academy Board Meeting

Board Minutes

Monday 15th December 2014

Present:

Name	Role	NHS Organisation
Gavin Boyle	Chief Executive/EMLA Chair	Chesterfield Royal Hospital NHS Foundation Trust
Paul O'Neill	Director	East Midlands Leadership Academy
Lyndsay Short	Deputy Director	East Midlands Leadership Academy
Rachel Wingfield	Business Development Manager	East Midlands Leadership Academy
Amanda Rawlings	HR & OD Director	Derbyshire Community Health Services NHS Trust
Andrew Morgan	Chief Executive	Lincolnshire Community Health Services NHS Trust
Anthony Locke	PPI Representative	Pathfinder Leicestershire
Caroline Fox	PPI Representative	Researcher
David Farrelly	Managing Director	Health Education East Midlands - Local Education Training Board
Dean Fathers	Chairman	Nottinghamshire Healthcare NHS Trust
Eileen Ziemer- Cottingham	Chair	Lincolnshire Partnership NHS Foundation Trust
Kate Bradley	Human Resources Director	University Hospitals of Leicester NHS Trust
Martin Gaskell	Directorate Accountant/EMLA Management Accountant	Nottinghamshire Healthcare NHS Trust
Michelle Bateman	Associate Director of Nursing	Nottinghamshire Healthcare NHS Trust
Paula Ward	Assistant Director of Learning & Organisational Development	Nottingham University Hospitals NHS Trust

Rakesh Marwaha	Chief Officer	NHS Erewash Clinical Commissioning Group
Steve Trenchard	Chief Executive	Derbyshire Healthcare NHS Foundation Trust

In attendance

Yvonne Brown	Personal Assistant	East Midlands Leadership Academy
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Apologies received:

Jenny Williams	Assistant Director of Organisational Development	Northamptonshire General Hospitals NHS Trust
Leanne Hackshall	Deputy Director of Nursing and Quality	Kettering General Hospital NHS Foundation Trust
Kerry Gulliver	Deputy Director of Workforce	East Midlands Ambulance Service

Item	Subject and Details	Action
1.	<p>Welcome and apologies:</p> <p>Gavin Boyle was unable to attend the first part of the meeting; Paul O’Neill chaired until Gavin’s arrival.</p> <p>Paul O’Neill welcomed those present to the meeting and gave a brief overview of the meeting. Paul O’Neill also welcomed Andrew Morgan, Anthony Locke, Paula Ward and Dean Fathers as new members to the Board. Introductions were made around the room.</p> <p>Paul O’Neill gave the apologies for absence as detailed above and all were accepted.</p>	
2.	<p>Notes from previous meeting:</p> <p>The minutes of the last meeting on 15th September 2014 were confirmed by the Board as a correct record with no amendments to be made.</p>	
3.	<p>3.0 Matters arising from last meeting:</p> <p>Alternative business structure – Paul O’Neill confirmed that he and Rachel Wingfield had met with Chesterfield Royal Hospital FT and KPMG to discuss what additional freedoms an alternative business structure might mean and the possibility of establishing a trading wing. It was concluded that, unless legislation changes, hosting by a strong and supportive trust, ideally an FT, is the best option for the foreseeable future.</p> <p>Presentation and discussion – Paul confirmed that the senior management team found the presentation and discussion at the September 2014 Board to be a useful strategic and helpful discussion. Paul confirmed that the discussion points were informing the planning and delivery work of the Academy and would remain a useful resource</p> <p>Utilisations and KPI’s – Paul confirmed that the senior management team had looked at the Very Good or Excellent rating being 75% in June at the September 2014 Board following Paula Ward’s query. Paul apologised that the incorrect figure had been reported and the correct figure was 88%.</p>	PON
4.	<p>Board Membership:</p> <p>The Board membership document captures how stakeholders are represented on the EMLA Board. There are no laid down requirements but rather a commitment to ensure the board is representative of the stakeholder group.</p> <p>Paul confirmed that Elizabeth Barrett had left the Board as of November 2014 and that Peter Cross, Director of Finance at Leicestershire Partnership NHS Trust, would be joining from the next Board meeting in March 2015.</p> <p>Kate Bradley confirmed that this would be her last Board meeting with EMLA and nominated Bina Kotecha to take her place on the Board. Bina has previously attended the Board meetings as Kate’s deputy and would bring a wealth of experience. Kate Bradley was thanked for her work and commitment and the Board agreed to appoint Bina Kotecha and review again following Kate’s substantive appointment.</p>	PON

	<p>Eileen Ziemer-Cottingham confirmed that she would be retiring from the Board in May 2015.</p> <p>Caroline Fox asked whether EMLA should think about more BME people joining the Board.</p> <p>Rakesh Marwaha suggested more CCG members were needed and Rakesh will mention this at the next CCG congress.</p> <p>It was discussed whether EMLA should bring local authorities into the Board. Steve Trenchard commented that as the NHS landscape changes to be more integrated with social care in particular, would it not be appropriate to reflect this in our Board membership?</p> <p>Dean made the point that we are an NHS Leadership Academy and that we should work with social care colleagues in other ways, not necessarily as part of the governance structure.</p> <p>It was agreed that the nominations and changes above should be made but a more fundamental discussion about a different membership needed further thought and discussion.</p>	
<p>5.</p>	<p>Presentation and Discussion:</p> <p>Paul O'Neill presented a strategic overview to the Board covering several broad areas:</p> <ul style="list-style-type: none"> • the Five Year Forward View; • the review of the NHS 'improvement architecture' including the NHS Leadership Academy; • the uncertain funding position for next year; • EMLAs response to these external issues; • the demand from the local health economy to be more involved in the transforming services agenda; and • the potential all of this has on the staffing structure for next year. <p>Gavin Boyle confirmed that he and other LDP Chairs had met with Simon Stevens after the Five Year Forward View had been released. Gavin Boyle took the opportunity to put across and explain the relationship between LDP's, using their local knowledge, and the high quality delivery from the National Academy. LDP leads have also made a written response which was circulated.</p> <p>David Farrelly confirmed that HEEM were asked very different questions by Ian Cummings HEE CEO. HEEM reiterated the positive strategic relationship and value that EMLA have with HEEM.</p> <p>Andrew Morgan commented that there is a danger that people will be looking at price rather than value.</p> <p>Dean Fathers commented that the strategic response does not mention care when this should be the forefront of what we do. The document does mention transformation but have we may have missed the opportunity to demonstrate the true value that we provide.</p>	<p>PON</p>

Paul O'Neill stated that there was no reason why the Board cannot compile their own response to the review and Paul welcomed comments from the Board for this response; Gavin Boyle reiterated that we can influence the review via open responses.

Kate Bradley commented that the NHS are investing money in good quality leadership but that career and talent management is not being done as well it should.

LDP's could operate the talent management process but Nationally it is too big; and needs to be done regionally. Amanda Rawlings and Steve Trenchard commented that talent management happens internally but not across the health economy and that is a real need. Talent spotting is not systematic and competition does not help the process. Gavin's view is that EMLA is well placed to provide talent management and development and taking the intelligence to create and provide the right courses and mentors. We need to get the right people and invest in them. Amanda Rawlings commented that we could work with the organisations who are most ready, if not everyone.

Funding 2014/15

Paul O'Neill asked for two or three members of the Board to join a Board to Board meeting with Paul, Gavin Boyle, David Farrelly and Lyndsay Short to discussing HEEM funding historically and going forward on Wednesday 21st January 2015 (2.00pm at Chesterfield Royal) Board members wishing to attend should let Paul O'Neill know in the New Year.

Paula Ward commented that people always want more and therefore how can we prioritise what is included in the membership packages. Need to ensure value is added and perhaps start by working out what outcomes are needed and working backwards from that.

The programmes offered via the Leadership Academy SLA may not stay the same depending on what the funding looks like next year and what is included. Regional programs and events are not confirmed and this depends again on funding received. EMLA, with the current team in place, are able to provide national and regional programmes as we have done since inception. However, there is now a need to expand into a 'mew market' of Consultancy and Transformational Support. There is demand from the system to support the leadership and system development needs of working across organisational boundaries and developing the new models of care.

The EMLA workforce structure as it stands at the moment is not fit for this new purpose and the need to create two new posts to support this new work stream has been identified. This will however be governed by the overall funding envelope for next year. Martin Gaskell confirmed that staff recruitment costs and procedures lies with Notts HC as EMLA'S hosting organisation. Any restructure/redundancy costs would need to come from membership organisations subscriptions. It was agreed that this should be added to the risk register

Options could also include jointly funding posts and internal development secondments. By the end of January 2015 funding for the next financial year should be known and we will need to wait and see what that looks like.

<p>6.</p>	<p>Performance, risk and communication update:</p> <p>Rachel Wingfield said that she would not go through the report but would answer any questions arising.</p> <p>6.1 Utilisations – Paula Ward asked the question as to whether the 85% utilisation target is good enough to stand out from the crowd. The 85% target is constantly being met and maybe this should now be revised to give more focus and target.</p> <p>Dean Fathers commented that the planned activity is data rich however it is not as informative as it could be. The percentage utilisations should be compared with size of organisation. Paul O’Neill explained that EMLA do analyse this data and use it in account management meetings to explore reasons for under-utilisation. Paul will consider how best to incorporate this information into future board reports.</p> <p>6.2 Risk – There are some new risks added to the agenda concerning employment liability, managing the message of what might look like a reduced core offer and how putting more resource into consultancy/supporting transformation may not be appealing to all existing members. The Board confirmed their approval to this and the amendments Rachel recommended to existing risks.</p> <p>6.3 Evaluation report – Rachel confirmed that it had been agreed at the last HRD meeting that a template would be produced to provide an evaluation of programmes on their conclusion. The reports would be made available for Board members and would also go out at further HRD meetings; an example of a recent evaluation form the Emerging Leaders latest cohort was included.</p> <p>Lyndsay Short asked the Board how they think EMLA can best use the report; especially the thematic analysis from the reports. Paul O’Neill explained that the AHSN are currently reviewing all recent evaluation data from LDPs and will produce a thematic analysis which can be shared.</p> <p>Dean Fathers stated that the evaluation report is good yet again no care was mentioned or how EMLA have impacted. Paul explained that whilst this was a fair comment, these issues are more likely to be picked up in more longitudinal evaluations looking at Kirkpatrick Levels 3 and 4.</p> <p>Once the core regional offer is finalised, EMLA will produce an evaluation framework to identify the level and type of evaluation to be used for each programme/intervention.</p> <p>6.6 Communication update – Rachel confirmed that Regional Recognition Awards had been well received and asked the Board to look at the five year celebration booklet and the ‘Little Book of Leadership’. Rachel also made the Board aware of the latest Bulletin and the Nursing Times booklet which included items written by members of our own team. Paul O’Neill thanked the members of the Board for attending the awards ceremony.</p> <p>Paul O’Neill stated that there was a day in March looking at leadership in undergraduate programmes and asked Paula Ward to support along with a HEEM representative Paul will circulate details.</p>	<p>RW</p>
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7.	<p>Progress on Strategic Objectives:</p> <p>Paul O’Neill stated that EMLA are still developing the best way to provide the strategic objective information. Looking forward the Board asked for more narrative and assurance in those areas that were progressing the least.</p>	PON
8.	<p>Finances:</p> <p>The finance report is up to the end of October 2014. There is £174k uncommitted resources at the end of the year. There are £11.5k debtors arising due to PAYG; with £11k of this over 90 days.</p> <p>It was agreed with Sue Gubbins that £150k would be carried forward into the following year.</p>	MG
9.	<p>Any other business:</p> <p>No other business at this time.</p>	
10.	<p>The next Board meeting will be held at 1.30pm until 4.30pm on Monday 16th March 2015 at The Institute of Mental Health Building, room A08.</p>	