

East Midlands Leadership Academy Board Meeting

Board Minutes

Monday 21st September 2015

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 and Performance Manager	East Midlands Leadership Academy
Amanda Rawlings	HR & OD Director	Derbyshire Community Health Services NHS Trust/Chesterfield Royal Hospital Foundation Trust
Anthony Locke	PPI Representative	Pathfinder Leicestershire
Bina Kotecha	Assistant Director of Learning and OD	University Hospitals of Leicester NHS Trust
Caroline Fox	PPI Representative	Researcher
David Farrelly	Managing Director	Health Education East Midlands - Local Education Training Board
Dean Fathers	Chair	Nottinghamshire Healthcare NHS Foundation Trust
Jon McMahan	EMLA Management Accountant	Nottinghamshire Healthcare NHS Foundation Trust
Lisa Sultana	Director of Business Development and Liaison	Derby and Derbyshire LMC Ltd and Primary Care Development Centre
Michelle Bateman	Associate Director of Nursing	Nottinghamshire Healthcare NHS Foundation Trust



In attendance

Yvonne Brown	Office Manager/Executive PA	East Midlands Leadership Academy
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Apologies received:

Andrew Morgan	Chief Executive	Lincolnshire Community Health Services NHS Trust
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Jenny Williams	Assistant Director of Organisational Development	Northamptonshire General Hospitals NHS Trust
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Kerry Gulliver	Deputy Director of Workforce	East Midlands Ambulance Service
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Leanne Hackshall	Deputy Director of Nursing and Quality	Kettering General Hospital NHS Foundation Trust
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Martin Gaskell	Directorate Accountant/EMLA Management Accountant	Nottinghamshire Healthcare NHS Foundation Trust
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Nicky Hill	Director of HR	Nottingham University Hospitals NHS Trust
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Paula Ward	Assistant Director of Learning and OD	Nottingham University Hospitals NHS Trust
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Pete Cross	Director of Finance	Leicestershire Partnership NHS Trust
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Rakesh Marwaha	Chief Officer	NHS Erewash Clinical Commissioning Group
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Steve Trenchard	Chief Executive	Derbyshire Healthcare NHS Foundation Trust
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Item	Subject and Details	Action
1.	<p>Welcome and apologies:</p> <p>Gavin Boyle welcomed those present and gave a brief overview of the meeting. Paul O’Neill gave the apologies for absence as detailed above and all were accepted.</p> <p>No declarations of interest were given for this meeting.</p>	
2.	<p>Notes from previous meeting:</p> <p>The minutes of the last meeting on 15th June 2015 were confirmed by the Board as a correct record with no amendments to be made.</p> <p>Matters arising:</p> <p>The matters arising from the meeting on 15th June 2015 were actioned in advance of the meeting or were covered as agenda items for this meeting.</p>	
3.	<p>Strategic discussion:</p> <p>Smith and Rose review implications</p> <p>Paul made a presentation to discuss the Smith and Rose Reviews and, given that the NHS Leadership Academy (‘NHSLA’) is to move to Health Education England (‘HEE’), the potential for the East Midlands Leadership Academy (‘EMLA’) to move over to be hosted by Health Education East Midlands (‘HEEM’) as opposed to its current hosting by Nottinghamshire Healthcare NHS Foundation Trust (‘NottsHC’). The Board then held a discussion during which the following points were made:</p> <ul style="list-style-type: none"> • Gavin highlighted the fact that Talent Management responsibilities are now spread across NHS Improvement (the combined TDA and Monitor function), HEE and organisations. However, NHS Improvement will have a primary focus on ‘the top 200’ roles. • Gavin also explained how the Chairs of the LDPs were keen to explain the Arm’s Length Bodies (‘ALB’) and other work that all the LDPs did in addition to work done on behalf of the NHSLA via a service level agreement. It was felt that this work in fact makes up the majority of EMLAs efforts and it is not fully understood or recognised at a national level. • Dean Fathers commented that splitting the Talent Management function is probably unhelpful and that this would be better done at a regional level. He said there is sense in looking at a model whereby HEEM could host EMLA but the membership focus is retained. 	

- During the presentation, Michelle Bateman commented that seven LDP's currently run under HEE and asked how the three that are not governed by HEE operate differently. Paul responded that the three, plus Thames Valley and Wessex within the seven, all have membership models and seem to be further ahead in understanding customer needs. The East Midlands and North West are seen as being productive/agile; both are membership organisations and are good collaborators. However, the organisations hosted within HEE are closer to the wider workforce development agenda.
- Amanda Rawlings stated that EMLA has always been 'owned' by its membership and therefore seen as their responsibility; this needs to be nurtured and retained.
- Bina Kotecha commented that the Smith Review emphasised a need for localism where the Rose Review seemed to take a more centralised and transactional view. It was felt that the need to retain strong local stakeholder engagement was paramount alongside the need to continue to deliver any national directives.
- Dean commented that his understanding of Lord Rose's review was that there was 'too much leadership and not enough management' ie that there was a lack of standard operating procedures and too much unhelpful variation.
- David Farrelly commented that engagement should continue whatever the operating model and that HEEM also have structures and a need to work closely with the organisations across the East Midlands.
- Shadow arrangements at a national level are due to be in place by December and substantive arrangements by April 2016. There will be one overarching strategic group for leadership development made up of representatives from the 6 ALBS's, other parts of the system and chaired by Ian Cummings. This group is yet to meet.
- Amanda commented that we may need to meet again before December, or at least have contact virtually, given that our next board meeting is not until 14th December.

In conclusion, the board felt that stakeholder engagement and membership influence should remain a very strong governing feature of EMLA. Equally the need to deliver national priorities and work in tandem and in a more standardised way across other LDP's will also be a requirement. So long as these features were retained the hosting arrangements were not critical and maybe out of our hands. There will be a need to keep on top of this agenda and keep the board informed in the coming weeks.

Patient and public involvement

Paul then asked all Board members for their comments in respect of the East Midlands Academic Health Science Network ('AHSN') paper in respect of PPI:

- Caroline Fox started the discussions by stating that she likes the document as a starting point for discussions. Caroline sees EMLA as a lead in transforming PPI and is excited about patient leadership and the opportunity to develop this within EMLA in the future. The AHSN document she feels is written from a professional standing point rather than by PPI representatives and Caroline will take the AHSN paper to other members of her PPI network to obtain their thoughts and comments.



	<ul style="list-style-type: none">• Gavin and Paul stated the importance that EMLA engage with a wide variety of groups, including PPI representatives and that this may be in other forums as well as purely PPI representatives at the board.• Anthony Locke stated that he felt he had not sufficiently engaged with work at present at EMLA and asked whether training and/or mentoring should be provided to help PPI representatives interact in their role better, ie being able to report on reports and attend workshops where possible. Gavin suggested that perhaps new members to the Board should receive an induction and also Lyndsay Short suggested that there should be an ongoing support package available for PPI representatives. Action: Lyndsay will look into this for Caroline, Anthony and other PPI representatives going forward.	LS
4.	<p>Programmatic offer update:</p> <p>Lyndsay discussed with the Board the report that had been produced for the funding for 2015/16 from HEEM. Lyndsay also shared with the board a copy of the printed systems leadership booklet and new full EMLA directory. The following comments were made by the Board:</p> <ul style="list-style-type: none">• In respect of HEEM funding, David commented that the HEEM subgroup were happy with the report and had recommended to the governing body that funding should now be released. This should be confirmed at their meeting on Wednesday 23rd September 2015.• Gavin thanked the EMLA team for their work on this strategic shift and said it was impressive to see all of the hard work come together. Anthony commented that the systems leadership brochure encapsulates the strength of what EMLA can do in partnership with HEEM.• Paul commented that HEEM had helped EMLA by pushing us for more detail and he was now very pleased with the final version. We now need to engage with the system and take it forward across the region. Amanda asked how we may scale up to deliver this across the whole region. Paul responded that the main limiting factor was resources, we have the capacity to deliver what is outlined in the booklet and more can be delivered if more resources are made available. Paul also noted that units of planning, whilst taking this agenda seriously, are also working with many other issues and this will have a limiting effect on how quickly they were ready to engage with this work.• Bina asked how this offer fits with the more traditional offer of programmes and events across the region. Lyndsay responded that both offers and approaches are valid and remain available. We are currently engaging with units of planning to ascertain which parts of the menu provided they wish to start with.	





	<ul style="list-style-type: none">• Amanda commented that there are lots of other groups to tap into, such as the Derbyshire Chief Executives Forum, and not just the units of planning. Consultancy work is needed to obtain a diagnosis of what is required and what is to be achieved. Amanda explained the recent programme running in Derbyshire had allowed leaders to work in other organisations for a short period and how beneficial this had been. Rachel commented that we have just completed cohort one of a joint health and social care commissioning programme which was very well received and cohort two will run later this year.• Michelle asked, in respect of the Visible Leaders programmes, why the targeted group was bands 6 to 8A. Lyndsay explained that it was this group who could benefit most from the network by being heard and developed for higher level positions and this fits with what is being done in other regions and nationally.• Lyndsay outlined some recent work that had been done on generating income which included the Q Initiative proposal worth £15k and the writing leadership development modules for the University of Nottingham which is worth £12.5k.	
5.	<p>Evaluation framework:</p> <p>Paul introduced the evaluation framework as mentioned at the last Board meeting in June 2015. This work is draft and is ready for testing. Comments from the Board were:</p> <ul style="list-style-type: none">• Bina commented that the work is helpful and transferrable and was interested in how learning could be shared. Paul explained that the before, during and after questions in the full framework encourages users to plan, design and deliver well. Action: Paul to send the completed evaluation framework pack to Board members.• Dean suggested that we explore whether a research project in the deployment of the systems leadership work could be undertaken in partnership with universities, perhaps by securing NIHR funding.• Gavin explained that evaluation is one of the eight priorities being pursued following the Smith Review and that all LDPs are working on this standardised way of evaluating their practice.	PON





	<ul style="list-style-type: none">The FSD training needs analysis (TNA) that is usually produced each year by the FSD Programme Lead will be changing for the next financial year. In previous years the TNA involved organisations undertaking a detailed analysis of specific topic and programme requirements and this is thought to be responsible for the low 30% response rate. Consequently the steering group have agreed to do the needs analysis differently this year – taking a more strategic and holistic view of training to include more soft skills, horizon scanning and transformation using a variety of engagement events and activities to increase engagement and representation.	
8.	<p>Finances:</p> <p>In Martin Gaskill’s absence, Jon McMahon gave an overview of the finance report and noted the following highlights:</p> <ul style="list-style-type: none">£53k underspend against plan as of the end of July£100k underspend against plan as of the end of August£13k due to VAT reclaims, £50k due to unallocated invoices, £37k as a result of timing differences in the expenditure profile£54k sat in unallocated reserves as of end of July which will have increased by the end of September due to moving VAT reclaims and unallocated invoices	
9.	<p>University of Cape Town, South Africa, workshop:</p> <p>Lyndsay summarised her visit to Cape Town to deliver a three day workshop to a group of very senior professors from around South Africa. Lyndsay explained that herself and Amy Foster, Programme Lead, also visited a new hospital in South Africa where the issues affecting healthcare were surprisingly similar and resonant.</p> <p>Lyndsay will now revisit Healthcare UK now that it is more of the possibilities of collaborative working is understood and looks forward to working with our colleagues from South Africa in the future where possible.</p>	
10.	<p>Any other business:</p> <p>Paul mentioned the East Midlands Partnership Organisations (‘EMPO’) event which was taking place on Tuesday 22nd September 2015 and colleagues were invited to encourage relevant people from their organisations to attend.</p> <p>EMLA Board members are asked to note the dates of the 2016 Board meetings as follows:</p> <p>Monday 21st March 2016 Monday 20th June 2016 Monday 19th September 2016 Monday 12th December 2016</p> <p>All meetings will be at 1.30pm till 4.30pm in room A08, The Institute of Mental Health Building.</p>	





11.	The next Board meeting will be held at 1.30pm until 4.30pm on Monday 14th December 2015 at The Institute of Mental Health Building, room A08.	
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