

**DRAFT MINUTES OF A MEETING OF THE NHS IMPROVEMENT BOARD  
MEETING HELD ON THURSDAY 26 JANUARY 2017 AT 13.00 AT WELLINGTON  
HOUSE, 133-155 WATERLOO ROAD, LONDON SE18UG – SUBJECT TO  
APPROVAL AT THE MEETING OF THE BOARD ON 30 MARCH 2017**

**Present:**

Ed Smith, Chairman  
Bob Alexander, Executive Director of Resources/Deputy Chief Executive  
Dame Glynis Breakwell, Non-Executive Director  
Laura Carstensen, Non-Executive Director  
Lord Patrick Carter, Non-Executive Director  
Lord Ara Darzi, Non-Executive Director  
Richard Douglas, Non-Executive Director  
Sarah Harkness, Non-Executive Director  
Stephen Hay, Executive Director of Regulation/Deputy Chief Executive  
Jim Mackey, Chief Executive  
Ruth May, Executive Director of Nursing  
Kathy McLean, Executive Medical Director  
Sigurd Reinton, Non-Executive Director  
Caroline Thomson, Non-Executive Director

**In attendance:**

Jessica Dahlstrom, Head of Governance  
Kate Moore, General Counsel

**1 Welcome and apologies (oral item)**

- 1.1 No apologies for absence had been received.
- 1.2 There were no declarations of interest.

**2 Minutes and matters arising from the meeting held on Thursday 24  
November 2016 (BM/17/01)**

- 2.1 The minutes of the meeting held on Thursday 24 November 2016 were approved, and matters arising were noted.

**3 Chairman's report (BM/17/02)**

- 3.1 The Chairman introduced the report and reminded the Board that he took a decision on behalf of the Board to approve the 2017/19 National Tariff (using what is referred to in section 4.10 of NHS Improvement's Rules of Procedure as 'emergency powers'). The Board noted that NHS Improvement undertook

the statutory consultation on the proposed National Tariff for 2017/19 from 8 November to 6 December 2016. It was noted that 410 consultation survey responses were received and analysed and that the statutory consultation did not reach either objection threshold (66% of relevant providers or CCGs by number). Given time constraints resulting from the commitment to publish the tariff before Christmas, the Chair made this decision on behalf of the Board, having received a full briefing from the Executive Director of Resources/Deputy CEO and the Pricing Team.

- 3.2 The Board discussed the pressures faced by the NHS workforce, and commended the efforts made by all staff in the NHS to ensure patients are treated with respect and are cared for properly. The importance of ensuring there was public support for NHS staff was emphasised.

#### **4 Chief Executive's report (BM/17/03)**

- 4.1 The Chief Executive provided an update on the winter period and performance of emergency departments in particular. The Board commended the significant efforts made to protect fragile emergency departments which had been under significant pressure and noted that performance against the national A&E target had deteriorated over the period.
- 4.2 The Board discussed the financial impact of winter pressures and noted the difficulties which providers had faced in coping with increased activity without having been able to put pre-emptive measures in place. The Board discussed the impact on elective waiting times and highlighted the importance of developing plans to address the waiting list issue as soon as possible.
- 4.3 NHS staff morale was discussed and the Board emphasised the importance of professional oversight to support staff in decision making during periods of very high demand and stress.
- 4.4 The Board requested that a paper would come to the next Board meeting on 30 March 2017 setting out lessons learned from the winter period, and that independent input into the analysis would be sought.
- ACTION: JM**
- 4.5 The Board discussed the Board development session scheduled for 23 February 2017 and requested that this session would be used to discuss the prioritisation of NHS Improvement's efforts to ensure the financial position of the NHS was improved to the extent possible while protecting patient safety.

#### **5 Month 8 finance and performance report (BM/17/04)**

- 5.1 The Executive Director of Resources/Deputy Chief Executive introduced the paper and provided an oral update on the likely position at month 9. The impact on the financial position of winter pressures was discussed.

- 5.2 The Board highlighted the importance of understanding the underlying position and run rates for the NHS, and requested that this would be included in the papers presented at the Board development session on 23 February 2017. The interaction with capital spending was discussed. The importance of protecting patient safety while working to achieve the best possible financial position was emphasised.

## **6 Operational plans 2017/18 – 2018/19 (BM/17/05)**

- 6.1 The Board considered the paper which set out operational plans for the next two years. The importance of being realistic and credible with regard to what was achievable from a financial and operational performance perspective was highlighted and the Board discussed predictive capacity and the likely error of variance included in the plans.

## **7 NHS Improvement business planning 2017-19 (BM/17/06)**

- 7.1 Ben Dyson, Executive Director of Strategy, attended the meeting for this item.
- 7.2 The Board noted the paper which set out key strategic priorities for the coming two years. It was noted that the effective integration and success of the operational productivity directorate was important to the success of NHS Improvement as a whole.
- 7.3 The Executive Director of Strategy undertook to work with individual Board members on specific areas of interest between now and the Board meeting on 30 March 2017, and to present a final version of the business plan for approval at that meeting.

**ACTION: BD**

## **8 Reducing the regulatory burden (BM/17/07)**

- 8.1 Ben Dyson, Executive Director of Strategy, and Catherine McDonald, Transactions and Sustainable Solutions Director, attended the meeting for this item.
- 8.2 The Board noted the paper and emphasised the importance of progressing with the programme of work aimed at reducing the regulatory burden on NHS providers.

## **9 NHS Improvement non-executive directors support to provider chairs (BM/17/08)**

- 9.1 The Board noted the paper, which set out proposals for the support to chairs of NHS providers by non-executive directors of NHS Improvement.

**RESOLVED:**

- 9.2 The Board resolved to approve the proposals set out in the paper.

**10 Update on the publication of the national strategic framework ‘Developing People, Improving Care’ (BM/17/09)**

- 10.1 Adam Sewell-Jones, Executive Director of Improvement, and Suzie Bailey, Director of Leadership and Quality Improvement, attended the meeting for this item.
- 10.2 The Executive Director of Improvement introduced the paper, which outlined developments since the publication of the national strategic framework in December 2016. The Board reiterated its support for the framework and discussed the need to ensure that the NHS had access to the right skills and management capabilities.
- 10.3 The importance of ensuring providers were satisfied with the support offered by NHS Improvement was highlighted and the outcome of the recent stakeholder survey was discussed. The barriers to creating a coaching, learning environment were discussed and it was noted that these included the current immediate pressures that the NHS workforce was facing.

**11 Senior leadership roles in NHS providers – gap analysis and NHS Improvement response (BM/17/10)**

- 11.1 Helen Buckingham, Executive Director of Corporate Affairs, and Suzie Bailey, Director of Leadership and Quality Improvement, attended the meeting for this item.
- 11.2 The Executive Director of Corporate Affairs introduced the paper and highlighted the fact that a second phase of the survey on leadership roles was currently ongoing. The Board noted that, once additional results had been received, the gaps in NHS leadership may be greater than those currently shown in the paper.
- 11.3 The Board welcomed the report and discussed the difficulties associated with identifying appropriate roles for those who were ready for a first position in the senior management of an NHS provider. A number of possible solutions were discussed, including the possibility of asking more experienced leaders to move into roles at more challenged NHS providers. The importance of surrounding first time leaders with a strong support network was also highlighted.

## **12 NHS Improvement diversity and inclusion report (BM/17/11)**

- 12.1 Helen Buckingham, Executive Director of Corporate Affairs, attended the meeting for this item.
- 12.2 The Board considered the paper which set out the diversity and inclusion profile of NHS improvement. The Executive Director of Corporate Affairs also outlined the results of the recent staff survey which had been circulated to Board members in correspondence.
- 12.3 The Board noted that a number of initiatives were in place to address issues that had been identified through the staff survey.

## **13 Update on strategic communications (BM/17/12)**

- 13.1 Helen Buckingham, Executive Director of Corporate Affairs, and Jeremy Mooney, Director of Strategic Communications, attended the meeting for this item.
- 13.2 The Board noted the report which provided an overview of communications activities. The Board welcomed the results of the stakeholder survey and commented that it would be useful for the communications strategy to be as proactive as possible.
- 13.3 It was noted that the full results of the stakeholder survey would be made available to Board members upon request.

## **14 Business systems transformation (BM/17/13)**

- 14.1 Peter Sinden, Chief Technology Officer, attended the meeting for this item.
- 14.2 The Chief Technology Officer introduced the paper, which outlined the business case for investment in business systems to bring the legal entities which made up NHS Improvement together from an operational perspective.
- 14.3 The Board discussed the business case, and encouraged the Chief Technology Officer to work together with the Chief Information Officer at the NHS Property Board which had recently undergone a similar transformation.

### **RESOLVED:**

- 14.4 The Board resolved to approve the business systems transformation business case.

## **15 NHS Partnership with Virginia Mason Institute – Update and next steps (BM/17/14)**

- 15.1 Gregory Madden, Senior Development Adviser, attended the meeting for this item.
- 15.2 The Senior Development Adviser provided an overview of the paper, which outlined progress made on work with the Virginia Mason Institute. The Board noted that although the focus was on improving quality, some savings would also be realised as a result of the programme.
- 15.3 The Board welcomed the progress that had been made and encouraged the team to focus on how lessons learned could be shared with the NHS at pace. A paper was requested for the Board meeting on 30 March 2017 setting out a programme for accelerated learning from the Virginia Mason Institute initiative, with any blockers described clearly and solutions proposed.

**ACTION: GM**

## **16 Board effectiveness framework (BM/17/15)**

- 16.1 The Board noted the report and emphasised the importance of continuing to reflect on its own performance.

## **17 Any other business**

- 17.1 There was no other business.

**Close**