

# Derbyshire Healthcare NHS Foundation Trust Council of Governor's Extraordinary Meeting

to be held virtually via Microsoft Teams

7 July 2020 15:45 - 7 July 2020 16:40

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**COUNCIL OF GOVERNORS' EXTRAORDINARY MEETING  
TUESDAY 7 JULY 2020  
FROM 3.45-4.40PM TO BE HELD VIRTUALLY VIA MICROSOFT TEAMS**

AGENDA		LED BY	TIME
1.	Welcome, introductions and Chair's opening remarks Apologies and Declaration of Interests	Caroline Maley	3.45
<b>STATUTORY ROLE</b>			
2.	Appointment of the Trust's external auditors (paper)	Geoff Lewins/Justine Fitzjohn	3.50
3.	Re-appointment of Geoff Lewins, Non-Executive Director (paper)	Caroline Maley	4.05
4.	Re-appointment of Trust Chair (paper)	Margaret Gildea/Lynda Langley	4.20
<b>OTHER MATTERS</b>			
5.	Review of meeting effectiveness and following the principles of the Code of Conduct	Margaret Gildea	4.35
6.	Close of meeting	Margaret Gildea	4.40
<b>FOR INFORMATION</b>			
7.	Glossary of NHS terms		
<b>Next Meeting:</b> Tuesday 1 September 2020, from 2pm – this is likely to be a virtual meeting.			

## Our vision

*To make a positive difference in people's lives by improving health and wellbeing.*

## Our values

As a Trust, we can only provide good quality services through our dedicated staff, working together with a common purpose. Our values reflect the reasons why our staff choose to work for the NHS and Derbyshire Healthcare.

Our Trust values are:

**People first** – We focus on our colleagues, in the knowledge that a well-supported, engaged and empowered workforce results in good patient care.

**Respect** – We respect and value the diversity of our patients, colleagues and partners and support a respectful and inclusive environment.

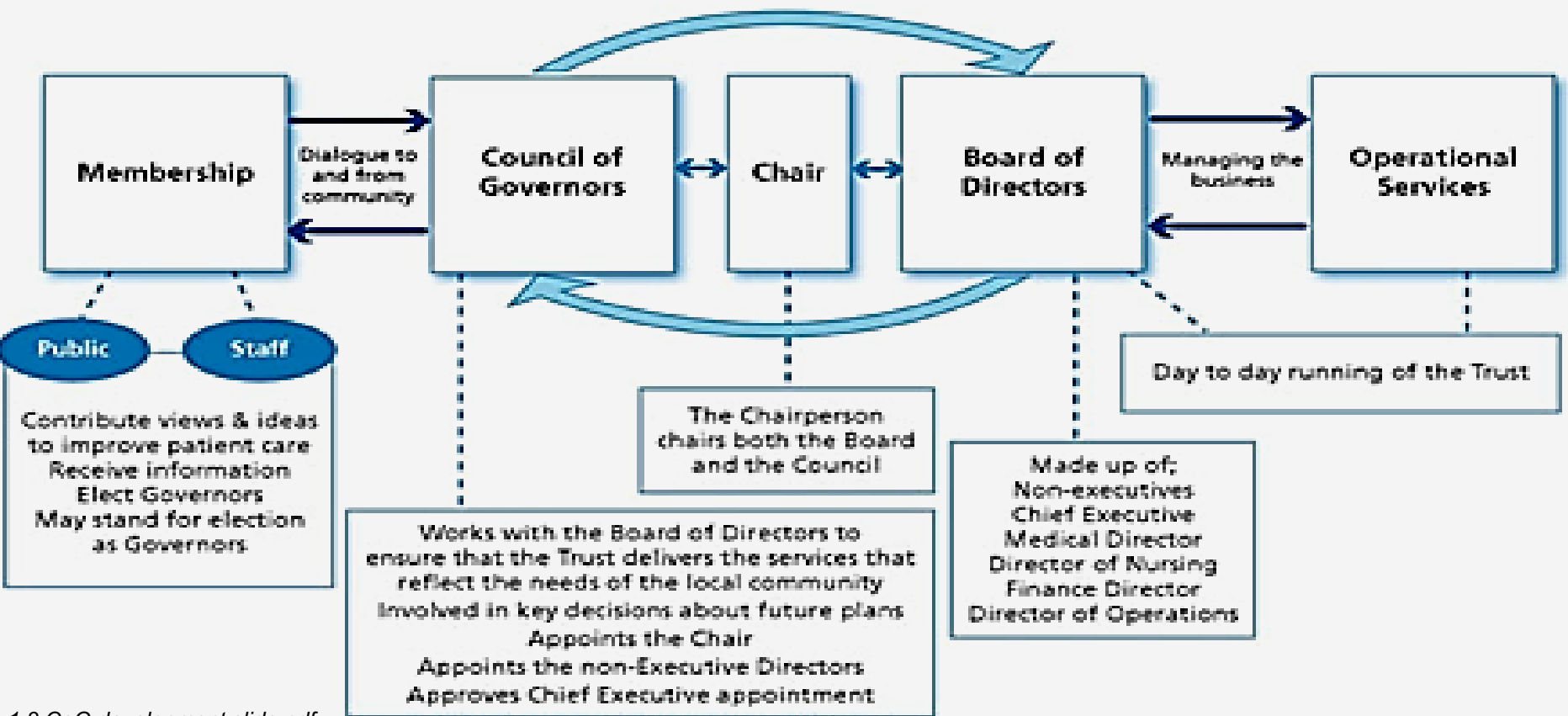
**Honesty** – We are open and transparent in all we do.

**Do your best** – We work closely with our partners to achieve the best possible outcomes for people.



# Getting the balance right

## FT Governance Arrangements



## The implications for governors and 'holding to account'



- How are the Board complying with best practice – and obligations ?
- How are the Board reaching the right decisions ?
- How are the Board assuring themselves that the trust is delivering safe and effective care ?
- ❖ The performance of the Trust is the Board's concern;
- ❖ The performance of the Board is the Governors' concern !

### **how do we ask effective questions?**

#### Good questions

- Help us clarify, explore, open things up, see the whole picture
- Help us identify underlying causes, impacts and patterns
- Help us understand and empathise
- Help us gain fresh perspectives and new ways of seeing
- Help us get to the crux of an issue or problem and reframe it

### **how do we ask effective questions?**

#### Good questions

- Allow us to diverge and examine issues before we converge on an answer or solution
- Encourage us to listen and reflect
- Help us offer and get ideas and insights
- Help us learn and be more creative
- Help us hold to account
- Help us gain assurance
- Help us make a difference

**Appointment of External Auditor**

**Purpose of Report**

To receive a joint recommendation from the Audit and Risk Committee (ARC) and a governor task and finish group to appoint Mazars LLP as the Trust’s external auditor via the direct award of the contract for the provision of external audit services to the Trust.

**Executive Summary**

This paper sets out the rationale for proposing a direct award to Mazars LLP and asks the Council of Governors to appoint Mazars as the Trust’s External Auditor from 1 September 2020.

**Strategic Considerations**

1) We will deliver <b>great care</b> by delivering compassionate, person-centred innovative and safe care	
2) We will ensure that the Trust is a <b>great place to work</b> by attracting colleagues to work with us who we develop, retain and support by excellent management and leadership	X
3) We will make the <b>best use of our money</b> by making financially wise decisions and will always strive for best value to make money go further	X

**Assurances**

Any appointment will take place in line with the Trust’s Constitution and procurement rules.

**Consultation**

This has been discussed by the Deputy Chief Executive and Director of Finance, the ARC Chair, members of ARC, Five nominated governors, the Trust Chair and the Trust Secretary.

**Governance or Legal Issues**

It is a legal requirement under the 2006 NHS Act that Foundation Trusts have an external auditor in place at all times.

Paragraph 33 of the Trust’s Constitution states:

33. Auditor

33.1 The Trust shall have an auditor.

33.2 The Council of Governors shall appoint or remove the auditor at a general meeting of the Council of Governors.

To support the Council of Governors in this role support will be provided from the Audit and Risk Committee, as per its Terms of Reference:

External audit

7.12 To make a recommendation to the Council of Governors in respect of the appointment, re-appointment and removal of an external auditor and related fees as applicable. To the extent that the recommendation is not adopted by the Council of Governors, this shall be included in the annual report, along with the reasons that the recommendation was not adopted.

7.14 To assess the External Auditor's work and fees each year and based on this assessment, to make the recommendation above to the Council of Governors with respect to the re-appointment or removal of the Auditor. This assessment should include the review and monitoring of the External Auditor's independence and objectivity and effectiveness of the audit process in light of relevant professional and regulatory standards.

7.15 To oversee the conduct of a market testing exercise for the appointment of an auditor at least once every five years and, based on the outcome, make a recommendation to the Council of Governors with respect to the appointment of the Auditor.

### **Public Sector Equality Duty & Equality Impact Risk Analysis**

In compliance with the Equality Delivery System (EDS2), reports must identify equality-related impacts on the nine protected characteristics age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity (REGARDS people (Race, Economic disadvantage, Gender, Age, Religion or belief, Disability and Sexual orientation)) including risks, and say how these risks are to be managed.

Below is a summary of the equality-related impacts of the report:

No impacts identified.

### **Recommendation**

The Council of Governors is requested to:

- 1) Approve the direct award of the contract for the provision of external audit services to Mazars LLP for an initial term of three years commencing on 1 September 2020, with an option to extend for one year plus one year.

**Report presented by: Geoff Lewins, ARC Chair and Lynda Langley, Lead Governor**

**Report prepared by: Justine Fitzjohn, Trust Secretary**



## DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST

Extra-ordinary Council of Governors – 7 July 2020

### Appointment of External Auditor

#### **Background**

Grant Thornton has been the Trust's External Auditor since 2012. Earlier this year they served notice of their intention to end the contract early for commercial reasons; the contract had been due to run until October 2021. They have agreed to continue to provide an external audit service to the Trust until September and will present their final report on the 2019/20 audit to the Council of Governors on 1 September. It is a statutory requirement to have an External Auditor and also a statutory duty of the Council of Governors to appoint the Trust's External Auditor.

Advice was sought from the Trust's Head of Strategic Procurement and Tenders, Richard Houghton on the procurement options for the new contract award. His professional advice was to pursue a direct award of the contract to Mazars LLP, the only other company that had bid for the contract in 2018. The recommendation was primarily based on market conditions but also due to timescales which would have been impacted by COVID-19.

Mazars submitted a formal proposal which was presented to and supported by the following group on 24 June:

- Geoff Lewins, Audit and Risk Committee Chair
- Claire Wright, Deputy Chief Executive and Director of Finance
- The Lead and Deputy Lead Governors (Lynda Langley and Carol Riley) and three other governors; Kevin Richards, Carol Sherriff, and Rob Poole.
- Richard Houghton, Head of Procurement
- Justine Fitzjohn, Trust Secretary

The aim of the above session was to gain assurance from Mazars that they have the competence and capability to deliver the Trust's external audit service. The group also challenged the rationale around the increase of fees from the 2018 round. The fees for the contract will be disclosed at the meeting as they are currently subject to commercial confidence.

#### **Process**

Although it is a statutory duty of the Council of Governors to appoint the Trust's External Auditor they are supported in this task by the Audit and Risk Committee. The guidance<sup>1</sup> states that *'the audit committee should run a formal procurement process to obtain the best candidate as fairly and transparently as possible. The process may vary depending on the NHS foundation trust's particular procurement rules but it must be within procurement law.'*

The compliant OJEU framework allows for direct award and therefore the contract would be fully compliant with all legal requirements.

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<sup>1</sup> Monitor's guide to governors' statutory duties - 2013.

The Audit and Risk Committee supported the proposal to directly award the contract for the provision of external audit services to Mazars LLP at its meeting on 2 July.

**Recommendation:**

The Council of Governors is requested to:

1. Approve the direct award of the contract for the provision of external audit services to Mazars LLP for an initial term of three years commencing on 1 September 2020, with an option to extend for one year plus one year.

**Re-appointment of Non-Executive Director**

**Purpose of Report**

This paper provides a recommendation from the Nominations and Remuneration Committee to re-appoint a Non-Executive Director.

**Executive Summary**

Geoff Lewins was appointed as a Non-Executive Director (NED) of the Trust on 1 December 2017 and his first three year term of office is due to expire on 30 November 2020. He has indicated his wish to be re-appointed for a second term.

The Nominations and Remuneration Committee met on 18 June where the Trust Chair confirmed her full support for his re-appointment, noting the benefit of continuity and stability to the Board and that Geoff continues to make a significant contribution, particularly in his role as Chair of the Trust’s Audit and Risk Committee.

The Committee unanimously supported his re-appointment and that his current remuneration should be carried over and therefore recommend to the Council of Governors that Geoff is re-appointed for a further three year term of office from 1 December 2020.

**Strategic Considerations** (All applicable strategic considerations to be marked with X in end column)

1) We will provide great care by delivering compassionate, person-centred innovative and safe care; ensuring choice, empowerment and shared decision making is the norm.	
2) We will ensure that the Trust is a great place to work by attracting colleagues to work with us who we develop, retain and support by excellent management and leadership; creating an empowered, compassionate and inclusive culture that actively embraces diversity	<b>X</b>
3) We will make the best use of our money by making financially-wise decisions every day and avoid wasting resources. We will always strive for best value by finding ways to make our money go further	<b>X</b>

**Assurances**

The Committee is complying with its Terms of Reference by advising the Council of Governors in respect of the re-appointment of any NED.

**Consultation**

The Committee regularly reviews the terms of office for NEDs.

### **Governance or Legal Issues**

In the case of re-appointment of NEDs, the Trust Chair should confirm to the governors that following formal performance evaluation, the performance of the individual proposed for re-appointment continues to be effective and to demonstrate commitment to the role.

A NEDs term of office should be for no longer than three years. A NED may then seek a further term of office. The Foundation Trust Code of Governance states that NEDs may serve more than six years (i.e. equivalent to two terms) but makes clear that any term beyond six years should be subject to particularly rigorous review and should take into account the need for progressive refreshing of the Board. NEDs may, in exceptional circumstances, serve longer than six years but this should be subject to annual re-appointment.

### **Equality Impact Risk Analysis**

In compliance with the Equality Delivery System (EDS2), reports must identify equality-related impacts on the nine protected characteristics age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity (REGARDS people (Race, Economic disadvantage, Gender, Age, Religion or belief, Disability and Sexual orientation)) including risks, and say how these risks are to be managed.

Below is a summary of the equality-related impacts of the report:

None for the proposed re-appointment. The Chairs of Board Committees monitor compliance with the Equality Diversity and Inclusion (EDI) objective within the Terms of Reference. All NEDs are required to keep their EDI training up to date.

### **Recommendations:**

The Council of Governors is requested to:

1. Approve the re-appointment of the Geoff Lewins, as Non-Executive Director and Chair of the Audit and Risk Committee, for a second three year term of office commencing on 1 December 2020 with an annual remuneration of £15,138.

**Report presented by:**

**Caroline Maley, Trust Chair and Chair of the  
Governors Nomination & Remuneration  
Committee**

**Report prepared by:**

**Justine Fitzjohn, Trust Secretary**

## Re-appointment of Non-Executive Director

The Nominations and Remuneration Committee met on 18 June to consider the re-appointment of Geoff Lewins for a second three year term of office commencing on 1 December 2020.

The Trust Chair confirmed her full support for his re-appointment, noting the benefit of continuity and stability to the Board and that Geoff continues to make a significant contribution, particularly in his role as Chair of the Trust's Audit and Risk Committee.

The Committee noted the guidance <sup>1</sup> which sets out that a NED's term of office can be renewed for a further three years and the following factors should be taken into account if re-appointment is sought:

- to look at the existing candidate(s) against the current JD and PS for their role
- for the Trust Chair to confirm to the Governors that, following formal performance evaluation, the performance of the individual NED(s) proposed for re-appointment continues to be effective and demonstrates commitment to the role.

The Committee had previously received an exceptional appraisal for Geoff.

### Remuneration

The Audit and Risk Committee Chair post currently attracts a supplementary payment of £2,500 on top of the NED fee of £12,638, so an annual total of £15,138. Across the sector, the Audit Chair role traditionally attracts an additional fee based on the specialist knowledge and financial qualifications needed.

Two options were considered around remuneration; to keep the current remuneration level for the re-appointment or to consider a new remuneration rate based on the new structure issued by NHSI. If the new structure was followed there would be a net reduction of £138 (£13k basic and £2k allowance). The Committee felt that any reduction would not be appropriate in terms of valuing the Trust's NEDs. Changing to the NHSI structure would also be out of line with current NED remuneration rates. The Committee felt that the current remuneration level should be paid and agreed to revisit this for any new NED appointments.

The revised structure does acknowledge that within Foundation Trusts it is for the Council of Governors to determine the remuneration of the NEDs and Governors retain the prerogative to operate outside of the framework on a 'comply or explain' basis.

### **The Committee is RECOMMEND to:**

1. Approve the re-appointment of the Geoff Lewins, as Non-Executive Director and Chair of the Audit and Risk Committee, for a second three year term of office commencing on 1 December 2020 with an annual remuneration of £15,138.

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<sup>1</sup> *Your statutory duties - a reference guide for NHS Foundation Trust Governors – Monitor 2013*

**Re-appointment of the Trust Chair**

**Purpose of Report**

This paper provides a recommendation from the Nominations and Remuneration Committee to re-appoint the Trust Chair.

**Executive Summary**

Caroline Maley’s term of office is due to expire on 13 September 2020. She has indicated her wish to be re-appointed for 12 months.

The Nominations and Remuneration Committee met on 18 June where the Senior Independent Director confirmed the Chief Executive’s and wider Board’s support for Caroline’s re-appointment, noting the benefit of continuity and stability particularly during the current circumstances.

Through the appraisal process the governors have confirmed that Caroline continues to make a significant contribution to the Trust in leading the Board and the Council of Governors.

The Committee unanimously supported her re-appointment and that her current remuneration should be carried over and therefore recommend to the Council of Governors that Caroline is re-appointed for a 12 month period from 14 September 2020.

**Strategic Considerations** (All applicable strategic considerations to be marked with X in end column)

1)	We will provide great care by delivering compassionate, person-centred innovative and safe care; ensuring choice, empowerment and shared decision making is the norm.	
2)	We will ensure that the Trust is a great place to work by attracting colleagues to work with us who we develop, retain and support by excellent management and leadership; creating an empowered, compassionate and inclusive culture that actively embraces diversity	<b>X</b>
3)	We will make the best use of our money by making financially-wise decisions every day and avoid wasting resources. We will always strive for best value by finding ways to make our money go further	<b>X</b>

**Assurances**

The Committee is complying with its Terms of Reference by advising the Council of Governors in respect of the re-appointment of the Trust Chair.

**Consultation**

The Committee regularly reviews the terms of office for the Chair and Non-Executive Directors (NEDs).

**Governance or Legal Issues**

In the case of re-appointment of the Trust Chair, the Senior Independent Director (SID) should confirm to the governors that following formal performance evaluation, the performance of the individual proposed for re-appointment continues to be effective and demonstrates commitment to the role.

For the purposes of the guidance, the Chair is also technically a NED and a NEDs term of office should be for no longer than three years. A NED may then seek a further term of office. The Foundation Trust Code of Governance states that NEDs may serve more than six years (i.e. equivalent to two terms) but makes clear that any term beyond six years should be subject to particularly rigorous review and should take into account the need for progressive refreshing of the Board. NEDs may, in exceptional circumstances, serve longer than six years but this should be subject to annual re-appointment.

**Equality Impact Risk Analysis**

In compliance with the Equality Delivery System (EDS2), reports must identify equality-related impacts on the nine protected characteristics age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity (REGARDS people (Race, Economic disadvantage, Gender, Age, Religion or belief, Disability and Sexual orientation)) including risks, and say how these risks are to be managed.

Below is a summary of the equality-related impacts of the report:

None for the proposed re-appointment. All NEDs are required to keep their Equality, Diversity and Inclusion training up to date.

**Recommendations:**

The Council of Governors is requested to:

1. Approve the re-appointment of the Caroline Maley as Trust Chair for a 12 month term of office commencing on 14 September 2020 with an annual remuneration of £50,000 inclusive of mileage.

**Report presented by:**

**Margaret Gildea, Senior Independent Director (SID)**

**Report prepared by:**

**Justine Fitzjohn, Trust Secretary**

## Re-appointment of the Trust Chair

The Nominations and Remuneration Committee met on 18 June to consider the re-appointment of Caroline Maley as Trust Chair for a 12 month term of office commencing on 14 September 2020.

Caroline was first appointed as a NED at the Trust in January 2014. She was both the SID and the Audit and Risk Committee Chair. In January 2017 she was appointed as Acting Chair and then appointed as the substantive Chair on 14 September 2017.

Margaret Gildea, Senior Independent Director (SID) confirmed the support of the Board for her re-appointment, noting the benefit of continuity and stability particularly during the current circumstances. Margaret also confirmed that Caroline continues to make a significant contribution to the Trust in leading the Board and the Council of Governors as demonstrated in her annual appraisal.

The Committee noted the guidance <sup>1</sup> which sets out a number of matters that the Governors should take in to account when considering re-appointments:

- To look at the existing candidate(s) against the current Job Description and Person Specification for their role
- To look at the outcomes of the Chair's appraisal. The SID should confirm to the governors whether, following formal performance evaluation, the performance of the Chair continues to be effective and demonstrates commitment to the role
- To look at the length of office. Although Caroline has only served one three year term, she had served on the Board in a NED capacity from 2014. Any term beyond six years should be subject to particularly rigorous review and should take into account the need for progressive refreshing of the Board. NEDs may, in exceptional circumstances, serve longer than six years but this should be subject to annual re-appointment.

### Remuneration

At a previous meeting, the Committee had received a report on a new remuneration structure for Chairs and NEDs issued by NHSI. At that meeting the Committee discussed a number of principles, including the inflexibility of the new structure in not recognising the specialist nature of our Trust and its complexities and also any negative impact the framework might have on the current Chair.

The revised structure does acknowledge that within Foundation Trusts it is for the Council of Governors to determine the remuneration of the Chair and NEDs and governors retain the prerogative to operate outside of the framework on a 'comply or explain' basis. The Committee felt strongly that Caroline should be valued for her high performance and also recognised the importance of continuity for the organisation.

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<sup>1</sup> *Your statutory duties – a reference guide for NHS Foundation Trust Governors – Monitor 2013*



Caroline's current remuneration is £50,000, inclusive of mileage. The framework rate for the Trust grouping was £45,100 exclusive of mileage. For the reasons set out above, the Committee agreed that Caroline should not suffer a financial detriment and should be re-appointed at her current remuneration. This would be revisited for any future new Chair appointments.

**The Committee is RECOMMEND to:**

1. Approve the re-appointment of the Caroline Maley as Trust Chair for a 12 month term of office commencing on 14 September 2020 with an annual remuneration of £50,000 inclusive of mileage.

**GLOSSARY OF NHS AND  
DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS**

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
<b>A</b>	
A&E	Accident & Emergency
ACCT	Assessment, Care in Custody & Teamwork
ACE	Adverse Childhood Experiences
ACP	Accountable Care Partnership
ACS	Accountable Care System (now known as ICS)
ADHD	Attention Deficit Hyperactivity Disorder
AfC	Agenda for Change
AHP	Allied Health Professional
AIMS	Royal College of Psychiatrists Accreditation for Inpatient Mental Health Services Standards
ALB	Arms-length body such as NHS Improvement (NHSI) and NHS England (NHSE)
AMM	Annual Members' Meeting
AMHP	Approved Mental Health Professional
ANP	Advanced Nurse Practitioner
AO	Accountable Officer
ASD	Autism Spectrum Disorder
ASM	Area Service Manager
<b>B</b>	
BAF	Board Assurance Framework
BLS	Basic Life Support (ILS Immediate Life Support)
BMA	British Medical Association
BAME	Black, Asian & Minority Ethnic group
BoD	Board of Directors
<b>C</b>	
CAMHS	Child and Adolescent Mental Health Services
CASSH	Care & Support Specialised Housing
CBT	Cognitive Behavioural Therapy
CCG	Clinical Commissioning Group
CCT	Community Care Team
CDMI	Clinical Digital Maturity Index
CE	Chief Executive
CEO	Chief Executive Officer
CGA	Comprehensive Geriatric Assessment
CIP	Cost Improvement Programme
CMDG	Contract Management Delivery Group
CMHT	Community Mental Health Team
CNST	Clinical Negligence Scheme for Trusts
COAT	Clinical Operational Assurance Team
COF	Commissioning Outcomes Framework
CoG	Council of Governors
CPA	Care Programme Approach
CPD	Continuing Professional Development
CPN	Community Psychiatric Nurse
CPR	Child Protection Register
CQC	Care Quality Commission
CQI	Clinical Quality Indicator
CQUIN	Commissioning for Quality and Innovation
CRB	Criminal Records Bureau

## GLOSSARY OF NHS AND DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
CRG	Clinical Reference Group
CRS	(NHS) Care Records Service
CRS	Commissioner Requested Services
CSF	Commissioner Sustainability Fund
CTO	Community Treatment Order
CTR	Care and Treatment Review
<b>D</b>	
DAT	Drug Action Team
DBS	Disclosure and Barring Service
DBT	Dialectical Behavioural Therapy
DfE	Department for Education
DCHS	Derbyshire Community Health Services NHS Foundation Trust
DHCFT	Derbyshire Healthcare NHS Foundation Trust
DIT	Dynamic Interpersonal Therapy
DNA	Did Not Attend
DH	Department of Health
DoLS	Deprivation of Liberty Safeguards
DNA	Did not attend
DPA	Data Protection Act
DRRT	Dementia Rapid Response Team
DTOC	Delayed Transfer of Care
DVA	Derbyshire Voluntary Action (formerly North Derbyshire Voluntary Action)
DWP	Department for Work and Pensions
<b>E</b>	
ECT	Enhanced Care Team
ECW	Enhanced Care Ward
ED	Emergency Department
EDS2	Equality Delivery System 2
EHIC	European Health Insurance Card
EHR	Electronic Health Record
EI	Early Intervention
EIA	Equality Impact Assessment
EIP	Early Intervention In Psychosis
ELT	Executive Leadership Team
EMDR	Eye Movement Desensitising & Reprocessing Therapy
EMR	Electronic Medical Record
EPR	Electronic Patient Record
ERIC	Estates Return Information Collection
ESR	Electronic Staff Record
EUPD	Emotionally Unstable Personality Disorder
EWTD	European Working Time Directive
<b>F</b>	
FBC	Full Business Case
FFT	Friends and Family Test
FOI	Freedom of Information
FSR	Full Service Record
FT	Foundation Trust
FTE	Full-time Equivalent
FTN	Foundation Trust Network
FTSU	Freedom to Speak Up

## GLOSSARY OF NHS AND DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
FTSUG	Freedom to Speak Up Guardian
F&P	Finance and Performance
5YFV	Five Year Forward View
<b>G</b>	
GDPR	General Data Protection Regulation
GGI	Good Governance Institute
GMC	General Medical Council
GP	General Practitioner
GPFV	General Practice Forward View
<b>H</b>	
HCA	Healthcare Assistant
HEE	Health Education England
HES	Hospital Episode Statistics
HoNOS	Health of the Nation Outcome Scores
HSCIC	Health and Social Care Information Centre
HSE	Health and Safety Executive
HWB	Health and Wellbeing Board
<b>I</b>	
IAPT	Improving Access to Psychological Therapies
ICM	Insertable Cardiac Monitor
ICS	Integrated Care System (formerly ACS)
ICT	Information and Communication Technology
ICU	Intensive Care Unit
IDVAs	Independent Domestic Violence Advisors
IG	Information Governance
ILS	Immediate Life Support (BLS – Basic Life Support)
IM&T	Information Management and Technology
OOA	Outside of Area
IPP	Imprisonment for Public Protection
IPR	Integrated Performance Report
IPT	Interpersonal Psychotherapy
<b>J</b>	
JNCC	Joint Negotiating Consultative Committee
JTAI	Joint Targeted Area Inspections
JUCB	Joined Up Care Board
JUCD	Joined Up Care Derbyshire
<b>K</b>	
KPI	Key Performance Indicator
KSF	Knowledge and Skills Framework
<b>L</b>	
LA	Local Authority
LCFS	Local Counter Fraud Specialist
LD	Learning Disabilities
LHP	Local Health Plan
LHWB	Local Health and Wellbeing Board
LOS	Length of Stay
<b>M</b>	
MARS	Mutually Agreed Resignation Scheme
MAU	Medical Assessment Unit

## GLOSSARY OF NHS AND DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
MAS	Memory Assessment Service
MAPPA	Multi-agency Public Protection Arrangements
MARAC	Multi-agency Risk Assessment Conference (meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs) and other specialists from the statutory and voluntary sectors.
MASH	Multi-Agency Safeguarding Hub
MCA	Mental Capacity Act
MDA	Medical Device Alert
MDM	Multi-Disciplinary Meeting
MDT	Multi-Disciplinary Team
MFF	Market Forces Factor
MHA	Mental Health Act
MHIN	Mental Health Intelligence Network
MHIS	Mental Health Investment Standard
MHRT	Mental Health Review Tribunal
MSC	Medical Staff Committee
MSK	Musculoskeletal (conditions)
<b>N</b>	
NCRS	National Cancer Registration Service
NED	Non-Executive Director
NICE	National Institute for Health and Care Excellence
NHS	National Health Service
NHSE	National Health Service England
NHSI	National Health Service Improvement
NIHR	National Institute for Health Research
<b>O</b>	
OBC	Outline Business Case
ODG	Operational Delivery Group
OP	Out Patient
OSC	Overview and Scrutiny Committee
OT	Occupational therapy
<b>P</b>	
PAB	Programme Assurance Board
PAG	Programme Advisory Group
PALS	Patient Advice and Liaison Service
PAM	Payment Activity Matrix
PARC	Psychosis and the reduction of cannabis (and other drugs)
PARIS	This is an electronic patient record system
PbR	Payment by Results
PCC	Police & Crime Commissioner
PCN	Primary Care Networks
PDSA	Plan, Do, Study, Act
PHE	Public Health England
PICU	Psychiatric Intensive Care Unit
PID	Project Initiation Document
PIPoT	People in Positions of Trust
PLIC	Patient Level Information Costs
PMLD	Profound and Multiple Disability
PPI	Patient and Public Involvement

## GLOSSARY OF NHS AND DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
PPT	Partnership and Pathway Team
PREM	Patient Reported Experience Measure
PROMS	Patient Reported Outcome Measure
PSF	Provider Sustainability Fund
PSIRF	Patient Safety Incident Review Framework
<b>Q</b>	
QAG	Quality Assurance Group
QC	Quality Committee
QIA	Quality Impact Assessment
QIPP	Quality, Innovation, Productivity Programme
<b>R</b>	
RAID	Rapid Assessment, Interface and Discharge
RCGP	Royal College of General Practitioners
RCI	Reference Cost Index
REGARDS	Race, Economic disadvantage, Gender, Age, Religion or belief, Disability and Sexual orientation
RTT	Referral to Treatment
<b>S</b>	
SAAF	Safeguarding Adults Assurance Framework
SBARD	Situation, Background, Assessment, Recommendation and Decision (SBARD) tool
SBS	Shared Business Services
SEND	Special Educational Needs and Disabilities
SI	Serious Incidents
SID	Senior Independent Director
SIRI	Serious Incident Requiring Investigation
SLA	Service Level Agreement
SLR	Service Line Reporting
SOC	Strategic Options Case
SOF	Single Operating Framework
SPOA	Single Point of Access
SPOE	Single Point of Entry
SPOR	Single Point of Referral
STEIS	Strategic Executive Information System
STF	Sustainability and Transformation Fund
STP	Sustainability and Transformation Partnership
SUI	Serious (Untoward) Incident
<b>T</b>	
TARN	Trauma Audit and Research Network
TCP	Transforming Care Partnerships
TCS	Transforming Community Services
TDA	Trust Development Authority
TMT	Trust Management Team
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 1981
TMAC	Trust Medical Advisory Committee
<b>U</b>	
UDBH	University Hospitals of Derby and Burton
<b>V</b>	
VO	Vertical Observatory

**GLOSSARY OF NHS AND  
DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST ACRONYMS**

<b>NHS Term / Abbreviation</b>	<b>Terms in Full</b>
<b>W</b>	
WDES	Workforce Disability Equality Standard
WRES	Workforce Race Equality Standard
WTE	Whole Time Equivalent
<b>Y</b>	
YTD	Year to Date