

Chairpersons Report

Chairpersons Name	Jon Lloyd		
Committee Name	Finance & Investment Committee		
Date of Meeting	18.07.17		
Name of Receiving Committee	Trust Board		
Date of Receiving Committee meeting	July 2017		
Strategic Items for referral to Trust Board	Specialist Services performance and the Research and Education Centre business case – in September 2017		
Items for escalation?	Yes	No x	If yes, to which Committee

Please detail up to 3 key successes or achievements discussed at the meeting				
1. CQUIN performance				
2. Improvement in patient experience results for involvement in discharge				
3. Good performance on access targets				
4. Achievement of the quarter one S&T funding				
Details of the top three risks identified during the course of the meeting and initials of primary member of staff actioning				
1.	Specialist Services performance			MF
2.	Financial position in June			RF
3.	Big 12 schemes performance			RF
Attendance at the meeting (please highlight):	Excellent (well attended) x	Acceptable (some apologies)	Unacceptable (quorate)	Unacceptable (not quorate)

Was the agenda fit for purpose and reflective of the Committees terms of reference?	Yes
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Narrative report of the key issues of the meeting	
As set out clearly in the minutes.	
Key outcomes from the reports taken at the meeting	
As set out clearly in the minutes.	
Agreed actions from the meeting	Name of primary lead for the actions
An update on the financial recovery actions being undertaken by the Specialist Services division to be provided at the September Board meeting	Chief Executive
Analysis and comparison of admission data to be undertaken	Director of Operations and Performance
A report to be provided to the Committee following a review of the Big 12 schemes in terms of their deliverability with potential substitutions	Director of Finance

Chairman: Robert Armstrong

Chief Executive: Andrew Foster CBE

The business case for Wrightington Education and Research Centre to be taken to the September Board with additional information around strategic rational, risk and rewards, site capacity and financials	Director of Strategy
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**MINUTES OF A MEETING OF THE FINANCE AND INVESTMENT COMMITTEE
HELD ON 18 JULY 2017, 9.30AM
AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN WN1 2NN**

Members' attendance record		17.01.17	14.02.17	21.03.17	25.04.17	23.05.17	20.06.17	18.07.17	19.09.17	17.10.17	21.11.17
Mr R Armstrong	Chairman	√	√	√	A	√	√	√			
Dr S Arya	Medical Director	√	A	√	√	√	A	√			
Mrs A Balson	Director of Workforce	√	A	√	√	√	√	√			
Mr N Campbell	Non-Executive Director	√	A	√	√	A	√	√			
Mrs M Fleming	Director of Operations and Performance	A	√	√	√	√	√	√			
Mr R Forster	Director of Finance and Informative / Deputy CEO	√	√	√	√	√	√	√			
Mr A Foster	Chief Executive	A	√	√	√	√	√	√			
Mr M Guymer	Non-Executive Director	√	√	√	√	√	A	√			
Mrs C Hudson	Non-Executive Director	√	√	√	√	√	√	√			
Mr J Lloyd	Non-Executive Director (Chair)	√	√	√	√	√	√	√			
Mrs P Law	Director of Nursing	√	A	√	√	√	√	√			
Mr R Mundon	Director of Strategy	√	√	√	√	√	√	√			
Mr N Turner	Non-Executive Director	√	√	A	√	√	√	√			

Key: √: attended | A: apologies sent | *: did not attend | --- not a member of the council at the date of the meeting

In attendance

Ms G Edwards – Associate Director of Finance

Mr D Evans – Associate Director of Estates and Facilities

Mr A Gambhir – Divisional Medical Director, Specialist Services

Mrs L Hancock – Corporate Services Administrator (minutes)

Mrs F Hindley – Head of Nursing, Specialist Services

Mr D Hughes – Associate Director of Finance

Mr C Knights – Project Director

Mrs R Lyon – Deputy Director of Operations and Performance, Specialist Services

Ms H Shelton – Divisional Accountant, Specialist Services

Mr M Singleton – Acting Associate Director of IM&T

1. Presentation: Specialist Services divisional performance

Members of the Specialist Services senior management team delivered a presentation to the Committee that provided an update on current performance.

The division was currently at variance to plan which had been predominantly driven by Trauma and Orthopaedic activity. There had been an increase in revision cases over the preceding months, the complexity of which was not necessarily reflected by tariff. The division would be implementing a range of actions to improve efficiency and throughput in order to return to plan. It was noted that the support of the Executive team would be key to this.

The Committee recognised the excellent work of the Specialist Services division and the important contribution it made to the Trust. It would be important that the division returned to plan as soon as possible and the Committee requested that an update on recovery actions was provided to the Board at the September meeting.

Action: Chief Executive

It was noted that the reduction in tariff was an issue that the Strategic Orthopaedic Alliance (SOA) would be seeking to discuss nationally.

The Committee received and noted the contents of the presentation.

2. Committee chair's opening remarks

The chair welcomed all to the meeting of the Finance & Investment Committee.

3. Declarations of interest

There were no opening declarations of interest.

4. Minutes of the last meeting

The minutes of the Finance and Investment Committee meeting held on 20 June 2017 were agreed to be a true and accurate record.

5. Matters arising

a. Actions from the last meeting

Completed actions were received and noted.

b. Work plan 2017/18

The work plan for 2017/18 was received and noted.

c. Terms of reference

The terms of reference were approved by the Committee.

6. Risk escalations from the Risk and Environmental Management Committee (REMC) / sub committees

There were no formal escalations from REMC or sub committees for report.

7. June performance report

The Director of Nursing provided an update on the key highlights and lowlights from June:

- Clostridium Difficile (C Diff) was on trajectory for June
- There had been no cases of Methicillin-resistant Staphylococcus aureus (MRSA) or grade 3 or 4 pressure ulcers
- There had been an improvement in patient experience scores for involvement in discharge
- A prevention of future death (PFD) notice had been received from the Coroner in relation to renal services. This was being monitored by the Quality and Safety Committee

The Director of Operations and Performance provided an update with regard to operational performance:

- There had been strong performance in month against 18 Weeks Referral to Treatment (RTT), cancer and diagnostic targets
- There had been a reduction of on the day cancellations
- It had been a challenging month in terms of Accident and Emergency (A&E). The quarter one target of 91% had been achieved with the inclusion of walk-in centre attendances, thereby securing the Sustainability and Transformation (S&T) funding linked to A&E performance
- There had been an increase in attendances, admissions and length of stay

The Committee acknowledged the continuing challenges in A&E but were pleased to note the strong performance in other areas. It was agreed that an analysis and comparison of admissions would be beneficial. The Director of Operations and Performance undertook to arrange this.

Action: Director of Operations and Performance

The Committee received and noted the contents of the report.

A&E

The A&E report outlining performance in June was received and noted by the Committee.

Outpatient follow-up monitoring report

The outpatient follow-up monitoring report was received and good progress was noted by the Committee.

8. Finance, Big 12 and Divisional Cost Improvement Programme (CIP) report

The Director of Finance and Informatics noted the key matters from the June finance report:

- A £900k surplus had been achieved in June
- Year to date, the Trust was reporting a deficit of £3.0m
- Both income and expenditure were above plan
- £900k of CIP had been achieved year to date against a plan of £1.3m
- Capital expenditure was below plan
- The cash position was ahead of plan and continued to be monitored
- S&T funding had been achieved for quarter one
- A use of resources rating of 3 had been achieved

An update on the Big 12 schemes was provided. It was noted that, while progress was being made on all schemes, there was concern that some may not deliver as anticipated. A full review would be undertaken and substitutions made as appropriate with a report to the Committee on the outcome.

Action: Director of Finance

The Committee received and noted the contents of the report.

9. Commissioning for Quality and Innovation (CQUIN) report

A report detailing progress against CQUIN targets was received and noted by the Committee. It was noted that all areas were performing well but it was noted that further focus was required with regard to sepsis.

10. Business case for Research and Education Centre at Wrightington

The business case for a Research and Education Centre at Wrightington was received and discussed by the Committee.

The Committee noted the potentially exciting opportunity this presented for the Trust and expressed its support in principle for the proposal. Further information was requested in terms of strategic rationale, risks and rewards, site capacity and financials which would be reported back to Trust Board for decision in September.

Action: Director of Strategy

11. Leigh site

The Director of Strategy advised the Committee that a report was being prepared outlining the options for the sale of a parcel of land on the Leigh site.

In the absence of a meeting in August, the Committee agreed to undertake further discussion electronically.

12. Capital report

The capital report was received and noted by the Committee for information.

13. Marketing report

The marketing report was received and noted by the Committee. These reports would now be forwarded to the Committee on a quarterly basis.

14. BAF objectives 2017/18

a. To meet all national access targets

Failure to meet the A&E 4-hour target

The Committee noted that A&E performance continued to be under pressure and that quarter one had been achieved with the inclusion of walk in centre activity. The concerns of the Board in relation to the system approach had been escalated to the A&E Delivery Board.

The Committee agreed to increase the score to $4 \times 5 = 20$.

b. To achieve two year budget stability

Failure to deliver the Big 12 schemes

The Committee noted that, while progress continued to be made on the Big 12, it was possible that some of the schemes would not deliver as anticipated. Replacement schemes would be considered.

The Committee agreed to increase the score of the risk to $5 \times 4 = 20$.

Failure to Deliver Divisional CIPs

The Committee noted that a process led by the Director of Operations and Performance had been put in place to monitor divisional CIPs.

The Committee agreed to score the risk at $5 \times 3 = 15$.

Budget overspend, cashflow reductions and liquidity

The Committee noted that the cash position continued to be closely monitored however there continued to be overspend against budget in June.

The Committee agreed to score the risk at $5 \times 3 = 15$.

15. Minutes received for information

The Committee received and noted reporting minutes for information.

16. Any other business

There were no further matters raised for report.

17. Key successes and risks

Successes

- CQUIN performance
- Improvement in patient experience results for involvement in discharge
- Good performance on access targets
- Achievement of the quarter one S&T funding

Risks

- Specialist Services performance
- Financial position in June
- Big 12 schemes performance

18. Committee effectiveness feedback

The chair asked Committee members to ensure that adequate time was allocated in diaries for meetings due to the complex nature of discussions.

19. Date and time of next meeting

A meeting of the Finance and Investment Committee would be taking place on Tuesday 19 September 2017 at 9.30am at the Royal Albert Edward Infirmary, Wigan Lane, Wigan WN1 2NN.