

Chairpersons Report

Chairpersons Name	Jon Lloyd		
Committee Name	Finance & Investment Committee		
Date of Meeting	21.03.17		
Name of Receiving Committee	Trust Board		
Date of Receiving Committee meeting	March 2017		
Strategic Items for referral to Trust Board	No		
Items for escalation?	Yes x	No	If yes, to which Committee Potential patient safety concerns around the air flow issues at the Wrightington barn theatres – to Q&S Committee

Please detail up to 3 key successes or achievements discussed at the meeting

1. The achievement of a good financial position in month and forecast look ahead to year end
2. Performance against national targets for Cancer (4th in England), 18 weeks (6th) and Friends and Family (12th) and the good work to implement lessons learned in A&E over the Christmas and New Year period
3. The positive reaction of staff to the unannounced CQC visit last Friday night

Details of the top three risks identified during the course of the meeting and initials of primary member of staff actioning

1.	Wrightington barn theatres from an operational and financial perspective	RM
2.	Continued very poor delivery against risk weighted CIP targets	RM
3.	The impact of the IR35 tax regulations on locum staffing	AB

Attendance at the meeting (please highlight):	Excellent (well attended) X	Acceptable (some apologies)	Unacceptable (quorate)	Unacceptable (not quorate)
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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

In addition to presentation and discussion around performance indicators, high and low lights there was a very full discussion on the clear open and honest report on A&E performance over the Christmas/ New Year period. All agreed there were lessons to be learned both in the Trust and with other stakeholders.

PL reported verbally on the CQC unannounced visit on Friday night.

RF presented a very pleasing months Finance report and gave a confidential look ahead to the potential year end outturn which still had risks attached to be managed and which would be reviewed in further detail in Part 2 of Trust Board next week.

AF and SA gave a very positive report on engagement with consultants and other colleagues at Wrightington to address and win back shortfalls on financial performance at Orthopaedic at Wrightington.

The committee received a useful update on Carter initiatives and noted the continued improvement in

Chairman: Robert Armstrong

Chief Executive: Andrew Foster CBE

the reporting style and content on Carter.

A confidential discussion took place on the contractual and operational issues arising out of first year's revalidation of equipment at the Barn theatres and agreed that a report on potential patient impacts would go to Q&S, and financial/commercial aspect would be reported to PB Part 2.

Key outcomes from the reports taken at the meeting

All key outcomes articulated in minutes and report above.

Agreed actions from the meeting	Name of primary lead for the actions
A Balson to provide a full year report on agency cap to show the reductions over the months	A Balson
Updates from the A&E Delivery Board to be taken at the Committee going forward (M Fleming / S Arya)	M Fleming / S Arya
S Arya to discuss GP website information with T Dalton and J Crossley	S Arya
R Mundon to consider the frequency of the Carter report to F&I and Board	R Mundon
D Evans to prepare a paper for the Q&S Committee in response to concerns raised by the committee and some colleagues on site regarding and potential for patient safety issues from the use of the barn theatres, timing and approach to annual revalidation checks etc.	D Evans

PRIVATE & CONFIDENTIAL
Minutes of a meeting of the Finance and Investment Committee held at 9.30am on 21st March 2017 in the Boardroom, Trust HQ

	2017									
PRESENT	17 01	14 02	21 03							
Robert Armstrong, Chairman	√	√	√							
Rob Forster, DOF	√	√	√							
Andrew Foster, CEO	Apols	√	√							
Sanjay Arya, Acting MD	√	Apols AA	√							
Jawad Husain, Acting MD	-	-	-							
Neil Turner, NED	√	√	Apols							
Pauline Law, DoN	√	Apols AE	√							
Neil Campbell, NED	√	Apols	√							
Richard Mundon, Director of Strategy	√	√	√							
Alison Balson, Director of Workforce	√	Apols VM	√							
Jon Lloyd, NED (Chair)	√	√	√							
Mary Fleming, DoP	Apols DA/RL	√	√							
Carole Hudson, NED	√	√	√							
Mick Guymer, NED	√	√	√							
IN ATTENDANCE										
David Evans, Assoc. Director E&F	√	√	√							
Lynda Hancock, Corporate Services Administrator	√	√	√							
Carolyn Wood, Deputy DoF	Apols	Apols DH/GE	√							
Mark Singleton, IM&T	-	√	Apols GH							

1. CHAIRMAN'S OPENING REMARKS

J Lloyd welcomed all to the meeting.

He noted that there had been business cases around NW Sector / Healthier Together and the Wrightington Research and Education Centre expected at this meeting which had been deferred as they were not yet complete. Updates would be taken on both items during the meeting.

2. DECLARATION OF INTERESTS

None declared.

3. APOLOGIES FOR ABSENCE

As noted in the table above.

4. MINUTES OF THE LAST MEETING 14.02.17

The minutes were agreed to be accurate.

5. MATTERS ARISING

a. ACTIONS FROM THE LAST MEETING 14.02.17

Completed actions were received and noted.

b. WORK PLAN 16/17

The work plan was received and noted.

c. WORK PLAN 17/18

The outline work plan for 17/18 was received and noted.

It was agreed that the 12 big schemes would be added to the work plan for monthly update under the scrutiny section of the agenda.

It was noted that there would be important presentations from the Divisions in April in relation to their budgets. It was agreed that 15 minutes per Division would be allocated for these.

6. RISK ESCALATIONS

There were no risk escalations to this meeting.

7. PERFORMANCE REPORT M11

P Law noted the following highlights and lowlights from M11:

- There had been a slight decrease in the results from the patient experience questions
- A ward had been closed for three days due to norovirus
- There had been two moderate falls in month
- There had been no CDT infections in month and lapses of care remained at 3. The Trust was at 21 cases against a trajectory of 19. There had been no serious infections
- There had been an 8% increase in patients saying they had been involved as much as they wanted in their discharge. P Law had commissioned MIAA to look at patient experience of discharge and some initiatives had been implemented to help bring further improvements

M Fleming advised that she would provide a performance update in conjunction with the papers on A&E and lessons learned from winter.

She noted the following performance highlights / lowlights:

- WWL were the 4th top performing Trust in the country for national cancer targets, 6th for 18 weeks and 12th for the Friends and Family test.

- The backlog of follow ups were reducing
- Wrightington theatre utilisation remained high despite continued pressures around theatres
- The target for stroke patients spending most of their stay on the stroke unit had just missed achievement due to bed pressures

A&E / Lessons learned

The reports were received and noted.

Although there had been improvements in performance in M11 there were still pressures. A shortage of doctors and nurses in February had led to the closure of minors. Two wards had been closed due to norovirus and care homes had also been hampered by infection outbreaks. She noted that A&E would not achieve Q4 but were doing all possible to achieve 90% as per the NHS England directive. Despite these pressures WWL remained the top performing A&E in GM.

C Hudson noted that she felt there was lack of clarity from GPs as to where patients should go out of hours. She noted that websites were often out of date. She also queried whether there was a whole service bank holiday plan. M Fleming advised that there was a bank holiday plan which was owned by the A&E Delivery Board. S Arya noted the point made in terms of website information and would raise this with T Dalton and J Crossley at the CCG.

The Committee noted the importance of the Trust celebrating its many performance achievements and anticipated that the work being undertaken around the strategic narrative would encompass a message around this.

C Hudson was pleased to note the lessons learned report which she felt was very honest. She felt this was an important exercise to have undertaken to avoid similar pressures next year. M Fleming agreed and noted that she was keen to give as much focus to internal improvement as to external.

The Committee felt it would benefit from further insight into the workings of the A&E Delivery Board and asked that going forward a brief update on the meeting was given as part of this item.

CQC visit

P Law provided an update from the CQC visit which had taken place on Friday evening. This had concentrated on Rainbow Ward, PECC and A&E. There had been no formal escalations to P Law either during or following the visit but informal feedback identified some issues around safeguarding proformas and PEWs charts which would be taken forward. The CQC had acknowledged the improvements that had been made since their last visit. Formal feedback was awaited. P Law noted that staff seemed to feel positive about the visit.

NHSI submissions for breaches of agency capped rates

The report was received and noted.

A Balson noted that the Brookson system had been implemented and was taking some time to embed; there would be some retrospective reporting during this period. Agency spend had been under the ceiling for the last few months but there were some issues arising from the introduction of the IR35 regulations which were impacting the Trust and its ability to book locums to cover shifts, particularly in A&E. It had been agreed by the Exec Directors to increase the rate in A&E to £80 an hour until the end of April to ensure that shifts were filled.

M Guymer felt it would be useful for the Committee to have a report showing the reductions over the past 12 months.

J Lloyd thanked the Committee for excellent discussions around these items.

ACTION: A Balson to provide a full year report on agency cap to show the reductions over the months

Updates from the A&E Delivery Board to be taken at the Committee going forward (M Fleming / S Arya)

S Arya to discuss GP website information with T Dalton and J Crossley

8. FINANCE AND CIP REPORT M11

R Forster advised that M11 had seen the plan remain on track to deliver the year end position. The Trust was at a £3.6m surplus against a plan of £2.8m, income was ahead of plan but expenditure continued to be over plan. A year to date use of resources rating of 2 had been achieved. CIP continued to struggle and capital expenditure was behind plan at £4.9m. The cash position was recovering well.

C Hudson congratulated the team on the achievement of this position but noted that there had been a number of one off items to help this.

M Guymer agreed and added his congratulations to the team.

Orthopaedic update

A Foster advised that Specialist Services had focused on increasing Orthopaedic income and reducing cancellations. He and S Arya had met with Consultants yesterday to thank them for their hard work whilst emphasising the need to continue with this focus.

M Fleming advised that the Division had focused on streamlining processes to reduce the level of cancellations. It was difficult for the Division to balance 18 weeks achievement with the activity plan and the need to increase income but they were working hard to manage this.

S Arya noted that a lot of work had been done to engage with Specialist Services but also noted the efforts of R Lyon which had been appreciated by the Consultants in the Division. Discussion had taken place with regard to senior Consultant visibility and S Arya would be taking this forward with A Gambhir.

Capital prioritisation

R Forster presented the paper to the Committee for information. A fair and equitable process had been undertaken to determine prioritisation but R Forster was pleased to note that the vast majority of schemes had been funded to some level. This would still be subject to the usual business case process.

The Committee were pleased to note this and also noted the need to maximise the use of charitable funds wherever possible given the capital constraints.

9. CARTER

The report was received and noted.

R Mundon advised that the report had been improved following comments from the Committee. This continued to be a work in progress and was still to be cross-referenced with the big 12 schemes.

J Lloyd was pleased to note that this continued to move in the right direction.

The Committee agreed that consideration should be given to the frequency of Carter reporting as it may not be necessary to take a monthly report. R Mundon agreed to consider the approach to this.

ACTION: R Mundon to consider the frequency of the Carter report to F&I and Board

10. WRIGHTINGTON THEATRES UPDATE

R Mundon advised that the further revalidation exercise had been successful and that activity would be moved back into the barn theatres before the start of the new financial year. However, it was not clear whether issues had been fully resolved as a root cause had not yet been identified. D Evans and the

team were looking at ongoing maintenance schedules for the theatres. The team continued to look at the possibility for redress for the issues.

S Arya noted that Wrightington clinicians continued to be concerned at the possibility for a repeat of the issues. C Hudson agreed and noted her own concerns around the potential for patient safety issues.

It was agreed that D Evans would prepare a paper to provide some assurance to the Q&S Committee in relation to patient safety. The F&I Committee would continue to take updates in relation to this from a performance / financial point of view.

ACTION: D Evans to prepare a paper for the Q&S Committee in response to concerns regarding potential patient safety issues from the use of the theatres

11. HT NORTH WEST SECTOR BUSINESS CASE UPDATE

The circulated report was received and noted.

A Foster advised that this would be discussed in detail at the Board Away Day taking place in April. It would also be discussed during the part 2 meeting of Trust Board.

12. RESEARCH AND EDUCATION CENTRE AT WRIGHTINGTON

The update report was received and noted.

R Mundon advised that he had hoped to have brought the business case to this meeting but discussions continued with J&J and Edge Hill in relation to the financials around the case. R Mundon was hopeful that the business case would be ready for April.

C Hudson noted that the report referenced approval at F&I Committee in April last year of the outline business case. She noted that this was incorrect as it had been referred to Trust Board without recommendation.

J Lloyd thanked R Mundon for the update and stressed the need to set the Business Case against a clear articulation of the Orthopaedic Strategy for the Trust and GM wide. The committee looked forward to receiving the business case following it going to the new Trust Strategy Committee on 2nd May.

13. WINNING BACK THE WORK

The report was received and noted. R Mundon noted that income around this fell short in month. The winning back the work programme would be aligned to the 12 big schemes.

14. BAF SCORING

a) *Achieve Zero points on the Monitor (NHS Improvement) Compliance Framework*

The Committee noted that all access targets would be achieved in Q4 with the exception of A&E. Whilst the pressure remained on A&E, the impact was being handled well and steps were being taken to implement lessons learned from the winter period. It was agreed to reduce the score to $5 \times 2 = 10$.

b) *Achieve a full year FSRR of 3 and in line with plan; achieve a surplus of £3.7m; maximise access to NHSE funds; return to underlying financial balance by Q4*

The Committee noted the positive M11 position and that there was a high confidence level in delivering the year end plan. It was agreed to reduce the score to $4 \times 2 = 8$.

c) *Develop a WWL GM devolution plan focused on patient benefits by Q4*

The Committee noted that work continued around this objective but there was no requirement to change the score at this stage.

15. MINUTES RECEIVED FOR INFORMATION

The Committee received and noted the reporting Committee minutes.

16. ANY OTHER BUSINESS

R Forster noted that the IM&T Strategy Committee had now been disbanded. Consideration would need to be given to where the various elements would report to.

17. KEY SUCCESSES AND RISKS

Key successes were agreed to be:

- The achievement of a good financial position
- The good work to implement lessons learned in A&E
- The CQC inspection and the positive reaction of staff

Key risks were agreed to be:

- Wrightington theatres
- CIP
- The impact of the IR35 regulations on locum staffing

18. COMMITTEE EFFECTIVENESS FEEDBACK

J Lloyd thanked all for their participation in what had been a good meeting.

19. DATE AND TIME OF THE NEXT MEETING

18th April 2017, 9.30am, THQ Boardroom.