

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST**  
**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON 28 FEBRUARY 2018, 9.45AM**  
**AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN, WN1 2NN**

**Members' attendance record:**

|                     |  | 26/04/2017 | 31/05/2017 | 28/06/2017 | 26/07/2017 | 27/09/2017 | 25/10/2017 | 29/11/2017 | 20/12/2017 | 31/01/2018 | 28/02/2018 | 28/03/2018 |
|---------------------|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Mr R Armstrong      | Chair                                  | ✓          | ✓          | ✓          | ✓          | ✓          | A          | ✓          | ✓          | ✓          | ✓          |            |
| Dr S Arya           | Medical Director                       | ✓          | ✓          | ✓          | ✓          | ✓          | A          | ✓          | ✓          | ✓          | ✓          |            |
| Mrs A Balson        | Director of Workforce                  | ✓          | A          | ✓          | ✓          | A          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mr N Campbell       | Non-Executive Director                 | ✓          | ✓          | ✓          | ✓          | A          | ✓          | ✓          | ✓          | A          | ✓          |            |
| Mrs M Fleming       | Director of Operations and Performance | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mr R Forster        | Director of Finance and Informatics    | ✓          | ✓          | ✓          | A          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mr A Foster         | Chief Executive                        | ✓          | A          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mr M Guymer         | Non-Executive Director                 | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | A          | ✓          | ✓          |            |
| Mrs C Hudson        | Non-Executive Director                 | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mrs P Law           | Director of Nursing                    | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mr J Lloyd          | Non-Executive Director                 | ✓          | A          | ✓          | ✓          | ✓          | A          | ✓          | A          | ✓          | A          |            |
| Mr R Mundon         | Director of Strategy                   | A          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Mrs C Parker-Stubbs | Non-Executive Director                 | ✓          | ✓          | ✓          | A          | ✓          | A          | ✓          | ✓          | ✓          | ✓          |            |
| Mr N Turner         | Non-Executive Director                 | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Prof T Warne        | Non-Executive Director                 | ✓          | A          | ✓          | A          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |

Key: ✓: attended | A: apologies sent | ✕: did not attend | --- not a member of the board at the date of the meeting

**In attendance:**

Dr A Abassi                      Divisional Medical Director (Medicine)  
Miss C Alexander              Director of Governance and Assurance  
Mrs E Bradbury                Associate Non-Executive Director  
Mr P Howard                    Trust Secretary  
Dr A Twist                        Divisional Medical Director (Surgery)

### **33/18 Chairman and quorum**

R Armstrong took the chair and noted that due notice had been given to all directors and that a quorum was present. The meeting was declared duly convened and constituted.

### **34/18 Apologies for absence**

Apologies for absence were received as shown in the members' attendance record, above.

### **35/18 Declarations of interest**

The Trust Secretary noted that N Turner had provided general notice of his appointment as a director of WWL Solutions Limited, a wholly-owned subsidiary of the foundation trust, during the private session of the previous meeting.

### **36/18 Minutes of the previous meeting**

The minutes of the previous meeting held on 31 January 2018 were agreed as a true and accurate record. With regard to the action log, note was made that all actions had been completed with the exception of the final item, which was in the process of being scheduled for an appropriate point in time.

### **37/18 Patient experience video**

The Director of Nursing introduced the patient experience video, which summarised an elective patient's journey that had been impacted through the pressures being experienced across the wider unscheduled care system. She noted the impact that such challenges can have on a patient's confidence in an organisation and confirmed that the second part of the patient's story would be provided to the next board meeting.

The Director of Finance noted that the majority of learning points within the video related in some way to communication and commented that, notwithstanding the challenges described, the patient and relative had remained complimentary of the work of the staff involved. The Director of Operations and Performance echoed these sentiments and thanked the Director of Nursing for highlighting the issues.

The board received the patient experience video and noted the content.

### **38/18 Chair and Chief Executive's opening remarks**

The Chief Executive referred directors to his written report, which had been circulated in advance of the meeting. He highlighted the performance challenges which had continued into February, with a year-to-date performance of 82.3% against the 4-hour wait standard. An extract from a letter sent by a patient had also been included within the report.

The Chief Executive also provided a verbal update on the development of WWL Solutions as a wholly-owned subsidiary of the foundation trust. He noted that the proposal had been discussed with staff over a prolonged period and briefed the board on recent developments; particularly in relation to the recent discussions with trade union representatives. The Chief Executive also confirmed that he had recently met with local MPs and had briefed the Mayor of Greater Manchester on the matter.

The Chief Executive noted that a pause had been agreed to allow the issues that had recently been highlighted to be addressed. He noted that one of the concerns raised by the trade unions surrounded what would happen if the subsidiary company were to fail, and the board confirmed that staff would be brought back in-house under these circumstances. With regard to the other issues raised by the trade unions, the Chief Executive noted that these were a matter for the board of WWL Solutions, to determine at its meeting later that day. As a result of the pause, the Chief Executive confirmed that the forecast 'go live' date for the company had been delayed to 1 June 2018.

The Chief Executive also noted that the foundation trust's Hospital Standardised Mortality Ratio for November 2017 had recently been confirmed as 80.3, which brings the year-to-date figure to 101.7. The Chair noted the focus of the board on this issue and requested that the improved position be communicated with the wider workforce.

The board received the report and noted the content.

### **39/18 Reports of committees**

The board received reports from the following meetings which had been held since the previous meeting:

- (a) Audit Committee, held on 7 February 2018;
- (b) Quality and Safety Committee, held on 14 February 2018; and
- (c) Finance and Investment Committee, held on 31 January 2018 and 20 February 2018.

C Hudson provided an overview of the Audit Committee meeting and highlighted in particular the fact that the committee had escalated the issue of General Data Protection Regulation ("GDPR") preparedness to the board. The committee had acknowledged the development of a GDPR Board as a positive step and had noted the need for the organisation to be able to respond appropriately in accordance with the revised legislation from the date of coming into force.

T Warne provided a summary of the Quality and Safety Committee meeting, and noted that a significant discussion had been held around the resolution of issues surrounding patient discharge letters, which had been the result of both technological and human factors. He also noted the fact that the need for a headcount/workforce plan had been sent to the Risk and Environmental Management Committee for scrutiny.

M Guymer presented the Chair's report for the Finance and Investment Committee and noted that the meeting had considered the draft budget for 2018-19 as well as reviewing both the performance and financial reports. The committee had also considered a report on the delivery of Commissioning for Quality and Innovation schemes, with strong performance being reported across the majority of areas.

### **40/18 Performance report as at 31 January 2018**

The Director of Nursing opened by drawing directors' attention to the highlights and lowlights shown on page 3 of the report. She highlighted in particular the fact that there had been a significant positive rise in patient experience scores, with the only red rated question being the one relating to involvement in discharge which she reminded the board

would form part of the friends and family test from 1 April 2018 as this is considered to be the most appropriate time to ask the question. With regard to lowlights, the Director of Nursing noted the reporting of a grade three pressure ulcer in-month, and the submission of seven serious incidents via the Strategic Executive Information System during January 2018.

The Director of Operations and Performance highlighted a strong performance against three of the four national access targets, and drew particular attention to the performance in radiology. Whilst the target is set extremely high at 99% of tests being completed within six weeks, she confirmed that, of the 10,000 tests completed, only 9 had fallen outside of this standard, giving a performance of 99.91%.

The Director of Operations and Performance also briefed the board on operational changes that had recently been introduced, such as the collocation of the Minor Injuries Unit with the Primary Care Centre, with around 50 patients per day are streamed to the Minor Injuries Unit, which represents approximately 40% of all eligible patients. She also noted the introduction of a paediatric observation and assessment area which had resulted in no child patients being transferred out of the hospital due to lack of bed availability, and a 50% reduction in children breaching the 4 hour wait target.

Notwithstanding these successes, the Director of Operations and Performance cautioned that the urgent and emergency care system as a whole remains under significant challenge. She confirmed that, in comparison with Greater Manchester, the foundation trust has the lowest number of patients with a length of stay in excess of seven days, the lowest number of delayed transfers of care and a low length of stay generally for unscheduled care patients. The operational teams continue to focus on delivery of the recovery plan which had been shared with all key stakeholders and which focuses on admission avoidance and streaming appropriate patients to alternative services.

The Chair acknowledged the existence of a fragile urgent care system, and suggested the need to consider what action the foundation trust could take to make the system more robust. In response, the Director of Operations and Performance noted the success of a number of initiatives and commented that the issues generally arise from the level of demand across the borough. Despite significant investment, some of the borough-wide schemes are not delivering as intended.

The Medical Director noted that the Clinical Advisory Group would be meeting later that day to discuss the level of demand on Accident and Emergency and the management of frail elderly patients aged over 75 years across the borough.

The Chair highlighted the fact that, despite the significant pressure within the system, there had been no 12-hour decision-to-admit breaches within the organisation.

The board received the report and noted the content.

#### **41/18 Financial position as at 31 January 2018**

The Director of Finance presented a report which had been circulated with the agenda to update the board on the foundation trust's financial position as at 31 January 2018. He noted that the foundation trust is reporting a year-to-date pre-impairment trading deficit of £2.3m which represents an adverse variance from the forecast position of £0.8m.

Cumulative income showed a favourable variance of £8.5m compared with the planned position, whilst expenditure was reported as a £10.1m adverse variance.

Confirmation was provided that the contract negotiations with Wigan Borough CCG had not yet concluded but that a response to the foundation trust's letter was expected in the near future.

The board received the report and noted the content.

#### **42/18 Safe staffing report**

The Director of Nursing presented the regular safe staffing report which had been circulated with the agenda, and advised that efforts were being made to consider international recruitment of nursing staff. The Director of Workforce commented that there a view nationally that additional CPD monies should be made available to support staff development and cautioned that international recruitment can be impacted through restrictions on visa allocations imposed by the Home Office. She also noted the streamlining of workforce planning, which had historically been completed with both Higher Education England and NHS Improvement, and the potential risk that the return in its revised format may not allow for accurate commissioning of training requirements. The Director of Finance iterated the need for an organisational workforce plan to be developed.

The Medical Director commented that it may be beneficial to provide the board with information on medical staffing, in the same way as for nurse staffing, and agreed to review whether this would be possible outside the meeting.

The board received the report and noted the content.

#### **43/18 Board assurance framework**

The Trust Secretary presented the board assurance framework and the board considered the scores proposed by the various committees, or by the executive team where the relevant committee had not met.

The Chair also noted the intention to move towards a weighted dashboard approach to the board assurance framework in the next financial year.

The board approved the assurance framework as presented.

#### **44/18 Identification of key risks and successes**

The board discussed and agreed the key successes as:

- mortality performance
- absence of 12-hour decision-to-admit breaches despite challenges

The key risks were identified as:

- staffing levels
- accident and emergency performance at year-end
- uncertainty around the year-end financial position and the 2018-19 contract

- staff morale
- challenges around WWL Solutions

#### **45/18 Questions from the public**

Questions from the public were received.

#### **46/18 Exclusion of the press and public**

The board resolved that representatives of the press and other members of the public be excluded from the remainder of the meeting, having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

#### **47/18 Date, time and venue of next meeting**

The next meeting of the Board of Directors will be held on 28 March 2018, 9.45am, at Royal Albert Edward Infirmary, Wigan Lane, Wigan, WN1 2NN.

## Action log: Board of Directors

| Date of meeting | Minute ref. | Item                                | Action required  | Assigned to     | Target date | Update       |
|-----------------|-------------|-------------------------------------|--|-----------------|-------------|--------------|
| 31 Jan 2018     | 11/18       | NW Sector Partnership Business Case | Arrange for Programme Director to attend a future meeting. | Trust Secretary | ASAP        | In progress. |