

WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 26 SEPTEMBER 2018, 12.00 NOON
AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN, WN1 2NN

Members' attendance record:

		25/04/2018	22/05/2018	30/05/2018	27/06/2018	25/07/2018	26/09/2018	31/10/2018	28/11/2018	19/12/2018	30/01/2019	27/02/2019	27/03/2019
Mr R Armstrong	Chair	✓	✓	✓	✓	✓	✓						
Dr S Arya	Medical Director	✓	A	✓	✓	✓	✓						
Mrs A Balson	Director of Workforce	✓	A	A	✓	✓	✓						
Mr N Campbell	Non-Executive Director	✓	✓	✓	✓	A	---						
Dr S Elliot	Non-Executive Director	✓	A	✓	✓	✓	✓						
Mrs M Fleming	Director of Operations & Performance	✓	A	✓	✓	✓	✓						
Mr R Forster	Director of Finance and Informatics	✓	✓	✓	✓	✓	✓						
Mr A Foster	Chief Executive	✓	✓	✓	✓	✓	✓						
Mr M Guymmer	Non-Executive Director	✓	✓	✓	A	✓	✓						
Mr I Haythornthwaite	Non-Executive Director	✓	A	✓	✓	✓	✓						
Mrs C Hudson	Non-Executive Director	✓	✓	✓	✓	✓	✓						
Mrs P Law	Director of Nursing	A	A	✓	✓	✓	✓						
Mrs L Lobley	Non-Executive Director	✓	✓	✓	✓	A	✓						
Mr R Mundon	Director of Strategy	✓	✓	✓	✓	✓	✓						
Prof T Warne	Non-Executive Director	✓	A	✓	✓	✓	✓						

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

In attendance:

Miss C Alexander Director of Governance
Mrs N Guymmer Deputy Company Secretary
Mr P Howard Company Secretary and Data Protection Officer
Dr A Twist Divisional Medical Director (Surgery)

243/18 Chairman and quorum

Mr 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.

The Chair noted the unexpected death of Mr Neil Campbell, Non-Executive Director, earlier in the month and paid tribute to his extensive public service; both with the foundation trust and in other organisations.

244/18 Apologies for absence

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

245/18 Declarations of interest

There were no opening declarations of interest.

246/18 Minutes of the previous meeting

The minutes of the previous meeting held on 25 July 2018 were agreed as a true and accurate record.

247/18 Patient experience video

The Director of Nursing introduced the patient experience video, which outlined the experiences of a patient with a rare condition which caused her to experience hallucinations. Mrs L Lobley commented that the patient concerned would make an excellent speaker at a future event for medical trainees and the Director of Nursing agreed to share the patient's reflections with the local Clinical Commissioning Group for information.

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

248/18 Chair and Chief Executive's opening remarks

The Chair opened by noting the need to consider a replacement non-executive director and advised that a discussion on the necessary skills and attributes had been discussed by the board at a recent away day. He confirmed that a recommendation from the board would be presented to the Council of Governors at its meeting on 15 October 2018.

The Chief Executive presented a report which had been circulated in advance and drew particular attention to the positive relaunch of the Health Information System (HIS) within the Accident and Emergency (A&E) Department. He also provided updated figures for some performance metrics and noted that there had been four cases of C. difficile during the month of September taking the total number of cases to five, and confirmed that work was ongoing to determine whether there is a link between the four cases reported in-month. He also advised that the Hospital Standardised Mortality Ratio result for June 2018 had recently been released and the foundation trust had achieved a result of 99.7 which takes its average performance against this metric to 101.

The board received the report and noted the content.

249/18 Community services transformation and transition process

The Director of Strategy and Planning presented a report which had been circulated with the agenda to provide an update on the transition and transformation of community services from the current service provider to Wrightington, Wigan and Leigh NHS Foundation Trust.

Particular note was made of the fact that there is a formal process, set by NHS Improvement, to follow. As a result of the contract value of the services subject to the transaction (c.£40m per year), the transaction is considered by the foundation trust to be significant and therefore reportable to NHS Improvement and also subject to the approval of the Council of Governors. Confirmation was provided that the Strategic Outline Business Case would be considered by the board in private session, due to the commercial sensitivity of the content. Assuming that the outline case is approved, the next step would be to proceed with due diligence before seeking formal approval at a later date.

Prof T Warne highlighted the importance of clear and effective communications, both with the staff subject to the transfer but also with the wider population. In response, the Chief Executive noted that there had been some initial communication challenges but that it is planned for the foundation trust to be very involved in the communication process from the end of October 2018. A communications planning meeting had also been scheduled to ensure that all stakeholders share a consistent message.

Mrs C Hudson noted the truncated timescales and expressed some concern at the amount of work required in advance of the transfer taking place. In response, the Director of Strategy and Planning advised that the process would culminate in the production of a transfer agreement, which would provide the foundation trust with an opportunity to address risk mitigation arrangements. The Director of Finance noted that considerable reliance would be placed on the due diligence exercise and that, for this reason, it is intended to use an established firm with significant experience of undertaking similar due diligence exercises. The need to minimise the impact on existing business was also acknowledged.

In response to a question from Mrs L Loble, the Director of Strategy and Planning advised that a Client Relations Manager with specific experience of community transfer from NHS Improvement had been allocated to the foundation trust and continues to attend regular meetings with key post holders.

The board received the report and noted the content.

250/18 Reports of committees

The board received verbal reports from the following committees which had met since the previous meeting of the board:

- (a) Workforce Committee, held on 5 September 2018;
- (b) Quality and Safety Committee, held on 12 September 2018; and
- (c) Finance and Performance Committee, held immediately before the meeting

Prof T Warne provided an overview of the Quality and Safety Committee meeting and noted that the committee had discussed the use of side rooms, and in particular the risks relating to side rooms as shown on the board assurance framework. The action plan had been shared and the committee had received appropriate assurance. An amber delivery confidence was reported.

Mr M Guymer summarised the Finance and Performance Committee meeting which had been held immediately prior to the board meeting, and advised that the format of the agenda had been amended to prioritise discussion of key areas. The main discussion had been surrounding the performance of the Division of Specialist Services, and the committee wished to better understand the phasing and the timing of the recovery plan. The board away day earlier in the week had provided an additional opportunity for directors to focus on finances and quality. The discussion had resulted in directors having a shared understanding of the current position and where the organisation needs to get to before year-end. An amber delivery confidence was reported. With regard to the board assurance framework, Mr M Guymer advised that the weightings allocated to the metrics on the weighted dashboard had been reviewed to give a more balanced view of performance.

The Chair provided a summary of discussions at the Workforce Committee meeting and advised that the committee had discussed the inevitable post-WWL Solutions reduction in staff satisfaction scores. The Director of Workforce would be leading on the plans to mitigate this as much as possible. He also noted the discussions at the recent board away day which had resulted in agreement to ensure a balanced narrative of the equal priorities of finance and quality, with a commitment from the board not to compromise on safety. He also noted that the committee had supported the decision to focus on nursing apprenticeships at the current time, as opposed to more general apprenticeships. An amber delivery confidence was reported.

The board received the reports and noted the content.

251/18 Performance report as at 31 August 2018

The Director of Nursing opened by highlighting the issues around nurse staffing levels and confirmed that, whilst vacancy levels had remained static, there had been a reduction in the number of staff taking up bank and agency shifts.

The Director of Operations and Performance highlighted the continuing strong performance against the majority of operational performance metrics and advised that work had recently been undertaken in conjunction with an external organisation and had found the orthopaedic team to be particularly efficient. Confirmation was also provided that the foundation trust is on track to achieve provider sustainability funding for Q2 2018-19.

The Chair noted that a letter had recently been received from the Chief Executive of NHS Improvement surrounding elective waiting lists, to which the Director of Operations and Performance confirmed that elective waiting lists are well managed, particularly in orthopaedics, although there had been growth of 6% more than had been planned which indicates that the demand management systems had not been as effective as had been anticipated. She confirmed that a detailed plan had been produced at specialty level.

In response to a question from Dr S Elliot, the Director of Operations and Performance advised that the growth in demand had been experienced across Greater Manchester; in part due to changes to NICE guidance around cancer pathways.

In response to a question from Mrs L Lobley, the Director of Nursing advised that there is an infection prevention and control nurse within the local Clinical Commissioning Group who acts as a link between the hospital and the community.

The Director of Operations and Performance also presented the regular unscheduled care report and noted that step up facilities were now available in Leigh. She advised of the many positive comments received about the scheme, and noted that whilst the scheme has been implemented, there has not been an associated reduction in the number of frail elderly patients which suggests that demand from this patient cohort has increased exponentially.

The winter “plan on a page” was also shared with the board and the Director of Operations and Performance commended the plans, noting the number of variety of schemes available.

The board received the report and noted the content.

252/18 Financial position as at 31 August 2018

The Director of Finance presented a report which had been circulated with the agenda to summarise the foundation trust’s financial position as at 31 August 2018. He confirmed that a year-to-date trading deficit of £4.5m was being reported, which was £1.3m worse than planned. He also reported that the foundation trust was currently £900k away from the agreed control total. He confirmed that detailed discussions had been held at the earlier Finance and Performance Committee meeting and that the foundation trust continues to appeal the decision of the regulator not to allow Q1’s provider sustainability funding.

In response to a question from the Chair, the Director of Finance confirmed that the foundation trust held sufficient funds to sustain it for around 3 months if no other action were taken, although confirmation was provided that appropriate actions were being implemented.

The board received the report and noted the content.

253/18 Freedom to Speak Up: National Guardian’s Office self-review tool

The Director of Governance presented a report which had been circulated with the agenda to summarise the results of the recent self-review undertaken by the foundation trust using the tool provided by the National Guardian’s Office. She noted the intention to embed the Freedom to Speak Up approach across all organisational strategies rather than having a stand-alone one, with the overall plan being monitored by the Workforce Committee. She also reminded the board that staff should feel able to raise any concerns with their line manager and noted that October is “speak up month”, with various publicity activities taking place nationally throughout the month.

Mrs L Lobley commented that some benchmarking information would be beneficial, to which the Director of Workforce responded that benchmarking information is useful but

that the real aim would be to improve against the foundation trust's performance in earlier years. The Chair noted the challenges associated with raising awareness of matters such as fraud, to which the Director of Governance noted the work of the Local Anti-Fraud Specialist in this regard.

The board received the report and noted the content.

254/18 Q1 mortality update

The Medical Director presented a report which had been circulated with the agenda to provide information on deaths as required by the Care Quality Commission's guidance on learning, candour and accountability. The Director of Operations and Performance commented on the correlation between increases in delayed transfers of care and increased mortality, and the Chair confirmed that the board takes the opportunity to learn from deaths seriously and seeks to identify trends and to deal with the prevailing situation in a systematic manner.

The board received the report and noted the content.

255/18 Safe staffing report

The Director of Nursing presented the regular safe staffing report which provides a summary of staffing levels on all in-patient wards across the foundation trust. The report also included exception reports surrounding staffing levels, related incidents and red flags which are triangulated with a range of quality indicators.

The Director of Nursing advised that a number of suggestions were currently being considered as to how to incentivise nurses to take up additional shifts. Further information on this would be included in the next month's report to the board.

In response to a question from Dr S Elliot, the Director of Nursing advised that there were no specific instances of staff groups leaving the foundation trust as a result of the forthcoming departure of the United Kingdom from the European Union, although the Chief Executive noted that some no-deal Brexit scenarios had recently been received from HM Government and would be worked through.

The board received the report and noted the content.

256/18 Board assurance framework

The board considered the board assurance reports for the four corporate objectives, and noted that each objective had been allocated to a specific committee.

With regard to the objective around partnerships, the Director of Strategy and Planning noted the deteriorating score which had predominately been impacted by reduced delivery of cost improvements. The board discussed the appropriateness of this featuring on the partnership dashboard and agreed that it would be better suited to the performance dashboard. As a result, the board suggested that a metric around community services should be included within the performance dashboard in its place.

The board approved the board assurance reports as presented.

257/18 Questions from the public

A member of the public asked a question around the revised cancer pathway thresholds, to which the Director of Operations and Performance responded that the reductions in threshold were beneficial from a clinical perspective but nonetheless could have significant operational impact.

258/18 Identification of key risks and successes

The board discussed and agreed the key successes as:

- quality of the community services report and the opportunity to further develop and improve services for the benefit of the borough;
- A&E performance;
- the Freedom to Speak Up report; and
- the impact of the board's focus on mortality

The key risks were identified as:

- community services transition, and in particular the various processes with the most significant risk being the associated timescales; and
- financial stability, and the intention to move away from the term "cost improvement programme" was noted.

259/18 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.

260/18 Date, time and venue of next meeting

The next meeting of the Board of Directors will be held on 31 October 2018, 12 noon, 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
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