

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 27 SEPTEMBER 2017 AT 9.45AM
AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN, WN1 2NN**

Members' attendance record		25/01/2017	22/02/2017	29/03/2017	26/04/2017	31/05/2017	28/06/2017	26/07/2017	27/09/2017	25/10/2017	29/11/2017	20/12/2017
Mr R Armstrong	Chair	✓	✓	✓	✓	✓	✓	✓	✓			
Dr S Arya	Medical Director	✓	✓	✓	✓	✓	✓	✓	✓			
Mrs A Balson	Director of Workforce	✓	✓	✓	✓	A	✓	✓	A			
Mr N Campbell	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	A			
Mrs M Fleming	Director of Operations and Performance	A	✓	✓	✓	✓	✓	✓	✓			
Mr R Forster	Director of Finance & Informatics/Deputy Chief Executive	✓	✓	✓	✓	✓	✓	A	✓			
Mr A Foster	Chief Executive	✓	✓	✓	✓	A	✓	✓	✓			
Mr M Guymer	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	✓			
Mrs C Hudson	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	✓			
Mrs P Law	Director of Nursing	✓	✓	✓	✓	✓	✓	✓	✓			
Mr J Lloyd	Non-Executive Director	✓	A	✓	✓	A	✓	✓	✓			
Mr R Mundon	Director of Strategy	✓	✓	✓	A	✓	✓	✓	✓			
Mrs C Parker Stubbs	Non-Executive Director	✓	✓	✓	✓	✓	✓	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

Mrs L Hancock, Corporate Services Administrator (minutes)

Mr P Howard, Trust Board Secretary

Mrs V McManus, Head of HR (representing the Director of Workforce)

1228 Chair's opening remarks

The Chair opened the meeting of the Board of Directors.

1229 Apologies

Apologies for absence were received as indicated in the attendance record above.

1230 Declarations of interest

There were no opening declarations of interest.

1231 Minutes of the previous meeting

The minutes of the Board of Directors meeting held on 26 July 2017 were agreed to be a true and accurate record.

Completed action updates were received and noted.

1232 Patient story

A patient story was presented which outlined concerns raised by a patient's relative regarding care received at the Trust.

Concerns were primarily around nursing staff and clinicians not responding quickly enough to the advice of the relative during the hospital stay. This had impacted on the independence and dignity of the patient. The Trust response would be presented at the next meeting.

The Board noted the content of the video story and reflected on the importance of moving patients through the hospital system as quickly as possible in order to maintain dignity and independence. It was pleasing to note that the story had been shared with staff.

1233 Chief Executive's report and matters for the Board to note

The Chief Executive's report had been circulated in advance of the meeting and highlighted the following points:

- The Accident & Emergency (A&E) department continued to experience significant pressure
- There had been 17 cases of *Clostridium difficile* (*C.diff*) against a trajectory of 19; one of these had been attributed to a lapse in care
- There had been no cases of Methicillin-resistant *Staphylococcus aureus* (MRSA)
- Hospital mortality rates had improved in July and it was anticipated that this would continue to be demonstrated in August and September data
- A number of inspections and reviews would be taking place over the coming months including the CQC Well Led inspection and the NHS Improvement Use of Resources Assessment
- The Trust's HR team had won a national CIPD award for Digital Innovation

The Board received and noted the contents of the report. It was pleasing to note that the focused work on mortality was having an impact and the Board extended thanks to all those involved.

1234 Reports of committees

(a) Report from the Quality and Safety Committee

The Chair of the Quality and Safety Committee provided a verbal update to the Board to accompany the minutes of the meeting held on 13 September 2017.

The Board received and noted the verbal report.

(b) Report from the Finance and Investment committee

The Chair of the Finance and Investment Committee provided a verbal update to the Board to accompany the minutes of the meeting held on 19 September 2017.

The Board received and noted the verbal report.

(c) Report from the Audit Committee

The Chair of the Audit Committee provided a verbal update to the Board to accompany the minutes of the meeting held on 2 August 2017.

The Board received and noted the verbal report.

(d) Report from the Workforce Committee

The Chair of the Workforce Committee provided a verbal update to the Board to accompany the minutes of the meeting held on 20 September 2017.

The Board received and noted the verbal report.

1235 Performance report

The Director of Nursing and the Director of Operations and Performance presented the performance report for August and highlighted the following points:

- There had been 2 serious incidents in month relating to a fall and delays in sending patient discharge letters
- Patient experience scores around involvement in discharge remained red but it was noted actions were being taken to improve including the development of a Quality Champion project
- There had been no grade 3 or 4 pressure ulcers
- The Trust was beginning to see the required 10% reduction in gram negative bacteraemia
- There had been strong performance on 18 Weeks, Cancer and Diagnostics national access targets but the A&E target had not been achieved. A number of actions

were being undertaken to improve A&E performance including work with external agencies

- The Trust was one of the lowest nationally for delayed transfer of care (DToC)

The Board received and noted the contents of the performance report for August.

Update on primary care streaming

The Director of Operations and Performance provided a verbal update to the Board with regard to progress on primary care streaming.

Good progress was being made and it was anticipated that the GP centre in Christopher Home would be open from 2 October 2017 as planned. Reporting against the key performance indicators (KPIs) would be done via Finance and Investment Committee to the Board.

The Board received and noted the contents of the verbal report and thanked all teams involved in the delivery of the project.

An update on the development and implementation of the ISAT model would be provided at the next meeting.

1236 Financial position as at 31 August 2017

The Director of Finance and Informatics presented the finance report for August and highlighted the following points:

- The Trust was currently reporting a deficit of £3.5m year to date which was £400k away from plan
- Cost Improvement Programme (CIP) savings of £3.8m had been delivered year to date which was behind plan by £400k
- A 'Use of Resources' rating of 3 had been achieved
- The cash position continued to be monitored closely
- Capital expenditure was under plan at £1.5m year to date

The Board received and noted the contents of the finance report. A recovery plan had been developed to return the Trust to its financial plan; this would be monitored via the Finance and Investment Committee. A summary of the financial position and the recovery plan would be provided to the Council of Governors at their next meeting.

Action: Director of Finance and Informatics

The Board complimented the Finance team for an excellent summary of the 2016 – 17 financial results at the recent Annual Public Meeting.

1237 Board Assurance Framework

The Board approved the Board Assurance Framework (BAF).

The scores proposed by the sub-committees and the Executive team were agreed to be appropriate.

1238 Items requiring approval

The following items were presented to the Board of Directors for approval:

- Patient Safety Annual Report
- Infection Control Annual Report
- Mortality Review Framework (for submission to NHS Improvement)

The Board received the reports and confirmed approval.

1239 Items for information

The following items were received for information:

- Safe Staffing report

The Director of Nursing apprised the Board of the challenges in nurse staffing. Due to the high number of vacancies it had been difficult to maintain safe staffing levels during the summer months. Arrangements were in place to encourage part-time staff to cover gaps and a nurse staffing escalation process was in place.

The Board received and noted the contents of the verbal report.

1240 Key successes/risks

The Board discussed and agreed the key successes and risks as follows:

Successes

- Improvements in the mortality data
- The stabilisation of the staff engagement scores
- The achievement of a 10% reduction in gram negative bacteraemia
- The positive approach to accepting external support with regard to A&E improvements
- The progress of the GP streaming project
- The success of the HR team at the national CIPD awards

Risks

- Financial stability
- Increased pressures around infection control
- The decline in the staff engagement scores
- Nurse staffing

1241 Board effectiveness feedback

The board recognised the excellent quality of papers which had facilitated efficient discussions.

1242 Questions from the public

Questions from the public were received and noted.

1243 Exclusion of the 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.

1244 Date of the next meeting

The next meeting of the Board of Directors will be held on 25 October 2017, 9.45am at Royal Albert Edward Infirmary, Wigan Lane, Wigan, WN1 2NN.

Trust Board Action Log – P1

27.09.17

Date of meeting	Agenda ref No.	Item	Action required	Assigned to	Target date	Date completed
Actions carried forward from previous meetings						
31.05.17	FT1181/17	PERFORMANCE MONITORING	Consideration to be given to producing a shorter, summarised version of the BAF for Board review	P Howard / C Alexander	28.06.17	Ongoing
Actions from this meeting						
17.09.17	1236	Financial position as at 31 August 2017	A summary of the financial position and the recovery plan would be provided to the Council of Governors at their next meeting.	R Forster	25.10.17	An update on the CoG agenda for the meeting on 30.10.17