

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST**  
**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON 25 JULY 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:**

Dr A Abbasi      Divisional Medical Director (Medicine)  
Miss C Alexander      Director of Governance  
Mrs N Guymmer      Deputy Company Secretary  
Mr P Howard      Company Secretary  
Dr A Twist      Divisional Medical Director (Surgery)

**211/18 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.

**212/18 Apologies for absence**

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

The Chair noted that Ms Lisa Knight, who had been in post as an Associate Non-Executive Director as part of the Insight Programme run by GatenbySanderson, had been successful in her application for a Non-Executive Director post with another organisation and therefore no longer required a placement at WWL. The board congratulated her on her achievement and wished her well for the future.

**213/18 Declarations of interest**

There were no opening declarations of interest.

**214/18 Minutes of the previous meeting**

The minutes of the previous meeting held on 27 June 2018 were agreed as a true and accurate record.

**215/18 Patient experience video**

The Director of Nursing introduced the patient experience video, which outlined the experiences of a patient who had undergone recent surgery.

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

**216/18 Chief Executive's opening remarks**

The Chief Executive presented a report which had been circulated in advance which covered the improvements in A&E performance, a summary of quality metrics and an update on recent capital applications as part of the Wave 4 process.

The Chief Executive also noted that the foundation trust had received a funding offer from Wigan Council on 6 July 2018 which had allowed it to permanently withdraw its proposal to create an operated healthcare facility through a subsidiary company, WWL Solutions. As a result, both Unison and Unite had confirmed that their disputes with the foundation trust had ended. The board noted the fact that work with the trade unions was continuing to identify how the necessary level of savings can now be achieved and acknowledged that this was likely to require changes to working practices, service reviews and a reduction in headcount.

The board also took the opportunity to thank the many volunteers from across the organisation who had worked to ensure the continued delivery of services during periods of industrial action.

The board received the report and noted the content.

## **217/18 Update on community services transformation**

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.

Mrs C Hudson noted that, as yet, the contract monitoring data used by the local clinical commissioning group had not been provided to the organisation and that it would be important to obtain this at an early stage to be able to ascertain the current performance of the contracts subject to transfer.

In response to a question from Dr S Elliot, the Director of Nursing advised that it is essential that the foundation trust is able to provide direct leadership and direction to staff transferring into the organisation rather than simply acting as a host organisation.

The board received the report and noted the content.

## **218/18 Reports of committees**

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

- (a) Audit Committee, held on 4 July 2018;
- (b) Quality and Safety Committee, held on 11 July 2018; and
- (c) Finance and Performance Committee, held immediately before the meeting

Mr I Haythornthwaite opened by summarising the Audit Committee meeting. He noted that the annual report and accounts for 2017-18 had been laid before Parliament in advance of the deadline and the committee's thanks were given to all involved in its production. He noted that the committee had reviewed the internal audit tracking log and that no issues of significant concern had been raised. A number of matters had been referred to the executive directors for further consideration and the Chief Executive confirmed that appropriate follow-up action had been instigated.

Prof T Warne provided an overview of the Quality and Safety Committee meeting and noted that the committee had received an informative presentation from the Medical Director around the reporting of venous thromboembolism (VTE) and how this might be further improved in the future. Three risks had been escalated to the committee for its consideration and these had been reviewed and actioned as appropriate.

Mr M Guymer summarised the Finance and Performance Committee meeting which had been held immediately prior to the board meeting, and advised that several key areas of business had been considered, including cost improvement plans.

The board received the reports and noted the content.

## **219/18 Performance report as at 30 June 2018**

The Director of Nursing opened by highlighting the fact that no incidents had been reported via the Strategic Executive Information System, there had been no grade 3 or 4 pressure ulcers and that the patient experience score had increased. In terms of

lowlights, the Director of Nursing noted that weekend Hospital Standardised Mortality Rate (HSMR) performance remains a challenge, as do VTE assessments.

The Director of Operations and Performance highlighted the fact that performance had remained strong in-month, particularly against three of the four key national standards.

The Medical Director noted the mortality performance and commented that the absolute number of deaths in the previous six months was lower than the comparable period in the previous year. He further noted that HSMR is on a downward trend.

Mr I Haythornthwaite suggested the need for the board to give appropriate consideration to reviewing its aspirations in light of its financial position to ensure that it delivers the activities it is commissioned to deliver without over-stretching at unnecessary cost in its performance aspirations.

The board received the report and noted the content.

#### **220/18 Financial position as at 30 June 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 30 June 2018. He confirmed that a year-to-date trading deficit of £302m was being reported, which is marginally better than plan.

In response to a question from the Chairman, the Director of Finance advised that the foundation trust had received £3.2m less than it had spent in-year and the board noted that the level of funds currently held by the organisation could sustain it for some 3 to 4 months if no change were made to the way of working.

Mrs C Hudson highlighted the fact that the foundation trust is required to identify £13.5m of savings, and the board acknowledged the inevitability of job losses. The Director of Finance noted that this had previously been made explicit as an alternative to the implementation of an operated healthcare facility through a subsidiary company and now that this option had been withdrawn, the alternative options would need to be considered.

The board received the report and noted the content.

#### **221/18 Safe staffing report**

The Director of Nursing presented the regular safe staffing report for the board's information. She noted that there will be changes to the manner in which fill levels are reported from September and highlighted the fact that there had been more starters than leavers and no Staff Nurse leavers in-month.

The Medical Director noted that the Royal College of Physicians had recently released guidance on safer medical staffing at ward level, which the foundation trust would be reviewing.

The board received the report and noted the content.

## **222/18 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.

The Director of Workforce called out the potential impact of industrial action on staff engagement and noted that the forthcoming staff pulse survey would be particularly informative in this regard.

The board approved the board assurance reports as presented.

## **223/18 Identification of key risks and successes**

The board discussed and agreed the key successes as:

- majority of quality and safety performance statistics are well above national average;
- capital bid for additional A&E facilities moving apace; and
- more nursing starters than leavers and no Staff Nurse leavers

The key risks were identified as:

- community services transition, particularly around accountability – this will be addressed via the forthcoming due diligence process;
- financial position and cash in particular – this remains subject to regular board review and a dedicated cost improvement team has been established; and
- SHMI and HSMR performance – a mortality summit is to be held in August 2018

## **224/18 Questions from the public**

There were no questions from the public.

## **225/18 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.

## **226/18 Date, time and venue of next meeting**

The next meeting of the Board of Directors will be held on 26 September 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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