

WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 28 NOVEMBER 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	✓	✓	✓	✓	A	✓				
Mrs A Balson	Director of Workforce	✓	A	A	✓	✓	✓	✓	✓				
Mr N Campbell	Non-Executive Director	✓	✓	✓	✓	A	---	---	---				
Dr S Elliot	Non-Executive Director	✓	A	✓	✓	✓	✓	A	✓				
Mrs M Fleming	Director of Operations & Performance	✓	A	✓	✓	✓	✓	✓	✓				
Mr R Forster	Director of Finance and Informatics	✓	✓	✓	✓	✓	✓	✓	✓				
Mr A Foster	Chief Executive	✓	✓	✓	✓	✓	✓	✓	✓				
Mr M Guymer	Non-Executive Director	✓	✓	✓	A	✓	✓	✓	✓				
Mr I Haythornthwaite	Non-Executive Director	✓	A	✓	✓	✓	✓	A	✓				
Mrs C Hudson	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	---				
Mrs P Law	Director of Nursing	A	A	✓	✓	✓	✓	✓	✓				
Mrs L Loble	Non-Executive Director	✓	✓	✓	✓	A	✓	✓	✓				
Mr R Mundon	Director of Strategy	✓	✓	✓	✓	✓	✓	✓	A				
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
Ms D Cox Lancashire Care NHS FT (shadowing Director of Workforce)
Mr P Howard Company Secretary and Data Protection Officer
Mrs N Ferguson Deputy Director of Organisational Development (for item 311/18 only)

Four governors and two members of the public were also in attendance.

The Chair opened the meeting by acknowledging the recent and unexpected death of Mrs Carole Hudson CBE, who had been a non-executive director of the foundation trust and had recently been appointed as Vice Chair. The Chair paid tribute to her service to the foundation trust and in particular her dedication to improving services for patients. Condolences on behalf of the board were offered to Carole's family and friends.

302/18 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.

303/18 Apologies for absence

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

304/18 Declarations of interest

There were no opening declarations of interest.

305/18 Minutes of the previous meeting

The minutes of the previous meeting held on 31 October 2018 were agreed as a true and accurate record.

306/18 Patient experience video

Due to technical difficulties, it was not possible to show the patient experience video and therefore it was deferred to the following meeting of the board.

307/18 Chair and Chief Executive's opening remarks

The Chair opened by noting the secondary care workshop that had been held the previous day, involving representatives from all key stakeholders across the borough, and noted the generally positive discussions that had taken place.

The Chief Executive presented a report which had been circulated in advance and drew particular attention to the comparative results of other NHS organisations across Greater Manchester in respect of A&E performance.

The board received the report and noted the content.

308/18 Reports of committees

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

- (a) Quality and Safety Committee, held on 14 November 2018; and
- (b) 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 an amber delivery confidence for the board assurance framework relating to

patients is being reported. He also confirmed that three risks would be escalated to the board at its next meeting.

Mr M Guymer summarised the Finance and Performance Committee meeting which had been held immediately prior to the meeting and advised that the committee had been joined by Mr P McEvitt from Wigan Council/Wigan Borough Clinical Commissioning Group, where he and the Director of Finance had provided a joint presentation. The committee had also spent some time reviewing NHS Improvement's Model Hospital. An amber delivery confidence in respect of the performance board assurance framework was reported.

The board received the verbal reports and noted the content.

309/18 Performance report as at 31 October 2018

The Director of Nursing and the Director of Operations and Performance opened this item by providing a verbal overview of the key elements of the report which had been circulated with the agenda. The Director of Operations and Performance highlighted the good work that continues in planned care and advised that the number of patients presenting at Accident and Emergency had increased and that work across the local health system was being undertaken to better understand the reasons behind this. With regard to the mortality metrics, the Medical Director highlighted the fact that the crude number of deaths within the organisation had reduced which he described as a testament to the dedicated and focused work on this topic.

A discussion was held around the increase in complaints received during October 2018 as referenced on page 15 of the report. If the trend continues, the board will wish to receive further information on any emerging themes, and the matter will be discussed further by the Quality and Safety Committee at its January 2019 meeting.

With regard to the four never events reported in-year, note was made of the fact that these cases would be discussed in more detail in private session.

The board received the report and noted the content.

310/18 Financial position as at 31 October 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 October 2018. He confirmed that a year-to-date trading deficit of £2.9m was being reported, which represents an adverse variance of £0.4m compared with plan.

The Chair noted the various year-end positions that had been forecast based on different scenarios and the Director of Finance commented on the need to ensure the continuing focus on cost improvement programmes during the second half of the year.

The board received the report and noted the content.

311/18 Staff engagement and morale

The Deputy Director of Organisational Development joined the meeting and presented a report which had been circulated with the agenda to outline the findings of recent staff surveys. She noted that the quarterly pulse surveys had shown a slow and steady decline

over the past 12 months in the number of staff that would recommend the foundation trust as a place to work or to receive treatment. The most recent survey had shown a significant decline, which she suggested demonstrated a significant change in the organisation's culture over the last three months.

In response to a question from Mr I Haythornthwaite, the Director of Workforce noted that each division is developing plans in response to the findings but the need for a corporate approach was also acknowledged. In response to a further question from Mr I Haythornthwaite around the leadership behaviours framework that has been developed, the Deputy Director of Organisational Development commented that individuals are not always held to account in relation to the behaviours they display.

Prof T Warne noted that the board had previously discussed how best to embed the values and behaviours of the organisation and reminded the board of the perceived importance of relatively small actions. The Director of Workforce provided a summary of the benefits that are provided to staff and a summary of the forthcoming engagement work. It was also agreed that it would be beneficial to share a copy of recent press releases with the board to provide further context.

ACTION: Company Secretary

The Director of Finance commented that it would be beneficial to seek examples from other organisation as to how staff engagement could be further improved and the Medical Director suggested that work should be undertaken to seek to improve the response rate to future surveys to ensure a more representative result. The Deputy Director of Organisational Development suggested that work should also be done to identify positive behaviours and to cite these as an exemplar.

Dr S Elliot commented that improvements should begin with the board and that it should consider how it might model positive behaviours. It was agreed that this would be discussed in more detail at the board's next away day in January 2019.

The board received the report and noted the content.

The Deputy Director of Organisational Development left the meeting.

312/18 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 noted that the staffing challenges related to the registered nurse community and suggested that it may be beneficial to consider how other health care professionals could be used in support. Mr M Guymer noted the data within the Model Hospital and suggested the need to review how metrics such as care hours per day can be used to inform discussion. It was agreed that further discussion would be undertaken at the Quality and Safety Committee.

Dr S Elliot commented that the removal of the nursing bursary and the current uncertainties surrounding the United Kingdom's exit from the European Union may

contribute to a longer-than-desired challenge with the nursing workforce and suggested the need to consider how health care assistants might be upskilled to provide additional support. Mrs L Lobley highlighted the need for the organisation to be assured around alternative workforce models and the board noted the stated intention of the Secretary of State for Health and Social Care to impose a future statutory duty on organisations to be safely staffed.

The board received the report and noted the content.

313/18 Items for information

The board received the following items for information, both of which had been subject to scrutiny by the Quality and Safety Committee:

- (a) Emergency Preparedness, Resilience and Response core standards self-assessment outcome 2018; and
- (b) Safeguarding Children annual report 2017-18.

The board noted the intention for the safeguarding adult and children reports to be combined in future years and that the Quality and Safety Committee would be maintaining oversight of the safeguarding function.

314/18 Board assurance framework

The board approved the board assurance framework reports as presented.

315/18 Identification of key risks and successes

The board discussed and agreed the key successes as:

- achievement of venous thromboembolism assessment standards;
- downward trend in relation to mortality, with the standardised hospital mortality ratio tracking the hospital standard mortality ratio;
- the joint financial planning reported via the Finance and Performance Committee; and
- the quality of papers presented to the meeting, including the re-introduction of the top 10% page in the performance report.

The key risks were identified as:

- increase in formal complaints, which would initially be monitored via the Quality and Safety Committee;
- financial position and three-year horizon which would be monitored via the Finance and Performance Committee;
- the decline in staff engagement and morale, which would be taken forward through the Workforce Committee; and
- the ongoing challenges around nurse staffing, which would be monitored through the Quality and Safety Committee.

316/18 Questions from the public

A question from a governor was received.

317/18 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.

318/18 Date, time and venue of next meeting

The next meeting of the Board of Directors will be held on 19 December 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
31 Oct 2018	278/18	Financial position as at 30 Sep 2018	Provide update on IM&T challenges and capacity issues	Director of Finance and Informatics	19 Dec 2018	XXXXXX
28 Nov 2018	311/18	Staff engagement and morale	Circulate recent press release information to the board for information.	Company Secretary	ASAP	XXXXXX