

WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 31 OCTOBER 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 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 Guymer Deputy Company Secretary
Mr P Howard Company Secretary and Data Protection Officer
Dr A Twist Divisional Medical Director (Surgery)

Six governors and one member of the public were also in attendance.

270/18 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.

271/18 Apologies for absence

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

272/18 Declarations of interest

There were no opening declarations of interest.

273/18 Minutes of the previous meeting

The minutes of the previous meeting held on 26 September 2018 were agreed as a true and accurate record.

274/18 Patient experience video

The Director of Nursing introduced the patient experience video and the board discussed the points raised by the patient.

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

275/18 Chair and Chief Executive's opening remarks

The Chair opened by noting that the foundation trust had delivered a successful conference for foundation trust governors from across the North West earlier in the month, and that the opportunity to share good practice and to learn from other organisations had been welcomed by all involved.

The Chief Executive presented a report which had been circulated in advance and drew particular attention to the updated mortality results. The Chair thanked the Director of Nursing and the Medical Director (in absentia) for the joint leadership shown on this issue.

The board received the report and noted the content.

276/18 Reports of committees

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

- (a) Audit Committee, held on 3 October 2018;
- (b) Quality and Safety Committee, held on 10 October 2018; and
- (c) Finance and Performance Committee, held immediately before the meeting

Mrs C Hudson provided a summary of the Audit Committee on behalf of the committee chair. Particular note was made of the committee's discussions surrounding the process for following up internal audit recommendations and the work around rolling out the

declarations of interest process in accordance with NHS England's guidance. The draft annual report and accounts for the foundation trust's charity, Three Wishes, had also been reviewed by the committee and the committee had endorsed the proposed changes to Standing Financial Instructions that would be considered by the board later in the meeting. The first Data Protection Officer's report since the introduction of the Data Protection Act 2018 had also been received.

Prof T Warne provided an overview of the Quality and Safety Committee meeting, and advised that an informative presentation had been received around the availability of Tier 4 beds for Child and Adolescent Mental Health Services ("CAMHS") patients. The committee had also discussed the incidents reported via the Strategic Executive Information System ("StEIS") and confirmed that a report would be presented to the next meeting of the board in private session, given the confidential nature of the discussions. He noted an amber-red delivery confidence on the board assurance framework relating to patients.

Mr M Guymer summarised the Finance and Performance Committee meeting which had been held immediately prior to the meeting and the performance of the foundation trust, and that of the wider NHS, was described. Whilst there had been no change to the overall delivery confidence on the board assurance framework relating to performance, he noted that there remained a number of underlying challenges.

The board received the reports and noted the content.

277/18 Performance report as at 30 September 2018

The Director of Nursing opened by highlighting the low infection rates within the organisation and noted that this was linked to the wider culture and ethos of the foundation trust. She also noted that nursing fill rates had improved and that, for the third consecutive month, the number of qualified nurse starters had exceeded the number of leavers. She noted that seven incidents had been reported via StEIS, of which two had been categorised as never events and would be reported and monitored through the Quality and Safety Committee and reported to board. She also noted the increased number of C. difficile infections and confirmed that the cases were not linked following laboratory examination.

The Director of Operations and Performance provided an overview of performance against the operational metrics and highlighted in particular that performance against the 18-week and cancer performance standards remains strong. She further noted that the performance trajectory for A&E had been exceeded in September 2018. This would trigger funding for the Q2 Provider Sustainability Funding ("PSF") and it was hoped would also result in Q1 PSF funding being released also. The board noted that the A&E performance had been delivered at the same time as reintroducing the Health Information System into the department and commended all involved in the project.

Note was made of the fact that the diagnostic performance metric had been failed for the month of September and confirmation was provided that this was due to short-notice sickness within the department. The Director of Operations and Performance advised that it is not anticipated that this will impact into October 2018.

Mrs L Lobleby noted that the board had previously discussed the cancellation of outpatient appointments and enquired as to the current position. In response, the Director of

Operations and Performance advised that the matter had been monitored via the Quality and Safety Committee and that a range of initiatives had been implemented.

The board received the report and noted the content.

278/18 Financial position as at 30 September 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 September 2018. He confirmed that a year-to-date trading deficit of £3.7m was being reported, which was in line with the plan. He also reported that the foundation trust was currently ahead of its cost improvement programme.

Mrs C Hudson noted the pipeline of IM&T schemes that need to be completed and suggested that it would be beneficial for the board to understand the challenges and associated capacity issues within the division. The Director of Finance agreed to provide this update to the December meeting of the board, as an element of this is likely to be addressed as part of the ongoing due diligence into the community services transfer.

ACTION: Director of Finance

The board received the report and noted the content.

279/18 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 and to attract overseas nurses to the organisation.

The board received the report and noted the content.

280/18 Flu plan

The Director of Strategy and Planning presented a report which had been circulated with the agenda to summarise the seasonal flu immunisation programme and to highlight the associated self-assessment requirement. Note was made of the fact that the Director of Nursing had agreed to be the board's champion for the flu campaign and that, currently, 37.4% of staff had been vaccinated.

The board confirmed its commitment to achieving the ambition of 100% of front line health workers being vaccination, and for any healthcare worker who decides on the balance of evidence and personal circumstance against getting the vaccine to anonymously record their reason for doing so.

The board received the report and noted the content.

281/18 Review of transfer of neuro-rehabilitation services

The Director of Operations and Performance presented a report which had been circulated with the agenda to provide an update on the current provision of neuro-rehabilitation services since the closure of the Taylor Unit on 31 March 2018. She drew the board's attention to the risks that had been identified within the report and the actions that had been taken to date. The Director of Operations and Performance confirmed that each patient's case is discussed on a daily basis.

Mrs C Hudson commented that it is not clear what options the CCG as the commissioner of the services has available to it and, following discussion, it was agreed that a further update would be provided to the Finance and Performance Committee once more information is available.

The board received the report and noted the content.

282/18 Amendments to the foundation trust's constitution

The Company Secretary presented a report which had been circulated with the agenda to seek approval of changes to the foundation trust's constitution. He briefed the board on the process that had been followed, including the establishment of a task and finish group made up of directors and governors to review the document, and confirmed that the changes had been approved by the Council of Governors at its meeting on 15 October 2018. A summary of the changes had been provided in the covering report and a copy of the revised document was included for the board's reference.

The board approved the revised constitution as presented, and authorised the Company Secretary to make any minor typographical amendments that may be necessary following a final proof-read of the document.

The board also instructed the Company Secretary to file a copy of the revised constitution with NHS Improvement as required by the foundation trust's provider licence.

ACTION: Company Secretary

283/18 Amendments to Standing Financial Instructions

The Director of Finance presented a report which had been circulated with the agenda to seek approval of changes to Standing Financial Instructions following review by the Audit Committee and the Finance and Performance Committee.

The board noted that minor typographical changes had been put forward by the Finance and Performance Committee immediately before the meeting and therefore approved the document subject to those amendments being incorporated.

284/18 Items for information

The board received the following items for information:

- (a) Emergency Preparedness, Resilience and Response annual report 2017-18;
- (b) Safeguarding Adults annual report 2017-18; and
- (c) Patient relations/PALS annual review 2017-18.

285/18 Board assurance framework

The board considered the board assurance reports for the four corporate objectives, and noted that each objective, with the exception of the partnership objective, had been allocated to a specific committee. The board therefore agreed to undertake a deep dive into the partnership board assurance framework at its next meeting.

The board approved the board assurance framework reports as presented.

286/18 Identification of key risks and successes

The board discussed and agreed the key successes as:

- mortality results;
- low infection rates;
- more qualified nurse starters than leavers for three consecutive months; and
- delivery of Q2 A&E performance.

The key risks were identified as:

- weekend HSMR, which would be monitored via the Quality and Safety Committee;
- number of StEIS and never events, which would be escalated to the board via the Quality and Safety Committee;
- the variability of the year-end financial position, which would be monitored through the Finance and Performance Committee;
- the cost improvement challenge, which would be monitored through the Finance and Performance Committee; and
- the issues being experienced around neuro-rehabilitation, which will be reported through the Finance and Performance Committee once more information is available.

287/18 Questions from the public

A governor noted that there had not yet been any communication with the public around the transfer of community services into the foundation trust. In response, the Director of Workforce commented that the priority had been to communicate with the affected staff and noted that, as a commissioning decision, any communication with wider stakeholders would be undertaken by Wigan Borough Clinical Commissioning Group.

A governor commented that she had been informed that memorial services for relatives of deceased patients had been stopped as a result of new data protection legislation. The Company Secretary noted that this was not the case. He confirmed that he had been working with the team concerned and that, whilst there had been some process changes required as a result of the legislation, there was no reason why the services could not go ahead. He agreed to liaise further with the department concerned in this regard.

288/18 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.

289/18 Date, time and venue of next meeting

The next meeting of the Board of Directors will be held on 28 November 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	Action not yet due.
31 Oct 2018	282/18	Approval of constitution	File copy of revised constitution with NHS Improvement	Company Secretary	28 Nov 2018	Filed electronically and in hard copy. Action complete.