

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST  
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS  
HELD ON 25 OCTOBER 2017 AT 9.45AM  
AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN, WN1 2NN**

<b>Members' attendance record</b>		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	✓	✓	✓	✓	✓	✓	✓	✓	A		
Dr S Arya	Medical Director	✓	✓	✓	✓	✓	✓	✓	✓	A		
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	✓	✓	✓	A		
Mr R Mundon	Director of Strategy	✓	✓	✓	A	✓	✓	✓	✓	✓		
Mrs C Parker Stubbs	Non-Executive Director	✓	✓	✓	✓	✓	✓	A	✓	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 E Bradbury, Associate Non-Executive Director

Mrs L Hancock, Corporate Services Administrator (minutes)

Mr P Howard, Trust Board Secretary

Mr A Twist, Divisional Medical Director for Surgery (representing the Medical Director)

## **Mr N Turner (Deputy Chair) chaired the meeting**

### **1245 Chair's opening remarks**

The Chair opened the meeting of the Board of Directors.

### **1246 Apologies**

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

### **1247 Declarations of interest**

There were no opening declarations of interest.

### **1248 Minutes of the previous meeting**

The minutes of the Board of Directors meeting held on 27 September 2017 were agreed to be a true and accurate record.

Completed action updates were received and noted.

The Trust Secretary reported that a full refresh of the Board Assurance Framework would be undertaken for implementation in the new financial year following feedback from the Board of Directors. It was agreed that the action in relation to this would now be closed.

### **1249 Patient story**

The second part of the patient story received at the meeting on the 27 September 2017 was presented to the Board of Directors. This focused on the difficulties experienced by a patient's relative in requesting a meeting with the Consultant responsible for the patient's care.

The Board noted the content of the video story and reflected on the importance of Consultant engagement with patient relatives. The Board were pleased to note the involvement of the Medical Director in resolving the concerns and that the trainee Nurse recognised in the story had been thanked.

### **1250 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 Hospital Information System (HIS) had been launched in Accident and Emergency (A&E) during week commencing 16<sup>th</sup> October. Despite some initial difficulties, the implementation had gone well and staff feedback had been positive
- A further overseas recruitment exercise would be taking place in India following the success of the last visit. This was a positive initiative which enabled overseas doctors to complete training that was then beneficial to their home country on return

The Board received and noted the contents of the report.

## 1251 Reports of committees

### (a) *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 4 October 2017.

The Board received and noted the verbal report.

### (b) *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 11 October 2017.

The Board received and noted the verbal report.

### (c) *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 17 October 2017.

The Board received and noted the verbal report.

## 1252 Performance report

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

- There had been no serious falls in month
- There had been no grade 3 or 4 pressure ulcers in month. However, there had been an increase in the number of grade 1 and 2 pressure ulcers and focused work would be undertaken around these
- There had been an increase in the number of Escherichia coli (E. coli) and methicillin-susceptible Staphylococcus aureus (MSSA) infections
- Clostridium *difficile* infections were now at 19 for the year to date, only two of these were attributable to lapses in care
- Work continued around the discharge questions for patient experience including the development of a Quality Champions project
- The Trust continued to perform strongly against the Cancer and 18 Week Referral To Treatment (RTT) targets. It was noted that WWL NHS FT was the top performer in the country out of 135 Trusts for patients being treated on a cancer pathway. WWL was also 7<sup>th</sup> in the country out of 131 Trusts in terms of having the fewest patients waiting 18 Weeks for elective treatment

- A&E performance was below the national average and the Trust continued to work on a number of national key priorities as well as local issues. The support of external agencies was also welcomed
- General Practitioner (GP) streaming had commenced at the start of October and was proving successful

The Board received and noted the contents of the performance report for September. The position of the Trust in the national league table for Cancer and 18 Weeks RTT were welcomed and appreciation extended to all involved in the achievement.

#### **1253 Financial position as at 30 September 2017**

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

- The Trust had met plan for quarter 2
- Cost Improvement Programme (CIP) savings of £4.9m had been delivered year to date
- A 'Use of Resources' rating of 3 had been achieved
- The cash position continued to be monitored closely
- Capital expenditure was under plan at £2.4m year to date

The Board received the contents of the finance report and were pleased to note the achievement of the quarter 2 position. It would be important to continue these efforts throughout the remainder of the financial year.

#### **1254 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.

#### **1255 Items requiring approval**

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

- Emergency Preparedness annual report
- Standing Financial Instructions
- Safeguarding Adults annual report
- Complaints annual report
- Inclusion and Diversity annual report

The Board received the reports and confirmed approval.

#### **1256 Items for information**

The following items were received for information:

- Safe Staffing report
- CQC Unannounced Inspection (March 2017) report

The Director of Nursing highlighted the ongoing challenges in relation to the nursing workforce as staffing levels and registered nurse fill rates had deteriorated significantly during August and September. This had been due to a combination of sickness, absence and vacancies; current staff turnover was at 13.5%. Recruitment to vacancies remained ongoing.

With regard to the CQC Inspection report, the Board reflected that there was lack of clarity as to the progress of the action plan. It was agreed that this would be presented at the next Quality and Safety Committee meeting.

**Action: Director of Nursing**

The Board received and noted the contents of the reports for information.

## **1257 Key successes/risks**

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

### *Successes*

- The success of the Procurement team in achieving level 2 accreditation
- The achievement of the quarter 2 financial position
- The achievements with regard to Cancer and 18 Weeks RTT targets
- The improvements in Safeguarding as reported in the Adult Safeguarding annual report
- The successes of the overseas recruitment exercise for doctors
- The annual reports for Emergency Preparedness and Inclusion and Diversity

### *Risks*

- The implementation of the HIS system in A&E and the potential impact on patient waiting times
- The concerns escalated by the Quality and Safety Committee in relation to Sepsis
- The quality of documentation across the organisation
- The financial position
- Increased admissions from A&E
- Nursing workforce challenges

## **1258 Board effectiveness feedback**

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

## **1259 Questions from the public**

Questions from the public were received and noted.

## **1260 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.

**1261      Date of the next meeting**

The next meeting of the Board of Directors will be held on 29 November 2017, 9.45am at Royal Albert Edward Infirmary, Wigan Lane, Wigan, WN1 2NN.

## Trust Board Action Log – P1 25.10.17

Date of meeting	Agenda ref No.	Item	Action required	Assigned to	Target date	Date completed
<b>Actions carried forward from previous meetings</b>						
Na.						
<b>Actions from this meeting</b>						
25.10.17	1256	Items for Information	The CQC unannounced inspection (March 2017) action plan be presented at the next Quality and Safety Committee meeting	Pauline Law	29.11.17	Completed

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