

WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 25 APRIL 2018, 9.45AM
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	✓											
Mrs A Balson	Director of Workforce	✓											
Mr N Campbell	Non-Executive Director	✓											
Dr S Elliot	Non-Executive Director	✓											
Mrs M Fleming	Director of Operations & Performance	✓											
Mr R Forster	Director of Finance and Informatics	✓											
Mr A Foster	Chief Executive	✓											
Mr M Guymmer	Non-Executive Director	✓											
Mr I Haythornthwaite	Non-Executive Director	✓											
Mrs C Hudson	Non-Executive Director	✓											
Mrs P Law	Director of Nursing	A											
Mrs L Lobley	Non-Executive Director	✓											
Mr R Mundon	Director of Strategy	✓											
Prof T Warne	Non-Executive Director	✓											

Key: ✓: attended | A: apologies sent | ✖: did not attend | --- not a member of the board at the date of the meeting

In attendance:

Dr A Abassi Div. Medical Director (Medicine)
Miss C Alexander Director of Governance
Mrs A Edis Deputy Director of Nursing
Dr M Farrier Associate Medical Director

Mr P Howard Company Secretary
Ms L Knight Associate Non-Executive Director
Dr A Twist Div. Medical Director (Surgery)
3 members of the public were also in attendance

104/18 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.

105/18 Apologies for absence

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

106/18 Declarations of interest

There were no opening declarations of interest.

107/18 Minutes of the previous meeting

The minutes of the previous meeting held on 28 March 2018 were agreed as a true and accurate record.

108/18 Patient experience video

The Deputy Director of Nursing introduced the patient experience video, which shared the story of a profoundly deaf patient. She noted that deaf awareness training will be rolled out in the near future, commencing in the Emergency Department. The Deputy Director of Nursing commented on the obviously close relationship that had been built up between the patient and her interpreter and the fact that this can increase patients' confidence when using services.

The Director of Workforce drew attention to the fact that the team had actively engaged with the local community and highlighted the issues with the service provider that had been identified within the video. She noted the usefulness of including qualitative key performance indicators within contract monitoring arrangements wherever possible.

In response to a question from Dr S Elliot, the Chief Executive advised that arrangements are in place for translation and interpreting services to be provided when required, through a combination of face-to-face and teleconferencing solutions.

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

109/18 Chair and Chief Executive's opening remarks

The Chief Executive referred directors to his written report which had been circulated in advance of the meeting. He highlighted the continuing A&E performance challenges and the relaunch of the recovery programme under a "1-2-3-Go!" banner.

He also noted the ongoing issues with regard to the proposed establishment of WWL Solutions Limited and confirmed that a survey of all affected staff had been circulated to determine which aspects of the proposals are the least popular and to encourage the identification of viable alternatives.

The board received the report and noted the content.

110/18 Reports of committees

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

- (a) Quality and Safety Committee, held on 11 April 2018; and
- (b) Finance and Investment Committee, held immediately before the meeting

Prof T Warne opened by summarising the Quality and Safety Committee meeting and noted that his update was provided on the basis of the new-style board assurance framework that had been introduced. He advised that the committee had discussed maternity services and the CQC “must do” actions and noted the good progress that had been made.

Mr M Guymer summarised the Finance and Investment Committee meeting which had been held immediately before the meeting. He advised that there had been considerable discussion surrounding the performance report and the challenges within the wider unscheduled care system.

The board received the reports and noted the content.

111/18 Performance report as at 31 March 2018

The Deputy Director of Nursing opened by highlighting the lowlights listed on page 3 of the report. The Director of Operations and Performance highlighted the effectiveness of the deflection scheme that is in place and iterated the commitment to improving the A&E performance position. In response to a question from Mrs L Lobley surrounding the management of stroke patients who are not immediately admitted to the stroke unit, the Deputy Director of Nursing described the process of repatriation and confirmed that, whilst outliers, the patients remain subject to review by the stroke team.

The Chair noted the discussions that had been held at the Finance and Investment Committee meeting around the number of falls amongst patients who have received anticoagulation treatment, to which the Deputy Director of Nursing responded that a piece of work is currently being undertaken to better understand this, with a view to identifying appropriate interventions.

In response to a question from the Chair, the Deputy Director of Nursing confirmed that the C. difficile action plan is subject to monitoring by the Infection Prevention and Control Committee which reports into the Quality and Safety Committee. In response to a secondary question from the Chair, the Director of Operations and Performance advised that the Wigan Borough unscheduled care recovery plan had been signed off by all stakeholders and submitted to NHS Improvement.

Mr I Haythornthwaite drew the board’s attention to the outpatient backlog and the Director of Operations and Performance advised that this was the result of a combination of problems in a small number of specialties with recruitment and retention as well as the impact of nationally-mandated cancellations of elective work to focus on non-elective patients.

The board received the report and noted the content.

112/18 Financial position as at 31 March 2018

The Director of Finance presented a report which had been circulated with the agenda and delivered a supplementary presentation to update the board on the foundation trust's financial position as at 31 March 2018.

The Chair highlighted the fact that the foundation trust was reporting a significant year-end surplus for 2017-18 and noted that this could seem at odds with the requirement for divisions to deliver significant cost improvements over the coming year. In response, the Director of Finance reminded the board that the year-end position had been supported by one-off income, much of which could not be used for revenue purposes, and iterated the need to be able to identify and deliver recurrent cost improvement programmes going forward. The Chair took the opportunity to thank the executive team, finance team and all members of the foundation trust's staff who had worked so hard to ensure the delivery of such a positive year-end position.

The board received the report and noted the content.

113/18 Safe staffing report

The Deputy Director of Nursing presented the regular safe staffing report and noted the inclusion of an apprenticeship narrative within this version. She also highlighted the fact that fill rates in maternity are currently high. In response to a question from the Director of Operations and Performance, the Deputy Director of Nursing provided a summary of the care hours per patient day metric.

Mr N Campbell noted the recent discussions at Workforce Committee in relation to the number of nurses who are approaching retirement age who may opt to retire rather than revalidate, and suggested that a forward view to information discussions at Workforce Committee could be beneficial.

In response to a question from the Chair around tier 2 visa issues, the Director of Workforce advised that nursing features on the shortage occupation list so applications for nursing posts automatically receive an additional 100 points on their application. Whilst this does not guarantee success, it is nonetheless beneficial.

The Chair commended the quality of the report which, he noted, contained significant amounts of contextual data.

The board received the report and noted the content.

114/18 Bi-annual staffing review

The Deputy Director of Nursing presented a report which had been circulated with the agenda to outline the results of the ongoing monitoring of adult in-patient staffing establishments and highlighted the inclusion of an apprenticeship narrative as requested at the previous meeting. She reminded the board that a national assessment tool is used to gather the data, accompanied by professional judgment. She noted that the report addressed some of the impact of escalated areas within the hospital and advised that, as part of the business planning cycle, a bid had been submitted to permanently staff the escalation area alongside a bid for a safer care module which sits alongside e-rostering

to allow staff to be mobilised in response to issues raised and the clinical need of patients.

In response to a question from Prof T Warne, the Deputy Director of Nursing advised that there is a programme for the internal development of advanced practitioners which both nurses and therapists can access.

The Director of Finance highlighted the recommendation within the report to uplift staffing by 20%, in contrast to the nationally-recommended uplift of 23%, and the Deputy Director of Nursing noted that this provides the ability for staff to be released to attend training as well as providing cover for sickness absence and annual leave.

The board received the report and noted the content.

115/18 Register of directors' interests

The Company Secretary presented the register of directors' interests as at 18 April 2018 for routine review.

The board received the report and noted the content.

116/18 Risk management strategy and statement of purpose

The Director of Governance presented the Risk Management Strategy 2018-21 and drew the board's particular attention to the executive summary and statement of intent within the document. The need to ensure engagement with staff was acknowledged.

The board approved the risk management strategy and statement of purpose as presented.

117/18 Committee terms of reference

The Company Secretary presented the updated terms of reference from the Finance and Investment, Quality and Safety and Audit Committees following their annual review. Particular note was made of the fact that the Finance and Investment Committee had proposed a change of name, to the Finance and Performance Committee, to better reflect the remit of the group.

In response to a comment from the Director of Strategy and Planning, it was agreed that any reference to the Strategy Committee within the documents would be updated to refer to the Secondary Care Transformation Board.

With this amendment, the board approved the updated terms of reference for the Finance and Performance, Quality and Safety and Audit Committees.

118/18 Items for information

The board received a report from the Guardian of Safe Working and a report on the use of the common seal for information.

119/18 Identification of key risks and successes

The board discussed and agreed the key successes as:

- discussions around a specific disability within the patient experience video and how it was dealt with
- achievement of the year-end financial control total and the bonuses received.

The key risks were identified as:

- staffing, both nursing and medical
- tier 2 visas for doctors
- the non-recurrent nature of the cost improvement programme
- the increase in complaints, with a need to understand why and to identify trends

120/18 Questions from the public

There were no questions from the public.

121/18 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.

122/18 Date, time and venue of next meeting

The next meeting of the Board of Directors will be held on 30 May 2018, 11.30am, 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 Jan 2018	11/18	NW Sector Partnership Business Case	Arrange for Programme Director to attend a future meeting.	Company Secretary	ASAP	In progress