

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST**  
**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON 27 FEBRUARY 2019, 12.00 NOON**  
**AT ROYAL ALBERT EDWARD INFIRMARY, WIGAN LANE, WIGAN, WN1 2NN**

**Members' attendance record:**

		25/04/2018	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 (in the Chair)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Dr S Arya	Medical Director	✓	✓	✓	✓	✓	A	✓	✓	✓	✓	
Mrs A Balson	Director of Workforce	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	
Mr N Campbell	Non-Executive Director	✓	✓	✓	A	---	---	---	---	---	---	
Dr S Elliot	Non-Executive Director	✓	✓	✓	✓	✓	A	✓	✓	A	✓	
Mrs M Fleming	Chief Operating Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Mr R Forster	Director of Finance and Informatics	✓	✓	✓	✓	✓	✓	✓	✓	✓	A	
Mr A Foster	Chief Executive	✓	✓	✓	✓	✓	✓	✓	A	✓	✓	
Mr M Guymmer	Non-Executive Director	✓	✓	A	✓	✓	✓	✓	✓	✓	✓	
Mr I Haythornthwaite	Non-Executive Director	✓	✓	✓	✓	✓	A	✓	✓	✓	✓	
Mrs C Hudson	Non-Executive Director	✓	✓	✓	✓	✓	✓	---	---	---	---	
Mrs L Loble	Non-Executive Director	✓	✓	✓	A	✓	✓	✓	✓	✓	✓	
Mrs P Law	Director of Nursing	A	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Mr R Mundon	Director of Strategy and Planning	✓	✓	✓	✓	✓	✓	A	✓	✓	✓	
Prof T Warne	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

**In attendance:**

Miss C Alexander      Director of Governance  
Mr P Howard            Company Secretary and Data Protection Officer  
Mr G Murphy            Deputy Director of Finance  
Mr S Talwalker          Divisional Medical Director (Specialist Services)  
Dr A Twist                Divisional Medical Director (Surgery)

1 member of the public and 2 governors were also in attendance.

**28/19      Chair 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. He therefore declared the meeting duly convened and constituted.

**29/19      Apologies for absence**

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

**30/19      Declarations of interest**

No directors declared an interest in any of the items of business to be transacted.

**31/19      Minutes of the previous meeting**

The minutes of the previous meeting held on 30 January 2019 were **APPROVED** as a true and accurate record. Note was made of the fact that all actions shown on the action log had been completed.

**32/19      Patient experience video**

The Director of Nursing introduced the monthly patient experience video, which this month introduced the board to a situation where multi-agency working across the locality had been particularly effective.

The Chair noted the contrast between this patient story and the one considered at the previous board meeting and it was agreed that it would be beneficial for both videos to be shared at the forthcoming Secondary Care Transformation Board meeting, at which representatives from all local stakeholders would be present.

**ACTION: Company Secretary (to schedule)**

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

**33/19      Chair and Chief Executive's report**

The Chief Executive presented a report which had been circulated in advance of the meeting to update the board on the foundation trust's in-month performance against the key operational and quality metrics. He also noted that the Chair of NHS Improvement, Baroness Harding, would be visiting the foundation trust during April 2019 and confirmed that a programme for the visit was in the process of being developed.

The board received the report and noted the content.

**34/19      Committee chairs' report**

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

- (a) IM&T Strategy Committee, held on 5 February 2019;
- (b) Audit Committee, held on 6 February 2019;
- (c) Workforce Committee away day, held on 12 February 2019;
- (d) Quality and Safety Committee, held on 13 February 2019; and
- (e) Finance and Performance Committee, held immediately before the meeting.

Mrs L Lobley provided a summary of the business transacted at the IM&T Strategy Committee which she had chaired on behalf of the Chair. She noted that the meeting had discussed the forthcoming transfer of community services and the challenges around facilitating IT access for a mobile workforce. The committee had also reviewed the second roll out of the Health Information System into the Emergency Department with generally positive feedback, although some minor issues had been identified and addressed. Note was made of the fact that the Medical Director had invited the supplier to visit ward areas to experience the issues at first-hand. The Medical Director described a pleasing response from the supplier who he noted were keen to resolve any outstanding issues. The IM&T Strategy Committee had also discussed the development of future strategy and note was made of the digital emphasis within the recently-published NHS Long Term Plan.

Mr I Haythornthwaite briefed the board on the business that had been transacted by the Audit Committee at its meeting on 6 February 2019. He confirmed that the internal audit progress reports had been considered and that, whilst there had been some slippage against the intended timescales, the rationale for such slippage had been provided and accepted. The committee had highlighted the need for further improvements to be made to the process by which the requirement for competitive procurement processes are waived and the committee had observed that this would continue to be an area of focus. Mr I Haythornthwaite also informed the board the contract for the external auditors had been confirmed for a further year, in line with the procurement processes that had previously been undertaken.

Mrs L Lobley advised that, whilst the Workforce Committee had not been scheduled to meet during the month, it had held an away day on 12 February 2019. The session had been used to evaluate the approach to business adopted by the committee, including the identification of matters that were strategic and those which were either tactical or operational. The committee had agreed to introduce a consent agenda within its meetings and noted that feedback received from those present had been positive.

With regard to the board assurance framework relating to people, Mrs L Lobley noted the amber-red delivery confidence and advised that this had primarily been the result of pulse survey results. She noted that significant improvements had been noted in the most recent survey and that the delivery confidence would be reviewed at the committee's meeting in the coming week.

Prof T Warne gave a verbal overview of the Quality and Safety Committee meeting held on 13 February 2019. He also highlighted the beneficial nature of the Workforce Committee away day that he had attended and advised that he had taken some of the feedback from the session and begun to implement it with the Quality and Safety Committee. With regard to the board assurance framework for patients, Prof T Warne noted that the metric surrounding antibiotic administration for sepsis is currently reported on the basis of A&E performance and that the committee had requested a review of the data used to ensure that it reflects the performance of the organisation as a whole. Whilst a significant amount of work is being undertaken, the committee moved the delivery confidence for the patients objective to amber-red, to reflect the fact that all mitigation measures are not yet fully in place.

Mr M Guymmer summarised the Finance and Performance Committee meeting which had been held immediately prior to the board. He acknowledged a good level of discussion around the foundation trust's in-month financial position and its likely year-end position. He also noted that improvements had been made in the identification and delivery of recurrent savings, with a good level of debate around system-wide challenges and how the foundation trust will seek to address these with partners. The delivery confidence for the performance board assurance framework was retained at amber-green.

The board received the chairs' reports and noted the content.

### **35/19 Performance report as at 31 January 2019**

The Director of Nursing opened by summarising the highlights and lowlights of the clinical metrics; noting in particular the absence of any serious falls or pressure ulcers but highlighting the fact that an MRSA bacteraemia had been reported. She confirmed that 9 incidents had been reported via the Strategic Executive Information System in January 2019 and reminded the board that three of the reports were due to the fact that wards had been closed; on one occasions due to 'flu and on two occasions due to norovirus.

The Director of Nursing noted that the number of never events reported had increased to 5 and confirmed that NHS Improvement had agreed to undertake an independent review to ascertain whether any further lessons could be learned. Preliminary feedback had been received and an update would be shared via the Quality and Safety Committee once the full report is received.

The Chair highlighted the non-achievement of the stroke standard and the challenges around dedicated stroke beds. In response, the Director of Nursing commented that increasing pressures on beds and high levels of demand had meant that it had been more difficult to care for patients in dedicated stroke beds and particularly to repatriate patients from the tertiary centre. She confirmed that the root cause of the lowered performance was demand and Mrs L Lobley noted the fact that it is likely that more stroke beds will be needed in the future.

The Chief Operating Officer reminded the board that the foundation trust has one of the lowest bed bases in Greater Manchester and that a number of analyses had concluded that demand exceeds capacity in many cases. The foundation trust's priority was to increase the bed base on the acute site whilst reviewing how best to ensure effect patient flow. To this end, she noted that the organisation would be proceeding to design phase around the potential provision of an additional ward.

The board acknowledged the hard work of staff and the Chief Operating Officer advised that work is being undertaken to review what can be done to further enhance the care and patient experience for patients who are not able to be immediately allocated to a cubicle on arrival at A&E. The Chair noted that the Chief Operating Officer had been requested by the Finance and Performance Committee to provide a summary paper to the next meeting to outline the work that is being undertaken.

The board received the performance report and noted the content.

**36/19 Financial position as at 31 January 2019**

The Deputy Director of Finance presented a report which had been circulated with the agenda to summarise the foundation trust's financial position as at 31 January 2019. He noted that detailed discussions on the financial performance had been held at the Finance and Performance Committee immediately before the meeting but drew the board's attention to the fact that the foundation trust was forecasting achievement of its control total at year-end.

The board received the report and noted the content.

**37/19 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 effectiveness of the incentive scheme that had been implemented and confirmed that the Safer Care module of the e-rostering software was in the process of being rolled out. In response to a question from Mrs L Lobley, the Director of Nursing agreed to prepare a report to the next meeting on maintaining patient safety in escalated areas.

**ACTION: Director of Nursing**

The board received the report and noted the content.

**38/19 Board assurance framework**

The board had previously received updates from the Committee Chairs on the board assurance frameworks for patients, people and performance. The board assurance framework for partnerships had been circulated with the agenda and no amendments were proposed.

The board **APPROVED** the board assurance frameworks as presented.

**39/19 Items for approval**

The board **APPROVED** the following items which had been circulated with the agenda:

- (a) Seven-Day Working self-assessment;
- (b) Terms of reference for committees;
- (c) Board cycle of business 2019-20; and
- (d) Changes to Standing Financial Instructions

Mrs L Lobley withdrew from the meeting and the board **APPROVED** her appointment as Senior Independent Director.

On returning to the meeting, the board congratulated Mrs L Lobley on her appointment and also Prof T Warne, who had been appointed as Vice-Chair by the Council of Governors earlier in the month.

**40/19 Identification of key risks and successes/opportunities**

The board identified the key risks as follows:

- The reporting of a further never event, which will be overseen by the Quality and Safety Committee;
- A&E performance, and the board noted that both strategic and tactical measures had been discussed by the Finance and Performance Committee and by the board earlier in the meeting; and
- Stroke performance, noting that this would be overseen by the Quality and Safety Committee.

The board identified the key successes/opportunities as follows:

- The continuing improvement in mortality rates;
- Increasing confidence in the foundation trust's year-end financial position; and
- The foundation trust's strong performance against the majority of performance standards.

**41/19 Questions from the public**

There were no questions from the public.

**42/19 Resolution to exclude 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.

**43/19 Date, time and venue of next meeting**

The next meeting of the Board of Directors will be held on 27 March 2019, 12 noon, at Royal Albert Edward Infirmary, Wigan Lane, Wigan, WN1 2NN.

## Action log

Date of meeting	Minute ref.	Item	Action required	Assigned to	Target date	Update
27 Feb 2019	37/19	Safe staffing report	Provide a report to the next meeting on maintaining patient safety during escalation	Director of Nursing	27 Mar 2019	Included on the agenda. <b>Action complete.</b>