

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST**  
**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS**  
**HELD ON 19 DECEMBER 2018, 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	✓	✓			
Mrs M Fleming	Director of Ops and Performance	✓	✓	✓	✓	✓	✓	✓	✓			
Mr R Forster	Director of Finance and Informatics	✓	✓	✓	✓	✓	✓	✓	✓			
Mr A Foster	Chief Executive	✓	✓	✓	✓	✓	✓	✓	A			
Mr M Guymer	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	✓	✓	✓	✓	✓	✓	A	✓			
Prof T Warne	Non-Executive Director	✓	✓	✓	✓	✓	✓	✓	✓			

**In attendance:**

Mrs N Guymer                      Deputy Company Secretary  
Mr P Howard                      Company Secretary and Data Protection Officer

2 members of the public and 1 governor were also in attendance, along with 3 representatives from the Care Quality Commission who were undertaking a routine observation of the meeting.

**330/18      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.

**331/18 Apologies for absence**

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

**332/18 Declarations of interest**

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

**333/18 Minutes of the previous meeting**

The minutes of the previous meeting held on 28 November 2018 were agreed as a true and accurate record. With regard to the action tracking log, the Director of Finance summarised the activities of the IM&T department over the previous year, and noted that a revised management structure had been implemented and summarised some of the team's successes. In relation to the capacity discussions that had been held in earlier meetings, he noted that some of the issues surround the technical aspects of the role, with often a small number of individuals with the specialist knowledge to undertake the tasks.

**334/18 Patient experience video**

The Director of Nursing introduced the monthly patient experience video, which this month introduced the board to the experiences of an elderly gentleman, as read by his granddaughter.

**335/18 Chair and Chief Executive's report**

The Chair delivered a verbal report and suggested that, as the year concludes, it was an appropriate time to consider the activities of the previous 12 months. He highlighted the organisation's successes, including its performance against many performance metrics, such as 18-week referral-to-treatment, diagnostics and those relating to harm-free care. He noted that the organisation had also won a number of awards, including for its finance, IM&T and procurement teams' performance.

The Chair also reminded the board of the various challenges it had faced; both operational, such as the organisation's performance against the A&E 4-hour standard, and in seeking to innovate through the establishment of a wholly-owned subsidiary company. He noted further challenges around the size of the foundation trust's bed base and the availability of side rooms, as well as those surrounding mortality and never events.

The Chair reflected on the untimely death of two non-executive directors over the year and looked forward to the opportunities that the coming year might bring. He suggested that the biggest opportunity to make a difference to the population of Wigan is through community services and confirmed that the foundation trust would play a full and active part of the Healthier Wigan Partnership; noting the opportunities surrounding integration of IT services and extending the system working. He also highlighted other opportunities, such as the development of an education centre on the Wrightington Hospital site and the availability of some spare land on the Royal Albert Edward Infirmary site which could be put to good use.

The Chair concluded by thanking everyone for their support and hard work over the year.

The Chief Executive had been unable to attend the meeting at short notice but had prepared a report which had been circulated with the agenda.

The board received the report and noted the content.

### **336/18 Reports of Committee Chairs**

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

- (a) Workforce Committee, held on 5 December 2018;
- (b) Quality and Safety Committee, held on 12 December 2018; and
- (b) Finance and Performance Committee, held immediately before the meeting.

Mrs L Lobley provided an overview of the Workforce Committee meeting and noted that it had been positive with lots of progress being reported. Notwithstanding, an amber-red delivery confidence against the board assurance framework for people was reported. The committee had agreed the successes as being the progress with apprenticeships, having implemented the recruitment and retention strategy and the fact that educational governance had been strengthened through the implementation of a more robust framework. The M.Ch programme, winter wellbeing campaign and the work to rebuild relationships within estates and facilities were also highlighted as positive developments. Two key risks had been outlined; a reduction in staff morale demonstrated through the quarterly pulse survey results and agency expenditure.

Prof T Warne summarised the Quality and Safety Committee meeting and confirmed that an amber delivery confidence against the board assurance framework for patients was reported. He advised that the committee had sought assurances around oxygen prescribing, and had identified further areas for development. The committee had undertaken a deep dive into the minutes of the Harm Free Care Board and received an update from the Mortality Working Group. An informative presentation from the quality and safety lead on the intensive care unit had been received and the committee had been pleased to note that the accreditation scheme, ASPIRE, had been embedded and that a number of bronze awards had recently been made.

Mr M Guymer outlined the business transacted by the Finance and Performance Committee meeting which had been held immediately prior to the meeting. He noted that the committee had considered planning guidance and had received an update on the proposed business case for the development of a research and education centre on the Wrightington Hospital site. The meeting had focused, however, on the feedback from EY on the progress with the due diligence into the proposed transfer of community services, with an overview of the Long Term Financial Model having been provided. An amber delivery confidence against the board assurance framework for performance was reported.

The board received the verbal reports and noted the content.

**337/18 Performance report as at 30 November 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 Nursing highlighted the increased fill rates for registered nurses and noted that this was a result of the incentive scheme that had been introduced. Notwithstanding, she noted that the organisation is still busy, with escalated areas meaning that staff have to be deployed into other locations. She noted that infection rates remain low but reported two cases of *C. difficile* in November 2018 and advised that there had been an outbreak of norovirus which had resulted in the closure of two wards over an 8-day period. The response from the clinical and operational teams to this challenge was commended.

The Director of Operations and Performance advised that performance against planned care metrics remains strong, and highlighted the fact that the team at Wrightington Hospital had undertaken its first day-case hip replacement earlier in the month. She expressed her concern around A&E 4-hour performance and noted that, whilst Wigan is the second best performing system in Greater Manchester, an increase in patients waiting longer than four hours is being seen. Reviews of other quality metrics, such as length of stay, delayed transfers of care and stranded patients, demonstrate continued good performance and therefore the primary factor affecting the 4-hour standard is increased demand. She confirmed that system partners are working to deflect attendances away from A&E, but noted that the demand is currently very challenging for the department. She advised that lobbying for additional capital funding continues.

The Director of Finance advised that the matter had been discussed at the earlier Finance and Performance Committee meeting and outlined the fact that the capital bids that the foundation trust had submitted, and which had been supported by the local sustainability and transformation partnership, related to schemes in A&E and the development of additional bed capacity. These bids were ultimately unsuccessful and the board supported the need to outline the organisation's concerns to the Greater Manchester Health and Social Care Partnership.

**ACTION: Chair/Chief Executive**

The board received the report and noted the content.

**338/18 Financial position as at 30 November 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 November 2018. He confirmed that the organisation was working closely with the local commissioners and outlined the intention for the locality to return to financial balance within the next two years, although noted that NHS planning guidance had not yet been published. A further joint update to both boards is planned for February 2019.

The board received the report and noted the content.

**339/18 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.

In response to a question from the Chair, the Director of Nursing confirmed that a safe care module had been purchased which would allow the rostering system to operate more intuitively; allowing staff to be targeted to the most appropriate locations. Prof T Warne commended the 93% fill rate and acknowledged the role of the incentive scheme in this, although the Director of Workforce highlighted the need to be aware of the impact that the additional working could have on staff. She also noted the need to ensure that there is effective engagement with staff around the introduction of the real-time acuity tool.

The board received the report and noted the content.

**340/18 Mortality update**

The Medical Director presented a report which had been circulated with the agenda to provide the board with information regarding mortality reviews as required by the *Learning from Deaths* guidance. He confirmed that all deaths in the organisation are reviewed, and that no concerns had been identified in the previous quarter.

The board received the report and noted the content.

**341/18 Board assurance framework**

The board assurance framework had been circulated with the agenda. The board noted that three of the four objectives are reviewed regularly in committee and undertook a deep dive into the fourth, relating to partnerships. Note was made that the delivery confidence had reduced, driven partly by the weighted dashboard which shows an adverse trend and partly due to specific in-month issues. The Director of Strategy and Planning advised that the development of stronger partnership arrangements with Bolton NHS FT had paused pending their appointment of a new Chair and the ongoing issues around Healthier Together were also acknowledged. He confirmed that a task and finish group had been established by the North West Sector Partnership Board to seek to expedite resolution of the outstanding issues.

Following discussion, the board approved the board assurance framework reports as presented.

**342/18 Items for information**

The board received the Inclusion and Diversity Annual Report 2017-18 for information. The Director of Workforce highlighted the risk around non-compliance with the Accessible Information Standard and advised that a group had recently met to consider how IT systems could better integrate in order to assist with this.

**343/18 Identification of key risks and successes**

The board discussed and agreed the key successes as:

- the foundation trust's overall performance; and
- the 93% registered nurse fill rate

The key risks were identified as:

- the deteriorating quarterly pulse survey scores;
- the due diligence around the potential transfer of community services;
- agency expenditure; and
- A&E 4-hour performance

**344/18 Questions from the public**

No questions from the public were received.

**345/18 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.

**346/18 Date, time and venue of next meeting**

The next meeting of the Board of Directors will be held on 30 January 2019, 12 noon, at MacDonald Kilhey Court Hotel, Chorley Road, Standish, Wigan, WN1 2XN.

## Action log

Date of meeting	Minute ref.	Item	Action required	Assigned to	Target date	Update
19 Dec 2018	337/18	Performance report	Draft letter to share organisation's concerns around capital funding	Chair/Chief Executive	ASAP	Letter drafted and sent. Action complete.