

**WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 29 NOVEMBER 2017 AT 9.45AM
AT KILHEY COURT, CHORLEY ROAD, STANDISH, WIGAN WN1 2XN**

Members' attendance record		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

1262 Chair's opening remarks

The Chair opened the meeting of the Board of Directors and confirmed that the meeting was quorate.

1263 Apologies

No apologies for absence were received.

1264 Declarations of interest

There were no opening declarations of interest.

1265 Minutes of the previous meeting

The minutes of the Board of Directors meeting held on 25 October 2017 were agreed to be a true and accurate record.

Completed action updates were received and noted.

1266 Patient story

The Director of Nursing introduced a video clip to the Board of Directors which outlined the positive experience of a patient who had undergone a hip operation at Wrightington.

It was noted that the patient had been impressed by the care and consideration that had been shown to her whilst at the hospital. The experience had highlighted the vital importance of good communication between staff and patients and she was keen that her story was shared with members of staff as an example of good care.

The Board received and noted the contents of the video. The story re-enforced the message that it was the smaller acts of kindness and compassion which made the difference to patient experience. The Board expressed their appreciation to staff involved in the care of the patient for their efforts despite organisational pressures. It was noted that the video would be used for training purposes in the future.

1267 Chair and Chief Executive's report and matters for the Board to note

The Chair reported that a number of the Non-Executive Directors had attended a recent Council of Governors meeting to discuss their individual roles within the Board. This had been appreciated by Governors.

The Chair went on to provide an update in relation to a new regional initiative that was being implemented which aimed to improve the care and safety of the elderly. An inaugural meeting would soon be taking place which would be attended by WWL representatives.

The Chief Executives report had been circulated separately and the following points were highlighted:

- Accident and Emergency (A&E) continued to be under significant pressure. A huge amount of work was being undertaken to drive improvements in performance and maintain patient safety

- Uptake of flu vaccinations was on track to achieve the required 70% by the end of December
- Overseas recruitment of doctors continued with a recent exercise in India resulting in the identification of 268 potential candidates to come to the North West to 'learn, earn and return'
- The CQC and NHS Improvement Well Led Inspections were currently underway at the Trust

The Board received and noted the contents of the report.

1268 Reports of committees

(a) Report from the Audit Committee

The Chair of the Audit Committee provided a verbal update to the Board. It was noted that the next meeting would be taking place on 6 December 2017 and an update from this would be provided at the next Board of Directors meeting.

(b) Report from the Workforce Committee

The Chair of the Workforce Committee noted that the next meeting of the Committee would be taking place in March 2018. The Board Assurance Framework (BAF) objectives monitored by the Committee were unchanged since the last review by the Board. The WWL Way 4Wards Strategy continued to be rolled out across the organisation with an interactive experience available to all staff on the Leigh site.

(c) 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 8 November 2017.

The following key points were noted:

- There had been an increased number of risks on the Corporate Risk Register which highlighted the pressures on the organisation overall. A number of these were in relation to workforce, particularly nursing. Appropriate actions were in place to ensure quality and safety of care for patients was maintained
- A report had been received from the Child Safeguarding team which had highlighted increasing levels of activity and the high prevalence of domestic violence within the Borough. Concerns had also been raised in relation to capacity; a business case was being prepared to enhance the team
- Assurance had been taken that the Trust was responding well to Prevention of Future Deaths (PFD) notices
- A good level of assurance had been taken by the Committee with regard to an independent review of End of Life Care cases at the Trust. The findings had

outlined that care and engagement with families had been appropriate and as expected

The Board noted that specific concerns had been raised at the Quality and Safety Committee meeting in October in relation to sepsis performance. Clarity around this had been provided at the November meeting and assurances given that the apparent dip in performance had been due to the audit process rather than a change in practice. Improvements to data capture had been implemented and the Trust was currently performing well.

The Board reflected on the high levels of domestic violence in the Borough. It would be important for the Trust, as the main employer in Wigan, to undertake all possible action to assist with local focus on this.

The Board received and noted the verbal report.

(d) 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 21 November 2017.

The following key points were noted:

- Discussion had taken place with regard to A&E performance and the impact of the Hospital Information System (HIS) implementation
- The Committee had noted the continuing pressures on divisional operating costs and the uncertainties around commissioning intentions and contract discussions
- A year to date deficit of £3.7m had been reported but it had been noted that, with the inclusion of the Leigh Walk In Centre data, quarter two Sustainability and Transformation (S&T) Funding had been achieved
- An excellent presentation had been delivered by the Medicine division which had provided a good level of assurance to the Committee in relation to financial and operational performance

The Board received and noted the verbal report.

1269 Performance report

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

- There had been initial issues with data reporting following the implementation of HIS in A&E on the 17 October 2017. It had been felt prudent to suspend reporting until the system stabilised and this had recommenced from 6 November 2017. Validation of data between 17 October and 5 November had been undertaken and it had been proposed to NHS Improvement that patients during this period would be cohorted. NHS Improvement had confirmed this to be acceptable. As a result, A&E performance year to date had improved to 87%. If Leigh Walk In Centre data was included this increased further to just over 90% performance

- An electronic job planning system would be implemented in early January. It was anticipated that this would address current concerns around the effectiveness and consistency of Consultant job planning
- There had been a 52 week breach in relation to a child awaiting routine surgery. The incident had been due to human error and did not link with any previous cases of 52 week breaches. Actions were being taken to ensure this was not repeated and a report would be taken to Quality & Safety Committee following completion of the Root Cause Analysis (RCA)
- It was noted that the number of Never Events was incorrectly reported as zero within the performance report. There had actually been one Never Event in relation to a wrong site surgery in Dermatology. The lessons learned from this would be shared at the next Quality and Safety Committee meeting

The Board received the contents of the performance report for October and noted that operational pressures were a significant priority for the Trust with focus on safety issues and recovery.

1270 Financial position as at 31 October 2017

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

- The Trust had reported a £400k loss in month against a planned surplus of £1m
- The year to date position was a £3.7m deficit against a planned deficit of £2.2m
- Cost Improvement Programmes (CIP) had delivered £6.1m which was behind plan by £700k
- Capital expenditure and cash continued to be closely monitored
- A Use of Resources rating of 3 had been achieved in line with plan
- Quarter one and two control totals had been achieved but the challenge would increase for quarters three and four
- The NHS Improvement Use of Resources assessment had taken place and had been positive. Additional information had been requested and was being provided
- Quarter two S&T Funding for A&E had been achieved with the inclusion of the Leigh Walk In Centre data. Discussion continued with regard to the ongoing inclusion of this
- Funding of £962k had been received for the locality from the Digital Collaboration Board for Greater Manchester (GM) - £632k of this would sit with WWL

- Further winter funds had been released nationally. WWL would be applying for a portion of this to assist with operational pressures
- Discussion continued in relation to Commissioning Intentions and the block contract. Further updates would be provided when available

The Board received the contents of the finance report and noted that national discussions continued in relation to the Orthopaedic tariff. In recognition of the current organisational pressures, a number of initiatives had been implemented for staff including Amazon delivery lockers, financial assistance schemes and the provision of refreshments. Additionally, staff would receive their birthday as annual leave next year as a token of appreciation for their efforts.

1271 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.

1272 Safe Staffing report

The Director of Nursing presented the Safe Staffing report to the Board of Directors and highlighted the following key points:

- The fill rate for registered nurses had increased during October as a result of additional incentives put in place
- Specialist Nurses had been encouraged to undertake a shift per week on the wards for additional support – the response to this had been positive
- Six wards appeared on the risk register at a score of 20 for staffing levels however only two of these had an issue with fill rates
- Operational demands in Maternity were impacting on staffing – a review of the staffing model would be undertaken
- Rainbow Ward had achieved 100% compliance for the presence of an Advanced Paediatric Life Support (APLS) trained member of staff on each shift.

The Board received and noted the contents of the report.

1273 Items requiring approval

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

- Safeguarding Children annual report

The Board received the report and confirmed approval.

1274 Items for information

There were no items received for information.

1275 Key successes/risks

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

Risks

- Ongoing pressures within A&E
- Risks around workforce, particularly nursing
- The financial position and challenges
- Issues in relation to the implementation of HIS

Successes

- Progress being made within the Safeguarding teams, particularly in increasing training compliance
- The confirmation of funding via the Digital Collaboration Board funding
- Achievement of performance targets for 18 Weeks Referral to Treatment (RTT) and cancer

1276 Board effectiveness feedback

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

1277 Questions from the public

There were no questions received from the public.

1278 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.

1279 Date of the next meeting

The next meeting of the Board of Directors will be held on 20 December 2017, 9.45am at Royal Albert Edward Infirmary, Wigan Lane, Wigan, WN1 2NN.