

WRIGHTINGTON, WIGAN AND LEIGH NHS FOUNDATION TRUST
MINUTES OF A MEETING OF THE BOARD OF DIRECTORS
HELD ON 27 MARCH 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	✓	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	✓	✓	✓	✓	A
Mrs C Hudson	Non-Executive Director	✓	✓	✓	✓	✓	✓	---	---	---	---	---
Mr J Lloyd	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

2 members of the public were also in attendance.

54/19 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.

He also took the opportunity to welcome Mr J Lloyd back to the board; noting that he had been reappointed by the Council of Governors to support the board on a temporary basis

whilst the board awaits the outcome of the community services transfer before determining the most appropriate skills and attributes required to fill the substantive non-executive director vacancy.

55/19 Apologies for absence

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

56/19 Declarations of interest

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

57/19 Minutes of the previous meeting

The minutes of the previous meeting held on 27 February 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.

58/19 Patient experience video

The Director of Nursing introduced the monthly patient experience video, which this month celebrated an example of an optimal end-to-end patient journey.

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

59/19 Chair and Chief Executive's report

The Chair opened by providing a verbal report, noting the work that had been undertaken across the organisation to prepare for the potential transfer of community services into the foundation trust from 1 April 2019, and noted that the board would be taking the final decision on the transfer later in the meeting, followed by consideration of the matter as a significant transaction by the Council of Governors later in the day. He also took the opportunity to congratulate the former Chief Executive of Wigan Council, Donna Hall, on her recent appointment as Chair of Bolton NHS FT.

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.

The board received the report and noted the content.

60/19 Committee chairs' report

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

- (a) Workforce Committee, held on 6 March 2019;
- (b) Quality and Safety Committee, held on 13 March 2019; and
- (e) Finance and Performance Committee, held immediately before the meeting.

Mrs L Lobley provided a summary of the business transacted at the Workforce Committee meeting, noting that it had been both constructive and productive. She highlighted the fact that the board had previously asked the committee to review the matter of staff resilience and confirmed that wellbeing outreach is being undertaken into unscheduled care and that the approach to the management of short-term sickness is being reviewed within divisions. She also noted a recent escalation of a risk from the Quality and Safety Committee around safe staffing fundamental standards which currently only applies to nursing but will be extended to cover other groups in the future. The committee had also considered matters arising from its recent away day, including new workforce models. Ongoing work surrounding inclusion and diversity was noted, and particular note was made of the fact that information on pay gaps derived from a wider range of characteristics had been received, rather than simply focusing on the gender pay gap. An amber-red delivery confidence for the people board assurance framework was reported.

With regard to the gender pay gap, the Chair noted that the foundation trust's reported position had worsened in comparison with the previous year, to which the Director of Workforce replied by summarising the work that is being undertaken to address this, noting that this would be a standing item on the Workforce Committee agenda going forward.

Prof T Warne gave a verbal overview of the Quality and Safety Committee meeting held on 13 March 2019. He noted that the meeting had been well attended and had dealt with a busy agenda, including an update on progress with the accreditation system ASPIRE which had seen 19 areas receive bronze accreditation to date. Confirmation was provided that a post-implementation review of the scheme had been undertaken and that the lessons learned were being implemented to further improve the scheme. Prof T Warne also noted that colleagues from partner organisations had attended the meeting to discuss proposed improvements to the adult mental health care pathway and summarised the risks that had been escalated to the committee by the Risk and Environmental Management Committee. An amber delivery confidence for the board assurance framework for patients was reported.

Mr M Guymer summarised the Finance and Performance Committee meeting which had been held immediately prior to the board. He noted that the meeting had discussed the likely 2018/19 financial outturn position and the hard work across the whole organisation was acknowledged as contributing to what was likely to be an extremely favourable year-end position. The committee had noted the need for effective communication of the year-end position within the organisation, noting that whilst a surplus had been generated there would nonetheless be a requirement to focus on delivering service and value improvements. He confirmed that divisional budget holders had accepted their budgets for FY2019/20 and noted that two risks had been escalated to the committee. An amber-green delivery confidence for the performance board assurance framework was reported.

The Chair also noted that the Secondary Care Transformation Board had met during the month and commented that the meeting had been an excellent opportunity to discuss matters of importance with representatives from partner organisations from across the borough. The Director of Finance advised that he had recently delivered a joint

presentation to the Healthier Wigan Partnership with his counterpart from Wigan Council, and noted that this represented a more joined up and collegiate approach within the borough. An amber-red delivery confidence against the partnership board assurance framework was reported.

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

61/19 Risk escalations

Three risks had been escalated to the board. With regard to the first risk surrounding the availability of beds, the Chief Nurse noted the work that is currently being undertaken to create additional bed capacity but noted that the risk would not be fully mitigated until appropriate additional capacity is generated and the Chair reminded the board of its decision to proceed at risk on the development of a new ward. The Director of Finance noted that work is ongoing to review the number of borough-wide beds holistically and, in response to a question from the Chair, the Director of Strategy and Planning noted that the matter is being taken forward through the Service and Site Investment Committee.

The board noted that the second risk escalation, surrounding backend IT infrastructure, had been considered by the Finance and Performance Committee earlier in the day and that there was no further action required from the board.

The third risk to be escalated related to the proposed transfer of community services. The board noted that this had featured heavily over recent meetings and that a further discussion would be taking place later in the meeting.

62/19 Performance report as at 28 February 2019

The Director of Nursing opened by summarising the highlights and lowlights of the clinical metrics; noting in particular that the number of StEIS incidents had reduced and that the number of infections remained low, with the Hospital Standardised Mortality Ratio (HSMR) continuing its downward trend. She confirmed that there had been an in-month outbreak of flu which had affected three bays. She further noted the forthcoming changes to the rules around allocation of *C. difficile* infections and confirmed that a more detailed paper would be presented to the Quality and Safety Committee to outline any potential impact on the foundation trust.

The Chief Operating Officer provided an overview of the operational metrics and noted in particular the continuing compliance against the 18-week referral-to-treatment standard, whilst noting increasing challenges within surgery. She noted the excellent feedback that had been received from the Getting It Right First Time visit around the management of dermatology pathways. In terms of lowlights, the Chief Operating Officer highlighted the fact that the 4-hour Accident and Emergency standard remains challenging despite the fact that the overall picture shows some improvement and the fact that the year-end position is likely to be better than the revised trajectory that had been provided to NHS Improvement. The particular growth in A&E attendances during January and February 2019 was noted.

In response to a question from Mrs L Lobley, the Chief Operating Officer provided a summary of the work that had been undertaken around theatre effectiveness with an

external organisation and the Chair noted that this metric would be tracked as part of the Service and Value Improvement programme. Mr M Guymer commented that it would be beneficial for an update paper to be provided to the Finance and Performance Committee at an appropriate point in time.

The board received the performance report and noted the content.

63/19 Financial position as at 28 February 2019

The Director of Finance presented a report which had been circulated with the agenda to summarise the foundation trust's financial position as at 28 February 2019. He noted that detailed discussions on the financial performance had been held at the Finance and Performance Committee immediately before the meeting.

The board received the report and noted the content.

64/19 Q3 2018/19 mortality update

The Medical Director presented a report which had been circulated with the agenda to update the board on the findings from mortality reviews during Q3 2018/19 as required by the Learning from Deaths guidance document. He noted that there had been 162 fewer deaths during the reporting period in comparison with the previous year and highlighted the fact that HSMR remains below the average of 100. The Summary Hospital-level Mortality Indicator (SHMI) continued to fall and had reached 110 as at September 2018, and the Medical Director highlighted the fact that the SHMI trend generally tracked that of HSMR and therefore it is expected that this will soon fall below 100.

The Medical Director informed the board of a new requirement for a Medical Examiner to be appointed by April 2020 in order to support HM Coroner to identify any learning from hospital and community deaths.

The board received the report and noted the content.

65/19 Safe staffing report

The Chief Nurse 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 board received the report and noted the content.

66/19 Maintaining patient safety during escalation

The Chief Nurse presented a report which had been circulated with the agenda to provide assurance to the board around the mitigation in place to support the maintenance of safe staffing during periods of escalation, as had been requested at the previous meeting.

The board received the report and noted the content.

67/19 Board assurance framework

The board noted that it had received updates from the Committee Chairs on all board assurance framework objectives earlier in the meeting.

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

68/19 Consent agenda

The papers having been circulated in advance and the board having consented to them appearing on the consent agenda, the board **RESOLVED** as follows:

1. THAT the operation plan 2019-20 be **APPROVED**, subject to the inclusion of an appropriate financial narrative to reflect the outcome of contract discussions.
2. THAT the register of directors' interests be received and noted.
3. THAT the gender pay gap report be **APPROVED** and the Director of Workforce be instructed to publish the report on the foundation trust's website.

69/19 Identification of key assurances and risks/mitigations

The board noted that it had received significant pieces of assurance, noting that divisional budget holders had accepted their budgets for the coming financial year and that it had received assurances around the Service and Value Improvement programme and the progress that had been made with the ASPIRE accreditation programme.

The board noted the key risks as the pressures in unscheduled care and that the decision to proceed at risk with the development of a new ward and work with partners around a care hotel would serve to partially mitigate this risk once operational.

70/19 Questions from the public

There were no questions from the public.

71/19 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.

72/19 Date, time and venue of next meeting

The next meeting of the Board of Directors held in public will be held on 29 May 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
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