

**WRIGHTINGTON, WIGAN AND LEIGH TEACHING HOSPITALS NHS FOUNDATION TRUST**  
**MINUTES OF A MEETING OF THE BOARD OF DIRECTORS ("the Board")**  
**HELD ON 29 JULY 2020, 3.00PM**  
**BY VIDEOCONFERENCE**

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<b>Present:</b>	Mr R Armstrong	Chair (in the Chair)
	Dr S Arya	Medical Director
	Prof C Austin	Non-Executive Director
	Mrs A Balson	Director of Workforce
	Lady R Bradley DL	Non-Executive Director
	Dr S Elliot	Non-Executive Director
	Ms M Fleming	Chief Operating Officer
	Mr M Guymer	Non-Executive Director
	Mrs L Lobley	Non-Executive Director
	Mr G Murphy	Acting Chief Finance Officer
	Mr R Mundon	Director of Strategy and Planning
	Mr S Nicholls	Chief Executive
	Ms H Richardson	Chief Nurse
	Prof T Warne	Non-Executive Director
<b>In attendance:</b>	Mrs N Guymer	Deputy Company Secretary
	Mr P Howard	Director of Corporate Affairs
	Mrs L Sykes	Public Governor (observer)
	Mr K Collum	Freedom to Speak Up Guardian (for item 116/20 only)

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**107/20 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.

**108/20 Apologies for absence**

Apologies for absence were received from Mr I Haythornthwaite, Non-Executive Director.

**109/20 Declarations of interest**

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

**110/20 Minutes of the previous meeting**

The minutes of the previous meeting held on 24 June 2020 were **APPROVED** as a true and accurate record.

With regard to the action log, the Director of Strategy and Planning advised that he was awaiting a document which provided an overview of the revised governance structure, which he would forward to Mrs Lobley on receipt.

#### **111/20 Chief Executive's opening remarks**

The Chief Executive provided a verbal report and noted the planning that is ongoing to restart the elective care programme, with the intention of returning to near-normal levels by the end of August or early September 2020. He noted that some services were currently being delivered from alternative locations and that it would be necessary to revisit this in the near future as a result.

The Chief Executive also highlighted the many innovations that had been introduced as a result of the global COVID-19 pandemic and confirmed the intention to move some of these, such as video-based appointments, to a more business as usual approach going forward. Whilst he noted that this approach would not be appropriate for all patients, he nonetheless noted the amount of positive feedback that had been received from patients and staff alike. The Board noted the refurbishment work that had been commenced in two operating theatres on the Royal Albert Edward Infirmary site over recent weeks and a summary of the benefits of the works was provided.

The Chief Executive also commented on the work of the Healthier Wigan Partnership in focusing on system-wide recovery efforts and how increased support could be provided to social care; in particular to nursing and residential homes in the borough. The Board noted that the foundation trust is an anchor organisation in the borough and as a result it has a role to play in using its purchasing and spending power to help improve the local economy and to support the employment opportunities for the local population.

Particular note was made of the ongoing level of investment in the foundation trust and the Chief Executive referred the Board to recent videos of the work on the Community Assessment Unit which had been shared online. He confirmed that the work was progressing well and that the build phase is expected to be completed in early October with the unit expected to become operational in early-to-mid-November in time to help with the traditional winter pressures. He also confirmed that building works in A&E were due to conclude in the coming weeks.

Mrs Lobley commented that the junior doctor cohort had been particularly impacted by the changes implemented as a result of the pandemic and suggested that the Board's thanks be passed on to them as they move onto their next placement within the organisation. In response, the Medical Director confirmed that he and the Chief Executive had met with the junior doctors recently to convey their thanks for their hard work and flexibility. Mrs Lobley also highlighted the vast array of additional skills and experience that redeployed staff will have obtained and suggested the need to capture this information in a way that allows it to be useful in the event of a second wave of the virus. In response, the Director of Workforce confirmed that a redeployment group had been established to oversee the issue and that a standard operating procedure had been developed based on staff feedback. She noted that staff had shared their experiences of redeployment, both positive and negative, and that an onboarding passport was in the process of being developed to support redeployed staff. The benefits of staff remaining

in contact with their redeployment area during a return to their substantive post were acknowledged.

The Board received and noted the verbal update.

## **112/20 Committee chairs' reports**

Prof Warne opened this item by summarising the business transacted at the Quality and Safety Committee meeting held on 8 July 2020. He noted that the meeting had been the first under the new arrangements which the Board had agreed earlier in the year and which had been delayed in implementation as a result of temporary changes to committee arrangements in March 2020. He commented on the fact that the divisional leadership teams had been in attendance as had been intended and that the new reporting format had been shared with the committee and had been well received.

Prof Warne noted that the committee had received the outcomes of a recent Ofsted report arising from an adult safeguarding review of the local authority and noted the planned action to address social work caseloads as well as noting the recent review of adult and child safeguarding governance processes. In addition, revised quality priorities had been presented to the committee and minor changes had been made following discussion to include a number of outcomes and challenges identified during the management of the COVID-19 pandemic. The final version would therefore be presented to the August meeting of the committee.

The Quality and Safety Committee had also considered progress against an action plan arising from a review by the Royal College of Ophthalmology as well as a report following a never event. Good levels of assurance had been received. Prof Warne advised the Board that full assurance had not been received in relation to mortality but commented that this would be discussed later in the agenda. He advised that partial assurance had been provided, based on the actions in place to address the Summary Hospital-level Mortality Indicator ("SHMI").

Mr Guymer noted that the next meeting of the Finance and Performance Committee would be taking place in August 2020 but noted the approval of the Microsoft N365 business case since the last meeting as well as confirming the ongoing work in relation to the development of a balanced scorecard approach to performance reporting.

Mrs Loble confirmed that the next meeting of the People Committee would take place in September 2020.

The Board received and noted the verbal updates.

## **113/20 Performance report**

A copy of the report had been circulated with the agenda and the Chief Nurse opened by confirming that the complaints process had been recommenced after it had been paused as a result of a national directive.

The Chief Operating Officer commented on the operational metrics within the report and noted that, like other NHS organisations, the foundation trust had moved into phase

one of the national pandemic plan which had resulted in all activity being paused, with the exception of those in response to life- or limb-threatening conditions. In line with the plan, the foundation trust had recently recommenced its elective programme based on clinical priority and confirmed that, as part of phase three of the national pandemic response, activity was being reinstated in accordance with a national model. She noted that national planning guidance was currently awaited and advised that plans would be reviewed on receipt of the guidance and revised as necessary. The Chair noted that the performance report would be similarly revised following a review of the planning guidance.

In response to a question from Mrs Lobley, the Chief Operating Officer described the waiting times in diagnostic services and commented that endoscopy had been impacted the greatest on a national scale as a result of it being deemed an aerosol-generating procedure. Although the foundation trust had the lowest turnaround time in Greater Manchester at 23 weeks, the Greater Manchester Chief Operating Officers' network had been tasked to identify additional capacity where possible for the benefit of all organisations in the system. The Chief Operating Officer also described the approach to management of cancer patients through the Greater Manchester cancer hub. Mrs Lobley requested that assurance on this latter point be sought via the Quality and Safety Committee at an appropriate point in time.

With regard to the people metrics within the report, the Director of Workforce noted the high level of compliance reported against risk assessments for COVID-19 but advised that the foundation trust had recently taken the decision to increase the number of staff subject to risk assessment; particularly in relation to black, Asian and ethnic minority (BAME) staff. She confirmed that progress is reported to NHS England and NHS Improvement and that improvement trajectories had been agreed, given that the recent changes had impacted on the level of compliance.

The Board received the report and noted the content.

#### **114/20 Safe staffing report**

The Chief Nurse presented a report which had been circulated with the agenda to summarise the safe staffing position across the organisation for the months of April, May and June 2020. She noted that the trajectory for reducing Band 5 vacancies had previously been shared with the Board and confirmed that this had been impacted by the pandemic; particularly in relation to the planned use of international staff. She also highlighted the positive reduction in the number of vacancies in the district nursing team. In response to a suggestion from the Chair, it was noted that the matter would be considered by the Quality and Safety Committee at an appropriate point in time.

The Board received the report and noted the content.

#### **115/20 Mortality report**

The Medical Director presented a report which had been circulated with the agenda to summarise the current position in relation to mortality. He noted the focus on SHMI as a metric relevant to the whole system in Wigan Borough and described the work that

has been undertaken to try and improve this. He noted that he would be meeting with colleagues from Wigan Borough CCG to set out a system-wide approach to the management of SHMI.

In response to a question from Mrs Lobley, the Medical Director advised that he is confident that a sufficient level of resource is in place to improve sepsis performance and noted that, as SHMI data is correct as at February 2020, it is likely that the impact of this improvement would be felt in future months' data. The Medical Director agreed to share the quality performance indicators for the Accident and Emergency Department which demonstrate an improvement in sepsis performance within the department.

**ACTION: Medical Director**

In response to a question from Dr Elliot, the Medical Director highlighted the fact that SHMI does not take account of those patients in receipt of palliative care. The Chief Operating Officer reminded the Board that SHMI is seen as the responsibility of all organisations and noted that the Healthier Wigan Partnership has the end of life pathway as a primary focus.

The Board received the report and noted the content.

**116/20 Freedom to Speak Up Guardian's report**

The Freedom to Speak Up Guardian joined the meeting and presented his report which had been circulated with the agenda. He summarised a number of key issues arising from the contacts that have been received, including the need to ensure good visibility of leaders and the work that has been undertaken around ensuring good psychological safety within the organisation. He confirmed that a number of drop-in sessions would be offered across the organisation over the coming months.

In response to a question from Prof Austin, the Freedom to Speak Up Guardian described the escalation processes available to individuals who are unhappy with the responses that they have received to their concerns. The Director of Workforce also noted the planned approach to providing further enhanced support via Freedom to Speak Up Ambassadors within the organisation over the coming months.

The Board received the report and noted the content.

*The Freedom to Speak Up Guardian left the meeting.*

**117/20 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 Guardian of Safe Working's report be received and noted.
2. THAT the finance report be received and noted.

3. THAT the Audit Committee terms of reference be **APPROVED**.
4. THAT the modern slavery statement be **APPROVED**.
5. THAT the COVID-19 risk appetite statement remains appropriate.

**118/20 Date of the next meeting**

The next meeting of the Board of Directors will be held on 30 September 2020 by videoconference.