

**MINUTES OF A MEETING OF THE COUNCIL OF GOVERNORS HELD ON 31<sup>ST</sup> MAY 2017 IN THE LECTURE THEATRE AT THE MEDICAL EDUCATION CENTRE**

PRESENT	27 01 16 TB	21 03 16	25 05 16 TB	31 10 16	25 01 17	08 03 17	31 05 17
Mr Bill Anderton, Public Wigan	✓	A	✓	A	✓	A	✓
Mrs Helen Ash, Makerfield	✓	✓	✓	✓	✓	✓	A
Mr Tim Board, Medical and Dental	✓	✓	✓	-	A	✓	✓
Mr Les Chamberlain, Makerfield					✓	✓	✓
Mrs Kathryn Drury, Makerfield	✓	✓	A	A	✓	✓	✓
Mr Tom Frost, Rest of England and Wales	-	✓	A	A	A	✓	✓
Mr Bill Greenwood, Public Wigan	✓	✓	A	✓	✓	✓	✓
Mrs Pauline Gregory, Public Wigan	✓	✓	✓	✓	✓	✓	✓
Dr Dawne Gurbutt, Appointed - UCLAN	✓	A	✓	✓	✓	A	A
Mrs Marie Hart, Nursing and Midwifery	✓	A	✓	✓	A	✓	A
Mrs Jean Heyes, Appointed – Staff Side	✓	-	A	✓	-	-	-
Dr Mustapha Koriba, England and Wales				✓	✓	✓	✓
Mrs Diane Lawrenson, Nursing and Midwifery	✓	✓	✓	✓	A	-	A
Mr James Lee, Public Makerfield	✓	✓	✓	✓	✓	✓	✓
Mrs Lisa Lymath, Rest of England and Wales					✓	✓	✓
Mr Reg Nash, Appointed –Age UK	A	✓	A	A	✓	✓	✓
Mr Andy Savage, All other staff	✓	✓	A	✓	✓	✓	✓
Dr Louise Sell, Appointed 5BP			✓	A	✓	✓	A
Dr S Shah, Appointed - LMC	✓	A	✓	✓	✓	✓	✓
Mrs Maggie Skilling, Public Wigan	-	✓	✓	✓	✓	✓	✓
Mrs Linda Sykes, Public Leigh	✓	✓	✓	✓	✓	✓	✓
Dr Corinne Taylor-Smith, Leigh	✓	A	A	A	✓	✓	A
Mr David Thompson, England and Wales	✓	✓	✓	✓	✓	✓	✓
Mr Geoff Vaughan, Leigh	✓	✓	A	✓	A	✓	✓
Councillor Fred Walker, Appointed	✓	✓	✓	✓	A	✓	✓
Mrs Mavis Welsh, Leigh				A	A	✓	A
Dr Gen Wong, Wigan Borough CCG			-	-	A	A	-
Mr James Yates, Other Staff	A	✓	A	✓	✓	✓	✓
Mr Bill Baker, Public England & Wales	✓	A	A	A			
Mrs E Dinerstein, England and Wales	✓	A	✓				
Mr G Jackson, Public Leigh	-	A	✓				
Mr F Lever, Public, Makerfield	✓	✓	✓	✓			
Ms D Lynch, Appointed – 5 BP	✓	-					

PRESENT	27 01 16 TB	21 03 16	25 05 16 TB	31 10 16	25 01 17 TB	08 03 17	21 05 17
Mr Robert Armstrong, Chairman	✓	✓	✓	✓	✓	✓	✓
Dr Sanjay Arya, Medical Director					✓	NR	✓
Mrs Alison Balson, Director of HR	✓	NR	✓	NR	✓	NR	A
Mr Neil Campbell	✓	NR	A	NR	A	NR	✓
Ms Mary Fleming, ED Operations	✓	NR	✓	NR	A	NR	✓
Mr Rob Forster, Director of Finance	✓	NR	✓	✓	✓	✓	✓
Mr Andrew Foster, CEO		✓	✓	✓	✓	A	A
Mr Mick Guymer, NED	✓	A	✓	NR	✓	NR	✓
Mrs Carole Hudson, NED	A	✓	✓	NR	✓	✓	✓
Mrs Pauline Law, Director of Nursing	✓	NR	✓	NR	✓	NR	✓
Mr Jon Lloyd, NED	A	NR	A	NR	✓	NR	A
Mr Richard Mundon, Director of S&P	✓	NR	✓	A	✓	NR	✓
Mrs Christine Parker Stubbs	✓	NR	✓	NR	A	NR	A
Mr Neil Turner, Deputy Chair	✓	✓	✓	NR	✓	NR	✓
Prof Tony Warne	✓	NR	A	NR	A	NR	A
Mrs Andrea Arkwright, Head of Engagement	✓	NR	A	A	✓	✓	A
Mr S Hand, Membership & Engagement Officer	✓	✓	✓	A	A	✓	A
Dave Nunns, Assistant Trust Board Secretary				✓	✓	✓	✓
Caroline Greenhalgh, Head of Quality Improvement	NR	NR	NR	NR	NR	✓	NR
David Evans, Associate Director of Estates and Facilities	NR	NR	NR	NR	NR	✓	NR
Paul Howard, Trust Board Secretary Designate							✓

Key:

✓ Attended	A Sent apologies	- Did not attend or send apologies	NR Not required to attend	Not a member of the group at the time
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## **MANCHESTER BOMBING**

At the start of the meeting the Chair asked for a moment's silence in memory of the 22 people who lost their lives in the Manchester bombing on 22<sup>nd</sup> May 2017 and as a mark of respect for the efforts of the emergency services that day.

## **WWL AND WIGAN & LEIGH COLLEGE NURSE TRAINING**

Pauline Law welcomed the group to the College and explained the relationship between the College and the Trust in helping to train nursing staff. Historically the college have supported international recruits with English language tuition. More recently, the college are involved in training 16-18 year old students studying nursing BTEC qualifications. WWL offer these students one and two day placements each week over the 2-year course. Progression routes for the students include a nursing degree, nursing associate, assistant practitioners.

Pauline shared copies of the Nursing Strategy and one page strategy:



Nursing Strategy.pdf



nursing strategy on  
a page.pdf

## **PRESENTATION: NON EMERGENCY PATIENT TRANSPORT SERVICE**

Jill Cheetham, Head of Relationships at NWS and Ian Stringer, Head of PTS at NWS were welcomed to the meeting to deliver a presentation on the first 12 months delivery of the non-emergency patient transport service.

Jill explained that since taking over the service in July 2016;

- NWS have undertaken 425,000 patient journeys.
- NWS have undertaken a demand analysis of the service to make sure that more resources are available for periods when activity is expected to be higher.
- NWS hold weekly locality meetings with WWL representations – usually a bed manager, and monthly tripartite meetings with the CCG and WWL



NWS PTS.pdf

A copy of her presentation is here



PTS Patient  
Leaflet.pdf

and the handout circulated is here

COG members made comments and asked a number of questions which included the following discussions:

- David Thompson asked whether taxi drivers are expected to deliver patients to their appointment or simply to the hospital as he had heard some examples of patients simply being left at the main entrance.
  - Jill explained that the service is meant to deliver patients to their appointment, and that she would contact the bed manager to see if there were any problems with local taxi firms.
- Tom Frost said that the indicators used in the presentation were very vague, and wondered if there were any metrics that were more specific.
  - Jill explained that for each service there were 3 or 4 Key Performance Indicators.
- Pauline Gregory asked how well the service was performing against its targets
  - Jill explained that the targets were challenging, and that some targets were not being met, but that in general performance was good and gave some examples:
    - 95% of enhanced patients were picked up within 90 mins of notification, 70% of planned patients are collected within 60 mins of the target time, 87% within 90 mins.
- Bill Anderton asked whether the Trust has to pay extra for the use of 3<sup>rd</sup> party companies such as taxi firms
  - Jill explained that all costs were covered in the contract which was commissioned by the CCGs across Greater Manchester.
- Cllr Fred Walker asked about the number of volunteers involved in the scheme – Jill had said in the presentation that there were 10 volunteers
  - Ian Stringer, explained that there were only 10 volunteers working across GM on this service, and that it had been historically difficult to recruit volunteers from Greater Manchester – for example there were over 100 volunteers supporting the scheme across Cumbria and around 40 in Merseyside.
    - **Action:** Dave Nunns offered to share details of the scheme with Nadia Koriba, WWL Voluntary Services Manager
- David Thompson asked whether volunteers were covered by insurance
  - Ian explained that volunteers should ask their insurance companies to extend cover to cover this kind of voluntary work.
- Pauline Gregory asked whether 3<sup>rd</sup> party companies and their drivers were vetted.
  - Jill said that they were.
- Bill Greenwood asked whether any independent people were involved in the evaluation of the service.
  - Ian explained that monitoring was mainly via public bodies such as the CCGs and Trusts involved.

Jill and Ian were thanked for their presentation.

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## **1. APOLOGIES**

Robert Armstrong noted the apologies. Attendance at the meeting is listed above.

## **2. GOVERNOR INTERESTS**

Robert Armstrong welcomed everyone to the meeting reminded the group of the need to declare any potential conflicts of interest.

*Robert agreed to alter the order of the agenda to allow for the Annual Accounts, Locally Determined Indicator to be discussed earlier, and for an extra item to be added discussing the recent cyber-attack.*

## **3. ANNUAL REPORT AND ACCOUNTS**

### **4. LOCALLY DETERMINED INDICATOR**

Carole Hudson, Chair of WWL Audit Committee, explained that the Audit committee had been working with staff and the auditors to prepare the annual report and accounts and that the Audit committee had seen a number of drafts over the last few months.

Carole explained that the Audit Committee met on 24<sup>th</sup> May and approved the text of the annual report and that on the 31<sup>st</sup> May the Trust Board had received assurances from the Auditor that the annual report was compliant. Trust Board had also heard from the Auditor that they had approved the annual accounts for the Trust.

Paul Hewitson, Director at Deloitte, explained the work he and his team had done over the last few months. He explained that Deloitte had identified 3 principle risks for the accounts and that after investigation, Deloitte were satisfied in the way the Trust dealt with them. Deloitte felt that; the Trust had valued its property appropriately, had presented its revenue fairly and found no evidence of management bias in the dealings of the Trust

Paul explained that Deloitte found no problems with the Trust's finances and was happy to approve the accounts.

Paul said that the first draft of the annual report was very good, and that, after a few minor tweaks, had been judged to be compliant.

Paul explained that the Trust's Governance Statement was good.

He also said that the Trust's plans to achieve value for money were reasonable, and that Deloitte welcomed the Trust's decision to focus of 12 big schemes to achieve savings.

However, Paul explained that when considering the Quality Accounts, Deloitte were only able to provide a qualified approval for them, because of a small number of errors and discrepancies included in the report. Paul circulated a 2 pages hand out that gave a summary of their work on the quality account:



Paul explained that in testing a sample of cases, Deloitte had found a number of discrepancies in the data relating to 18 week Referral to Treatment (RTT). Deloitte have recommended to the Trust that they look into this issue.

- Tim Broad asked why these errors had occurred.
  - Rob explained that the Trust has looked into this and was continuing to work to resolve the issue. Rob said that the Trust Board accepted the findings of the auditor. But expressed disappointment in the outcome because of the technical definition of giving a qualified or unqualified decision was so close.
- Dr Shah asked whether performance in this area has changed since the start of the block contract between WWL and the CCG.
  - Sanjay Arya explained that this figures related to performance before the start of the block contract
  - Mary Flemming explained that, despite the Auditors decision, the Trust still comfortably met the 18 week RTT targets.

Paul then presented the findings of the CoG selected Locally Determined Indicator (LDI) – VTE Assessments.

Deloitte have concluded that CoG were right to select VTE assessments as their LDI, Deloitte suspect that the Trust is under reporting VTE Assessments as they found a number of incidents of patients having received the assessment but this not being recorded correctly.

- Pauline Gregory asked when CoG would next receive an update on VTE assessments.
  - Rob explained that the Quality and Safety Committee will be prioritising the issue and will feedback at a future CoG meeting.

## **5. CYBER ATTACK**

Robert invited Mary to provide CoG with an update on the cyber attack and the Trust's response.

Mary explained that on 12<sup>th</sup> May the Trust was subjected to a ransomware cyber-attack, part of a global attack affecting millions of computers. The Trust quickly identified the attack and initiated a response within 30 minutes; this quick response, and the hard work of the IT department over the

weekend and into the next week helped to limit the impact of the attack. Mary praised the hard work and commitment of the IT team.

Mary stressed that at no point was any patient information compromised or accessed by the attackers. Because of the impact on the Trust's IT, 7 procedures were cancelled, however these were quickly rearranged.

The issue was discussed at the Trust Board on 31<sup>st</sup> May and additional funds released to boost IM&T.

Robert said that, overall, the business continuity plan of the Trust had worked.

Mary said that as part of the review, it had been suggested that volunteers might want to act as runners – delivering messages between wards. David Thompson explained that is an existing list of volunteers willing to help out during major incidents.

- **Action:** Mary to contact Andrea Arkwright to discuss.

Geoff Vaughan had concerns over whether Governors might unwittingly transmit viruses to or from the Trust via email.

Rob Forster explained that the Trust has very good levels of anti-virus software and that all emails entering or leaving the Trust were scanned. The Trust will be investing in anti-ransomware software in the future.

## **6. MINUTES OF THE LAST MEETING**

Minutes of the CoG meeting held 8<sup>th</sup> March 2017 were received and accepted as accurate.

## **7. MATTERS ARISING**

- Geoff Vaughan said he had not been contacted by Caroline Greenhalgh
  - **Action:** Dave Nunns to follow this up
- Linda Sykes asked whether Robert and Dave had discussed the CCG representative – Dave and Robert have discussed this and contacted the CCG, but with no response.
- David Thompson asked for an update on the hospital car park strategy
  - **Action:** Dave Nunns will ask David Evans for an update. This will include asking how the new rules are being promoted and how the new ticket machines are set up for the new £5 note and £1 coin.
- Bill Greenwood said that the lift in the multi-storey staff car park had been out of action for some time
  - **Action:** Dave Nunns will ask David Evans for an update.

The work plan was reviewed following the Planning meeting on 25<sup>th</sup> April. No further changes were made.

## 8. CHAIR'S REPORT

Robert provided a brief update, and said that the two big issues of the locality plan and Healthier Together would be covered in the next item.

## 9. CHIEF EXECUTIVE'S REPORT

Rob Forster presented the Chief Executive's update on behalf of Andrew Foster. The update included a review of the year 2016/17, current highlights and lowlights, an update on Healthier Together and the Wigan Locality Plan.



CoG 31.05.17 CE  
Update.pdf

COG members made comments and asked a number of questions which included the following discussions:

- Mustapha Koriba asked about the likelihood of activity transferring from Salford to WWL as flow back for Healthier Together.
  - Richard Mundon said that he was reasonably confident that some services will relocate to WWL to compensate for the loss of general surgery. Any changes in general surgery will not start until building work is completed at Salford Royal - expected to be 2020.
  - Robert warned against any suspicion of horse trading between hospitals. Any changes need to be in the best interests of patients.
  - Richard explained the role of the CCG is overseeing any public consultation if any further changes to services are proposed.
- Pauline Gregory asked whether the Trust had received feedback from a recent CQC re-visit to the Paediatric department.
  - Mary said that there has been no formal feedback.
- Cllr Fred Walker asked whether there would be an impact on the Block contract if patients are no longer seen at WWL.
  - Rob explained that this would be simple under the old 'payment by results' system, but yes, the block contract would change to reflect the changes in general surgery, however, there would be some compensation for any stranded services and remaining overheads.
- Maggie Skilling asked about one of the highlights of the year – reducing Trust spending on agency staff.
  - Rob explained that the Trust had significantly reduced agency spending, but that there was a corresponding increase in staff costs; agency spend has reduced by £8.4m, staff spending increased by £7.2m with a net saving of £1.2m. It is felt that this move will also improve quality; by making use of staff who know the hospital



better and who have more commitment to it. The workforce group is looking at making further savings by further reducing agency spend.

- Sanjay was asked for a clinical perspective on the presentation, he said that:
  - Even though some patients will move to Salford, the Trust will still treat thousands of other patients and will maintain very high standards
  - Overseas recruitment has been seen to be successful, we operate a programme of 'learn, earn and return'
  - High HSMR remains a concern and he is looking into it, comparing our data and practices against other Trusts.
- David Thompson asked about staffing levels within cardiology
  - Sanjay explained that the service had recently lost two consultants, but had recently recruited two to replace them.

## **10. GOVERNOR REPORTS BY EXCEPTION**

There were none to report

## **11. ITEMS FOR INFORMATION**

The Governors received and noted the following reports:

- Patient Relations/PALS Report

In addition, Robert mentioned the recent Picker Institute findings, showing great results for WWL. Reports attached



Picker Board  
Presentation.pdf



Picker 1.pdf



Picker Exec  
Summary.pdf

## **12. DATE AND TIME OF NEXT MEETING**

- 19<sup>th</sup> June 2017 CoG 15:00-17:00
- 31<sup>st</sup> July 2017 CoG Work Plan Planning Meeting 18:00-20:00