

Board of Directors

Minutes of the Meeting held in Public at 9.30am on Monday 6 October 2014 In the Board Room, Leighton Hospital, Crewe

PRESENT

Mr D Dunn MBE	Chairman (<i>in the chair</i>)
Mr R Allen	Non-Executive Director
Dame P Bacon	Non-Executive Director
Mr J Barnes	Non-Executive Director
Mrs T Bullock	Chief Executive
Mr M Davis	Non-Executive Director
Dr PA Dodds	Deputy Chief Executive and Medical Director
Mrs D Frodsham	Chief Operating Officer
Mrs R McNeil	Non-Executive Director
Mr M Oldham	Director of Finance & Strategic Planning
Mr D Pitt	Director of Service Transformation & Workforce
Mrs J Smith	Director of Nursing & Quality

IN ATTENDANCE

Mrs M Steele	Acting Trust Secretary
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APOLOGIES

Mr D Hopewell	Non-Executive Director
Mr J Lyons	Lead Governor

The Chairman opened the meeting and welcomed those members of the public in attendance. The Chairman noted contribution from those in attendance was not permitted during the meeting, however, advised there would be an opportunity to discuss any issues with the Directors after the meeting, if a person so wished.

The Chairman referred to the Agenda and requested clarification as to whether Agenda Item 12.4 was for approval or noting. Mrs Bullock advised same was for noting as it had been approved, in principle, at the Board of Directors Meeting of 1 September 2014.

Mrs Steele confirmed Agenda Item 12.6 was for approval.

PATIENT STORY

Mrs Smith presented the story, a videoed presentation from a gentleman who was the main carer for his wife who has Alzheimers. Mrs Smith noted that whilst the gentleman's wife lived in a nursing home and was not a patient of the Trust, the gentleman had been invited to present at the Trust's Long Term Conditions Event to give staff an understanding of the role of a carer. Mrs Smith advised the Trust had also worked with the

gentleman and the Alzheimers Association in relation to the Dementia Care Bundle.

The gentleman noted it was easy to underestimate her needs and noted the importance of speaking to the carer. The gentleman noted it was then important to pass this information on to all relevant staff, not just the nursing staff.

Mrs Smith noted the gentleman had found the decision for his wife to go into a nursing home very difficult and he spoke about the first impressions people can have - that a carer is coping well. The gentleman advised he does receive sympathy for his situation but he noted carers need support as well.

Mrs Smith noted the video was being used as part of the Dementia Training Programme and advised that as part of the Dementia Care Bundle the ward team now schedule an interview with a patient's carer.

Dame Pat Bacon referred to the recent Extraordinary Meeting of the Patient Experience Committee which had taken place to discuss the Care Quality Commission Report on the Dementia Themed Unannounced Inspection and advised herself and Cllr. Dorothy Flude (Appointed Governor) had arranged a follow-up visit and meeting with Anna Chadwick, Dementia Lead, and Philippa Pordes, Dignity Matron. Dame Pat Bacon noted the work being undertaken as part of the Dementia Care Bundle which had been piloted the day of the meeting.

Mrs Bullock noted the importance of using a patient or carer's personal experiences to support staff training.

In response to Mrs McNeil's enquiry as to how the Trust would address those patients who do not have a carer, Mrs Smith noted it was dependent on the stage of their dementia journey as there were mechanisms in place to source key information such as nursing homes or other people close to the patient.

Mr Davis noted the positive actions being taken by the Trust to enhance the care provided to those patients with dementia

Resolved

- **To note the story**

DIRECTORS' INTERESTS

None noted.

MINUTES OF THE LAST MEETING

Under Agenda Item 14.09.10.1- Patient Quality & Safety Experience Report, Dame Pat Bacon requested the last line of the third paragraph be amended to reflect the programme of work would also consider the process. The line shall read '*Dame Pat Bacon advised the turnaround time is good noting the Trust was also to undertake a programme of work with patients and their families ensuring they are satisfied with the turnaround time **and the process***'.

Dame Pat Bacon also advised her comment in relation to the Self-Medication Policy should be amended to read '*Dame Pat Bacon referred to the reference re the Self-Medication Policy noting this was a complex issue, however, it was good to see the progress the Trust was making in relation to same*'.

After discussion, it was

Resolved

- **To sign the minutes as an accurate record of the Board meeting held in Public on Monday 1 September 2014**

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

14.09.8.1 Governor/Non-Executive Director Meeting – 1 September 2014

Mrs Bullock referred to the recent Governor/NED meeting and enquired as to the outcome of same. Dame Pat Bacon advised the discussion had focused on those areas of which the Trust could be proud and those areas where improvements were required. Dame Pat Bacon noted there had been good attendance by Governors whilst the Chairman advised a summary paper had been prepared and would be circulated to Board members and Governors. The Chairman advised the next Non-Executive Director meeting would reflect on the discussion and consider the next steps.

Mr Davis advised the meeting had been extremely valuable noting the issues raised by Governors had related to the patient experience rather than strategic or regulatory issues. The Chairman noted Governors were satisfied with the way they were informed and assured regarding strategic and regulatory issues with the focus of the discussion on patient experience issues raised by their Constituents/the public.

Resolved

- **To note the verbal update**

ANNUAL WORK PROGRAMME

The Chairman presented the Annual Work Programme for noting. No amendments were recorded.

Resolved

- **To note the Annual Work Programme**

CHAIRMAN'S ANNOUNCEMENTS

14.10.7.1 Stakeholder Engagement

The Chairman advised himself, Dame Pat Bacon and Mr David Pitt had attended the South Cheshire Clinical Commissioning Group AGM in September. The Chairman provided feedback from the meeting noting same was well attended.

The Chairman noted the schedule of Member Events being hosted by the Trust which had included a Meet the Governor event at Victoria Infirmary in Northwich in September. The Chairman noted there had also been a Members Information Stand (in conjunction with the Sexual Health Department) at the Crewe Campus of Manchester Metropolitan University Fresher's Day.

The Chairman advised he had also attended an opening event of the Birley, Manchester Metropolitan University's new home to the Faculty of Education and Faculty of Health, Psychology and Social Care. The Chairman advised of the incredible new facilities. He also advised he had been approached at the event by the Deputy Vice Chancellor of the Manchester Campus and it has been agreed to arrange a meeting to discuss strategic aspirations. The Chairman invited Mrs Smith to attend any future discussions as Executive Lead.

14.10.7.2 FTN Regional Chairs Meeting

The Chairman provided feedback from the meeting noting the key item for discussion was the 2015/16 tariff. The Chairman advised he had requested a focus on how Trusts can meet the existing and future challenges, as an agenda item for the next meeting.

Resolved

- **To note the Chairman's Report**

GOVERNORS ITEMS

14.10.8.1 Annual Members Meeting

The Chairman confirmed the Annual Members Meeting was scheduled for Tuesday, 25 November 2014 from 2.30pm to 4.30pm at Sandbach Town Hall.

14.09.8.3 Governor Vacancies on Board Sub Committees

The Chairman advised, following the last Council of Governors meeting, Mrs Barbara Beadle and Mr Norman Harris had been invited to sit on the QuEST (Quality Effectiveness and Safety) Committee. The Chairman confirmed both Mrs Beadle and Mr Harris had confirmed they would be the Governor representatives on the Committee.

14.09.8.1 Governor/Non-Executive Director Meeting – 1 September 2014

The Chairman referred to the meeting which had taken place on 1 September 2014 and noted the update provided under Agenda Item 5.

Resolved

- **To note the report**

CHIEF EXECUTIVE'S REPORT

14.10.9.1 Executive Director Away Day

Mrs Bullock advised the key items discussed were the forthcoming Care Quality Commission Inspection, the Trust's financial position and performance, in particular the 4 hourly standard.

In relation to the forthcoming Inspection Mrs Bullock advised detailed discussion had taken place on ensuring the data collection was complete, analysis of the data pack and factual accuracy comments and ensuring the logistics for the inspection were well underway.

Mrs Bullock advised a meeting had been held with the Senior Management Team in relation to the Trust's financial position and provided detail of same. Mrs Bullock advised of the actions taken subsequent to the meeting and noted information on the financial position would be discussed under Agenda Item 12.1 - Performance & Finance Committee and Agenda Item 12.2 – Performance Report and noted these had been effective.

Mrs Bullock advised the Trust had failed the four hourly performance target for September but had passed the Monitor quarter. Mrs Bullock advised of the pressures in September and noted the actions being taken forward by the Trust both internally and externally.

14.10.9.2 Connecting Care Board & Connecting Care Provider Board

Mrs Bullock advised that she had been unable to attend the Connecting Care Provider Board meeting.

In relation to the Connecting Care Board Meeting, Mrs Bullock advised of the NHS IQ Workshop and Board facilitation. Mrs Bullock noted it had been a useful session and advised of the key actions and outcomes.

14.08.9.6 Care Quality Commission Comprehensive Inspection

Mrs Bullock confirmed the Care Quality Commission Comprehensive Inspection was to commence this week. Mrs Bullock provided detail of the format of the planned inspection.

14.10.9.3 Better Care Fund Submission

Mrs Bullock advised all acute providers had to sign off on their local Better Care Fund Submission prior to submission to NHS England on 19 September 2014. Mrs Bullock advised the Trust had signed off supporting the principles and direction of travel but advised that details were not available to allow the Trust provide assurances that it would deliver the noted KPIs.

14.10.9.4 Winter Planning

Mrs Bullock advised Mrs Frodsham had compiled the Trust's response to funding available to support winter pressures. Mrs Bullock advised a number of the Trust's initiatives have been supported, to the sum of £500k. Mrs McNeil noted it was good news the Trust was aware of the available monies at this time as it would assist with the planning process. Mrs Bullock confirmed the Trust were working to ensure the initiatives were set up and ready to implement as required.

14.10.9.5 Four Hourly Target Performance

Mrs Bullock advised this item had been listed for the agenda as at the time it was considered the Trust would fail the Monitor Quarter 2 performance target. Mrs Bullock advised, however, the Trust had achieved the quarter.

Mrs Bullock advised confirmation of the rating from NHS England, in relation to their quarterly target, noting NHS England go by weeks rather than months and the quarter end was 28 September 2014.

14.10.9.6 Estate Developments

Mrs Bullock advised the Neonatal Intensive Care Unit was formally opened on Monday, 22 September with the first babies moving to the unit on Wednesday, 24 September. Mrs Bullock advised the opening had been attended by Mr Hockenhull and representatives of the Hockenhull Family Trust also Mr Edward Timpson, MP and Mr David Briggs, Lord Lieutenant of Cheshire, both of whom were patrons of the Appeal. Mrs Bullock advised herself, Mr Oldham and Mrs Frodsham had visited the unit to talk to staff and parents all of whom are delighted with the new unit.

The Chairman noted the significant work now completed on the labour ward, NICU and the post-natal ward and also the achievement of CNST Level 3, noting the Maternity Unit was now a state of the art unit.

Mrs Bullock advised the refurbished Main Entrance at Leighton Hospital had opened on 22 September 2014 advising there were some final touches taking place such as installation of seating. Mrs Bullock noted the new way finding signage.

Mrs McNeil referred to the noticeable difference in the main entrance noting the more modern professional environment would also impact on patient confidence as they entered the hospital. The Chairman noted the identification sashes for Volunteers which allow patients identify those people who would be able to assist them with directions, etc.. Mrs Smith advised the Student Nurse Quality Ambassadors were to undertake a meet and greet programme in the front entrance observing the effectiveness of the way finding signage. Mrs Smith noted the Ambassadors were undertaking the project under their own initiative.

Mrs Bullock advised the works in the Treatment Centre had now commenced and was a 30 week programme.

Mrs Bullock noted Outpatients had also undergone a minor refurbishment. Mr Barnes suggested the walls within Outpatients be used to tell the story of the Trust such as performance, changes, services, etc.. Mr Davis noted he had recently met with the Matron responsible for Outpatients and noted the significant amount of work being undertaken as part of the Outpatients Rationalisation Programme.

Mrs Bullock noted a number of key estate redevelopment projects had now come to a close and the focus would now be on ensuring all areas were brought back up to standard (e.g. cleaning, removal of building waste).

14.10.9.7 Cheshire, Warrington & Wirral Senior Leaders Meeting and Cheshire & Merseyside CEO Provider Group

Mrs Bullock advised at the Senior Leaders Meeting it had been noted, as part of the restructure of NHS England, the Cheshire Warrington and Wirral Area Team were likely to merge with Mersey. Mrs Bullock noted there had been significant discussion regarding the Better Care Fund submission and it was apparent that all acute providers had submitted similar statements regarding agreement in principle but noting there was insufficient detail to give assurances on impact. In response to the Chairman's enquiry as to when the outcome of the submissions would be known, Mrs Bullock advised the outcome would be known imminently.

Mrs Bullock advised discussion had also taken place on RTT (Referral to Treatment) monies and delivery against trajectory. Mrs Bullock noted the RTT amnesty will continue until the end of November

advising it was not anticipated the Trust would need to fail the target due to there being no long waiters on the Trust's lists.

Mrs Bullock noted the meeting of CEO Provider Group had seen a presentation received from the Health Education England Lead for Urgent & Emergency Care Workforce. Mrs Bullock advised she had offered to be part of the Health Education England working group to consider innovative roles for the delivery of urgent and emergency care.

Mrs Bullock noted there had been significant discussion on the Health Education Mandate to increase the number of GP trainees and the impact on acute providers. Mrs Bullock noted this has been a focus of discussion for the Medical Directors in the region with Dr Dodds being instrumental in leading these discussions. Mrs Bullock advised a joint CEO letter, expressing the concerns of acute provider CEOs is to be submitted to the Local Workforce Education Group.

Mrs Bullock advised discussion had also taken place around health economy planning for winter, the System Resilience Group and what some of the key issues were.

14.10.9.8 Small Hospitals Seminar/Inaugural Meeting of the Innovative Hospitals Group

Mrs Bullock advised of the Small Hospitals Seminar which was hosted by the Nuffield Trust, at the request of Chief Executives, to gain a collective understanding of issues and challenges for small hospitals together with potential solutions. Mrs Bullock advised the feedback and outcomes from the meeting would be fed back to Simon Stevens, NHS England Chief Executive, and Nick Seddon, Government Health Advisor.

Mrs Bullock advised the Innovative Hospitals Group had been established by a number of Chief Executives noting herself and three other Chief Executives would lead the facilitation and planning of same. Mrs Bullock advised the Nuffield Trust had also offered their support. Mrs Bullock advised of the discussion at the meeting and noted the next meeting would be attended by Mr Simon Stevens and Mr Nick Seddon.

14.10.9.9 Celebration of Achievement Evening

Mrs Bullock reminded Board Members the Trust's Celebration of Achievement Evening was to take place at Nantwich Civic Hall this coming Thursday (9th October).

14.10.9.10 Flu Campaign

Mrs Bullock advised the Trust had commenced its Flu Campaign and invited the Non-Executive Directors to have their flu vaccination.

14.10.9.11 Medical E-Handover Project

Mrs Bullock advised she was delighted to announce the Project had won an award at the recent HSJ Awards.

14.10.9.12 AQuA Board on Board Development

Mrs Bullock reminded Board Members of the AQuA Board on Board Programme which was scheduled to take place the following week (week commencing 13th October).

14.10.9.13 Main Entrance – Official Opening

Mrs Bullock advised Mr Edward Timpson, MP, was provisionally scheduled to officially open the refurbished main entrance area on Friday, 24 October 2014 at 12 midday.

Resolved

- **To note the Chief Executive's Report**

CARING

14.10.10.1 Patient Quality Safety & Experience Report

Mrs Smith presented the report noting the number of formal complaints received for the month of August was 14 which was a decrease of four compared to the previous month. Mrs Smith provided detail of the key trends and noted there were five complaints currently being reviewed by the Ombudsman.

Mrs Smith noted the number of closed complaints advising 10 had been upheld, 11 partially upheld and 5 were not upheld. Mrs McNeil referred to the first closed complaint and in particular the recommendation details. Mrs Smith advised all the issues raised and lessons learned had been dealt with and advised of the interaction with the family. In the discussion that followed, Dame Pat Bacon suggested the complaint be reviewed by the Complaints Review Panel. The Board Members agreed with this proposal.

Mrs Smith advised there had been 98 contacts raising concerns and also provided detail of the key trends. Mrs Smith noted there had been 166 compliments/thank-yous received.

Mrs Smith advised there had been 11 postings on NHS Choices, 8 positive and 3 negative and also provided detail of the Friends & Family Test Response Rates and Net Promoter Scores. Mrs Smith noted the Friends & Family Test was to be rolled out across additional areas within the Trust, as per national guidance, e.g Outpatients.

In relation to the Patient Safety Monthly Performance Report, Mrs Smith advised of the number of patients who experienced a harm

incident whilst being treated in the Trust against the total number of patients cared for by the Trust in the same period.

Mrs Smith advised there had been no Serious Untoward Incidents for the month whilst noting the decline in the number of in-patient falls. Mrs Smith advised representatives from the Patient Falls Group had recently given a presentation on the work being undertaken to the Strategic Integrated Governance Committee.

Mrs Smith noted the number of Hospital Acquired Pressure Ulcers Resulting in Harm by Month and the number of Hospital Initiated Outpatient Cancellations advising the Trust was currently achieving its reduction target.

Mrs Smith noted the Trust's Crude In-hospital Mortality Rate for August (1.26% compared to peer of 1.27%) and the Rolling 12 Month Risk Adjusted Mortality Index (RAMI) – 80 compared with peer of 85. Mrs Smith noted the latest SHMI publication shows the Trust's SHMI is in the 'as expected range' with a further publication release due at the end of October.

Mrs Smith advised there had been one MRSA bacteraemia case and one *Clostridium difficile* case reported. Mrs Smith noted her disappointment with the MRSA case, especially as this was not a bacteraemia but a contaminated specimen.

Mrs Smith noted the Trust had sustained its performance in relation to TIA Patients treated within 24 hours of referral.

Resolved

- **To note the report**

14.10.10.2 Six Monthly Nursing & Midwifery Staffing Report

Mrs Smith presented the report noting same was in two parts; the first was an update on progress against the National Quality Board's 10 expectations and the second was an overview of the current staffing position across wards based on results of an acuity assessment and establishment review.

Mrs Smith noted those items which had progressed against the National Quality Board's 10 Expectations, noting in particular the monthly staffing report presented to the Board of Directors and also the installation of the staffing boards. Dame Pat Bacon noted the Dementia, Quality and Staffing Boards which were now evident on all wards and the positive impact of same.

Mr Davis noted the report was very informative and helpful and enquired, in relation to Expectation 10, how does the Trust establish if the Clinical Commissioning Groups are assured. Mr Oldham advised

any concerns are raised through the Contract meetings whilst Mr Pitt advised the workforce plan submitted to Health Education England had been considered by the Clinical Commissioning Groups. Mrs Smith noted the Clinical Commissioning Groups also undertake quality reviews in ward areas, to include reviews of staffing levels. It was agreed there were plenty of forums for concerns to be raised by the Clinical Commissioning Groups if needed.

Mrs Smith advised, in June 2014, the Trust had collected data on the individual dependency of patients and calculated the number of staffing required based on the Safe Nursing Acuity Tool. Mrs Smith noted the Trust collects the data bi-annually.

Mrs Smith advised of the outcomes of the review noting in particular the significant improvement across all wards within the Division of Medicine and Emergency Care. Mrs Smith also noted the sustained increase in acuity on 3 wards within the Surgery & Cancer Division. Mrs Smith advised of the alternative national acuity tools used within the Women's Children's & Sexual Health Division noting the data collected demonstrated appropriate staffing levels based on patient acuity at that time.

Mrs Smith advised whilst there has been a significant reduction in nursing vacancies following investment in nursing posts, further recruitment is required.

Mrs Smith noted formal establishment reviews were undertaken within each Division and provided details on the outcome of same.

Mr Davis noted the focus of the report was on nursing and enquired as to whether there would be an increase in posts within the Pharmacy Department as the Trust moves to 7/7 working. Mrs Bullock confirmed all services would be reviewed in terms of workforce requirements to achieve 7/7 working, however, agreed this was not the focus of this report.

Mrs Smith concluded by noting the Trust was seeing a growing acuity/dependency in patients across a number of inpatient wards. Mrs Smith noted the investment in emergency care wards has had a significant impact with all wards within an acceptable acuity range. Mrs Smith advised an area of focus would be to progress the Surgery & Cancer Division wards to consistent 7 day staffing levels and also a review of the provision of staffing at night across all wards will take place.

Mrs McNeil noted the comments in relation to Ward 15 and advised she had recently completed a ward visit of same. Mrs McNeil advised staff had commented on the positive impact the piloting of an additional HCA had had from 11am to 6pm.

The Chairman noted the quantum leap from where the Trust had been in relation to nurse staffing. The Chairman noted there would be a continued focus on ensuring safe staffing levels that will meet the needs of patients and asked the Board of Directors to note the progress in response to the National Quality Board's 10 expectations, to note the results of the safer nursing care tool for June 2014, to support the immediate actions identified from the establishment reviews and support the continued prioritisation of investment in to nurse staffing.

In the discussion that followed it was

Resolved

- **To note the progress in response to the National Quality Board's 10 expectations**
- **To note the results of the safer nursing care tool for June 2014**
- **To support the immediate actions identified from the establishment reviews**
- **To support the continued prioritisation of investment in to nurse staffing**

14.10.10.3 Monthly Nursing & Midwifery Staffing Report

Mrs Smith presented the report advising of the overall fill rates for August noting the plan had not been achieved on Ward 5 and Ward 9. Mrs Smith detailed the reason for same.

Mrs Smith referred to the number of hours of actual staffing noting same was a combination of the hours worked by permanent staff and those worked by temporary staff on a ward or department during that month. Mrs Smith advised that on occasion appropriately skilled staff are re-deployed from other areas or temporary staff will be included in the establishment to cover unforeseen leave or sickness / absence etc. Mrs Smith noted the temporary staff are mostly supplied by the Nurse Bank run from within the Trust which ensures the staff used are familiar with the organisation, its standards and policies and are trained to the level required by the Trust.

Resolved

- **To note the report**

SAFE

14.10.11.1 Infrastructure Development Committee – 8 September 2014

Mr Oldham presented the minutes noting the one item to be escalated to the Board of Directors. Mr Oldham provided an update in relation to the Treatment Centre flooring advising there would be no additional cost to the Trust.

Resolved

- To note the action notes of 8 September 2014

14.10.11.2 Serious Untoward Incidents and RIDDOR Events

Dr Dodds noted there had been one Never Event in September. Dr Dodds advised there had been no harm to the patient and a full explanation and apology had been given. Dr Dodds advised immediate actions have been put in place and a Root Cause Analysis was to be undertaken.

Dr Dodds advised there had been no serious incidents reported whilst there were 2 RIDDOR reportable events for the period.

Resolved

- To note the verbal update

14.10.11.3 ED Workforce Paper

Mrs Frodsham presented the paper noting the background to same and referring to the original Business Case approved by the Board. Mrs Frodsham noted the paper requested Board of Director approval to drawdown the Trust funded elements for 2014/15 against the December 2012 proposal relating to nurse and medical staffing.

In the discussion that followed, it was

Resolved

- To approve the drawdown request

RESPONSIVE

14.10.12.1 Performance & Finance Committee – 26 September 2014

Mr Oldham presented the minutes noting a presentation had been received on Theatre Utilisation. Mr Oldham noted there had been an improvement in productivity in August with initial figures for September showing further improvement. In response to the Chairman's enquiry as to how performance was monitored, Mr Oldham noted same was monitored through the Project Management Office with escalation to

the Performance & Finance Committee, as appropriate. Mr Barnes noted it was important to consider and track performance against projection wherein the Chairman advised it was important to be aware of the primary drivers and understand any move away from the trajectory.

Mr Barnes noted the impact of the temporary closure of the Treatment Centre advising it was anticipated there would be a step change improvement next year. In response to the enquiry as to when planning commenced, Mr Oldham advised capacity and demand analysis formed part of the Annual Plan and detailed the timings of same.

Mr Oldham also advised of the work being undertaken in relation to the dashboards.

Mr Oldham noted the three items to be escalated:

- 4 hourly performance
- Financial Forecast noting the extra-ordinary meeting between Executive Directors, Clinicians and Senior Managers to consider a number of proposals.
- Monitor Forecast Collections. Mr Oldham advised Trust's had been requested to submit regular forecasts of the year end out-turn position and noted he had responded advising it was anticipated the Trust forecast will be on plan.

Resolved

- **To note the Action Notes of 26 September 2014.**

14.10.12.2 Performance Report

Mrs Frodsham presented the Performance Report noting the Trust's performance against Monitor's Compliance Framework. Mrs Frodsham noted the Trust had submitted a Green Governance rating for Quarter 2.

Mrs Frodsham advised of the Trust's performance in relation to the Referral to Treatment targets and noted the increase in referrals.

In relation to the financial position, Mrs Frodsham provided detail of the Trust's income and expenditure performance also noting the Trust's pay and non-pay costs, contract income, performance against Cost Improvement Programmes, the Capital Programme and the cash position. Mrs Frodsham noted the Trust is currently achieving a rating of 4 against Monitor's Continuity of Services Risk Rating. Mr Oldham noted clinical expenditure was now 'as expected'.

In response to Dame Pat Bacon's enquiry in relation to the Apprenticeship scheme no longer proceeding, Mr Pitt confirmed this

related solely to the Cost Improvement Programme advising the scheme itself would continue.

In respect of Workforce, Mrs Frodsham noted the increase in sickness absence whilst noting this was still 1% better than the regional benchmark. Mrs Frodsham also noted turnover was as expected whilst also noting the position in relation to mandatory training and appraisals.

Resolved

- **To note the report**

14.10.12.3 Service Transformation Projects

Mr Oldham provided an update on the Outpatients Review. Mr Oldham noted the drivers for the review and the three key performance indicators. Mr Oldham advised of the actions taken to date noting the significant impact of the implementation of partial booking. Mr Oldham advised of the DNA (Do Not Attend) rates noting the Trust were seeing an improvement in same. Mr Oldham advised there were also significant improvements in hospital cancellation rates.

Mr Oldham outlined the clinic utilisation rates and also provided detail of the remaining challenges.

Mrs McNeil noted the reasons for the review should also include reputational impact and enquired as to how the Trust will seek to measure the impact of the improvements on patients. In response to Mrs Smith's enquiry as to whether any publicity had been undertaken in relation to the costs of DNAs, Mrs Bullock advised there had been some publicity nationally which had led to a number of negative media stories locally.

In response to Mr Barnes' enquiry as to whether there is any significant difference in DNAs between Leighton hospital and Victoria Infirmary; Mr Oldham advised the hospitals had not been considered separately although a review of attendance at Trust clinics on other hospital sites, such as East Cheshire NHS Trust, had been considered.

Mr Barnes noted, to encourage a reduction in DNAs, it was important to ensure mutually agreed appointment times were established rather than appointment times determined by the Trust. Mr Oldham advised the introduction of partial booking had made a significant difference and the NHS e-referral system (to be launched in 2014/15) and an electronic patient record would also assist in that regard. Mr Oldham also noted a review of processes would need to be undertaken.

Mr Davis noted the challenge relating to 'no central electronic booking system for rooms' and enquired as to whether this was easily rectifiable. Mr Oldham advised the Trust were considering the procurement of a standalone system.

Discussion took place regarding the reasons why patients attend for appointments or not wherein Mr Oldham noted patients with Long Term Conditions were to be a focus of the review. Mr Pitt noted the age profile of patients would also need to be considered.

The Chairman noted whilst DNAs adversely impact on the clinic utilisation, should all the DNAs attend there will be a subsequent impact on capacity which would need to be considered.

In the discussion that followed it was agreed it was encouraging to see the improvements to date, however, it was acknowledged it was the only the start of a significant journey.

Resolved

- **To note the presentation**

14.10.12.4 Respiratory Medicine Consultant Appointment

Mr Pitt presented the paper which had been requested following discussion at the Board of Directors meeting of 1 September 2014 wherein the Board agreed in principle that if more than one suitable applicant applied for the post that two whole time equivalents (WTE) could be appointed rather than one WTE. Mr Pitt advised that two candidates had applied; however, one had withdrawn prior to interview. Mrs Bullock requested Board approval to implement the agreed arrangement should more than one suitable candidate be shortlisted at a future date. Mrs Bullock advised of work being undertaken to attract and recruit staff.

Resolved

- **To note the paper**
- **To agree that should more than one suitable candidate were shortlisted then it would be permissible to recruit two whole time equivalents (WTE) rather than one WTE**

14.10.12.5 Request for use of the Trust Seal

Mr Oldham presented the requests for the use of the Trust Seal providing detail of same. Mr Oldham noted the content of the Lease agreements had been agreed and authorised previously.

Resolved

- **To approve the use of the Trust Seal**

14.10.12.6 Report on the use of the Trust Seal

Mrs Bullock presented the report for Quarter 2. No issues were raised.

Resolved

- **To note the Report on the use of the Trust Seal for Quarter 2.**

14.10.12.7 Corporate Trustee Meeting of 1 September 2014

The Chairman presented the minutes for noting. No issues were raised.

Resolved

- **To note the minutes of the Corporate Trustee Meeting of 1 September 2014**

14.10.12.8 Legal Advice

Mrs Bullock advised there had been no legal advice sought.

Resolved

- **To note the verbal update**

WELL-LED

14.10.13.1 Visits of Accreditation, Inspection or Investigation

Mrs Bullock noted the Care Quality Commission Comprehensive Inspection which was due to be undertaken that week.

Resolved

- **To note the verbal update**

EFFECTIVE

14.10.14.1 Strategic Integrated Governance Committee – 8 September 2014

Dr Dodds presented the Action Notes of 8 September 2014.

Mr Barnes referred to the presentation from the Patient Falls Group and enquired as to whether the Trust currently uses bed sensors. Mrs Smith provided a detailed explanation regarding the use and future purchase of bed sensors.

Dr Dodds referred to the Trust's Risk Management Strategy Early Warning System and advised that due to the level of risk identified, the Divisional General Managers from the Surgery & Cancer Division and Division of Medicine and Emergency Care would be invited to the November and December Committee meetings, respectively, to discuss same.

Dr Dodds advised that an update on progress against the Trust's Dementia Care Action Plan was received with same being monitored monthly by the Strategic Integrated Governance Committee.

Resolved

- **To note the Action Notes of 11 August 2014**

14.10.14.2 Consultant Appointments

Dr Dodds advised the Trust had appointed two new Consultant Orthopaedic Surgeons and confirmed no appointment had been made to the Respiratory Medicine Consultant post.

Resolved

- **To note the verbal update**

14.10.15 BOARD ACTIONS

After discussion, it was

Resolved

- **To approve the schedule of Board of Directors' actions**

ANY OTHER BUSINESS

14.10.16.1 Trust Secretary

Mrs Bullock noted this was the last Board of Directors meeting for Mrs Steele, Acting Trust Secretary, who was leaving the Trust. Mrs Bullock thanked Mrs Steele for her support during her tenure. Mr Dunn echoed these sentiments and wished Mrs Steele well for the future.

14.10.16.2 100% Attendance Letters

Mr Pitt advised circa 1,200 letters had been issued to staff who had a 100% attendance record with no sickness recorded for the period 1 April 2013 to 31 March 2014. 700 letters were issued to staff who had a 100% attendance record with no sickness recorded for the period 1 April 2012 to 31 March 2014.

TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

A Board of Directors meeting, in public, is at 9.30am on Monday 3 November 2014 in the Boardroom, Leighton Hospital, Crewe.

Signed

Chairman

Date