

Board of Directors

Minutes of the Meeting held at 9.30am on Monday, 10 May 2010 In the Board Room at Leighton Hospital

PRESENT

Dr AH Wood		Deputy Chairman, Senior Independent Director <i>in the chair</i>
Mrs R Alcock		Director of Workforce and Organisational Development
Mrs T Bullock		Deputy Chief Executive, Director of Nursing
Mr M Chandler		Non-Executive Director
Mr WD Craig		Non-Executive Director
Mr D Dunn		Non-Executive Director
Dr PA Dodds	<i>PAD</i>	Medical Director
Mr A Ennis		Associate Director of Service Development
Mrs D Frodsham		Director of Performance & Service Planning
Mrs V Godfrey		Non-Executive Director
Mr D Hopewell		Non-Executive Director
Mr M Oldham		Director of Finance & Strategic Planning

IN ATTENDANCE

Ms Tracey Ames		Lead Governor
Ms M Steele		Executive Assistant

APOLOGIES

Mr J Moran		Chairman
Mr P Morley	<i>PM</i>	Chief Executive

*denotes action deriving from **resolutions** below

Dr Wood opened the meeting and welcomed Ms Tracy Ames, recently appointed Lead Governor. Dr Wood advised Ms Ames, as Lead Governor, had an open invitation to observe Board of Director meetings.

DIRECTORS' INTERESTS

No Director declared, or had declared, any change to her/his interests since the Board of Directors' previous meeting.

MINUTES OF THE LAST MEETING

After discussion, it was

Resolved

- To sign the minutes as an accurate record of the Board meeting held on Monday, 12 April 2010 subject to noting
 - Under item 10.03.13.1 – Elmhurst Intermediate Care: Benefits Realisation, Dr Wood advised he had enquired as to

whether the PCT had completed a cost *benefit* analysis of the unit.

- Under item 10.04.10.4 –[Section removed under S43 of the Freedom of Information Act]
- Under item 09.08.11 – [Section removed under S43 of the Freedom of Information Act]

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

None noted.

CHAIRMAN'S ANNOUNCEMENTS

10.05.5.1 Meeting with Mrs Pauline Ong, Chair of Central & Eastern Cheshire PCT

Dr Wood noted Mrs Pauline Ong had met with the Chairman at Leighton Hospital on Friday morning and had a brief tour of each of the four Clinical Divisions.

Dr Wood noted the Chairman had raised the suggested Board to Board meeting to discuss quality and also the Non Executive Director to Non Executive Director meeting. Dr Wood confirmed dates are to be arranged for both of these meetings.

10.05.5.2 Non Executive Director to Non Executive Director Meeting - Salford Royal NHS Foundation Trust

Dr Wood advised contact had been made with the Chairman of Salford Royal NHS Foundation Trust and a date is to be arranged for a Non Executive to Non Executive Director meeting.

10.04.5.3 Hospital Walkabout

Dr Wood advised a protocol was to be issued in relation to the proposed Non Executive Director visits to the wards and other areas of the Trust. Dr Wood noted the protocol would be discussed in further detail at the Non Executive Director meeting scheduled for 17 May 2010.

10.05.5.3 Members Newsletter

Dr Wood advised the Spring edition of the FT newsletter was to be issued over the coming weeks.

Resolved

- **To note the report**

GOVERNORS ITEMS

10.05.6.1 Council of Governors Meeting – 29 April 2010

Dr Wood advised feedback from the recent Council meeting had been very positive with a notable increase in information sharing and Governor participation. Dr Wood noted there were a number of items which had required follow up actions including the circulation of the Clinical Service Strategy to Governors (action completed) and consideration of the programme of engagement for the roadshow event with the local police scheduled for September 2010.

Dr Wood advised the Chairman had asked him to note one of the staff governors had raised an issue in the private session following the public meeting [Sentence redacted under Section 43 of the Freedom of Information Act]. Dr Wood noted the Chairman would follow up on the issue on his return from leave and report back to Council on the issues raised.

[Section removed under S43 of the Freedom of Information Act]

Dr Wood noted discussion also took place at the Council meeting regarding the possibility of an Open Day to be held later in the year. Dr Wood advised there were still a number of issues to be resolved before this event could take place including infection control issues.

Resolved

- **To note the report**

CHIEF EXECUTIVE'S REPORT

10.05.7.1 Integrated Care Organisation

Mrs Bullock advised Mr Morley had attended a meeting on Friday. [Sections removed under S43 of the Freedom of Information Act]

Resolved

- **To note the Chief Executive's report**
- [Section removed under S43 of the Freedom of Information Act]

MEDICAL DIRECTOR'S REPORT

10.05.8.1 Serious Untoward Events

Dr Dodds advised there were no Serious Untoward Events or Health & Safety incidents to report.

10.05.8.2 [Section removed under S40 of the Freedom of Information Act.]

10.05.8.3 Risk Adjusted Mortality Rate

Dr Dodds noted the Trust's Risk Adjusted Mortality Rate for 2009/10 was 100 (Peer – 87) having reduced from 112 for the period 2008/09.

Resolved

- **To note the Medical Director's Report**

QUALITY & SAFETY

10.03.18.1 Quality Accounts

Mrs Bullock presented the draft Quality Accounts noting Part 1 of the paper was the Board of Directors Statements which formed part of the Statement of Internal Control.

Mrs Bullock advised Part 2 detailed the priorities for improvement in 2010/11 and the required outcomes, where these were known, whilst Part 3 considered progress against last year's priorities as detailed in the Quality Report. Mrs Bullock noted there had been numerous guidance documents issued on the format of the Quality Accounts whilst the document also included a number of mandatory statements.

In response to Dr Dodd's enquiry as to whether specific numerical outcomes could be recorded as an aim, Mrs Bullock advised this detail had been included where it was available, however, there were a number of instances where the data may not be collected or there may not be a national benchmark. In these instances, Mrs Bullock advised that the forthcoming years progress would be developing a process and current position,

Mrs Godfrey suggested, in the interest of transparency, that the Trust should also reflect areas where the Trust is not doing well, for example, within Patient Experience reflect the dimension where the Trust had performed lower than the national score.

In response to Mrs Godfrey's enquiry as to whether a definition should be included for the term 'Care Bundle', Mrs Bullock advised the document would be reviewed by the internal auditor with regard to terminology and format. Mr Oldham noted the Quality Accounts will also form part of the Annual Plan and Annual Report and will, therefore, also be reviewed by the external auditor.

In response to Mr Chandler's enquiry as to why the % of PROMS completion rates dropped from October 2009, Mrs Bullock noted there was no particular reason but that it was not mandatory for patients to complete the form.

In the discussion that followed, it was agreed that the paper was an excellent document.

Resolved

- **To note the Quality Accounts**

WORLD CLASS PROVIDER OF CHOICE

10.05.12.1 ICT Review

Mr David Rooke, Head of ICT, joined the meeting to provide the Board with detail of progress against the Trust's five year Information Communications and Technology Strategy.

Mr Rooke advised of the 12 objectives within the strategic document noting the actions taken to date. Mr Rooke noted the strategic document ensured the ICT department was not stand alone but worked in conjunction with the Trust as a whole.

Dr Dodds noted RSM Tenon had also completed a review of the strategy document and their recommendations had been accepted by the ICT Department. Dr Dodds noted the progress against the ICT strategy would be reported through the Infrastructure Committee.

Mr Dunn noted that there were no timeframes or KPI's included in the progress report and advised the Board of Directors needed to be assured on the progress against the strategic objectives detailed. Mr Dunn also requested that recommendation 3.2.3 of the RSM Tenon report be recorded as Significant rather than Merits Attention. Mr Rooke confirmed that the recommendations put forward by RSM Tenon had been accepted and were to be incorporated in the Strategy Document.

In response to Mr Craig's enquiry as to whether the strategic development should include the development of information technology across the Trust, for example improving communication, Mr Rooke advised the first couple of years related to building a firm structural base and this would be considered in future years. Mr Rooke, in response to Mr Ennis' enquiry as to whether the strategy would be reviewed following the publication of the Clinical Services Strategy, noted the strategy will continue to evolve and will be reactive to the needs of the Trust.

Mr Hopewell raised his concerns that the strategy did not reflect or take account of the current financial challenges. Mr Rooke advised work was being done to reduce costs including the renegotiation of contracts and the introduction of centralised printing.

[Section removed under S43 of the Freedom of Information Act]
In the discussion that followed it was

Resolved

- **To review the strategy document to include KPIs and specific timeframes** *PAD*
- **To record recommendation 3.2.3 as Significant** *PAD*

- **To note the paper**

Mr Rooke left the meeting at this point.

QUALITY

10.05.9.2 Mid Staffordshire NHS Foundation Trust

Mrs Bullock presented the gap analysis of the 18 recommendations following the Independent Inquiry into care provided by Mid Staffordshire NHS Foundation Trust January 2005 – March 2009, established by the Secretary of State for Health.

Mrs Bullock noted that four of the recommendations were being taken forward on a national basis whilst the remaining 14 recommendations and actions would be considered at the Operational Integrated Governance Committee with issues being raised, by exception, to the Strategic Integrated Governance Committee and subsequently at Board of Directors, if appropriate.

In response to Dr Wood's enquiry as to how the Board can be assured the actions are being completed in the specified time frame, Mrs Bullock noted that issues/anomalies would be raised at Board of Directors through the Strategic Integrated Governance Committee whilst the Board would be requested to sign off on completed actions.

Mrs Bullock referred to each of the recommendations noted and the Trust's current position and evidence and invited questions from the Board.

[Section removed under S43 of the Freedom of Information Act]

Resolved

- **To note the Gap Analysis**
- **To delegate monitoring of the Gap Analysis to the Operational Integrated Governance Committee**
- **To receive detail of issues/anomalies, by exception, from the Strategic Integrated Governance Committee**

10.05.9.3 Safeguarding (Adult & Children)

Mrs Bullock confirmed that Mrs Godfrey has, for a number of years, been the Non Executive Director lead for Safeguarding Children.

Mrs Bullock noted that similar arrangements were being put in place nationally in relation to safeguarding adults with the establishment of Local Safeguarding Adult Boards. Mrs Bullock advised she had approached Mrs Godfrey as to whether she would become the Non Executive Lead for Safeguarding Adults and following discussion with the Chairman, it has been agreed Mrs Godfrey will be the appointed lead.

Resolved

- **To note Mrs Godfrey's appointment as Non Executive Director Lead for Safeguarding Adults**
- **To note the report**

10.05.9.4 Quarter 4 Report – Complaints, Claims, Patient Advice and Liaison and Patient & Public Involvement

Mrs Bullock presented the report noting the number of complaints received for the period was 60. Mrs Bullock advised the report did not hold the level of detail as in previous reports as the recording system is being transferred and the information is currently not available.

Mrs Bullock noted the number of complainants who contacted the Ombudsman and the number of claims.

Mrs Bullock noted the number of enquiries to the PALS office advising the enquiries were not all complaints, some were general enquiries whilst others were in praise of the Trust. Mrs Bullock advised the percentage of clinical activity was considered against the number of complaints received.

Mrs Bullock confirmed a face to face meeting with the complainant is considered good practice and is taking place across all Divisions. Mrs Bullock noted the detail of the claims settled and advised the financial value of the claim would be included in future reports.

Mrs Frodsham noted work still needed to be done on collecting ethnic data as the percentage recorded was low in some areas. Mrs Frodsham also noted Divisions should be encouraged to report compliments. Mrs Bullock noted that this is recorded but wards / areas do not submit consistently. Wards / areas are sent reminder to do this but unfortunately, it is not prioritised.

Resolved

- **To note the report**

Strategic Integrated Governance Committee

10.05.9.5.1 Minutes of 19 April 2010

Dr Dodds presented the minutes noting in particular the items to be raised at the Board of Directors. Dr Dodds noted the Integrated Governance Strategy (2010-2013) had been approved at the Committee meeting of 19 April 2010.

Resolved

- **To note the minutes of 19 April 2010**

10.05.9.5.2 Annual Report

Dr Dodds presented the Annual Report of the Strategic Integrated Governance Committee, May 2009 – March 2010. Dr Dodds noted the Annual Report will form part of the Statement of Internal Control.

In response to Mr Chandler's enquiry as to Quorum and the presence of a Non Executive Director being specified in Quorum, Dr Dodds advised the Terms of Reference included were for the period 2009/10 and the amendment had been included in the revised Terms of Reference for 2010/11.

Resolved

- **To note the Annual Report for May 2009-March 2010**

ORGANISATIONAL DELIVERY

10.05.10.1 Nursing Establishments

Mrs Bullock presented the paper noting the majority of posts had been recruited to by November 2009 but that the number of vacancies had gradually risen again from then. Mrs Bullock provided an update on the progress to date including recruitment to vacant posts. [Sentence removed under S43 of the Freedom of Information Act] Mrs Bullock advised the anticipated reduction in staff on Ward 5 following its conversion to a smaller isolation ward had not occurred, due to the level of patient dependency on the ward.

[Section removed under S43 of the Freedom of Information Act]

Mrs Bullock noted the fill rate from the hospital bank is consistently high in comparison to the national average. [Section removed under S43 of the Freedom of Information Act]

Mrs Bullock noted the success of the Nurse Bank facility opening on Saturday mornings, from October 2009, with up to 40 calls being received. However, there is no funding available to have it open all weekend.

Mrs Bullock noted the Sickness rates advising long term sickness did improve in January 2010, however, staffing levels were affected by outbreaks of norovirus and diarrhoea & vomiting together with incidents of swine flu.

Mrs Bullock also referred to the financial costs particularly in relation to emergency care and the winter ward effect.

Mr Oldham raised his concerns in relation to sickness absence and retention levels. Mrs Alcock noted that overall attendance rates were improving, however, advised outbreaks of the norovirus and vomiting &

diarrhoea will have an impact on staff. Mrs Alcock noted that steps were being taken to improve staff retention, in particular, there is a focus on the recruitment process for Healthcare Assistants.

[Section removed under S43 of the Freedom of Information Act]

In response to Mr Oldham's enquiry as to how the Trust can reduce its reliance on agency staff, Mrs Alcock noted that the Trust continued to recruit to the Nurse Bank. Mrs Alcock also noted the Trust opened a number of beds that were not anticipated and there were insufficient permanent members of staff to manage the additional beds and suggested, following a reconfiguration of the number of beds, a review of the required actions to ensure there are sufficient permanent staff members be taken.

Mrs Bullock requested Board of Directors' approval to complete a review of expenditure against all nursing and midwifery bank and agency usage within the Trust in six months time and also a review of patient acuity/dependency is undertaken within Emergency Care in June 2010.

Resolved

- **To approve the recommendations as outlined**

10.01.19.3 Strategy for Equality Diversity and Human Rights

Mrs Alcock presented the final draft of the Strategy for Equality Diversity & Human Rights and Equality, Diversity and Human Rights Policy noting same had, following previous presentation at the Board of Directors, been to public consultation.

Mrs Alcock noted, following a discussion with Dr Wood, 3.1.2 Governors, on the Policy, should be amended to reflect the relationship between the Board of Directors and Council of Governors.

In the discussion that followed it was

Resolved

- **Approve the Strategy for Equality Diversity & Human Rights**
- **Approve the Equality Diversity & Human Rights Policy subject to amendment of 3.1.2.**

10.05.10.2 Better Care Better Value Indicators

Mrs Bullock advised the Better Care Better Value Indicators were released quarterly by the NHS Institute for Innovation and Improvement. Mrs Bullock advised the Indicators for quarter three had just been released and further detail would be presented to the Board

of Directors meeting of 7 June 2010 which would contain detail of areas where there has been improvements including Length of Stay and DNA rates.

Resolved

- To note the report
- To receive a further report at the Board of Directors meeting of 7 June 2010 *PM*

10.05.10.3 Galaxy Theatre Scheduling System

[Section removed under S43 of the Freedom of Information Act]

Resolved

- To withdraw the paper

10.05.10.4 Performance Report

Patient Quality & Safety Focus

Mrs Frodsham presented the report noting the number of complaints and the distribution per Division against Inpatient and Day Case Activity.

Mrs Frodsham noted the improvement in 14 Day Readmission and Length of Stay rates. In response to Dr Wood's enquiry as to the noted increase in Misadventure Rates, Dr Dodds confirmed the figure would be monitored and should the figure remain high and/or continue to increase the reason for same would be reviewed in detail and a response presented to the Board of Directors.

Mrs Frodsham noted the improvement in the instances of Patient Falls Resulting in Harm.

Finance

[Section removed under S43 of the Freedom of Information Act]

System Delivery Focus

Mrs Frodsham noted March had been a particularly busy month with an increase in non elective admissions of 13.3%. Mrs Frodsham noted the Trust had achieved the 18 week targets, however, April had seen an increase in waiting lists.

Mrs Frodsham noted the Trust had failed the Quarter 4 target for Thrombolysis (66.7% against a target of 68.0%). Mrs Frodsham advised correspondence was to be issued to the North West Ambulance Service.

Mrs Frodsham noted pressures continued within A&E in April. Mrs Frodsham advised a meeting had been held with the IST the previous

week to review the implementation of the action plan. [Section removed under S43 of the Freedom of Information Act]

Mrs Frodsham noted *Clostridium difficile* outbreaks were also becoming an issue in other Trusts, it was not unique to Mid Cheshire Hospitals NHS Foundation Trust.

Mrs Bullock advised there were no incidents of MRSA recorded for April 2010.

Workforce Focus

Mrs Frodsham highlighted the level of vacancies. Mrs Frodsham also highlighted the RAG Status – Red for Mandatory Training noting the DNA rates will be monitored from June 2010 with Divisions being held to account.

Mrs Frodsham noted the RAG Status – Red for Year End Appraisals and advised work was being carried out with the Divisions to gain an understanding as to why appraisals are not being completed.

Mrs Alcock advised the target set for Year End Appraisal in an internal target and advised the Trust in the top 20% of all NHS Trusts as regards the number of staff who receive an appraisal.

Market Focus

Mrs Frodsham advised following an electrical safety check of the inpatient ward at Victoria Infirmary Northwich, the ward has been closed and the patients moved to Ward 19 at Leighton Hospital.

Mrs Frodsham advised it was anticipated there would be significant coverage in the Northwich Guardian this week.

In response to Mrs Godfrey's enquiry as to whether the West Cheshire LINK and Overview & Scrutiny Committee had been formally advised of the closure and the reasons why, Mrs Frodsham advised notification of the closure had been circulated to all interested parties in the area including GPs and local MPs. Mrs Bullock confirmed a copy of the formal report would be issued to LINKs with a letter detailing the effects on the decision.

[Section removed under S43 of the Freedom of Information Act].

Mrs Frodsham advised in relation to the Diagnostic Waiting Time, an action plan had been requested. Mrs Frodsham noted there has been a significant increase in the request for CT scans.

Resolved

- **To note the report**

10.05.10.5 Performance & Finance Committee – 9 April 2010

The minutes of the committee meeting of 9 April 2010 were formally presented. [Section removed under S43 of the Freedom of Information Act]

Mrs Bullock provided a verbal update of the meeting of 7 May 2010 noting in particular the 18 week data completeness and the Thrombolysis target. [Section removed under S43 of the Freedom of Information Act]

Resolved

- **To note the minutes of the meeting of 9 April 2010**

STRONG INDEPENDENT FT

10.05.11.1 Impact of the Financial Cap

Mr Oldham presented the paper [Sentence redacted under S43 of the Freedom of Information Act]

Mr Oldham advised the cap on contract had mitigated against the risk of fines as no fines or penalties were imposed under the terms of the agreement.

Resolved

- **To note the paper**

10.05.11.2 Annual Plan

Mr Oldham advised agreement had been verbally reached on the contract with the PCT. [Section removed under S43 of the Freedom of Information Act]

Mr Oldham provided detail of the financial impact of the agreement noting the worst and best case scenarios. In relation to the financial forecast detail provided, Dr Wood enquired as to the basis of the assumptions. Mr Oldham noted the assumptions were in line with Monitor guidelines and assumed a level of efficiency of 5%.

In response to Mr Chandler's enquiry as to whether the contract had been signed, Mr Oldham advised the contract had not yet been signed as there were a small number of issues yet to be agreed, however, it was agreed the parties would not proceed to arbitration.

Resolved

- **To note the paper**

10.05.11.3 Board Assurance Framework 2009/10 - Final Progress Report

Dr Dodds presented the report and noted the key findings of the final review advising where the risk score has not reduced the risk will be

incorporated in the Board Assurance Framework for 2010/11 or Corporate Risk Register.

Dr Dodds advised, following agreement of the Strategic Objectives at the recent Board Away Day, Objectives would be assigned to individual Executive Directors and principle objectives, principle risks, key controls, etc would be detailed in the Board Assurance Framework for 2010/11.

Resolved

- **To note the paper**

10.05.11.4 Audit Committee – 19 April 2010

Mr Oldham presented the minutes of the meeting noting in particular the draft internal audit opinion and also highlighting the change in governance regarding charitable funds.

Resolved

- **To note the minutes of 19 April 2010**

10.05.13 Legal Advice

Mrs Bullock advised there had been no legal advice sought .

Resolved

- **To note the report**

10.05.14 Visits of Accreditation, Inspection or Investigation

Mrs Bullock advised the Deanery were to attend at the Trust on Tuesday, 11 May whilst a visit was also scheduled in relation to the CPA Accreditation.

Mrs Bullock advised City & Guilds had completed an inspection in relation to the NVQ and have confirmed the Trust meet all required standards.

Resolved

- **To note the report**

10.05.15 BOARD ACTIONS

After discussion, it was

Resolved

- **To approve the revised schedule of Board of Directors' actions, subject to including amendments to the schedule to be presented to the Board meeting on Monday 7 June 2010 MS.**

10.05.16 ANY OTHER BUSINESS

None noted.

Resolved

- **To note the report**

TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

9.30am Monday, 7 June 2010 in the Board Room at Leighton Hospital

Signed

Chairman

Date