

Board of Director Meeting
Minutes of the Meeting held in Public at 9.30am on Monday 1st December 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
Mr D Hopewell	Non-Executive Director
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

Jenna Davies	Interim Trust Secretary
John Lyons	Lead Governor
Bev Walley	Community Paediatric Matron (Agenda item 2 only)

BoD14/12/1 Welcome, introduction and apologies

- 14/12/1.1 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.
- 14/12/1.2 No apologies for absence were received

BoD14/12/2 Patient/Staff Story

- 14/12/2.1 Mrs Walley was introduced to the meeting by Mrs Smith to present the Stairway project.
- 14/12/2.2 Mrs Walley provided the background to the Stairway project, explaining that the project focused on palliative care for children with life limiting illnesses. Mrs Walley explained that the project's name was derived from the principle that there is no elevator to success, you have to take the stairs. She went on to explain that from when a child is diagnosed with a life limiting illness to when the child requires end of life care, most care pathways jumped from stair one to the top without consideration for the steps in between or after. The aim of the Stairway project is to create an integrated pathway to support the patient and their families, ensuring they have access to the best palliative care possible. Mrs Walley informed members that the first pathway would be launched in April 2015, focusing on improving integration across provider organisations and improving patient and carer experience.
- 14/12/2.3 Mrs Smith commented that when she originally heard the presentation she was moved by the project. Mrs Smith noted that, historically, end of life care had focused on adult palliative care and was so impressed by the project so far especially with the involvement

of staff. Mrs Bullock noted that the CQC were so impressed by the project that they had invited Mrs Walley to present the project at a national conference.

In response to Mr Dunn's question, Mrs Walley outlined the extensive support for her and her staff when caring for children and their families during such an emotional time.

14/12/2.4

Dr Dodds noted that a number of projects have stemmed from the quality improvement plan, and many had delivered excellent benefits to the Trust and to patients. Dr Dodds invited the Non-Executive Directors to attend a celebration event focused on the projects and the improvements delivered.

BoD14/12/3 Board Members' Interests

14/12/3.1 Dame Pat Bacon declared that she had been appointed to the Board of South Cheshire College

BoD14/12/4 Minutes of the Board of Directors Meeting held on November 3rd 2014

14/12/4.1 The minutes of the meeting held on 3rd November 2014 were agreed as an accurate record, subject to correction of minute 14.11.10.2 "*Mrs Smith presented the report noting the action taken in relation to ward 19 and their required staffing levels being one HCA above plan*"

14/12/4.2 **Resolved**

- **To agree the minutes of the meeting held on the 3rd of November, subject to amendment of minute 14.11.10.2**

BoD14/12/5 Matters arising

14/12/5.1 None noted.

BoD14/12/6 Annual Work Programme

14/12/6.1 Members noted the programme.

BoD14/12/7 Chairman's Announcements

14/12/7.1 The Chairman fed back to the Board about key meetings that had taken place with a number of stakeholders.

14/12/7.2 The Chairman fed back on a joint meeting between himself, the Chief Executive and their respective counterparts at University Hospitals of North Midlands NHS Trust (UHNM) noting that it was a very productive meeting. Governance arrangements were discussed at the meeting with a suggestion made that, in order to promote openness and transparency across the partnership, a member of each Board would be invited to observe the other organisation's Board Meeting when items relating to the partnership were being discussed.

14/12/7.3 The Chairman noted he had met with the Vice Chancellor (VC) of Keele University and as a consequence the VC and Deane would be visiting MCHFT and meeting with himself, the Chief Executive, Medical Director and Director of Nursing

14/12/7.4 The Chairman noted the meeting with the CCG senior teams and MCHFT Board was now confirmed for the 27 February 2015

The Chairman also informed the Board that he had attended the volunteer celebration

evening, highlighting that he had the pleasure of meeting many volunteers who had been volunteering at the organisation for many years, and one volunteer in particular who had been volunteering for 43 years which was incredible.

Resolved

- **To note the verbal update**

BoD14/12/8

Governors' Items

14/12/8.1 The Chairman introduced agenda item 8, Governor Items. The Chairman noted that he had attended the Annual Members Meeting (AMM), and felt it was the best AMM held by the Trust to date, and took the opportunity to publicly thank the Communications Team for all their hard work. Mrs Bullock echoed the Chairman's comments and noted that she had the opportunity to speak with many of the attendees who were very interested in the future direction of the Trust. Mr Lyons also noted the success of the meeting.

14/12/8.2 Mr Davies publicly thanked the Mid Cheshire Hospitals NHS Foundation Trust (MCHFT) Choir for their participation in the event; Mr Pitt informed the Board that the Choir are being sponsored by the Trust to attend the NHS Choir Championships.

14/12/8.3 The Chairman also fed back to the Board on the recent Governor planning event which focused on the partnership work with UHNM, in particular the cancer work programme. Mr Dunn commented that the event was well attended by Governors and the overall feedback about the cancer proposals and wider work programme were well received.

14/12/8.4 The Chairman noted that, since the last meeting, the Governor elections had been closed and three new Governors had been appointed. Unfortunately the Trust was unable to recruit a Governor to the seat of 'Carer for Patient Aged 15 or Under', noting that this had been a difficult seat to fill and there had been numerous discussions at Board and Council of Governors about removing the requirement for a separate category for Carer Governors and whether it would be prudent to consolidate the two categories into one.

Resolved

- **To note the verbal update**

14/12/8.5

BoD14/12/9

Chief Executive's Report

Connecting Care Board

14/12/9.1 Mrs Bullock fed back on the Connecting Care Board, noting this was the final facilitated session being run by NHS IQ. Mrs Bullock confirmed the final session culminated in distilling a significant work programme into clear actions focussing on three key areas; prioritising actions (from the current extensive list of actions); Communications and Engagement and; aligning organisations 5 year strategic plans.

14/12/9.2 Mrs Bullock also informed the Board that Mrs Diane Eden, the current Programme Director, would be leaving her post in February 2015. Mrs Bullock noted that Mrs Eden had been instrumental in the progressing the programme forward.

14/12/9.3 Mrs Bullock informed Board that she had recently taken the seat of Chair of the Connecting Care Provider Board (CCPB). The Provider Board were currently focused on progressing the programme to deliver integrated care teams through a 12 weeks work programme.

Monitor Quarter 2 Conference Call

14/12/9.4 Mrs Bullock gave an update on the Monitor Quarter 2 conference call, noting it was a positive call, and she was pleased that given the current NHS landscape the Trust was in a minority to be able to report a green rating for Governance and finance. In addition Mrs Bullock noted that Monitor agreed with the strategic direction of the Annual Plan whilst noting pace would be important.

Board Effectiveness Survey

14/12/9.5 Mrs Bullock presented the latest Board effectiveness survey. Mrs Bullock commented that she was looking at refreshing the survey, and that she had had various discussions with other Trusts and Consultancies who were unable to advise of any alternative tools to assess Board Effectiveness. Mrs Bullock went on to explain that even though the Board Effectiveness survey was a requirement for Monitor, she didn't want it to become a tick box exercise and to that end she had been in discussion with Manchester Metropolitan University about the possibility of a research student working with the Trust to research and develop an alternative tool.

Executive Director Away Day

14/12/9.6 Mrs Bullock provide the highlights of discussions which had taken place in relation to:

- Revising the divisional performance assessment framework
- Building capability within middle management
- Executive Development
- Monitor feedback letter on the 5 year Annual Plan
- Marketing Strategy
- Trust Strategic Review

14/12/9.7

2015/16 Tariff Consultation

Mrs Bullock announced that a consultation on the 2015/16 tariff had been released and provided the headline messages; confirming 2015/16 would be a challenging year with a proposed efficiency factor of 3.8%. In addition Monitor and NHS England had revised the marginal tariff for emergency admissions from 30% to 50% and the national prices for 2015/16 would be 1.9% lower than 2014/15 prices. Mr Barnes questioned whether the 3.8% was reflected in the Trust's planning assumptions? Mr Oldham confirmed that the 3.8% was in line with the Trust's plans.

CQC Comprehensive Inspection

Mrs Bullock confirmed that the stakeholder summit following the Comprehensive Inspection was to take place on the 9 January 2015.

Senior Appointment to NHSE North

Mrs Bullock confirmed there were now 4 geographical locations for the North and the following appointments had been made:

Yorkshire and Humber	Ms M Dumma
Lancashire and Greater Manchester	Mr G Urwin
Cheshire and Merseyside	Ms C Duggan
Cumbria and North East	Vacant

Resolved

- To note the verbal update

BoD14/12/10.1 Patient Quality Safety & Experience Report

14/12/10.1.1 Mrs Smith introduced the Patient Quality Safety and Experience report, highlighting a

number of key metrics, including the reduction of complaints received in October and the increase in compliments. Mrs Smith also noted that the most common theme for complaints was communication.

- 14/12/10.1.2 Mrs Smith noted the national change in reporting in relation to the Friends and Family Test, explaining that NHS England had updated the reporting measure. The old matrix was based on the net promoter score and the new measure is a %, therefore the Trust would be reviewing how best to present the new measure. Mrs McNeil commented that the new measure would be easier to interpret for staff and the public, making it easier to benchmark against other Trusts.
- 14/12/10.1.3 Mr Hopewell raised concerns over recent media coverage around a private midwifery company called 'One to One' Midwifery in relation to two baby deaths in Greater Manchester, and asked if they provided a service to our population. Mrs Frodsham explained that the One to One Midwifery service is a private organisation providing midwifery services across the North West, including Cheshire and have recently opened a new site in Crewe.
- 14/12/10.1.4 Mrs Frodsham highlighted that in February 2014, the Trust formally raised a number of patient safety issues in respect of the service provided by One to One Midwifery to local commissioners, which had resulted in the Trust having to provide emergency obstetric services to patients following care under One to One midwives. Mrs Frodsham noted no further safety issues had been highlighted by the Trust since then, however advised that two other hospitals had independently raised safety concerns about One to One Midwifery to the CQC who subsequently conducted an investigation into their Governance arrangements, which we are informed was satisfactory. However, Mrs Bullock confirmed the Trust was aware of the media coverage in respect of the two baby deaths and as such had sought further assurance from commissioners in respect of this service. The Trust have been advised that a Quality Summit was held in relation to One to One Midwifery, however, are disappointed that following requests, no information or assurances have been given to providers as a result of the summit. Mrs Bullock confirmed that One to One Midwifery had been in contact with the Obstetric Unit at Leighton Hospital and were requesting that a Service Level Agreement be signed between the two organisations. However, the Obstetric team remain concerned about safety and are therefore unwilling to sign the SLA as One to One Midwifery had refused to provide copies of their care pathways for our clinicians to review. Mrs Bullock confirmed no SLA would be signed by the Trust until the relevant clinicians were able to see the pathways and provide assurance in respect of quality and safety. The Board endorsed this position.
- 14/12/10.1.5
- 14/12/10.1.6

Mrs Smith presented Chart 1 within the Quality Safety and Experience report, highlighting the number of pressure ulcers reported in month. From the three reported cases Mrs Smith noted that two of these instances were unavoidable, and the remaining instance had undergone a full root cause analysis and an action plan had been developed which included further training for the staff on the wards.

Resolved

- **To note the Patient Quality Safety and Experience report**

BoD14/12/10.2 Monthly Nursing & Midwifery Staffing Report

- 14/12/10.2.1 Mrs Smith noted that after a successful recruitment drive a new cohort of international nurses had started in the Trust. Mrs Smith noted that there had been some negative press around the use of international nurses specifically focused on poor standards of English, but assured the Board that all internal nurses are interviewed in English, and the Trust have put a number of support systems in place to improve the grasp of English as well as pastoral support to help them adapt to life in England.

14/12/10.2.2 Dame Bacon asked if the Trust was intending to run any recruitment campaigns targeting nurses who have left the profession. Mrs Smith noted that at the previous workforce meeting it had been agreed to undertake a recruitment campaign targeting nurses who had left the profession.

14/12/10.2.3 Mrs Smith also commented that the Trust supports Healthcare Assistants to become qualified Nurses either through a direct degree route or, in circumstances where Healthcare Assistants do not have the necessary qualifications, the Trust supports them through an access course.

14/12/10.2.4 Mr Barnes asked if International recruitment was possible for Doctors. Dr Dodds noted that the Trust undertakes international recruitment for doctors and was currently investigating whether it would be possible to recruit middle grade doctors from other countries.

Resolved

- **To note Monthly Nursing & Midwifery Staffing Report**

14/12/10.2.5

BoD14/12/10.3 CQC Biannual Report

14/12/10.3.1 Mrs Smith presented the CQC Biannual Report noting the significant progress the Trust has made over the last six months and the Trust now had no elevated risks reported within the Intelligent Monitoring publication. Mrs McNeil commended the Trust on the improvement especially in relation to mortality which is no longer listed as a risk.

14/12/10.3.2 **Resolved**

- **To note the CQC Biannual Report**

BoD14/12/11.1 Infrastructure Development Committee

14/12/11.1.1 Mr Oldham noted the only item to escalate from the minutes of the committee was the discussion around the IM&T Strategy, which focused around the EPR system and the various options. Mr Oldham informed Board that KPMG have been asked to support the Trust moving forward with the EPR project, in particular in developing the specification.

Resolved

14/12/11.1.2 • **To note the minutes of the Infrastructure Development Committee**

BoD14/12/11.2 Serious Untoward Incidents and RIDDOR Events

14/12/11.2.1 Dr Dodds noted there were no Serious Untoward Incidents or RIDDOR Events to report

BoD14/12/12.1 Performance and Finance Committee

14/12/12.1.1 Mr Oldham noted the Performance and Finance Committee wished to escalate three items to Board,

1. **The Financial position**, Mr Oldham noted that the Trust has downgraded its financial position by £1million.
2. **A&E Potential fail at Q3**, Mr Oldham noted that an improvement plan is being monitored by PAF.
3. **Sickness absence**, Mr Oldham noted that, although still better than peer, the committee is concerned by the increasing levels of sickness absence in the Trust and Mr Pitt had been asked to provide a more detailed analysis and a plan to reduce sickness absence to the next PAF.

Resolved

- **To note the minutes and escalated items from the Performance and Finance Committee**

BoD14/12/12.2 Performance report

- 14/12/12.2.1 Mrs Frodsham presented the performance report, highlighting some key points from the report. Mrs Frodsham noted that the Trust had not delivered against the A&E target in month due to a number of factors including bed capacity, weekend discharge and increased numbers of patients being seen in A&E. Members also noted the CIP progress and the income and expenditure position.
- 14/12/12.2.2 Mr Davies questioned whether the closure of the Treatment Centre was having impact on theatre efficiency. Mrs Frodsham informed Board that the planned closure of the Treatment Centre is on track, and processes had been put in place to ensure theatre efficiency throughout the refurbishment
- 14/12/12.2.3 Mrs Frodsham highlighted the Trust's current financial position, explaining that a significant contributory factor was due to a £340k overspend on agency nurses, which is the second highest amount the Trust had spent in month in eight years. Mrs Smith noted that even though the Trust had not opened a winter ward, escalation beds had been opened which were having an effect on staffing levels. Dame Bacon questioned the quality of the agency nurses being used, Mrs Smith conceded that agency nurses were not the same quality as substantive nurses for a number of reasons, but to provide a safe service in certain circumstances the Trust has to use agency nurses. Mr Oldham noted that due to a national shortage in nurses the unit price for nurses through agencies had risen. Mr Oldham also noted that the trend on agency spend was likely to be replicated in November.
- 14/12/12.2.4

Resolved

- **To note the performance report**

BoD14/12/12.3 Programme Management Office

- 14/12/12.3.1 Mr Pitt introduced the Programme Management Office 12-Month Review, noting a number of key developments since the previous review at Board. Mr Pitt also added that the Trust was still awaiting the finalised internal audit report which includes a review of the CIP planning and delivery.
- 14/12/12.3.2 A number of Board members expressed disappointment with the progress made over the last six months, in particular Mrs McNeil raised concerns over the focus of the work completed to date which was process-driven rather than changing cultures and behaviours which is what was required. In response Mr Pitt advised the board that the process changes must take place before the change in culture.
- 14/12/12.3.3 Mrs Bullock commented that she shares the Board's disappointments, and went on to explain that the PMO section of the KPMG internal audit focused around delivery of CIP and was only a small part of the internal audit. Mr Oldham noted that Performance and Finance Committee would be reviewing the detailed progress plans and identifying and progressing quick wins.

Legal Advice

No new items of legal advice were raised for Board consideration

BoD14/12/13.1 Audit Committee

14/12/13.1.1 Mr Hopewell presented the minutes from Audit Committee, noting the item for escalation was in respect of an internal audit report on data quality. Mr Hopewell noted that this was the first report from KMPG as the new internal auditors and was impressed by the work.

Resolved

- **To note the minutes of the Audit Committee and the item for escalation**

BoD14/12/13.2 Board Assurance Framework

Dr Dodds presented the Board Assurance Framework and invited questions from Board members. No questions were raised

14/12/13.2.1 **Resolved**

- **To note the Board Assurance Framework**

Visits of Accreditation, Inspection or Investigation

Mrs Bullock noted there had been no visits of accreditation, inspection or investigation since the last Board of Directors and that none were planned that were known of.

BoD14/12/14.1 Strategic Integrated Governance Committee

Dr Dodds noted the minutes in the pack for information and asked if Board had any questions. Dr Dodds noted there were no issues for escalation to the Board of Directors.

14/12/14.1.1 **Resolved**

- **To note the Minutes of the strategic integrated Governance Committee**

BoD14/12/14.2 Consultant Appointments

14/12/14.2.1 Dr Dodds updated the Board on Consultant appointments, including the replacement of a Obstetrician and Gynaecology Consultant as well as a new Consultant Acute Physician.

Resolved

- **To note the verbal update**

BoD14/12/15 Board Actions

14/12/15.1 **Resolved**

- **To close the Project Management Office Board Action.**

BoD14/12/16 Date of the next meeting

2nd February 2014

The meeting closed at 11:30 hours.