

Board of Directors

Minutes of the Meeting held at 09:30 hours on Monday 4 April 2011 In the Boardroom, Leighton Hospital, Crewe

PRESENT

Mr J Moran		Chairman <i>in the Chair</i>
Mrs R Alcock	RA	Director of Workforce & Organisational Development
Mrs T Bullock		Chief Executive
Mr M Chandler		Non-Executive Director
Mr W D Craig		Non-Executive Director
Dr P A Dodds		Deputy Chief Executive and Medical Director
Mr D Dunn		Non-Executive Director
Mrs D Frodsham	DF	Chief Operating Officer
Mrs V Godfrey		Non-Executive Director
Mr M Oldham	MO	Director of Finance & Strategic Planning
Mrs J Smith	JS	Director of Nursing & Quality
Dr A H Wood		Non-Executive Director

IN ATTENDANCE

Mrs L Gresty		Leadership & Management Development Manager
Ms M Steele	MS	Acting Trust Secretary
Mr J O'Sullivan		Investors In People

APOLOGIES

Mr D Hopewell		Non-Executive Director
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*denotes action deriving from **resolutions** below.

The Chairman opened the meeting welcoming Mr John O'Sullivan from Investors in People who was in attendance to present Agenda Item 12.1 and Mrs Lisa Gresty, Leadership & Management Development Manager who was in attendance to present Agenda Item 12.2.

DIRECTORS' INTERESTS

Mrs Frodsham noted a potential conflict of interest in relation to Agenda Item 10.3 [Sentence redacted under S43 of the Freedom of Information Act].

Mr Dunn advised he had joined the Board of Visit Cheshire and Chester. It was noted this was not a conflict of interest.

11.04.12.1 Investors in People

Mr John O'Sullivan commenced his presentation advising the future of the Investors in People standard, noting the UK Commission for Employment and Skills is the organisation that

maintains the Investors in People standard, a standard which remains very much at the heart of Government investment.

Mr O'Sullivan noted the assessment process used was that of an internal review and acknowledged the work of the internal review team and the openness and honesty of the interviewees. Mr O'Sullivan noted the theme for the assessment process was High Performance Workplaces for which the Trust was assessed against 88 criteria, successfully achieving the Bronze status. Mr O'Sullivan advised particular strengths noted were the Workforce & Organisational Development Strategy, the values based culture and the continuous development approach. Mr O'Sullivan noted areas for development advising deep employee engagement will realise results over time.

In response to Mr Dunn's enquiry as to the Trust's position with regarding to the maintaining the Investors in People standard going forward, Mrs Alcock advised it was yet to be agreed whether the Trust would continue with annual internal assessments or move to an external assessment, once every three years.

Resolved

- **To note the presentation**

Mr O'Sullivan left the meeting at this point.

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, 7 March 2011 subject to noting**
 - Under item *11.02.14.1 – Visits of Accreditation, Inspection or Investigation*, Dr Dodds noted the first paragraph should read '*the HTA recognised that because of Dr Dodds' senior position it was difficult for him to meet with the Pathology Department*' rather than that he should meet regularly with them, as noted.

Dr Dodds also noted the second paragraph should read '*....that he was the designated individual for the Trust*', rather than '*....that he was the designated liaison person with Pathology*' as noted.
 - Under *Item 11.03.8.2* – the agenda item should be renamed *Acute & Unspecified Renal Failure*

Mortality Alert rather than Alcohol Mortality Alert as noted.

- Under *Item 11.03.13 Visits of Accreditation, Inspection or Investigation – MHRA*, Mrs Frodsham noted the '*MHRA had visited the Blood Transfusion Service at East Cheshire Trust and raised no major concerns*' rather than the Blood Transfusion Service had visited, as noted.
- Under *Item 11.03.15.1 – Launch of Charitable Fund*, Mrs Frodsham noted the proposal regarding the governance arrangements and the paper regarding the reconfiguration of Trustees would be presented as one paper rather than two papers as noted.

Changes incorporated in Public Minutes of March 2011

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

None noted.

CHAIRMAN'S ANNOUNCEMENTS

11.04.5.1 Appointments & Remuneration Committee – Minutes of 7 March 2011

The Chairman presented the minutes of the Appointments & Remuneration Committee and noted nothing further to add.

Resolved

- **To note the minutes of 7 March 2011**

11.04.5.2 Cluster Board

The Chairman noted Mrs Kathy Cowell, Chair of Central & Eastern Cheshire PCT, had been appointed as Chair of the Cluster Board for Cheshire, Warrington and Wirral PCTs. The Chairman noted confirmation was awaited as to whom was to be appointed as Chief Executive Officer.

11.04.5.3 Monitor Luncheon

The Chairman noted the newly appointed Chair of Monitor, Dr David Bennett, had invited all Foundation Trust Chairs to a

luncheon. The Chairman noted he was to attend the lunch in May.

Mrs Bullock advised a lunch had also been arranged for all Foundation Trust Chief Executives.

11.04.5.4 Clinical Services Strategy Day

The Chairman thanked the Executive Directors and all those involved in the recent Clinical Services Strategy Day noting the success of the day.

11.02.5.1 Health & Social Care Bill

The Chairman noted the current political activity regarding the Health & Social Care Bill.

11.04.5.5 Incidence of MRSA

In response to the Chairman's enquiry as to whether the Trust had successfully achieved a zero return for the year 2010/11 in relation to incidences of MRSA, Mrs Bullock confirmed this was correct. The Chairman noted this was an excellent achievement for the Trust and asked the Board to recognise the hard work of all staff and in particular the work of the Infection Control Team in attaining this achievement.

It was noted the national target set for the Trust for the coming year, 2011/12, was no more than two incidences of MRSA bacteraemia.

Resolved

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

GOVERNORS ITEMS

10.12.6.2 Governor Elections

The Chairman noted those Governors who had been elected to Council following the recent election process.

The Chairman noted a Governor Induction Day was to take place the following day, Tuesday, 5 April 2011.

Mrs Bullock advised correspondence had been received from Mr Simon Whitehouse, Chief Officer, South Cheshire & Vale Royal Commissioning Consortia advising Dr Neil Paul will continue as the current GP representative until such time as the Constitution is amended to reflect an appointment from each of the two Consortia (South Cheshire and Vale Royal).

11.04.6.1 Council of Governors Meeting – 14 April 2011

The Chairman noted a Council of Governors was scheduled for Thursday, 14 April at 5pm in the Post Graduate Medical Centre at Leighton Hospital.

Resolved

- **To note the Governor's report**

CHIEF EXECUTIVE'S REPORT

11.04.7.1 QIPP Back Office Function Workshop

Mrs Bullock advised she had attended a recent QIPP Back Office Function Workshop hosted by PriceWaterhouse Cooper who had presented a tool to assist in a review of back office functions. Mrs Bullock noted the Trust had previously commenced a review of some back office functions, however, the tool would be circulated to corporate teams for their utilisation regarding the services they provide. From this a prioritised programme of back office reviews would be determined.

11.04.7.2 NHS North West Transition Event

Mrs Bullock noted the NHS North West Transition Event she had recently attended regarding, in particular, the Outcomes Framework. Mrs Bullock noted the commissioning of services will be based on the Outcomes Framework 2011/12 and Mrs Bullock advised that Mrs Julie Smith will lead on ensuring monitoring processes are in place.

11.04.7.3 Meeting with Erika Wenzel & Cllr. Andrew Knowles

Mrs Bullock advised Ms Wenzel and Cllr Knowles had recently visited the Trust to meet with her and the visit included a walkround of the hospital facilities. Mrs Bullock noted the meeting had been very positive with more regular meetings to be scheduled.

The Chairman suggested similar meetings should be arranged with Mr Steve Robinson, Chief Executive & Cllr Mike Jones, Leader of the Council, Cheshire West & Chester Council.

Mrs Alcock noted she had recently attended an event hosted by the North West Strategic Health Authority where she met with Mark Palethorpe, Director of Adult Social Care & Health from the Cheshire West & Chester Council. Mrs Alcock noted, following the informal discussions Mr Palethorpe had requested consideration be given by Mrs Bullock to accept an invitation to sit on the Health & Wellbeing Board of the Council.

11.04.7.4 Celebration of Achievement Evening

Mrs Bullock noted the recent Celebration of Achievement Evening and advised same had been a hugely successful evening.

Resolved

- **To note the Chief Executive's Report**
- **To arrange a meeting with Mr Steve Robinson & Cllr Mike Jones to include a walkaround of the facilities at Leighton Hospital *MS***
- **To liaise with Mrs Bullock regarding taking a position on the Health & Well Being Board of Cheshire West & Chester Council *RA***

MEDICAL DIRECTOR'S REPORT

11.04.8.1 Serious Untoward Incidents and RIDDOR Events

Dr Dodds advised there were no Serious Untoward Incidents for the period whilst there was one RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) reportable incident. Dr Dodds provided brief detail of the incident and advised the HSE had been notified. Dr Dodds advised a report from the HSE was due to be received.

11.02.14.1 Visits of Accreditation, Inspection or Investigation

Dr Dodds advised, following discussion with the Human Tissue Authority (HTA), the HTA had agreed to down grade one of the two issues previously reported as a major concern. Dr Dodds advised the HTA have accepted the Action Plan put forward by the Trust.

11.04.8.2 Temporary Exclusion Paper

Dr Dodds presented the paper which had been circulated under separate cover for information. Dr Dodds provided the background to the report whilst Mrs Alcock advised it was a requirement the Board of Directors received the Temporary Exclusion Report as part of Maintaining High Professional Standards.

Resolved

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

QUALITY SAFETY & EXPERIENCE

11.04.9.1 Quality Accounts 2010/11

Mrs Smith presented the Quality Account noting same had been produced in compliance with national toolkits and guidance. Mrs Smith acknowledged the Account was in draft format with some data and reports still awaited.

Mrs Smith requested the Board of Directors consider the detail of the Quality Account and advise her of any comments/feedback.

Mrs Godfrey requested the Account reflect a statement as to Trust activity for the period to include attendances, admissions, etc. It was acknowledged this detail was included in the Annual Report.

Resolved

- **To note the draft Quality Account 2010/11**
- **To provide any comment/feedback directly to Mrs Smith A//**

11.03.9.1 DSSA Compliance – Update

Mrs Smith presented the update report following actions taken subsequent to the Board of Directors meeting of 7 March 2011. Mrs Smith advised alternative estates plans had been drawn up for CDU and following agreement with NHS North West, the works had been completed with the unit now fully compliant. Mrs Smith noted the Trust was therefore now able to declare compliance with same which was published on the Trust's internet site together with the Improvement Plan.

Mrs Bullock noted correspondence in relation to same had been issued to the Board of Directors confirming the actions taken. Mr Chandler noted some difficulties in receiving emails via the NHS.net email accounts.

Mr Dunn congratulated the Executive Team on the actions taken to ensure the Trust could confidently publish a declaration of compliance.

Resolved

- **To note the report**
- **To consider the use of the NHS.net email accounts by the Non Executive Directors MS**

11.04.9.2 **Business Case to Appoint a Substantive 7th General Surgical Consultant – Strategic Options Paper**

Mrs Frodsham presented the Strategic Options Paper providing a background to same noting specific quality improvements and also the opportunity to generate further investment. Mrs Frodsham noted further discussions with the Division would need to be held to gain a more detailed understanding of capacity and demand. In response to Mr Craig's enquiry as to whether all costs had been included in the paper, Mrs Frodsham noted full detail to include diagnostic costs, etc. would be included in the Business Case. It was agreed the Business Case should also include for commissioning considerations. In the discussion that followed it was

Resolved

- **To accept the Strategic Options Paper and proceed to a full Business Case DF**

11.04.9.3 **Care Quality Commission – Annual Update**

Mrs Smith presented the report noting same provided detail of the expectations for the Trust and the outcome of the responsive review that had recently been undertaken. Mrs Smith noted a Provider Compliance Assessment tool had been developed to support providers in monitoring compliance.

In response to the Chairman's enquiry as to whether the Operational Integrated Governance Committee is the most appropriate committee to monitor compliance, Mrs Bullock noted it was with further assurances also provided by Internal Audit who complete a review.

It was also agreed an update report would be received half yearly by the Board of Directors.

Resolved

- **To note the update**
- **To receive further updates half yearly at Board of Directors JS**

11.04.9.4 **Performance Report**

Patient Quality & Safety Focus

Mrs Smith presented the report noting an overall increase in the number of complaints received for the month of February. Mrs Smith noted the issues raised within the complaints and the areas they related to. Mrs Smith noted one complaint was graded as 'Major' for the month. Mrs Smith advised the number of meetings with complainants had decreased and in this regard,

attempts were to be made by the Department to ensure meetings were arranged with Complainants.

Mrs Smith also noted the complaints closed in the month of February. In relation to Case Number X [Case number removed under S40 of the Freedom of Information Act], Dr Wood enquired as to why the complaint was only partially upheld. Mrs Bullock noted that on the basis of the information provided in the report the complaint would have been upheld in its entirety, however, there were other elements to the complaint (not noted in the report) which would have not been upheld. The Board report only serves to provide a synopsis of the main issues. Mrs Smith advised of actions being taken in response to the complaint. The Chairman also raised his concerns re Case Number Y [Case Number removed under S40 of the Freedom of Information Act].

Mr Chandler requested assurances that systems are in place to ensure any frequently occurring trends will not continue. It was agreed that such lapses in the quality of in patient care are not acceptable. Mrs Bullock reminded the Board of the role of the Complaints Review Panel in this regard.

Mrs Alcock noted responses/outcomes from the Staff Survey should be considered in relation to the complaints received as staff morale may affect the quality of care provided.

In response to the Chairman's enquiry regarding the link required from Board discussions to actions at ward level Dr Dodds noted there was also an opportunity for the Non Executive Directors to raise any issues of concern from the patient experience report with staff directly by means of the Patient Safety Walkrounds and the more general Non Executive Director programme of planned visits.

Mrs Smith noted 3 new claims had been received by Legal Services and also provided a summary of the PALS concerns for the period. Mrs Smith noted one Serious Incident in February, however, advised that for the seven months previous there had been no incidents recorded which was a notable achievement. Mrs Smith noted how unusual this was based on her previous experience of working in a SHA and having access to the number of serious untoward incidents reported from all Trusts.

Mrs Smith enquired as to whether, going forward, the Board of Directors would appreciate an Exception Report in relation to the Trust Care Indicator information provided. It was agreed an Exception Report should be included. Mrs Smith is also

reviewing the content of the Patient Experience board report and will be suggesting improvements.

Mrs Bullock provided further detail on a complaint which had been raised at the last Board of Directors meeting.

Dr Dodds presented the SPC Charts noting in particular, Run Chart 8 Mortality Trending.

Resolved

- **To note the report**
- **To receive an Exception Report monthly, as part of the Performance Report, on Trust Care Indicators JS**

11.04.9.5 Strategic Integrated Governance Committee – Minutes of 14 March 2011

Dr Dodds presented the minutes advising of no issues to be raised to the Board of Directors.

Resolved

- **To note the minutes of 14 March 2011**

OPERATIONAL DELIVERY

11.04.10.1 Theatre Redesign – Benefits Realisation Paper

Mrs Frodsham presented the Benefits Realisation Paper providing detail on the background to the paper and noting the aims of the Theatre Redesign Project. Mrs Frodsham noted the outcomes the Project has delivered, however, also noted a number of concerns.[Section removed under S43 of the Freedom of Information Act] Mrs Frodsham noted there was significant work to do to address the shortfall in theatre activity. Mrs Bullock noted actions need to be taken to tackle the immediate issues and ensure long term sustainability. Mrs Frodsham noted a weekly review of theatre activity was currently taking place.

It was agreed the scale of the Project and cultural change should not be underestimated and it was noted there would be a continued focus on the Project in providing support to the Division and action plans, etc.

Mrs Frodsham advised the KPIs from Theatre Redesign Project would be monitored on an ongoing basis through the Performance & Finance Committee.

Resolved

- **To note the report**

11.04.10.2 Pharmacy External Service Review

Mrs Frodsham presented the Business Case noting same was a request for further investment to progress the development of the Pharmacy Department, following the external review completed in 2008. Mrs Frodsham noted benefits following the implementation of Phase 1 and 2 were currently been seen although not in their entirety as recruited staff were not yet in post. Mrs Frodsham noted that there remained a number of inequalities in the service provided across the Trust. Mrs Frodsham requested Board approval, in principle, of a further investment in staff noting the benefits this investment would have. Mrs Frodsham acknowledged funding was not currently available internally with consideration being given to funding options from external sources.

In the discussion that followed it was agreed further information would be required with regard to affordability, delivery of savings and confirmation that this delivery was from the investments made and not from other actions occurring nationally. It was also noted the benefits of Phase 2 were not yet fully apparent.

Following discussion it was

Resolved

- **Not to approve the Business Case at this time but to encourage the work to continue and receive a more detailed Business Case, evidencing the success of the investment so far, at a later date**

11.04.10.3 Pathology Collaborative – Strategic Alliance Options Paper

Mrs Frodsham gave a presentation providing a summary of the paper provided. [Section removed under S43 of the Freedom of Information Act] Mrs Frodsham noted consideration would need to be given to the governance model.

Mrs Frodsham outlined the Trust's current position regarding pathology services both in relation to the quality of services provided and financial savings achieved. Mrs Frodsham also outlined existing links MCHFT has with University Hospital North Staffordshire.

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

Mrs Frodsham noted the Next Steps requesting Board approval of the proposal for wider network integration, agreement to implement short term opportunities and agree for a project group to be established to develop a full business case.

In the discussion that followed it was

Resolved

- **To agree to the Next Steps as outlined**
- **To receive a further update at a Board of Directors meeting later in the year**

11.04.10.4 Performance Report

Finance

Mr Oldham noted the surplus for the period and the forecast for the year. Mr Oldham advised the total contract income was better than expected and detailed the reasons for same. Discussion took place regarding the over-performance on the contract with the PCT.

Mr Oldham noted that whilst there had been some reduction in medical staffing costs, overall pay costs were worse than anticipated. It was noted in relation to nursing costs, an action plan was to be put in place to control costs. Mr Oldham noted the action plan was to be discussed at the Executive Director meeting later that afternoon.

Mr Oldham noted the current cash position and advised both the Cost Improvement Programme and Capital Programme were on track.

System Delivery Focus

Mr Oldham advised of the activity for the month noting in particular referral rates had increased on last year, however, outpatient activity was down on month. Mr Oldham noted the increasing number of patients on waiting lists in excess of 14 weeks noting there was some confusion nationally as to whether Trusts should be working to those targets detailed in the Operating Framework 2011/12 or those detailed in the NHS Constitution.

Mr Oldham noted it was expected the Trust would achieve the A&E 4 hour target, however, it was expected the Trust would 'underachieve' in relation to Thrombolysis. Mr Oldham noted the Trust would not achieve the 62 Cancer Target for the quarter and Mrs Frodsham gave an explanation as to why the target would not be achieved. Mrs Frodsham also noted discussion taking place within the North West regarding the implementation

of a 38 day target and advised correspondence had been received from Monitor they would not accept the implementation of a local target in replacement of a national target.

Mr Oldham noted there had been no incidences of MRSA bacteraemia reported for the year 2010/11 whilst the Trust had achieved the *Clostridium difficile* target for the year.

Mrs Bullock noted the Smoking in Pregnancy and Breastfeeding initiatives noting additional work was required to achieve the specified targets.

Mr Oldham noted the Turnaround time for Clinical Letters and Foundation Trust Membership figures for the period.

Workforce Focus

Mr Oldham noted the use of bank and agency staff for the period.

Resolved

- **To note the report**

11.04.10.5 Performance & Finance Committee – Meeting of 4 March 2011

Mr Oldham presented the minutes of 4 March 2011 noting the issues to be escalated to Board had been raised at the Board of Directors meeting of 7 March 2011.

Mr Oldham provided a verbal update of the meeting of 25 March 2011 noting discussion had taken place regarding the 62 day cancer targets, theatre productivity, RTT waiting times, ward rostering and the impact of nursing spend.

Mrs Alcock requested Agenda Item 15 – Any Other Business be amended to read Workforce Metrics rather than Workforce Matrix as noted.

Resolved

- **To note the minutes of 4 March 2011**

STRONG PROGRESSIVE FT

11.04.11.1 Interim Budget Update

Mr Oldham presented the paper noting the current health economy position and the planning assumptions made. Mr Oldham noted the PCT's commissioning intentions advising of those areas to be included in the CQUINS payment. In addition to the CQUINS scheme the Trust and PCT must agree a quality

schedule and Mr Oldham outlined the key quality targets and financial implications.

Mr Oldham noted the income and expenditure projections for 2011/12 and the key movements from the 2010/11 plan to the 2011/12 plan. Mr Oldham noted the inflationary pressures and the predicted contractual income movements. Mr Oldham noted the Cost Improvement Plans for 2011/12 and noted the allowance for continued bank and agency spend. Mr Oldham advised of the emerging pressures noting key items included non pay pressures and a shortfall on delivery of CIP savings. Mr Oldham noted the provisions and contingency noted in the plan and advised of the 'must do' investments for the coming year and detailed the indicative capital programme for the year.

Taking into account the indicative capital programme and the income and spending plans, Mr Oldham noted the Statement of Position for 2011/12 and the impact on the Trust's cash position. Mr Oldham provided analysis of the Trust's Risk Ratings resulting from the plan and the risk rating sensitivity.

Mr Oldham advised of the mitigation actions noting it was unlikely any changes to Staff Terms & Conditions would have a financial impact for the year 2011/12. Mrs Alcock noted the changing climate of employee relations and advised of the current position regarding discussions between NHS Employers and the Unions. Mrs Alcock advised that NHS North West are keen to negotiate at a regional level. Mrs Alcock confirmed the Trust have agreed to partake in these discussions.

In the discussion that followed it was

Resolved

- **To approve the interim budget subject to contract sign off and actively seek ways to improve the financial forecast going forward to assist with the Trusts capital requirements**
- **To receive an update at the Board of Directors meeting of 9 May 2011 to include details of the annual plan submitted to Monitor *MO***
- **To receive a paper at the Board of Directors meeting on 9 May 2011 detailing the planned capital programme *MO***

11.04.11.2 Contract Negotiations Update

Mr Oldham provided an update on the contract discussions noting the initial contract offer by the PCT and the shortfall against the requirements of the Trust. Mr Oldham outlined the

discussions regarding a potential deal noting the keys risks and challenges. Detailed discussion took place regarding the proposed offer from the PCT and the most acceptable offer to ensure the Trust's long term viability. In particular concerns were raised regarding the Trust's ability to fund future capital programmes.

Resolved

- **To note the verbal update**
- **To receive an update to the next Board of Directors meeting, should the PCT's final offer be below the levels indicated. Mr Oldham to further brief the Board prior to sign off of contract. MO**

WORKFORCE DEVELOPMENT & EFFECTIVENESS

11.04.12.2 Staff Survey 2010

Mrs Lisa Gresty provided detailed results of the MCHFT Staff Survey for 2010. Mrs Gresty detailed the key scores comparison noting in particular the number of respondents who had received an appraisal review in year, the number of respondents who felt senior managers involve staff and the number of respondents who felt patient care was a top priority of the Trust. Mrs Gresty noted the responses in relation to overall staff engagement whilst also providing information on the Trust's top four scores and bottom four scores. Mrs Gresty noted key comparisons against all other Trusts also noting local benchmarking results.

Mrs Gresty noted the next steps advising the targeted focus groups will provide essential feedback. Mrs Alcock noted the Executive Workforce Committee is to discuss the findings of the Staff Survey in detail and the Chairman requested consideration be given to all areas including KF34 – recommend the Trust as a place to work or receive treatment.

Concerns were also raised that overall results of the survey indicated a deteriorated position over last year. It was particularly noted that staff perception of Trust priorities were that finance and budgets were the dominant factor influencing strategy and practice, consequently enhanced communication internally to reinforce the Trusts commitment to Quality and Safety of patient care , should be prioritised.

Mrs Smith noted the Patient Survey results would be released shortly and there may be some correlation between the Staff Survey and Patient Survey results.

Resolved

- To note the presentation
- To receive further updates on action plans/work being completed in response to the Staff Survey results, as appropriate

11.04.13.1 [Section removed under S42 of the Freedom of Information Act].

Resolved

- To approve the report

11.04.14.1 Visits of Accreditation, Inspection or Investigation

Mrs Bullock noted the Deanery were to revisit the Emergency Care Division on 15 April 2011 and a verbal report on same would be received at the Board of Directors meeting of 9 May 2011.

Resolved

- To note the report

11.04.15.1 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 9 May 2011 *MS*.

ANY OTHER BUSINESS

None noted.

TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

9.30am Monday, 9 May 2011 in the Board Room at Leighton Hospital. This meeting will be held in public.

Signed

Chairman

Date