

## Board of Directors Part II

Minutes of the Meeting held at 9.30am on Monday, 7 November 2011  
in the Boardroom, Leighton Hospital, Crewe

### PRESENT

Mr J Moran	Chairman <i>in the chair</i>
Mrs T Bullock	Chief Executive
Mrs R Alcock	Director of Workforce and Organisational Development
Mr WD Craig	Non-Executive Director
Dr PA Dodds	Deputy Chief Executive and Medical Director
Mr D Dunn	Non-Executive Director
Mrs D Frodsham	Chief Operating Officer
Mrs V Godfrey	Non-Executive Director
Mr D Hopewell	Non-Executive Director
Mrs R McNeil	Non-Executive Director
Mr M Oldham	Director of Finance & Strategic Planning
Mrs J Smith	Director of Nursing & Quality
Dr AH Wood	Deputy Chairman and Senior Independent Director

### IN ATTENDANCE

Miss N Phillips	Executive Assistant
Mr J Lyons	Lead Governor

### APOLOGIES

None Received.

### CHAIRMAN'S REPORT

#### 11.11.1.1(2) Annual Plan Phase 2 Review Letter

The Chairman referred to the letter circulated from Monitor and outlined that importance of the actions agreed by the Trust and the requirement to review these actions on a regular basis. It was noted that should any significant issues arise that require Monitor intervention, that they would firstly look to the phase 2 review actions and determine progress. Mrs Bullock agreed and advised that she would bring a report back to the December Board which aligns the actions required as a result of the phase 2 review, along with signposting to the relevant action plans and which committees would be monitoring these.

#### Resolved

- **Report aligning phase 2 review actions to relevant action plans and committee monitoring arrangements, to be brought to Board of Directors 5 December 2011**
- **To note report**

## CHIEF EXECUTIVE'S REPORT

### 11.11.2.1(2) UHNS – Update from Discussions

Mrs Bullock advised that a meeting had taken place with the Chief Executive Officer, two Medical Directors and Chief Operating Officer at the University Hospital of North Staffordshire (UHNS) and, Mrs Frodsham, Dr Dodds, Mr Oldham and herself regarding the Clinical Service Strategy.

Mrs Bullock noted that the discussions included UHNS FT Pipeline application being extended until September 2014 and advised that detailed discussion was held on the collaborations already in place between the two Trusts. [Removed under section 43 of the Freedom of Information Act] Mrs Bullock advised that during these discussions UHNS felt that support would be given by the Primary Care Trust/Consortia if the compelling case was provided.

Mrs Bullock noted that a key challenges for UHNS is the support provided by UHNS to Mid Staffordshire Hospital and the future move into the new build at UHNS. Both of which had the potential to delay key strategic developments between MCHFT & UHNS.

It was agreed at this meeting that Mrs Bullock would share her draft structure in relation to a collaborative Board with UHNS and would draw up draft terms of reference.

Mrs Bullock also explained that the Chairman and herself had a further meeting with the Chair and Chief Executive Officer of UHNS and that during this meeting the conversation very much mirrored that between the Executive teams held in the meeting as above. Mrs Bullock advised that the UHNS Chair was keen for Mid Cheshire to recognise the alignment of some clinical services with Keele University.

Mrs Bullock explained that a further meeting has been arranged in January 2012 and following this meeting there will be an opportunity for each Trust's Board of Directors to meet.

In response to Dr Wood's enquire regarding documentation; Mrs Bullock noted that both Trusts had agreed that terms of reference and a partnership board would need to be drawn together and as described above, that Mrs Bullock would provide the first draft of these. Mr Dunn noted the importance of these documents as future collaborations were outlined in the second stage review to Monitor.

The Chairman noted that UHNS had recognised Mid Cheshire's progressive approach and were keen on collaboration but both Trusts acknowledged that at times there would be collaborations, whilst at other times there was potential for competition. Both Trusts accepted this dichotomy and recognised that at these times, the Trusts would need to be clear about which position they were in.

Mr Dunn asked if there was a recognition of the commissioning of some services in the Mid Cheshire patch and Mrs Frodsham noted that the Chief Operating Officer was not aware of this being undertaken but had agreed to investigate. Mrs Frodsham also noted that the Chief Operating Officer had stated that work was not being undertaken at the Nuffield Hospital. Mrs Bullock confirmed that additional work was also not being undertaken at Oswestry for UHNS.

#### **Resolved**

- **To approve the report**
- **Mrs Bullock to draw up draft terms of reference for the Collaborative Board**

#### **MEDICAL DIRECTORS REPORT**

##### **11.11.3.1(2) Capability Investigation**

[Removed under section 40 of the Freedom of Information Act]

##### **11.11.3.2(2) Dr Foster Hospital Guide 2011**

Dr Dodds explained that some initial information has been provided to the Trust pending the publication of the Dr Foster Hospital Guide towards the end of November. Dr Dodds noted that the guide is based predominantly on 29 indicators and the Trust has been noted as 'worse than expected' against 3 indicators including overall HSMR, deaths following admission at the weekend, early supported discharge following hip and knee replacements and a further potential 4<sup>th</sup> indicator of out of hours staffing levels.

In answer to the Chairman's enquiry regarding the age of the data, Dr Dodds explained that the data was up to March 2011. Dr Dodds outlined the work that has been undertaken for each of these indicators and explained that negotiations have been opened with the General Physicians regarding two Consultants being on-call at the weekends and a potential pilot. Dr Dodds noted that further clarity and understanding is required over the early supported discharge for patients following hip and knee replacements and out of hours staffing as very little detailed information had been received.

Dr Woods questioned the difference between the three reports that were now available. Dr Dodds confirmed that the SHMI had been launched by the Department of Health last month which put the Trust in a slightly better position than Dr Foster, whilst the RAMI puts us one point above peer. Dr Dodds noted the differences in the methodology monitored in the SHMI, which includes both inpatient and outpatient deaths. Mrs Bullock advised that the Dr Foster, CHKS and SHMI all report the Trust in a different light and that the important factor is that the Trust uses one methodology consistently and is able to demonstrate ongoing improvement with whichever methodology is used. However, Mrs Bullock confirmed that the Trust would look at the findings of the different methodologies to ascertain areas for improvement.

In response to Mrs McNeil's query regarding which report the public place most importance in, Mrs Bullock explained that the Dr Foster report is the most well known and therefore a response to their publication needs to be formulated by the Trust. The Chairman noted the importance of understanding the differences in the three reports and the Trust recognising if changes should be made. Whilst acknowledging the limited access to Dr Foster data and awaiting further information as requested about the SHMI methodology, it was agreed that a report would be brought to the January Board. Based on what information was available Dr Dodds would attempt to outline the Trusts position in relation to the three methodologies, clarifying any outlying results and what action had been taken and was planned further

#### **Resolved**

- **To note report**
- **To receive a written report for the January Board of Directors *PAD***

#### **WORKFORCE**

##### **11.11.4.1(2) HR Review**

[Removed under section 43 of the Freedom of Information Act]

#### **Resolved**

- **To agree for a business case to be prepared for option 2**
- **Updates to be provided on the progress of the HR review to the Board of Directors on a regular basis.**

#### **ANY OTHER BUSINESS**

##### **11.11.5.1(2) Health Service Journal Award**

Mrs Bullock noted that she would be attending the Health Service Journal Awards on 15 November 2011 following a nomination for the Trust along with the Clinical Commissioning Groups.

**Resolved**

- **To note the verbal update**

**TIME, DATE AND PLACE OF FORTHCOMING MEETINGS**

1.30pm Monday, 5 December 2011 in the Board Room at Leighton Hospital.

**Signed**

**Chairman**

**Date**