

Board of Directors

Published Minutes of the Meeting held at 9.00am on Monday 19 January 2009

PRESENT

Mr J Moran	<i>JM*</i>	Chairman <i>in the chair</i>
Mrs R Alcock	<i>RA*</i>	Director of Workforce and Service Development
Mrs T Bullock		Director of Nursing, Performance and Quality
Mr M Chandler		Non-Executive Director
Mr WD Craig		Non-Executive Director
Dr PA Dodds		Medical Director
Mrs D Frodsham	<i>DF*</i>	Director of Business Development
Mrs V Godfrey		Associate Non-Executive Director
Mr DP Goodwin	<i>DPG*</i>	Director of Finance and Planning, and Deputy Chief Executive
Mr D Hopewell		Non-Executive Director
Mr P Morley	<i>PM*</i>	Chief Executive
Dr AH Wood		Deputy Chairman and Senior Independent Director

IN ATTENDANCE

Ms M Alexander	<i>MA*</i>	PA to Chairman and Chief Executive
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APOLOGIES

Mr A Ennis	<i>AE*</i>	Associate Director of Clinical Strategy, Development and Delivery
Mr M Oldham		Deputy Director of Finance

*denotes action deriving from **resolutions** below

DIRECTORS' INTERESTS

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

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

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 1 December 2008, subject to noting that under

08.2347 – Risk Assurance Framework

The RAF was agreed at the Board of Directors meeting in December. The strategic risks for 2009/10 will be considered at the Board of Directors Away Day in April 2009 in preparation of the RAF for 2009/10.

08.2519 – Urgent Care Centre

Mrs Bullock asked the Board to note the entry should read the 'Consortium' rather than the 'Trust'.

08.2676 – Performance Report to 31 October 2008 – System Delivery Focus

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

Mrs Bullock also requested the Board note Monitor had given the Trust an amber rating due to MRSA performance rather than the MRSA returns.

- **To sign the minutes as an accurate record of the Board meeting held on Monday 8 December 2008.**

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

09.01.4.1 (formerly 08.2658) Root Cause Analysis

Mr Goodwin, Director of Finance, advised internal audit completes root cause analysis review as a matter of course.

09.01.4.2 Contract & Business Plan 2009/10

Mr Goodwin, Director of Finance, presented a spoken report. Following discussion it was

Resolved

- **To agree the Planning Calendar**
- **To extend the March Board meeting by an hour to allow for further discussion on the operating plan.**

09.01.4.3 (formerly 08.2660) NHS North West Innovation Day

Mr Chandler reported that he had met with Mrs Alcock with regard to Health Circles and this was now under review. He advised that, on behalf of the Trust, he had been afforded the opportunity to meet with the founder of the Patient Track System.

CHAIRMAN'S ANNOUNCEMENTS

09.01.5.1 (formerly 07.2483)

Non Executive Director Recruitment Process

The Chairman reported a company had been appointed to assist with the recruitment to the Non Executive Director vacant posts. [Sentence redacted under S40 of the Freedom of Information Act] An advertisement for the post will appear in the Sunday Times of 1 February 2009 and also in the local Chronicles.

Two of the Governors on the Council of Governors Nominations and Remuneration Committee have expressed their interested in applying for the posts. [Sentence redacted under S40 of the Freedom of Information Act]

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

Resolved

- **Approve the report**
- **To circulate the eligibility criteria for the post of Non Executive Directors** *RA*

09.01.5.2

Monitor Compliance

The Chairman made reference to the letter, circulated to Board Members, from Mr Morley in relation to the closure of the hospital for six hours on 16 December 2008 and the effect this had had on the Trust's quarterly performance results. The Chairman advised the Trust would receive a green rating for governance for the quarter end 31 December 2008.

Resolved

- **To approve the report.**

09.01.5.3

Board Objectives

The Chairman advised the Board Objectives were to be part of the Workshops at the Council of Governors meeting on 29 January 09, thus allowing Governors the opportunity to assist in developing and approving the Trust's objectives. Following discussion it was

Resolved

- **To approve the report.**
- **An Executive Director and Non Executive Director would host a table at the Council of Governors meeting to assist the Governors. Each table will cover a theme of which there are five.** *RM*
- **The Chairman will discuss the setting of Council of Governors objectives** *JM*

09.01.5.4 Governance Software [Heading redacted under S43 of the Freedom of Information Act]

The Chairman reported having received a presentation on an integrated governance software package [Sentence redacted under S43 of the Freedom of Information Act]. [Sections removed under S43 of the Freedom of Information Act].

[Sentence removed under S43 of the Freedom of Information Act]
Following discussion it was agreed the incoming Trust Secretary would administer the software within the Trust.

Resolved

- **To approve the report.**
- **To purchase the software. Mr Goodwin is to prepare a single tender request.** *DPG*
- **To complete a benefits realisation report of the software after the initial twelve month period** *JM*

09.01.5.5 Central & Eastern Cheshire PCT

The Chairman reported the Board of Directors of Central and Eastern Cheshire Primary Care Trust will attend the Board of Directors Meeting of 2 February 2009, at 12.30pm. This meeting will take place in Legends. The Chairman advised this was an opportunity for dialogue on various issues.

09.01.5.6 Car Parking

The Chairman reported that Dr Wood had completed a paper on the issue of car parking and a meeting was [Sentence Redacted under S40 of the Freedom of Information Act] for Tuesday, 20 January 2009 to discuss same.

Resolved

- **To record the Board's appreciation for Dr Wood's work in this area.**
- **Circulate the paper to all Board Members** *MA*

**09.01.10.5 Victoria Infirmary Northwich
(formerly
08.2559)**

The Chairman advised a preferred developer had been chosen following presentations by a number of developers.

GOVERNORS ITEMS

09.01.6.1 Council of Governors' Meeting: Thursday 29 January 2009

The Chairman advised that following discussions at the previous Council of Governors' meeting, an agenda setting meeting had taken place on Tuesday, 13 January 2009 wherein a number of Governors had attended. The meeting allowed Governors to suggest items for

inclusion on the Agenda, however, the Board will reserve the right to issue the final Agenda.

It was agreed the Agenda Item – ‘Review of the Meeting’ would be discussed outwith the presence of the Board who would be excused from the Council of Governors meeting at this point. The Chairman asked Board Members to note the time of the meeting has also been amended.

The Chairman advised further work was to be done on the issue of Membership. This will be raised at the next Council of Governors meeting. In responding to Mr Chandler’s enquiry as to external support on membership, Mr Morley advised a company retain and update the member’s database, however, they are not proactive in recruiting members [Sentence redacted under S43 of the Freedom of Information Act]. We have a part-time member of staff who assists the Trust with membership development.

Resolved

- **To approve the report**
- **To note the amendments to the format of preparing the agenda**

CHIEF EXECUTIVE’S REPORT

09.01.7.6 Mr Morley commenced his report by providing feedback on the Regional Chief Executive Meeting held on Friday, 16 January 2009. Mr Morley reported the national focus of the NHS will include the following:

- Maternity Services
- Dentistry
- Purging Mixed Sex Accommodation
- Reducing C Difficile figures

Mr Morley advised the NHS were also looking to set up a National Leadership Council whilst locally, a System Management Group was to be set up to review merger/acquisition enquiries.

[Sentence removed under S43 of the Freedom of Information Act] Following an enquiry by Mrs Alcock, Mr Morley advised we are not required to report on A&E performance to the SHA, however, if we do not report the information directly, it will be requested from the CECPCT as part of contract monitoring arrangements.

09.01.7.1 Closure of Accident & Emergency: 16 December 2008

Mr Morley referred Board Members to the letter circulated by him. Mr Morley highlighted the content of the letter and asked the Board to recognise the hard work of all staff. The Chairman thanked Mr Morley

for the letter which was recognised as a formal follow up to informal notifications received by the Board Members.

The Chairman acknowledged the closure of the hospital was not to be a precedent. All future incidents would be reviewed individually.

Mrs Alcock requested the Board also note the positive response received from Volunteers when requested to attend at the Trust on 16 December 2008.

Resolved

- **To approve the report.**
- **To follow the process of informal notification to all Board Members at the earliest opportunity followed up by formal notification, in the event of future incidents. *PM***
- **To record the Board's appreciation for the hard work of all staff and willingness of Volunteers. *MA***
- **To report this as a Governor item.**

09.01.7.2 Appointment of Trust Secretary

Mr Morley reported that correspondence had been issued to all Governors requesting their feedback on taking the post of Trust Secretary forward. To date, 5 responses have been received.

Resolved

- **To approve the report.**

09.01.7.3 Definition of Quality

**(formerly
08.2560)**

Mr Morley advised of the revised definition of Quality to be included in the Five Year Strategy for the Trust – World Class Provider

Resolved

- **To approve the definition.**

09.01.7.4 IFRS

Mr Morley reported the IFRS, previously agreed by the Board, has been signed and issued to Monitor. Mr Goodwin advised a review has been completed on the life of assets. [Sentence redacted under S43 of the Freedom of Information Act]

Resolved

- **To approve report**
- **To consider a report at the Board Directors meeting on Monday 2 February 2009 on asset valuations *DG***

09.01.7.5 Capital Programme 2009/10 and Beyond

**(formerly
08.2669)**

Mr Morley advised he had met with Mr Mike Babb and Mr Andrew Deakin of Estates and Facilities together with Dr Dodds and Mrs

Bullock to consider and review various plans. [Section removed under S43 of the Freedom of Information Act]

The issue is also to be raised at the Council of Governors meeting on 29 January 2009.

Mr Morley informed the Board a submission had been made to Cheshire Fire & Rescue, however, the Senior Members had recently been replaced and we awaited a response.

In the discussion that ensued, Mr Craig requested that the integrated business plan take into account physical developments. Mr Chandler advised, taking into account the current economic environment, plans should be consolidated for 2009.

Resolved

- **To approve the report until such time as a further paper/plans are available**

MEDICAL DIRECTOR'S REPORT

**09.01.8.1.1 Purchase of CT Scanner
(formerly
08.2474)**

Dr Dodds advised Dr Salman Zaman brought a paper to an Executive Management Board meeting detailing the purchasing process of the CT Scanner. It was agreed the process was robust and an audit trail was in place. Dr Dodds reported it was hoped the CT Scanner would be installed and fully functional in May 2009.

Resolved

- **To approve the report**

STRATEGY DECISIONS

09.01.9.1 Appointment of Acute Physician

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

09.01.9.2 Communications Strategy and Action Plan

Mrs Alcock presented the paper and advised the paper superseded the previously circulated internal strategy.

In response to Mr Goodwin's enquiry as to an Action Plan in relation to communication with GP's and stakeholders, Mrs Frodsham advised this would be included in the Action Plan for the recently advertised post of Head of Marketing.

Resolved

- **To approve the paper subject to the inclusion of reference to verbal communication and communication with Members in the Strategy and Action Plan.**

09.01.9.3 Expansion of Ophthalmology Consultant Numbers

Mrs Bullock, Chief Operating Officer, presented the report in the absence of Mr Ennis. In the discussion that ensued enquiries were made of the figures and assumptions as detailed and a request made for further detail.

Resolved

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

01.09.9.4 [Title removed under S43 of the Freedom of Information Act]

[Sentence removed under S43 of the Freedom of Information Act]. Discussion followed on the issues raised in the paper.

In response to Mrs Godfrey's request for assurances mechanisms were in place within the Estates & Facilities Division to ensure adequate policies and procedures were in place with regard to the retention of paperwork, etc, Mr Morley advised he could confirm the processes in place within the Division had been improved particularly in relation to record keeping.

Resolved

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

STRATEGY IMPLEMENTATION

09.01.10.1 (formerly 06.2341) Nursing & Midwifery Strategy : 6 Month Review

Mrs Bullock presented the report. In response to Mr Craig's query on the collection of data to demonstrate improvement against objectives, Mrs Bullock advised data was being collected on those wards who were part of the Productive Ward Programme.

Resolved

- **To approve the report**

09.01.10.2 Matrons Quarterly Report on Cleanliness

Mrs Bullock presented the report and apologised for the absence of the previous quarter's report.

Resolved

- **To approve the report**

- 09.01.10.3 Investors in People – Post Recognition Review Report**
Mrs Alcock presented the report and advised the results of the Annual Staff Survey are due shortly. The action plan from both the Investors in People Report and Annual Staff Survey will be incorporated Mrs Alcock's future workplan.

Resolved

- **To approve the report**

- 09.01.10.4 Intermediate Care Centre**
(formerly 07.2475)
Mrs Frodsham advised the tender bid had been submitted
[Section removed under S43 of the Freedom of Information Act]

Resolved

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

- 09.01.10.5 VIN**
(formerly 08.2559)
[Section removed under S43 of the Freedom of Information Act]

Resolved

- **To approve the spoken report**
[Section removed under S43 of the Freedom of Information Act]

- 09.01.10.6 Orthopaedic Capacity – Benefits Realisation**
Mr Morley presented the report advising Mid Cheshire Hospitals NHS Foundation Trust is currently one of the highest performers with regard to Orthopaedics.

Resolved

- **To approve the report**

- 09.01.10.7 Healthcare Commission: Hygiene Code Inspection Final Report & Action Plan**
(formerly 08.2647)
Mrs Bullock presented the paper advising it was a formal requirement of the Healthcare Commission that the report and action plan are presented to the Trust Board. The Trust has 3 months in which to fulfil the recommendations as outlined.

Resolved

- **To approve the report.**

- 09.01.10.8 Care Quality Commission: Update on Registration & Enforcement**
Mrs Bullock presented the paper and advised that with effect from 1 April 2009 the Care Quality Commission will take over from the Healthcare Commission with inspections to take place annually, every June/July.

Mrs Bullock also advised, with effect from 1 April 2009, the complaints reviews carried out by the Healthcare Commission will be disbanded with complaints appeals now being directed to the CECPCT or directly to the Ombudsman.

Resolved

- **To approve the report.**

09.01.10.9 Evaluation of Quality Matters Pilot

Mrs Alcock presented the report and advised this was an interim report with a full evaluation to be presented to the Board of Directors meeting on Tuesday, 5 May 2009. A business case for continuing the programme will be presented to the Board of Directors meeting on Monday, 2 February 2009.

In the discussion that followed, Mr Hopewell requested the Consultants to the programme provide detail on the financial benefits of the programme. Mr Craig noted that the financial savings were key to the Integrated Business Plan.

Resolved

- **To approve the interim report**
- **To consider a Business Case at the Board of Directors meeting on Monday 2 February 2009 RA**
- **To consider a full evaluation of the programme at the Board of Director meeting on Tuesday, 5 May 2009 RA**

08.2676 Performance Report to 30 November 2008

Mrs Bullock presented the report.

Finance Focus

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

System Delivery Focus

Mrs Bullock circulated an updated summary in relation to 18 Weeks RTT, MRSA and A&E 4 Hour Waits

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

Patient Quality and Safety Focus

Mrs Bullock reported a 100% response rate from Divisions on complaints management and advised following the appointment of a claims assistant, the process of rigorously defending claims, where appropriate, is now in place.

Workforce Focus

Mrs Alcock reported Attendance continued to have a green rating whilst there had also been an improvement in staff retention. [Sentence removed under S43 of the Freedom of Information Act] The Finance Division are currently completing a complete review of staff numbers and this will be considered when considering alternative methods of achieving learning.

Non achievement of the mandatory training target will not affect our Standard for Better Health ratings, however, we will need to demonstrate we are actively reviewing the situation.

Market Focus

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

Resolved

- **To approve report**

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

ACCOUNTABILITIES

09.01.13.1.1 Audit and Assurance Committee: Monday 8 December 2008

Mr Hopewell reported that the Integrated Task and Assurance Group has now met whilst presentations from applicants to act as Internal Auditors for the Trust will take place on Monday, 26 January 2009

Resolved

- **To approve the report.**

09.01.13.1.2 Practice Standards Committee: Monday 8 December 2008

Dr Wood presented the minutes of the meeting and advised of no additional comments.

Resolved

- **To approve the report.**

09.01.13.1.3 Performance and Finance Committee: Friday 19 December 2009

Dr Wood presented the minutes and advised of no additional comments.

Resolved

- **To approve the report.**

09.01.13.2 [Section removed under S42 of the Freedom of Information Act]

Resolved

- **To approve the report**

09.01.13.3 Visits of Accreditation, Inspection and Investigation

Mr Morley advised no visits of accreditation, inspection and investigation had occurred during the month.

09.01.14.1 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 2 February 2009**

MA.

09.01.15.1 ANY OTHER BUSINESS

None advised.

09.01.16.1 TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

9am, Monday 2 February at Legends.

Signed

Chairman

Date