

Board of Directors

Public Minutes of the Meeting held at 9.30am on Monday, 6 July 2009

PRESENT

Mr J Moran	<i>JM</i>	Chairman <i>in the chair</i>
Mrs R Alcock		Director of Workforce and Service Development
Mrs T Bullock	<i>TB</i>	Chief Operating Officer, Director of Nursing
Mr M Chandler		Non-Executive Director
Mr WD Craig		Non-Executive Director
Dr PA Dodds		Medical Director
Mr Dennis Dunn		Non-Executive Director
Mr A Ennis		Associate Director of Clinical Strategy, Development and Delivery
Mrs V Godfrey		Non-Executive Director
Mr D Hopewell		Non-Executive Director
Mr M Oldham		Director of Finance & Planning
Mr P Morley		Chief Executive
Dr AH Wood	<i>AHW</i>	Deputy Chairman and Senior Independent Director

IN ATTENDANCE

Ms M Alexander *MA* Executive Assistant

APOLOGIES

Mrs D Frodsham Director of Business Development

*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.

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 June 2009, subject to recording

- Mr Dennis Dunn's apologies for the meeting of 1 June 2009
- The minutes approved at the Board of Directors Meeting of 1 June 2009 were those of 5 May 2009, and not 5 June as noted.

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

None noted.

CHAIRMAN'S ANNOUNCEMENTS

09.07.5.1 Meeting with the PCT

The Chairman advised he and Mr Morley had met with Mrs Pauline Ong, Mr Mike Pyrah and Mr Bill Forsyth of Central & Eastern Cheshire PCT (CECPCT) wherein the financial position of CECPCT and current demand/capacity levels within the acute sector were discussed. The Chairman noted the tone of the meeting was positive with both sides expressing sentiments of co-operation.

Mr Morley advised that work on care pathways will be developed with the PCT and a meeting was to be arranged for the Executive Directors from both Mid Cheshire Hospitals NHS Foundation Trust (MCHFT) and the CECPCT for September 2009.

09.07.5.2 Northwest Summit Meeting, July 2009

The Chairman advised he and Mr Morley were to attend a two day summit meeting the focus of which incorporated balancing increasing levels of demand with an anticipated reduction in funding.

The Chairman advised feedback on the meeting would be provided to the Board of Directors on 3 August 2009.

09.07.5.3 Annual Public Meeting

The Chairman advised the final accounts were due to be laid before parliament with same to be released into the public domain at the Annual Public Meeting on 23 July 2009. The Chairman advised the accounts had previously been submitted to Monitor.

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

Resolved

- **To note the report**
- **To receive feedback on the Northwest Summit Meeting at Board of Directors of 3 August 2009 JM**

GOVERNORS ITEMS

09.06.6.3 Monitor Consultation

The Chairman noted a number of Governors had responded to the e consultation document entitled '*Guide for NHS Foundation Trust*

Governors: Meeting your Statutory Responsibilities and advised a reminder would be sent to all Governors encouraging them to submit feedback on the consultation document prior to the closing date of 13 July 2009.

09.07.6.1 Chairman's Appraisal [Name removed under S43 of the Freedom of Information Act]

The Chairman noted documentation had been issued to Governors, Executive and Non Executive Directors in respect of an appraisal of the Chairman. In the discussion that followed Mr Craig and Mrs Godfrey advised they had received the initial notification letter, however, had not received appraisal documentation to complete. Dr Wood advised he would request 'the company' [name removed under S43 of the Freedom of Information Act] reissue the appropriate documentation to any person(s) advising they had not yet received same.

Resolved

- **To note the report**
- **To request reissue appraisal documentation, as appropriate [name removed under S43 of the Freedom of Information Act]AHW**

CHIEF EXECUTIVE'S REPORT

09.05.7.2 AMD

Mr Morley advised AMD, scheduled for inclusion on the agenda of the recent PCT meeting, had been removed with no intention to commission the service differently being suggested, in the immediate term.

09.07.7.1 Executive Work Programme Update – Quarter 1

Mr Morley referred the Board to the Executive Work Programme which had been circulated prior to the meeting.

09.07.7.2 CECPCT Board Meeting – July 2009

Mr Morley advised he had attended the recent CECPCT Board meeting. Mr Morley noted the future of East Cheshire Trust was tabled as an agenda item with the Board giving its approval to the merger of East Cheshire Trust with CECH. [Section removed under S43 of the Freedom of Information Act]

Mr Morley advised CECPCT also presented a high level financial recovery plan requesting Mr Morley's input on behalf of MCHFT. Mr Morley advised CECPCT of the Trust's position noting the Trust would work with CECPCT in an attempt to ensure a financially stable health economy.

09.07.7.3 Ten out of 10

Mr Morley advised one final consultation session with staff was scheduled to take place after which he would report to the Board on the 3 August 2009 on the responses received.

09.03.8.1 Message Board

Mr Morley advised the Message Board for use by the Executive and Non Executive Directors was now operational and noted Ms Alexander had produced a brief guide on how to use the system. Ms Alexander will circulate the document to the Board.

09.07.7.4 Swine Flu

Mr Morley advised that, as of Friday 3 July 2009, there were 50 reported cases of swine flu recorded in Cheshire noting the Government had moved from a containment phase of the virus to treatment phase.

The Department of Health have suggested the outbreak may reach pandemic stage in Autumn 2009 and within the Trust a facility for the treatment of patients with suspected swine flue is being considered. [Sentence removed under S43 of the Freedom of Information Act]

09.07.7.5 Meeting with Monitor – June 2009

Mr Morley advised he and Mr Mark Oldham had met with Monitor in June who advised they were very happy with the Trust's performance. Mr Morley praised Mr Oldham for his preparatory work and responses to the questions/queries raised by Monitor.

09.07.7.6 British Association of Medical Managers

Mr Morley advised he, Dr Dodds and the Divisional Clinical Directors had attended the BAMB Annual Summer School at which Dr Dodds had received a fellowship award. Mr Morley noted Dr Dodds was one of only four persons to receive the award in the UK.

Resolved

- **To note the report**
- **To circulate the guide to the Message Board MA**

MEDICAL DIRECTOR'S REPORT

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

09.04.8.2 Consultant Recruitment

Dr Dodds provided an update on the recruitment of Consultants.[Section removed under S43 of the Freedom of Information Act].

Resolved

- **To note the report**

09.07.8.1 General Medical Council

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

Resolved

- **To note the report**

ACCOUNTABILITIES

09.06.9.1.5 Patient Experience & Quality Committee – 21 May 2009

Mrs Godfrey presented the minutes noting Governors found the presentation on Discovery Interviews very interesting. Mrs Godfrey advised a query had been raised in relation to the link between patient representatives on Divisional Boards and the Patient Experience & Quality Committee and noted Mrs Sue Pickup, Patient & Public Involvement Manager, will meet with Divisional Board representatives to develop linkages and agree roles and responsibilities.

Mr Morley added that he was currently developing methods, via ward visits, of bringing the patient voice back into the Board Room.

Resolved

- **To note the minutes of the meeting of 21 May 2009**

09.07.9.1.1 Strategic Integrated Governance Committee, 8 June 2009

Dr Dodds advised that whilst there had been no category red incidents in April or May there had been a couple of moderate incidents in May. Dr Dodds provided Board Members with detail of the incidents. Dr Dodds also provided detail of a category red incident which had occurred in June noting the incident had been reported to CECPCT and the SHA and would be subject to a Root Cause Analysis.

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

Mrs Bullock advised members that although we are currently understaffed, the Department are managing to provide key services and have been praised by CECPCT for their response to the swine flu outbreak and the distribution of anti-virals.

In relation to the Risk Register, Dr Dodds advised Board Members the risk register was currently being cleansed noting the source of risk would be included as a heading on the register going forward.

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

Resolved

- **To note the minutes of the meeting of 8 June 2009**

09.07.9.1.2 Performance & Finance Committee – 3 May 2009

Mrs Bullock provided a verbal update of the meeting of 3 May. [Section removed under S43 of the Freedom of Information Act]

In response to Mr Moran's comment that the Board must be focused on patient care, Mrs Bullock advised the Trust were committed to patient care and she would continue to provide updates to the Board as appropriate.

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

Resolved

- **To note the minutes of the meeting of 3 May 2009**

09.07.9.1.3 Audit Committee – 1 June 2009

Mr Hopewell presented the minutes and advised of no further comments.

Resolved

- **To note the minutes of 1 June 2009**

09.04.9.1 Board Assurance Framework

Dr Dodds presented the Board Assurance Framework of risks where there was a Residual Risk Score of 15 or more. In the discussion that followed it was agreed Dr Dodds would report monthly by exception to the Board of Directors whilst the Board Assurance Framework would be reviewed quarterly by the Board of Directors and detail of those risks with a score of 15 or more would be circulated in advance of the Board of Directors meeting.

Mr Morley confirmed the Board Assurance Framework would be included on Committee Agendas with comments/notifications being directed to the Strategic Integrated Governance Committee for notification to the Board.

In respect of Risk I1 – *Develop and start to implement the Trust's Estates Strategy*, Mrs Bullock advised meetings were ongoing with Cheshire Fire & Rescue, however, at a recent meeting they had advised they were pleased with the Trust's progress and the Development Plan which had been put in place. Mrs Bullock did warn that notice could be expected to be served, however, if the Trust deferred from the plan in any way.

Resolved

- **To note the report**

09.05.7.3 Effective Boards

Dr Dodds presented the report advising Ms Jo Falkland, Patient Safety Lead, had completed a gap analysis following review of recent publications issued by the Healthcare Commission, *Safe in the Knowledge*, and the Audit Commission, *Taking it on Trust*.

Dr Dodds advised considerable progress had been made on patient safety whilst a framework had been put in place with regard to integrated governance. In response to Mr Craig's enquiry as to whether any gaps identified were critical, Dr Dodds advised the significant gap identified was data quality assurance, however, steps were being taken to resolve the issues identified.

In the discussion that followed Dr Dodds requested the Board of Directors note and delegate the report.

Resolved

- **To note and delegate the report.**

STRATEGY DECISIONS

09.07.10.1 Disaster Recovery, Business Continuity & Data Storage

Dr Dodds presented the paper noting Disaster Recovery was a noted risk on the Board Assurance Framework with monies allocated in the Budget to put in place an effective Disaster Recovery, Business Continuity and Data Storage system.

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

Mr Morley advised Disaster Recovery, Business Continuity & Data Storage were a project the Trust needed to progress in principle and in this regard, suggested same be delegated to the Infrastructure & Development Committee who would consider in further detail the plan for migration including costs. The Committee would also give consideration to the human resources aspect of skills assessment and progression planning.

Following discussion it was

Resolved

- **To agree the paper in principle with same delegated to the Infrastructure & Development Committee to consider the paper in more detail.**
- **To receive a more detailed paper at a future Board of Directors meeting to include a presentation on the investment requirement from Mr David Rooke, Head of IT.**

09.07.10.2 Pandemic Influenza Plan

Dr Dodds presented the paper noting the Plan does constitute a risk on the Board Assurance Framework whilst also being a core strategic objective.

Mrs Bullock advised a letter had been received from the Department of Health advising of their requirements in relation to Swine Flu, in particular requesting a Trust publish a Statement of Readiness by September 2009. With 100,000 persons per day expected to contract swine flu by the end of August 2009, Mr Morley noted it is vital the Board of Directors have reviewed the plan, raised any issues and feel assured the Trust are in a position to deal with a pandemic.

In response to Dr Wood's enquiry as to how effective will the deployment of the plan be, Mr Morley advised a modelling exercise is scheduled to take place in July 2009 to include CECPCT. Mr Morley noted the success of deployment does rely on the co-operation of others across the local health economy.

Mr Morley noted the Department of Health have requested 100% of front line clinical staff be inoculated with the vaccine when available. Mr Morley advised the issued would be raised at a future JCNC meeting.

In response to Mr Dunn's enquiry as to whether additional funding was available for the implementation of the plan, Dr Dodds advised no additional monies were available.

In the discussion that followed Mr Morley requested the Board of Directors to support the plan which was designed to protect patients and staff.

Resolved

- **To approve the plan.**

09.07.10.3 Major Incident Plan

Dr Dodds presented the plan noting it was a fully updated version of a previous plan.

Mr Morley advised the Trust were prepared in the event of a major incident although, similar to the Pandemic Influenza Plan, the Trust did rely on the co-operation of the local health economy. Mr Morley advised a test exercise had previously been completed on a regional basis.

Resolved

- **To approve the Plan**
- **Record the Board of Directors appreciation of Mr Patrick Wilkinson, Head of Emergency Planning, for the detailed and informative Plans submitted. MA**

09.07.10.4 Time & Attendance Rostering System

Mrs Alcock presented the paper requesting the Board's approval, in principle, for a Time & Attendance Rostering System should monies become available in the capital budget. [Section removed under S43 of the Freedom of Information Act]

Mr Craig noted the fundamental priority of the Board was to enhance patient safety and a system introduced would have to support this priority.

Resolved

- **To approve the Business Case in principle subject to a review of the system integration with future IT systems**
- **To delegate to the Infrastructure & Development Committee to consider a revised paper in more detail should funding become available.**

STRATEGY IMPLEMENTATION

09.07.11.1 Delivering Same Sex Accommodation

Mrs Bullock presented the Self Assessment Checklist.

Mrs Bullock noted the Department of Health had scheduled a peer review in relation to Mixed Sex Accommodation for which this paper would be of assistance.

Resolved

- **To note the paper.**

PERFORMANCE MANAGEMENT

09.07.12.1 Performance Report – May 2009

Patient Quality & Safety Focus

Mr Ennis presented the report and noted the Risk Adjusted Mortality rates were higher than expected, however, a review exercise was currently being completed by CHKS.

Finance

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

System Delivery

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

Market Focus

In respect of the figures provided in relation to Electronic Discharge letters, Mr Ennis noted alternative methods of measuring output/reporting were to be considered. Mr Oldham noted CECPCCT were to review a sample of 100 patient letters for the purpose of auditing targets.

Workforce Focus

Mr Ennis noted concerns had been raised with regard to the figures in respect of mandatory training, however, it was anticipated the figure will improve with the implementation of the Bi Annual Mandatory Update programme. The programme was launched in May 2009.

In response to Dr Wood's enquiry as to our rating with Monitor, Mrs Bullock advised it was anticipated our rating would be green and whilst the Trust were reporting monthly on Urology and Orthopaedics, this did not affect our rating.

In respect of MRSA Bacteremias, Mrs Bullock advised the Trust had two confirmed instances for the year, however, the Trust continued to dispute one incident with the Health Protection Agency as the infected patient had come from another Trust.

Resolved

- **To approve the report**

09.07.12.2 Patient Survey

Mrs Bullock presented on the Care Quality Commission Patient Survey 2008 benchmarking the results against 2007 and 2006. Mrs Bullock noted that in respect of 10 questions the Trust were 1 point away from the achieving a result in the Best Performing 20% of Trusts whilst on 3 questions, the Trust scored lower than the previous year.

Mrs Bullock advised an action plan had been developed by the Steering Group to focus on areas where we are scoring in the Worst performing 20% of Trusts, noting the Picker Institute will provide a further breakdown of the answers provided so that the specific areas can be targeted.

In the discussion that followed it was agreed all scorings should be reviewed regardless of Trust positioning, ensuring we focus not only on the negative responses but the positive responses.

In response to the enquiry as to whether the Board can be assured with regard to patient satisfaction, Mrs Bullock advised monthly reviews/audits are completed together with ongoing patient satisfaction surveys. Issues identified are brought to the attention of the Patient Experience & Quality Committee with issues being brought to the attention of the Board, as required.

Resolved

- **To note the report**
- **To circulate the presentation to Board Members *TB***

09.07.12.3 Staff Survey

Mrs Alcock presented the staff survey advising there were 36 key findings under six headings based on the four pledges of the NHS Constitution and 2 additional themes. The previous survey had covered 26 questions and, therefore, there were 10 newly added questions this year. Mrs Alcock highlighted the Trust's results against national results indicating the areas where the Trust had shown an increase or decrease in positive responses received and outlined the action plan for 2009 to address key areas of the survey.

Mrs Alcock noted, in comparing the responses to the previous survey (26 questions), the Trust had improved in 13 instances including quality of job design, fairness and effectiveness of procedures for reporting errors, near misses or incidents, job satisfaction and support from immediate managers. In 12 instances there was no change since the 2007 survey whilst in only one instance the Trust had scored less than in 2007 (% experiencing physical violence from patients/relatives in last 12 months). In response to Mrs Godfrey's enquiry as to whether the Trust provided a safe and secure working environment, it was noted improvements are currently taking place to prevent violence occurring within the workplace.

Mrs Alcock noted that although the Trust was improving at a rate of 2% higher than other acute Trust's with regard to staff satisfaction the Trust was not improving at a rate that would lead to the attainment of our aspirational target of being in the top 10% for all indicators. Mrs Alcock requested the Board's agreement to the revision of the target, to focus on priority areas.

In the discussion that followed Mr Dunn and Mr Hopewell advised the Trust should focus on the absolute values and measures setting targets for our priorities and it was also agreed the Trust should focus on staff engagement as one of the priorities.

Resolved

- **To note the report**
- **To progress an Action Plan through the Strategic Workforce Committee RA**

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

Resolved

- **To approve the report**

09.07.14 Visits of Accreditation, Inspection or Investigation

After discussion it was

Resolved

- **To note the report**

09.07.15 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 3 August 2009 MA.**

09.07.16 ANY OTHER BUSINESS

None Noted.

09.07.17 TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

9.30am Monday, 3 August 2009 in the Board Room at Leighton Hospital

Signed

Chairman

Date