

Board of Directors

Public Minutes of the Meeting held at 9.30am on Monday, 5 October 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		Chief Operating Officer, Director of Nursing
Mr M Chandler		Non-Executive Director
Mr WD Craig		Non-Executive Director
Dr PA Dodds	<i>PAD</i>	Medical Director
Mr Dennis Dunn		Non-Executive Director
Mr A Ennis		Associate Director of Clinical Strategy, Development and Delivery
Mrs D Frodsham		Director of Business Development
Mrs V Godfrey		Non-Executive Director
Mr D Hopewell		Non-Executive Director
Mr M Oldham		Director of Finance & Planning
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>	Executive Assistant
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*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, 7 September 2009 subject to noting**
 - Sections removed under S43 of the Freedom of Information Act

ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA

09.07.6.1 Chairman's Appraisal

Dr Wood advised, as set out in the Constitution, a meeting of the Remuneration Committee had taken place wherein the responses to the Chairman's Appraisal Feedback Document were presented. Dr Wood advised the Committee had accepted the presentation of responses without modification and in this regard same would be presented to the Council of Governors at the Council meeting of 12 November 2009 following a meeting of the Governor Council Committee of Nominations & Remuneration.

Dr Wood advised issues raised in the feedback documents would be incorporated into the Chairman's Objectives going forward.

Resolved

- **To present to the Council of Governors on 12 November 2009 in respect of the Chairman's appraisal AHW**

09.04.9.1 Board Assurance Framework

D1 – Deliver an excellent for quality and an excellent for finance in the HCC ratings of 2010/11.

Mrs Bullock advised a response had been received from the Care Quality Commission in relation to safeguarding children and the holding of training records at Level 3 which advised they were satisfied with the Trust's response and would not be taking further action.

09.09.10.1 Consolidation of Charitable Funds

Mr Oldham advised a meeting had taken place with the external auditors with regard to the consolidation of charitable funds, their view being the Trust will have to consolidate with potential changes to governance structures to be considered by the Charities Committee. Mr Oldham advised the Trust may be required to have taken action by 1st April 2010, however, there was some ambiguity nationally over the implementation date.

09.09.7.2 Flu Readiness & Exercise Peak Practice

Referring to Item 09.09.7.2, Mr Chandler enquired as to whether a Reverse Triage Policy had since been produced. Dr Dodds advised same was currently being prepared and would be brought to the Board of Directors meeting of 2 November 2009.

Resolved

- **To receive the Reverse Triage Policy at the Board of Directors of 2 November 2009 PAD**

CHAIRMAN'S ANNOUNCEMENTS

09.09.6.3 Section removed under S43 of the Freedom of Information Act.

09.10.5.1 Non Executive Director Objectives

The Chairman advised generic Non Executive Director Objectives had been agreed with meetings taking place between the Chair and individual Non Executive Directors to agree additional personal objectives.

In the discussion that followed, Mrs Alcock requested the generic objectives be circulated whilst Mr Morley requested he be made aware of developmental objectives to ensure the Trust provided adequate training for the Board.

Resolved

- **To circulate generic Non Executive Director Objectives**
JM/MA

09.01.5.6 Car Park Charges

The Chairman noted recent national publicity in respect of car parking charges across the NHS and in particular the comments of Andy Burnham, MP. It was agreed car parking charges would be raised at the Council of Governors meeting of November 2009 to acknowledge the current publicity.

Resolved

- **To reference car parking charges and the recent national publicity at the Council of Governors meeting of 12 November 2009** *JM*

09.08.11.1 Clinical Services Strategy

The Chairman noted the recent Clinical Strategy Day and requested Mr Ennis provide the Board of Directors with detail of the next steps. (Mr Ennis provided this detail at a later stage in the Agenda).

09.10.5.2 Volunteers Evening, Tuesday 6 October 2009

The Chairman advised the Board of the Volunteers Evening arranged for Tuesday, 6 October in the Restaurant. Mrs Bullock advised the evening was arranged to acknowledge the hard work and commitment of volunteers and asked those who were available to attend and help out at the evening, acknowledging the contribution of volunteers to the Trust.

Resolved

- **To note the report**

GOVERNORS ITEMS

09.10.6.1 Membership Numbers

The Chairman referred to the current membership numbers, circulated at the meeting, and advised the Board a self imposed target had been set by the Trust, with Monitor of 12,000 to be achieved by 31 December 2010. The Chairman noted that whilst new staff became members automatically, the figures for the Public and Patient & Carers constituencies would need to be monitored going forward.

In response to Mr Hopewell's enquiry as to the consequences for not attaining the target, Mr Morley advised it was a self imposed target and there would be no official consequence with the Trust having the ability to reduce the target if it is considered same is necessary.

In response to Mr Morley's concerns over the lack of increase in public members, Ms Alexander advised of the Membership & Communications Committee scheduled activities in the coming months. [Sentence redacted under S43 of the Freedom of Information Act] The Chairman advised the Membership & Communications Committee had reformed over the summer months and were working on a number of areas to move the targets/recruitment process forward and encouraged Board members to advise the Membership Office of any recruitment opportunities they may be aware of.

In the discussion that followed, Mr Morley suggested the membership figures be included in the monthly Performance Report to allow the Board monitor the recruitment of members and the drive to attain the target of 12,000.

Mr Chandler advised that although the Membership & Communications Committee were making changes, the support of the Board of Directors is essential to attaining the target noting Governors have no real lever except time and require an infrastructure to assist them.

In response to Mrs Frodsham's enquiry as to how the Trust was involving young people, Mrs Godfrey advised she had met with the Membership Officer, in respect of the introduction of a Youth Council. [Name removed under S40 of the Freedom of Information Act]

Resolved

- **To include Membership figures in the monthly Performance Report**

09.09.6.2 Update on Vacant Governor positions

The Chairman updated the Board on the 6 vacant Governor positions advising Ms Joss West-Burnham has been appointed as the representative from Manchester Metropolitan University following Mr Dunn's appointment as a Non Executive Director and Mr Nigel Dibben has been appointed to the Patient Constituency to replace Mr Newland Wood. The Chairman advised Mrs Betty Howell and Mr Charlie Parkinson had been appointed as Acting Governors on behalf of Cheshire West & Chester Council and Cheshire East Council respectively pending approval from Monitor of changes to the Constitution following the disbandment of Cheshire County Council on 31 March 2009. The two remaining vacancies are to be filled by means of election.

Mr Moran advised the current term of office for Governors expires on 31 March 2011 and in this regard the Trust would commence consideration of the election process in early 2010.

Mr Morley requested the Board consider the replacement of Mr Bill Forsyth of Central & Eastern Cheshire PCT as a Governor due in part to a conflict of interest.

Resolved

- **Mr Morley to speak to Mr Bill Forsyth in relation to his position as a Governor of Mid Cheshire Hospitals NHS Foundation Trust. PM**

09.09.6.1 Lead Governor

The Chair advised that the appointment of a Lead Governor, requested by Monitor, arose out of the KPMG review of the Mid Staffordshire NHS Foundation Trust report. The Chairman advised he was to meet with Dr Alan Wood, Senior Independent Director, to discuss the opportunity of the introduction of the role within the Trust. It was noted the role of a Lead Governor should become more than a token role and could include being a Governor observer at Board of Director meetings and/or the Chair of the Nominations & Remuneration Committee. Mr Dunn noted that as Governors were volunteers, consideration should also be given to the time commitment of the appointment.

In the discussion that followed it was agreed the Board would appoint an Interim Lead Governor at the Council of Governors meeting of 12 November and once the detail of the role had been agreed and circulated, ask Governors to self nominate for the post.

Resolved

- **To note the report**
- **To advise Monitor of the proposed timeframe for the appointment of the Lead Governor before 31 October 2009 MA/JM**

- **To appoint an Interim Lead Governor at the Council of Governors meeting of 12 November 2009**

CHIEF EXECUTIVE'S REPORT

09.10.7.1 Executive Work Update – Quarter 2

Mr Morley presented the Executive Work Update and advised the portfolio of the Executive Directors was currently being amended to reflect a changing environment in the coming years. Mr Morley advised the changes were being made in consultation with the Chairman and the Executive Directors and the agreed portfolios would be presented at the Board of Directors meeting of 2 November 2009.

Resolved

- **To receive details of agreed Executive Director portfolios at the Board of Directors meeting of 2 November 2009**

09.10.7.2 Foundation Trust Network Governance Conference

Mr Morley provided feedback on the two day conference advising Mr Andrew Lansley, Shadow Secretary of State for Health, presented on the second day of the conference providing detail of the Conservative Party's proposed changes to the health economy should they come to power in the next election.

09.10.7.3 Dates of Board of Directors Meetings – January, April & May 2010

Mr Morley requested the dates of the Board of Directors meetings for January, April and May 2010 be deferred to the second Monday of the month due to public holidays falling on the first Monday of the month.

Mr Morley also requested the Board of Directors meeting for March 2010 be deferred to the second Monday of the month to allow for the circulation of Board papers following finalisation of budgetary figures for 2010/11.

Resolved

- **To amend the Board dates for January, March, April & May 2010**
- **To circulate updated calendar of meetings *MA***

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

09.10.7.4 Contract Position Update

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

Mr Morley advised Monitor had requested a submission, by 30 September, as an addition to the Annual Plan entitled 'Downside Financial Modelling'. [Sections removed under S43 of the Freedom of Information Act]

Resolved

- **To receive complete detail of the CIP programmes at the Board of Director meeting of 2 November 2009**
- **To provide feedback to Council of Governors meeting of 12 November 2009 in respect of the contract position *PM***

09.10.7.5 Board Performance Framework

Mr Morley referred the Board to his email of 18 September 2009 in respect of Board Performance and requested responses be submitted no later than 15 October 2009.

09.10.7.6 Board Agenda

Mr Morley advised consideration was being given to a revised format of the Board of Directors agenda. Mr Morley requested Ms Alexander circulate the draft proposed agenda for comment by Board Members.

Resolved

- **To circulate the revised format agenda for comment to Board Members. *MA***

09.10.7.7 Executive to Executive Meeting – MCHFT & PCT

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

09.08.11.1 Clinical Services Strategy

Mr Morley noted the success of the recent Clinical Services Strategy Day and noted a scenario planning day had been scheduled for 2 December 2009.

Mr Ennis provided detail of the future schedule as regards the Clinical Services Strategy including a review of staffing levels to be completed by himself, Mr Oldham and Mrs Bullock.

09.10.7.8 East Cheshire NHS Trust – Executive to Executive Meeting

Mr Morley advised an Exec to Exec meeting was scheduled to take place between the Trust and ECT on Monday 12 October 2009.

09.10.7.9 Breast Screening Programme

Mr Morley advised he had met with representatives from the National Breast Screening Programme. Mr Morley provided feedback from the meeting and noted the recommendations made to ensure the Trust met with national guidelines including investment in an additional machine. Mr Morley noted he had advised that the Trust was not in a position to

purchase a 3rd machine and would look to increase the productivity of the existing two machines.

09.10.7.10 Blue Sky Group Meeting

Mr Morley advised the Group had met to review the priorities for 2010/11 and a report would be presented to the Board of Directors detailing the priorities for the year.

09.03.7.7 Cheshire Fire & Rescue

Mr Morley advised a meeting was to be held with Cheshire Fire & Rescue on Wednesday, 7 October wherein Mr Morley anticipate the Trust would receive an Enforcement Notice.

09.10.7.11 Mr Edward Timpson, MP

Mr Morley advised he had recently met with Mr Edward Timpson who had reiterated his support of the Trust.

09.10.7.12 PCT Public Board Meeting – Tuesday, 29 September

Mr Morley advised he attended the PCT Board Meeting and AGM providing a summary of the proceedings. Mr Morley noted the Board were predicting a surplus of £60,000 for the year end although acknowledged there was 'a £13m hole to be covered'. Mr Morley advised Mr Bill Brookes of LINks had spoken publicly at the meeting noting he had no confidence in the management of the PCT.

Mr Morley advised the Board a number of letters had been received from the PCT in respect of the measures they proposed to implement to achieve financial balance. Mr Oldham noted that in some instances the proposals could be challenged with the Competition Authority whilst the proposals to tender for community outpatient services would have to be presented to the Overview & Scrutiny Committee and involve public consultation so would, therefore, not be immediate.

In response to Mrs Godfrey's enquiry as to the SHA's decision regarding the management of the PCT, Mr Morley advised the SHA recommended the PCT appoint Price WaterhouseCooper to assist them in achieving financial balance.

[Section removed under S43 of the Freedom of Information Act]Mr Oldham advised the detail of tariff for the year 2010/11 would not be available until January 2010 and suggested the Trust hold off agreeing any financial envelope outside of PbR until tariff is known.

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

Resolved

- **To note the paper and undertake the activities referred to**

MEDICAL DIRECTOR'S REPORT

09.10.8.1 Diabetic Screening

Dr Dodds advised the PCT had brought to the Trust's attention issues with regard to follow up with patients in respect of diabetic screening. [Section removed under S43 of the Freedom of Information Act]

Resolved

- To note the report

ACCOUNTABILITIES

09.10.9.1.1 Performance & Finance Committee – 4 September 2009

Mrs Bullock presented the minutes of 4 September 2009 and provided a verbal update from the meeting of 2 October 2009. Mrs Bullock advised the Committee had raised concerns over the 4 hour admission target and 18 week target, however, same would be considered further under Item 11.1 of the Agenda.

Resolved

- To note the minutes of the meeting of 4 September 2009

09.10.9.1.2 Charitable Funds Committee – 14 September 2009

Mrs Godfrey presented the minutes and advised of no further comments.

Mrs Frodsham noted the Reserves Policy referred to within the Minutes would be presented to the Board of Directors meeting of 2 November 2009.

In response to Mrs Alcock's enquiry as to the annual donation from Bentley, it was confirmed the donation referred to was the anticipated donation for the coming year.

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

Resolved

- To note the minutes of the meeting of 14 September 2009
- To receive a Reserves Policy at the Board of Directors meeting of 2 November 2009
- To include copies of the Balances paper with future minutes.

09.10.9.1.3 Strategic Integrated Governance Committee – 14 September 2009

Dr Dodds presented the minutes and noted a response had been received from the Care Quality Commission confirming the Urgent Care Centre did not have to be registered separately to the Trust whilst the Infection Control Quarterly Report had been received with no issues to be raised at the Board of Directors meeting.

Resolved

- **To note the minutes of 14 September 2009**

09.10.9.1.4 Patient Experience & Quality Committee – 17 September 2009

Mrs Godfrey presented the minutes of the meeting and noted that a representative from LINKs would be in attendance at all future meetings as an observer.

Mrs Godfrey also asked Board Members to note the 'independent person' referred to under item *PEQ.09.09.06 Complaints Quarterly Report – Complaints Survey* was not a person independent of the Trust but a member of staff independent of the complaint.

Resolved

- **To note the minutes of the meeting of 17 September 2009**

09.04.9.1 Board Assurance Framework

Dr Dodds presented the Board Assurance Framework and noted there were 4 items scheduled for review.

Q2. Implement the 10 out of Ten Strategy

Mr Morley advised initial consultation sessions had been held with staff, governors and patient representatives from which responses had been collated and a final consultation session to choose the final 10 metrics had been scheduled for 21 October 2009. Mr Morley advised the metrics chosen would form part of the Quality Accounts Consultation.

F5. Meet the plan for expanding the membership and continue with Governor Development

Mr Morley referred Board members to the discussion under Agenda Item – *Membership Numbers* and advised of nothing further to add.

D4. Ensure that capacity and demand planning is based on robust health and workforce demographic information

Mr Oldham advised that by December 2009 the contracted activity requirements of the PCT for the year 2010/11 should be known whilst meetings were to take place with each of the Divisions with regard to future capacity and demand.

13. Deliver national standards on same sex accommodation

Mrs Bullock advised huge progress had been made on delivering same sex accommodation with a peer review to take place on Tuesday, 13 October involving representatives from the Department of Health, the SHA, the PCT and Salford Royal NHS Foundation Trust. Mrs Bullock advised a Privacy & Dignity Matron had also been appointed.

Mrs Bullock noted ongoing monitoring of the standards would include monitoring of patient survey responses.

In response to Mr Dunn's enquiry as to whether the risk rating should increase on certain risks, particularly F3 and F6, Mr Morley advised the Board Assurance Framework related to the management of risk within the current period, linked to the Strategic Objectives, with each risk to be readdressed, taking account of the economic and local health economy, for the year 2010/11.

In response to Mr Craig's suggestion as to the risk being monitored over a rolling twelve month period rather than a fixed twelve month term, Dr Dodds referred Board members to Agenda Item 9.2.2 – Board Assurance Framework Example Quarterly Report which introduces an alternative method of reviewing and monitoring existing risks.

Resolved

- **To note the report**
- **To receive a feedback report at the Board of Directors meeting of 2 November in respect of the peer review for Same Sex Accommodation**

09.10.9.2.1 Board Assurance Framework – Example Quarterly Report

Dr Dodds presented the paper detailing the purpose of the report and noting a quarterly report in this format will allow for management of the risk on an ongoing basis. Dr Dodds advised the risk profiling scoring was that used by the NHSLA in their assessment of Trusts.

In the discussion that followed Mr Morley noted the new format would allow for prioritising of risks whilst taking account of amendments to Board Objectives and Actions that may have occurred.

Mr Chandler expressed concern over the basis of the calculation and requested further detail in this regard.

Resolved

- **To accept the report in principle**
- **Provide further detail to Mr Chandler in regard to the risk profiling/scoring for review/clarification who will in turn report back to the Board of Directors PAD**

09.10.9.3 **Questions are the Answer!**

Dr Dodds presented the paper which he advised had been presented previously to the Strategic Integrated Governance Committee and their comments incorporated.

In response to Mrs Godfrey's enquiry as to how staff were being made aware of the key information, Mrs Alcock advised this was being done through induction and also bi annual mandatory training whilst Mrs Bullock noted the key information was being reinforced by means of PALS training.

In the discussion that followed Dr Dodds confirmed a non-executive lead would be required. The Chairman requested further detail on what the role would involve whilst further detail was also requested on the format of Board safety walkarounds.

Resolved

- **To approve the paper and delegate actions to the OIG Committee**
- **To provide further detail on the role of a non-executive safety lead *PAD***

09.10.9.4 **Leading Health & Safety at Work**

Dr Dodds presented the paper and in response to the discussion item as to whether health & safety should appear as a specific Board agenda item or remain within the integrated governance structure, the Chairman noted the Board has a corporate responsibility to health & safety at work whilst Mr Craig advised it was important that health & safety is within the integrated governance structure with a defined method of report issues.

In the discussion regarding Board training in respect of health & safety responsibilities, it was agreed training was required for the Board, however, different training programmes may be completed by Directors dependent on their health & safety responsibilities.

Resolved

- **To delegate the action plan to the Committee Structure with health & safety as a standing item on the notes presented to Board of the monthly Strategic Integrated Governance Committee.**

09.03.6.4 Amendments to the Constitution

Mrs Bullock advised the proposed amendment to the Constitution in respect of bequests and gifts differed from the guidelines issued by the Nursing & Midwifery Council. Mrs Bullock noted advice had been sought from Hill Dickinson as to whether the proposed wording was legally enforceable or whether the guidance from the Council should be considered.

In the discussion that followed it was

Resolved to

- **Receive the response from Hill Dickinson at the Board of Directors meeting of 2 November 2009**
- **To present the final wording to the Council of Governors meeting of 12 November 2009**

STRATEGY IMPLEMENTATION

09.10.10.1 Digital Dictation & Voice Recognition Software

Dr Dodds presented the status report noting the roll out of digital dictation was to be completed by March 2010 whilst the voice recognition pilots will commence in November 2009.

In the discussion that followed, reference was made to the table included in the Performance Report in respect of Turnaround Times for Clinic & Discharge Letters wherein Mrs Frodsham advised she had approached Mr Mark Wilde, Deputy Director of Performance & Quality with regard to the method of recording and presentation.

Resolved

- **To note the paper.**

09.08.8.1 Mortality Coding

Dr Dodds presented the audit report completed by Ms Jeanette Sephton, Senior Consultant, CHKS providing detail of the issues raised. Dr Dodds noted following the review the Risk Adjusted Mortality Rate was 91, level with peer, and advised the recommendations were being worked through by the Hospital Mortality Reduction Group which would also include a review of the bed management policy.

In response to Mr Ennis' enquiry as to who was responsible for the filing of case notes, Dr Dodds advised the Diagnostics Division had been tasked to recommend as to who would be ultimately responsible, going forward. Mrs Bullock noted the Ward Clerk would need to be responsible, in part, for the case notes.

Mr Craig noted the huge improvement and requested the Board's appreciation to all those individuals involved be noted.

Resolved

- **To note the report and delegate to the Hospital Mortality Reduction Group**

PERFORMANCE MANAGEMENT

09.10.11.1 Performance Report

Finance

Mrs Alcock presented the report and noted the figures/data presented were prior to the financial agreement with the PCT.

Mr Oldham advised the financial forecast remained strong with a surplus reported to date whilst also advising work on the capital programme was ongoing.

System Delivery

Mrs Alcock advised the Trust had failed the Quarter 2, 4 Hour Target in A&E and were just below the 98% in the current quarter and the year to date. Mrs Alcock noted an Action Plan was being put in place to include contacting Trusts to discuss alternative working models. The Department of Health's Intensive Support Team have also been invited to the Trust to complete a review as to how the Trust deals with emergency attendances and this has been scheduled for 15 October 2009. It was noted the breaches were due to gaps in the rota and 'clusters' of people attending rather than an increase in attendances. Mrs Alcock also provided detail of achievement against the 18 week target.

In respect of MRSA, Mrs Alcock noted the Trust were currently under trajectory whilst advices were still awaited regarding the disputed incident with the Liverpool Trust.

Mrs Alcock advised pressures were being experienced in attaining the 62 day standard in respect of Cancer targets and actions are currently being taken to alleviate these pressures.

Workforce Focus

Mrs Alcock advised attendance had worsened slightly in August due in part to Swine Flu. In respect of retention, the Trust were currently amber and the Emergency Care Division were completing work to retain nursing staff.

Mrs Alcock noted capacity and demand for mandatory training was also being reviewed.

Market Focus

Mrs Alcock noted the reduced referral figures and advised Mr Mark Wilde was completing a review of referrals to the Trust as a whole rather than GP referrals only.

Resolved

- **To approve the report.**

09.10.11.2 Divisional Quarterly Performance Reviews

Due to time constraints, Mrs Bullock advised she would circulate a copy of her presentation and would instead provide a brief summary of same.

[Section removed under S43 of the Freedom of Information Act]Mrs Bullock advised a number of Governors had attended Reviews in an observer capacity and invited Non Executive Directors to attend.

09.10.11.3 Nursing & Midwifery Strategy – Progress Report

Mrs Bullock presented the Progress Report regarding the Strategic Objectives for 2008/09 noting that the Nurse Led Discharge was not progressing as quickly as hoped, however, work was currently being carried out with Medics in an attempt to move this objective forward.

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

09.09.13 Visits of Accreditation, Inspection or Investigation

Mr Morley noted the City & Guilds review of the Trust's NVQ Centre which the Trust had successfully passed, meeting all requirements of the review.

Resolved

- **To note the report**

09.09.14 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 November 2009 MA.**

09.10.15 ANY OTHER BUSINESS

09.10.15.1 Living Wills

Mr Chandler enquired, following recent publicity regarding living wills, whether the Board should consider future action should an individual present with a living will. Mrs Bullock advised the Trust did have a policy in place regarding bona fide living wills.

Resolved

- **To review the Living Wills Policy to ensure the existing procedures are still valid. PAD**

09.10.15.2 Management Development Programme

Mr Craig advised he had attended a review meeting of the Management Development Programme and advised he would like to publicly recognise the excellent work being done on the programme.

Mr Morley commended Mrs Alcock on the work of her department.

Resolved

- **To record the Board's appreciation of the excellent work of the Management Development Programme and write to those responsible RA**

09.10.15.3 CT Scanner – Stages 3 & 4

Mrs Frodsham advised she would be presenting a Business Case to the Board of Directors of November 2009 requesting a draw down of monies for Stage 3 and Stage 4 of the CT Scanner.

09.10.15.4 Cash Collectors

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

Resolved

- **To approve the request**

09.10.16 TIME, DATE AND PLACE OF FORTHCOMING MEETINGS

9.30am Monday, 2 November 2009 in the Board Room at Leighton Hospital

Signed

Chairman

Date