

## Board of Directors

Public Minutes of the Meeting held at 9.30am on Monday, 7 December 2009

### PRESENT

Mr J Moran	<i>JM</i>	Chairman <i>in the chair</i>
Mrs R Alcock		Director of Workforce and Organisational Development
Mr M Chandler		Non-Executive Director
Mr WD Craig		Non-Executive Director
Dr PA Dodds	<i>PAD</i>	Medical Director
Mr Dennis Dunn	<i>DD</i>	Non-Executive Director
Mr A Ennis	<i>AE</i>	Director of Service Development
Mrs D Frodsham	<i>DF</i>	Director of Performance & Service Planning
Mrs V Godfrey	<i>VG</i>	Non-Executive Director
Mr D Hopewell		Non-Executive Director
Mr M Oldham		Director of Finance & Strategic 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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### APOLOGIES

Mrs T Bullock		Deputy Chief Executive, Director of Nursing
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\*denotes action deriving from **resolutions** below

The Chairman opened the meeting and welcomed Ms Jane Dunning, Assistant Director NHS Northwest and Mrs Jane Smart, Governor who were present as observers to the meeting.

### 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, 2 November 2009 subject to noting**
  - Under item 09.11.11.1 – Board Assurance Framework 2009/10 – World Class Provider of Choice, the last line should read ‘...overall market share remains *static.*’ rather than ‘low’.

- Under item 09.11.14.1 – Board Assurance Framework 2009/10 – Workforce Development & Effectiveness should read ‘Dr Dodds advised of no items to be raised at Board of Directors in respect of *Workforce Development & Effectiveness* for November 2009’.

## **ACTIONS ARISING FROM PREVIOUS MINUTES NOT INCLUDED ELSEWHERE ON THE AGENDA**

### **09.08.10.2 Charitable Funds Appeal**

Mrs Frodsham advised the Business Case would not be presented to the Board of Directors meeting of January 2010 as approval from the Infrastructure Committee was awaited with regard to the Capital Programme whilst a design team would also have to be appointed.

#### **Resolved**

- **To receive the Business Case at the Board of Directors meeting of 8 March 2010 DF**

### **09.10.7.4 PCT Contract**

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

## **CHAIRMAN’S ANNOUNCEMENTS**

### **09.12.5.1 Actions required following Dr Alan Wood’s reappointment by Governing Council**

The Chairman requested Board’s approval to reappoint Dr Wood as the Senior Independent Director following his reappointment as a Non Executive Director at the Council of Governors meeting of 12 November 2009. In the discussion that followed it was

#### **Resolved**

- **To reappoint Dr Wood as Senior Independent Director for a further term of office**

**09.11.5.2 Meeting with Cheshire West & Chester Council**

The Chairman advised he and Mrs Godfrey had met with Cllr Mike Jones of Cheshire West & Chester Council. The Chairman advised the meeting had been very positive and a presentation is to be made to the Council in February 2010 by Mr Phil Morley and Mr Peter Herring, Chief Executive Countess of Chester Foundation Trust, in respect of secondary care within the Cheshire area.

**09.09.6.3 Regional Financial Summit**

The Chairman advised he had attended the recent Summit in Blackpool with Mr Morley and Dr Dodds. The Chairman advised Mr Morley would speak further on this item under the Chief Executive's Report. [Sentence redacted under S43 of the Freedom of Information Act]

**09.12.5.2 Inspirational Leaders Award**

The Chairman congratulated Mr Morley on being one of three finalists at the recent inaugural NHS Leadership Awards Ceremony.

**09.12.5.3 Board to Board - 2010**

The Chairman advised he had recently met with Mrs Pauline Ong, Chair, Central & Eastern Cheshire PCT, wherein it had been agreed a Board to Board was to be arranged between MCHFT and the PCT.

**Resolved**

- **To arrange a Board to Board for January 2010 MA**

**09.12.5.4 PCT Board Meeting – November 2009**

The Chairman advised he had attended the recent PCT Public Board Meeting.

**Resolved**

- **To note the report**

**GOVERNORS ITEMS**

**09.11.6.1 Council of Governors Meeting – 12 November 2009**

The Chairman noted the agenda at the meeting had been very lengthy with a number of actions to be taken forward. The Chairman advised Governors had sought assurance from the Board in relation to the data issued by Dr Foster and suggested a further update be provided to Governors on the work being completed within the Trust by the Mortality Reduction Group.

Mr Dunn welcomed the nomination of Mrs Jane Smart, appointed Governor Representative Cheshire Community Voice, as interim Lead Governor noting same was a pragmatic and sensible appointment.

### **Resolved**

- **To provide Governors with a brief in relation to the work being completed by the Hospital Mortality Reduction Group in light of the recent publication by Dr Foster PAD/MA**

## **CHIEF EXECUTIVE'S REPORT**

### **09.12.5.4 PCT Public Board Meeting – 24 November 2009**

Mr Morley advised he had attended the recent PCT Public Board meeting and noted the anticipated paper on the future of the site at VIN had been withdrawn. Same is due to be presented at the Public Board Meeting scheduled for December 2009.

Mr Morley provided a summary of items discussed within the agenda including:

- The development of Practice Based Commissioning
- Healthcare sustainability with a review of work streams to be established
- Local Area Agreements
- QUIPP agenda for the region wherein it was noted Productivity will be the primary focus
- The Primary Care Strategic Plan and in particular 5 key areas
- Maternity Services

Mr Morley advised representatives from Northwick Park (Northwest London Hospitals NHS Trust) will be attending the Trust to complete a review of maternity services to identify current good practice and suggest areas of improvement.

Mr Oldham confirmed the PCT are reporting a deficit of £6.7m with an uncovered risk of between £11.9m and £17.2m. In response to Mr Hopewell's enquiry as to the anticipated future actions of the SHA in response to the PCT's finances, Mr Morley advised a meeting with the PCT, Pricewaterhouse Cooper and all stakeholders was scheduled for 17 January 2009 to which Mr Oldham had been invited to attend to represent the Trust.

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

### **09.11.5.4 Regional Financial Summit**

Mr Morley provided a summary of the recent summit meeting attended by himself, the Chairman and Dr Dodds. Mr Mike Farrar, Chief Executive, NHS Northwest Strategic Health Authority hosted the event which included discussion on strategy, initiatives and potential savings in the North West focusing, in particular, on collaboration and co-

operation in the health economy. The summit also included presentations from each of the Footprints.

Following discussion amongst the Footprints at the summit, the following items were agreed:

- A Board of Chief Executives would be established to agree key pathways
- A Board of Medical Directors would be established to discuss clinical pathways
- Premier Inc. will be approached to benchmark the commissioning of services and pathways

#### **09.12.7.1 Mortality Rates – Dr Foster Report**

Mr Morley noted the Trust had been named as the 22<sup>nd</sup> worst hospital in respect of patient safety and 4<sup>th</sup> worst in respect of mortality rates by the recent Dr Foster Report. Mr Morley confirmed the Trust were working tirelessly to reduce mortality rates and have undertaken a number of continuing actions with recorded deaths less than in the previous year.

Mr Morley advised the Trust was to join a collaborative of five other Trusts in the North West similarly affected by the report's findings, to review, assess and move to improve the mortality rates.

Mr Chandler requested that the Trust continue to be open and transparent in its approach with Governors and the public.

Mr Morley advised that although some Trusts were corresponding directly with Dr Foster in relation to the data published, MCHFT would not become involved in correspondence with Dr Foster. In response to Mr Dunn's enquiry as to whether the Trust should make representations to a governing body, it was agreed it was unclear as to the most appropriate organisation to correspond with. In the discussion that followed it was

#### **Resolved**

- **To determine what action to take in respect of the Dr Foster publication, in the best interest of the Trust *PM***
- **To join the collaborative of Trusts in the North West and complete a review *PM***
- **To provide an update at the Council of Governor meeting of 21 January 2010 *PM***
- **Request a small number of Governors review the recent press release and consider whether a further briefing would be appropriate *JM***

**09.12.7.2 Correspondence with ‘a complainant’ [Name removed under S40 of the Freedom of Information Act]**

Mr Morley provided a brief summary of the response to be issued to ‘a complainant’ [Name removed under S40 of the Freedom of Information Act] following their recent letter to members of the Board. Mr Morley advised Non Executive Directors had not been included fully in the correspondence process as this would maintain their independence from the complaint should they be required to review the process by which the complaint was dealt with, at a later stage.

**Resolved**

- **To issue correspondence to ‘a complainant’ on behalf of the Board of Directors, signed by the Chief Executive and Chairman only.**

**09.12.7.3 Better Care Better Values Indicators**

Mr Morley advised the Quarter 1 2009/10 Better Care, Better Value Indicators have been issued by the NHS Institute for Innovation and Improvement. It was noted a benchmark review was currently being completed, a report on which would be brought to the Board of Directors through the Performance & Finance Committee. Mr Morley advised a number of Trusts had indicated savings could be made on length of stay, readmission rates and a reduction in ‘DNA’s’.

**Resolved**

- **To receive detail of the benchmark review at a future Board of Directors Meeting**

**09.12.7.4 PCT Commissioning Intentions**

Mr Morley advised the PCT commissioning intentions had been released to include recommissioning of the emergency care pathway in the first 48 hours, commissioning in relation to first to follow ups in out patients and the commissioning of a new stroke pathway.

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

**09.12.7.5 Correspondence from the Care Quality Commission**

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

**09.12.7.6 Visit of Mr Edward Timpson, MP to Shared Learning Exposition**

Mr Morley advised Mr Timpson had attended at the recent Shared Learning Exposition held in the Post Graduate Centre. Mr Morley noted Ms Jacqui Learoyd, was awarded first place for her poster entitled ‘Communication Friendly Environments – promoting Autonomy and Access for people with Memory and Cognitive Impairment’.

**09.12.7.7 Breast Reconstruction Surgery**

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

**09.12.7.8 Divisional General Manager, Emergency Care Division**  
Mr Morley advised Mr Paul Buckley, Divisional General Manager, Emergency Care Division had formally tendered his resignation.

**09.12.7.9 Patient Safety Lead – Non Executive Director**  
Mr Morley advised Mrs Val Godfrey was the nominated Non Executive Director Patient Safety Lead.

**09.03.7.7 Cheshire Fire & Rescue**  
Mr Morley advised a recent meeting had been held with Cheshire Fire & Rescue wherein the plan of works was discussed taking account of patient safety and infection control. Mr Morley advised a revised plan of works was to be submitted in January 2010 whilst noting any works required as a result of the enforcement notices would be a priority in the Capital Programme.

**Resolved**

- **To receive a further update on the works required at the Board of Directors meeting of 1 February 2010.**
- **To note the report**

**MEDICAL DIRECTOR'S REPORT**

**09.12.8.1 Never Event**  
Dr Dodds advised of a Never Event (one of 7 nationally recognised serious and largely preventable patient safety incidents that should not happen if preventative measures are in place) noting a Root Cause Analysis was currently being completed.

**09.11.9.4 LIPS**

Dr Dodds advised he had recently attended a Leading Improvement in Patient Safety Conference hosted by the NHS Institute for Innovation and Improvement. Dr Max Winson, Consultant and Ms Jo Falkland, Patient Safety Lead, Integrated Governance also attended.

Dr Dodds noted the programme will form the basis of the Trust's Patient Safety Strategy with some work having already commenced on Ward 13 including report data on statistical process charts.

Mr Morley noted Dr Dodds had been invited to be involved in the work of the National Patient Safety Team and would be travelling to Boston in the New Year for training before joining the national faculty.

**Resolved**

- **To note the report**

**QUALITY & SAFETY**

**09.12.7.1 Mortality Rates**

Dr Dodds provided detail of the recorded reduction in risk adjusted mortality rates as recorded with CHKS, the system the Trust utilises to record deaths. Dr Dodds noted Dr Foster had reflected the Trust's recorded reduction, however, following the rebasing the figure had increased.

Dr Dodds confirmed the Trust would work with other Trusts in the North West to seek improvements to the ratings.

In response to Dr Wood's enquiry as to the actions being taken by the Mortality Reduction Group apart from a review of coding, Dr Dodds advised actions included a review of consultant cover, Consultation confirmation of the recorded coding and a review of the Patient Placement Policy.

**Resolved**

- **To note the report**

**09.12.9.1 QuEST**

Mr Morley presented the paper in respect of the proposed Quality Effectiveness & Safety Committee. Mr Morley advised same would be established as a Board Committee and detailed the proposed work plan including the proposed membership.

In the discussion that followed it was agreed the Committee would provide assurances to the Board that the lessons learnt from complaints are adhered to.

**Resolved**

- **To approve the establishment of the QuEST Committee**
- **To receive the Terms of Reference at the Board of Directors meeting of 11 January 2010 *PM***

**09.12.9.2 National Reporting & Learning System**

Dr Dodds presented the report noting the Trust remains in the upper centile for reporting incidents and whilst the number of medication incidents reported remains low, it is anticipated the introduction of a new database in pharmacy with pharmacists recording medication incidents will ensure all incidents are reported.

Mr Morley advised the aim of the Trust was to maintain openness as regards incident reporting but reduce the number of incidents occurring. Mr Craig noted it was important the Trust not only report incidents but act on the information to improve patient safety. Mrs Frodsham advised instances of good practice have been implemented following a review of the reported incidents.

**Resolved**

- **To note the paper**

**09.12.9.3 Strategic Integrated Governance Committee – 9 November 2009**

Dr Dodds presented the minutes advising three of the items noted to be escalated to Board were individual agenda items on the Board Agenda.

In response to the Chairman's enquiry as whether assurances had been received by the Strategic Integrated Governance Committee (SIG) from the Operational Integrated Governance Committee in relation to the standards for better healthcare, Dr Dodds advised he would raise the item at SIG and report to the Board of Directors meeting of 11 January 2010.

**Resolved**

- **To receive advices in respect of assurances on the standards for better health care at the Board of Directors meeting of 11 January 2009**
- **To note the Minutes of 9 November 2009**

**09.12.9.4 Board Assurance Framework 2009/10 – Quality**

Dr Dodds advised any items to be raised at Board of Directors in respect of Quality for December 2009 would be raised under Agenda Item 11.3.1.

## **ORGANISATIONAL DELIVERY**

### **09.12.10.1 Monitor – Quarter 2 Return**

Mr Morley presented the letter sent to the Chairman in relation to the Monitor Quarter 2 Return noting the Trust had received a governance rating of amber and a Level 5 for the use of resources. Mr Morley advised it was unlikely the Trust will achieve the Quarter 3 A&E target whilst action plans had been put in place to ensure the Trust had the best possible change of attaining the overall year to date targets.

In the discussion that followed it was agreed that whilst the issue was the problem of the local health economy, in the immediate term the issues would need to be resolved by the Trust.

Mr Morley thanked Mrs Frodsham and Mr Ennis for their input and hard work in supporting the Emergency Care Division.

#### **Resolved**

- **To note the correspondence**

### **09.12.10.2 NHS Constitution Gap Analysis**

Mrs Alcock presented the paper which detailed the key principles identified in the NHS Constitution noting the Trust's current position and action plan. Mrs Alcock requested the action plan be monitored through the Operational Integrated Governance Committee with issues escalated to the Strategic Integrated Governance Committee and/or Board as appropriate.

Mr Oldham noted the Trust may be challenged where we are unable to treat patients due to the PCT having decommissioned the service and in this regard, it was agreed the issue would be raised at the Contract Meeting.

#### **Resolved**

- **To delegate the Plan to the Operational Integrated Governance Committee**

### **09.12.10.3 Quality Matters**

Mr Ennis presented the paper providing a detail of the summary therein noting the programme was currently entering the cultural change part of the programme.

It was agreed the financial benefits were difficult to quantify. Dr Woods noted that whilst efficiencies should lead to increased productivity, should there be no increase in referrals/attendances, the efficiencies can be realised through a reduction in costs.

In response to the Chairman's enquiry as to the Trust's position on the Productive Ward, Mr Ennis advised a number of wards had implemented the programme, however, it had not been rolled out across the Trust. [Section removed under S43 of the Freedom of Information Act]

**Resolved**

- **To note the report**
- **To receive future updates on Quality Matters through the QuEST Committee *PM***

**09.12.10.4 Performance Report**

Finance

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

System Delivery Focus

Mr Oldham noted referrals were below planned levels, however, admissions had increased.

Mr Oldham provided detail in relation to the 18 week performance target noting the challenges in a number of areas. Mr Oldham also referred to the Membership recruitment figures which although behind trajectory had shown a good improvement.

Workforce Focus

Mr Oldham noted mandatory training was below trajectory advising Divisions now have action plans in place to ensure staff attend. In response to the Chairman's enquiry as to whether annual increments could be influenced by attendance at mandatory training, Mrs Alcock advised this was in place at Salford Royal NHS Foundation Trust and would be raised at a future meeting with Staff Side.

In response to Mr Hopewell's enquiry as to how the Board can be assured staff are qualified to carry out their roles and have received adequate training, Mr Morley advised professional registration is required for professional roles whilst mandatory training is reviewed continually.

Market Focus

Mrs Frodsham requested the Board note there may be some adverse publicity should the PCT Board not receive the paper relating to the site at VIN at the December Public Board Meeting. Mrs Frodsham advised she had raised the issue with the appropriate Director in the PCT and also at the Contract Meeting.

**Resolved**

- **To note the report**

- **To receive assurances from the Executive Workforce Committee that staff are professionally qualified and/or receiving appropriate mandatory training**

**09.12.10.5 Performance & Finance Committee – 30 October 2009**

Mr Oldham presented the Minutes of 30 October 2009 and noted the issues to be raised at Board from the meeting of 4 December had been raised under previous items discussed on the agenda.

**Resolved**

- **To note the minutes of 30 October 2009**

**09.12.10.6 Board Assurance Framework 2009/10 – Organisational Delivery**

Dr Dodds advised any items to be raised at Board of Directors in respect of Organisational Delivery for December 2009 would be raised under Agenda Item 11.3.1.

**STRONG INDEPENDENT FT**

**09.12.11.1 The Compact for Integrated Care in East & Central Cheshire**

Mr Morley presented the paper and requested the Board approve the principle of working together within the local health economy noting there are a number of issues within the body of the paper which would require to be resolved.

In the discussion that followed it was agreed it would be disadvantageous for the Board not to commit to the proposal, however, the Board should ensure the Trust's catchment area located in the West Cheshire & Chester Constituency should not be omitted from the proposal.

**Resolved**

- **To agree to the principle of integrated care with further discussion to take place with all named parties in relation to the detail of the proposal.**

**To authorise Mr Morley as CEO to sign the Compact on behalf of the Trust**

**09.12.11.2 Monitor Downside Feedback**

Mr Oldham provided a verbal report on the written and verbal feedback received from Monitor following the Trust's Downside submission. Mr Oldham noted the Trust's relationship manager, following discussion on the feedback, noted no cause for concern. The Trust was noted as falling into Category 4. The Foundation Trust Network have requested

copies of those responses which fell into Category 1, which they will circulate, anonymously, for reference.

Mr Oldham advised Monitor will provide more detailed guidance on what is to be included in the Annual Plan for 2010/11.

In the discussion that followed, it was

**Resolved**

- **To receive a paper on the Trust's current position against the Annual Plan submitted for 2009/10 at the Board of Directors meeting of 11 January 2010.**
- **To present the paper at the Council of Governors meeting of 21 January 2009.**

**09.12.11.3 Board Assurance Framework 2009/10 – Progress Report**

Dr Dodds presented the Progress Report which included all Risk Items on the Board Assurance Framework noting the progression of the action against the items on the plan is identified by a letter (A-E) next to the risk score with each letter representing a level of progression.

In the discussion that followed it was

**Resolved**

- **To approve the progress report to include the progression scoring**

**09.12.11.4 Board Assurance Framework 2009/10 - Revised Wording F4**

Mr Morley presented the revised wording for Risk Item F4.

In the discussion that followed it was

**Resolved**

- **To approve the revised wording**

**09.12.11.5 Board Assurance Framework 2009/10 – Strong Independent FT**

Dr Dodds advised any items to be raised at Board of Directors in respect of Strong Independent FT for December 2009 would be raised under Agenda Item 11.3.1.

**FIT FOR PURPOSE INFRASTRUCTURE**

**09.01.7.5 Capital Programme**

Mr Oldham presented the update paper detailing the mandatory requirements, backlog maintenance and discretionary schemes. A risk

assessment will be completed in March 2010 which may highlight additional priorities whilst Mr Morley noted the programme may change dramatically dependent on the instruction of Cheshire Fire & Rescue.

**Resolved**

- **To note the paper**

**09.12.12.1 Fire Safety Policy**

Dr Dodds presented the policy noting same had been approved by the Trust's Health & Safety Committee.

In the discussion that followed it was

**Resolved**

- **To approve the policy**

**09.12.12.2 Board Assurance Framework 2009/10 – Fit for purpose Infrastructure**

Dr Dodds advised any items to be raised at Board of Directors in respect of Fit for Purpose Infrastructure for December 2009 had been raised under Agenda Item 11.3.1.

**EMERGENCY PREPAREDNESS**

**09.12.13.1 Flu Vaccination Update**

Mrs Alcock advised 40% of staff had received the Swine Flu vaccination with 66% of vaccinations received having being used. Mrs Alcock noted 46% of staff had received the seasonal flu vaccination.

It was noted the Trust would continue to strongly encourage all staff to receive the vaccinations.

**Resolved**

- **To note the report**

**09.07.10.2 Pandemic Flu Plan – Gap Analysis & Action Plan**

Dr Dodds presented the Plan advising same had been created at the request of the Executive Directors who following the recent Divisional Quarterly Performance Reviews felt there was a lack of depth on emergency preparedness within the Divisions.

Dr Dodds advised the Plan had been submitted a number of weeks previous and a number of items recorded as Red in the RAG status had been progressed.

**Resolved**

- To note the paper
- To receive an update on those items recorded as Red at the Board of Directors meeting of 11 January 2009.

**09.12.13.2 Board Assurance Framework 2009/10 – Emergency Preparedness**  
Dr Dodds advised any items to be raised at Board of Directors in respect of Emergency Preparedness for December 2009 had been raised under Agenda Item 11.3.1.

## **WORKFORCE DEVELOPMENT & EFFECTIVENESS**

### **09.12.14.1 Coaching Framework**

Mrs Alcock provided a verbal update on the coaching framework. Mrs Alcock noted 'a company' [Name removed under S43 of the Freedom of Information Act] had been appointed as the successful tenderer to provide coaching training to staff to include becoming a coach and developing managers to manage and lead through coaching.

Mrs Alcock advised it was expected the coaching opportunities would be advertised in January 2010.

#### **Resolved**

- **To note the report**

### **09.12.14.2 Board Assurance Framework 2009/10 – Workforce Development & Effectiveness**

Dr Dodds advised any items to be raised at Board of Directors in respect of Workforce Development & Effectiveness for December 2009 had been raised under Agenda Item 11.3.1.

## **WORLD CLASS PROVIDER OF CHOICE**

### **09.12.15.1 Patient Experience & Quality Committee – 19 November 2009**

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

#### **Resolved**

- **To note the minutes of 19 November 2009**
- **To revise the Terms of Reference of the Committee at the Board of Directors meeting of March 2010 AE/VG**

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

#### **Resolved**

- **To approve the report**

### **09.12.17.1 Visits of Accreditation, Inspection or Investigation**

Mr Morley advised of a visit in relation to the clinical pathology accreditation and a recent visit to Obstetrics & Gynaecology.

#### **Resolved**

- **To note the report**

**09.12.18.1 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 11 January 2010**  
*MA.*

**ANY OTHER BUSINESS**

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

**09.12.19.2 Social Network Sites**

Mr Morley advised the Trust will, with immediate effect, be closing down staff access to social network sites.

**09.12.19.3 ICT Strategy**

Mr Dunn requested the Trust complete a review of the ICT Strategy against the Strategic Objectives and complete a systems audit.

**Resolved**

- **To note the report**
- **To complete a review of the ICT Strategy *PAD/DD***

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

9.30am Monday, 11 January 2010 in the Board Room at Leighton Hospital

**Signed**

**Chairman**

**Date**