



W&HHFT/TB/B/15/171

**Warrington and Halton Hospitals NHS Foundation Trust
Board of Directors
Minutes of the Board of Directors
held on Wednesday 29th July 2015
Trust Conference Room, Warrington Hospital**

Present:

Steve McGuirk	Chairman
Mel Pickup	Chief Executive
Karen Dawber	Director of Nursing and Governance
Tim Barlow	Director of Finance and Commercial Development
Roger Wilson	Director of Human Resources and Organisational Development
Jason DaCosta	Director of IT
Mark Brearley	Interim Director of Transformation
Lynne Lobley	Non-Executive Director & Deputy Chair
Terry Atherton	Non-Executive Director
Mike Lynch	Non-Executive Director
Ian Jones	Non-Executive Director
Anita Wainwright	Non-Executive Director

In Attendance:

Jan Ross	Deputy Chief Operating Officer
Paula Gunner	Senior Executive Assistant

Apologies

Simon Wright	Chief Operating Officer/ Deputy Chief Executive
Simon Constable	Medical Director
Colin Reid	Trust Secretary

W&HHFT/TB/15/147 – Apologies & Declaration of Interest

- 1 The Chair opened the meeting and welcomed those attending the meeting and those governors attending as observers.
- 2 Apologies: as above
- 3 Declarations of Interest: The Interim Director of Transformation declared that his son was a shareholder and Director of Twitter Incorporated.

W&HHFT/TB/15/148 – Patient Story - Video

- 4 Chairman informed the Board that the Deputy Director of Nursing has successfully been appointed Director of Nursing at Mid Cheshire Hospitals NHS FT and asked the Board to join him in congratulating her and wishing her every success in the future career.
- 5 The Director of Nursing & Governance gave a brief overview of the patient story video on the Short Term Assessment Rehabilitation Unit (STAR Unit), and celebrating the good work taking place on that unit provided to the patients, families, carers and staff.



- 6 Lynne Lobley, Non-Executive Director praised Dr Barton's input into this unit and the work he and his team do for Elderly Care patients at the Trust.
- 7 Mike Lynch, Non-Executive Director stated that the unit is a great success showcases collaboration with stakeholders in providing joint working in in-reach and out-reach as well as step up and step down care.
- 8 The Chief Executive informed the Board that the STAR Unit is scheduled to close due to funding being reduced by the Commissioners. A lengthy discussion took place regarding the STAR Units and its positive effect on the Trusts A&E performance and an improved patient experience, it therefore has a significant and important role to play. The Commissioners are currently evaluating the unit and this will form part of the Health Summit tendering process for collaborative bids for intermediate care. The Chief Executive stated that the Trust feels that it does intermediate care extremely well and has evidence of this through it having provided this type of care in the past when it set up and ran Houghton Hall for several years with funding from the CCG.
- 9 The Chairman advised that this is the type of message we should be communicating to the stakeholders and requested that the video on the STAR Unit is shortened to be more focussed and punchy to circulate Stakeholders and local MP's to promote the work the Trust is undertaking to improve Elderly Care and preparing patient to move back into their own homes or community care. The Director of Nursing & Governance will liaise with the Communications department to do this and obtain permission from the patients shown in the video to allow it to be circulated outside of the Trust.
- 10 The Chief Executive advised that at the Finance and Sustainability meeting it was requested that a letter is constructed to be sent to the Strategic Resilience Group requesting clarification on whether the STAR Unit funding can be extended after September 2015.
- 11 The Director of Finance advised that we should be mindful that the Daresbury Wing which now houses the STAR Unit does not form part of the longer term Estates Strategy and is to be knocked down. The Chief Executive said that this type of unit does not need to be on the Trust site but feels that there are obvious benefits to the Trust operating the model of intermediate care for the Borough working where appropriate to do so with other providers.
- 12 The Chairman suggested that the next steps in the promotion of the excellent work we do at the Trust, the Trust should send out the shortened video to stakeholders and local MP's and also to invite the MP's to visit Dementia Ward and STAR Unit, he also suggested that the Communications Team should be involved in this. **ACTION**

W&HHFT/TB/15/149 - Minutes of Meeting

- 13 The minutes of the meeting held on the 3rd July 2015 were approved.

W&HHFT/TB/15/150 - Action Plan

- 14 There were no actions for discussion or matters arising.



W&HHFT/TB/15/151 - Chair Report

- 15 The Chair updated the Board on a number of matters.
- 16 **Council of Governors:** The Chairman welcomed two of the new Governors Alison Kinross and Barbara Meagre to observe the Trust Board meeting. The Chairman advised that the Council of Governors is nearly up to full strength bar one area which is very good news, he also advised that there has been a Governors induction day planned for 25th August.
- 17 **Car Parking:** The Chairman advised that he and the Chief Executive have met with Derek Twigg MP and Helen Jones MP regarding this issue and they are due to meet with Graham Evans MP and David Mowat MP. The Chief Executive has met with Highview Parking and both Chairman and Chief Executive were invited Overview and Scrutiny Committee at Halton Borough Council to discuss car parking. The Chairman advised that he and the Chief Executive have been invited back to the Overview and Scrutiny Committee at Halton Borough Council in November to provide an update on parking at the Trust.
- 18 There has been extensive dialogue with the Governor's Council and Non-Executive Director colleagues on the car parking issues.
- 19 The Chairman was interviewed by BBC Northwest which aired on 28th July 2015, and it was agreed by the Trust Board that this was a balanced interview. The Chairman advised that we have had some issues with signage and the machines providing change and the Trust is working to resolve these issues. He also reported that the car parking issue has taken up an extremely large proportion of time for staff in the Cash Office, PALS, Complaints and the Patient Experience Team.
- 20 **Annual Members Meeting:** This take place on the 16th September at 5.30pm – 8.30pm to be held in the Post Graduate Centre, Warrington Hospital, and Executive Directors are invited to come along.

W&HHFT/TB/15/152 - Chief Executive Report

- 21 The Chief Executive provided a verbal update and reported on the following:
- 22 **Visit Monitor 6th July 2015:** The Chief Executive reported that herself, Chairman, Chief Operating Officer, Medical Director and Terry Atherton, Non-Executive Director and Chair of the Finance and Sustainability Committee travelled to Monitor on 6th July. There were two elements to the discussions with Monitor A&E performance and the Trusts Finance's; this was an iterative process throughout with challenge from Monitor. Monitor did acknowledge that there are system issues which are not in the gift of the Trust to change and will require a Health Economy response.
- 23 The Chief Executive advised that it would be safe to say that it is highly likely the Trust will be in breach of its licence when Monitor present their report to their Board on 4th August 2015. This is one of the reasons why the Trust has appointed Mark Brearley as the Interim Director of Transformation and to ensure a robust PMO role and to lead on the development of the turnaround plan.

- 24 It was acknowledged by the Board that it has had discussions on many occasions regarding A&E and its Financial position, and has been kept up to date about these and Monitors expectations of the Trust at all times. The intensity of those discussions in the context of begin in breach and being required to take enforcement action would mean even greater scrutiny on these matters



25 The Monitor Enforcement undertaking, financial planning and control, and A&E will all be discussed in detail at the Board Workshop/Timeout session this afternoon.

26 **Care Quality Commission (CQC) Report:** The CQC report has been published and there has been a Quality Summit which took place on 3rd July 2015, with the Trust, Paul Chandler, from Monitor, and Commissioners, Healthwatch, NHSE and CQC

The outcomes were:

- 27
- Bath Street – Good
 - Halton Hospital - Good
 - Warrington – Requires Improvement
 - The Trust overall outcome was requiring improvement

28 The Chief Executive advised she was pleased that our services are rated as good in effectiveness and caring. The improvements areas in the reports such as use of temporary staffing cover, and patient flow were not a surprise, but temporary staffing is an issue which is endemic across the whole of NHS and something we have been working to resolve for a number of months now.

29 The Chief Executive informed the Board of the actions taken with regards to helping with Consultant cover. The Trust will be hosting of 10 Trainee Physician Associates the Trust is at the forefront of this national concept with the Chief Executive taking a leading role in influencing this through the Dean and Cheshire & Merseyside Provider Chief Executives Group which she Chairs. There are also 4 fully trained Physician Associates coming from America to work at the Trust in the Autumn. It is to be expected that there may be some cultural difference at first but there will be a key relationship with the University to help them settle in for the two years they are with the Trust.

30 The Director of Human Resources and Organisational Development advised that Dr Briggs, Director of Medical Education has been fully supportive of the Physician Associates and has spoken to Consultant colleagues at the Local Negotiating Committee with great enthusiasm about them.

31 Patient flow is another area where the Trust is making improvement e.g. medical outliers, escalation and length of stay and there is a fully functional patient flow team working on ensuring the correct patients are in the correct beds.

32 An action plan was submitted to the CQC on Friday 24th July 2015 which was within the timeframe and this will be going through the normal governance process to be monitored through the Quality Committee.

33 **Medical Leadership Structure:** The Chief Executive advised of the changes to undertaken by the Medical Director to the medical leadership structure and these changes have made vast improvements in the short time they have been in place, ensuring more robust true accountability. The Medical Director has also set up a new meeting called the Medical Cabinet.

The changes are as follows:

- 34
- Dr Sal Khalid is now Chief of Service Unscheduled Care
 - Mr Mark Halliwell is now Chief of Service Scheduled Care
 - Mr Mark Halliwell is providing Divisional medical leadership for those teams sitting under WCSS
 - Dr Mohammad Al-Jafari is now Associate Medical Director for Revalidation & Appraisal
 - Dr Richard Briggs is now Associate Medical Director of Academic Affairs



- Dr Phil Cantrell is now Interim Associate Medical Director for Quality Governance
- Dr Anne Robinson is now Associate Medical Director for Quality Improvement.

35 The Medical Director has also appointed a Deputy Medical Director and the interview panel for this position consisted of representation from both CCG's and the Trust. Dr Nick Jenkins comes to the Trust from Frimley Park Hospital and has completed the Extensive Leadership Programme, as part of his job plan he will undertake 3 sessions a week in A&E. He also has an interest in primary/secondary care integration and his salary is paid half by Trust and half by the CCGs.

36 The Director of Finance and Commercial Development has proffered his resignation, he has been successfully appointed as Director of Finance for South Manchester University Hospitals NHS FT and will leave the Trust in December 2015, he will be a great loss to the Trust but are very pleased for him.

37 The recruitment process for a new Director of Finance and Commercial Development has begun.

W&HHFT/TB/15/153 - Verbal Report from the Chair of the Strategic People Committee

38 Anita Wainwright, Chair of the Strategic People Committee reported there has been no meeting of the Committee since the 2nd July Board.

39 The Terms of Reference have been reviewed and refreshed with regards to membership. The Director of Human Resources & Organisational Development is taking a different approach to how the agenda is set so as to provide more focussed discussions to be had on the important items and to allow time in the meeting to drill down into the detail. The meetings will begin with a staff story and the first story will be the Trusts 'Apprentice of the Month'.

40 A brief discussion took place around e-rostering, Anita Wainwright informed the Board that a visit has been arranged to Greater Manchester Fire Service to see how they have implemented e-rostering work in their organisation for the Director of Human Resources & Organisational Development and herself as well as colleagues from South Manchester Hospitals NHS FT.

W&HHFT/TB/15/154 – Workforce and Educational Development key Performance

41 The Director of Human Resources and Organisational Development presented the Workforce and Educational Development Key Performance report.

42 The Director of Human Resources and Organisational Development advised the Board that the sickness absence rate for Jun was 3.46% which was much improved and met the Trust target and is the best month rate for more than 4 years.

43 The Director of Human Resources and Organisational Development highlighted the KPI's on the dashboard which require further work one of these is manual handling – clinical.

44 Lynne Lobleby asked if the Workforce Strategy plan had been submitted to the HEE, Roger Wilson said it had although there were some I.T. issues with the upload which have now been resolved. Anita Wainwright explained that the same issue had been experienced at South Manchester Hospitals NHS Trust.



- 57 Terry Atherton suggested as Chair of the Finance and Sustainability Committee he would add the tender waiver process to the agenda and suggested that Anita Wainwright do the same as Chair of the Strategic People Committee.
- 58 Anita Wainwright commented that the issue with tender waivers is due to anticipating requirement and financial control.

W&HHFT/TB/15/157 – Verbal Report from the Chair of the Finance & Sustainability Committee

- 59 Terry Atherton, Chair of the Finance and Sustainability Committee provided a verbal update to the Board on the activity of the Committee meeting which took place on 27th July 2015. The Trust is £800k adverse to plan for June although there is a distortion in the figures due to Lorenzo. CIP will be discussed in further detail in the workshop to take place this afternoon.
- 60 Terry Atherton, reported that the continuation of the funding for STAR Unit is fundamental component to the Trust achieving its 4 hour target especially as we go into the winter period.
- 61 The Lorenzo Board Oversight Group did not meet in July the next meeting will be held on 18th August 2015.

W&HHFT/TB/15/158 – Finance Report – 30th June 2015

- 62 The Director of Finance & Commercial Development presented the Finance report advising the Board the operating income year to date is £349k above plan this is due to an over recovery in operating income and is been partially offset by an under recovery in clinical income. Overall however the year to date performance of the Trust was still behind budget by £842k.
- 63 The Director of Finance & Commercial Development reported that the monthly Bilateral meeting which take place with the Divisions are themed around Quality, People and Sustainability and Junes theme was sustainability in which in depth discussions took place with each Division with regards to their financial position, mitigation against overspends, CIP and future opportunities. Unscheduled Care provided their financial position which is £1.5m overspend the Executives asked the Division to look at mitigation around this overspend.
- 64 Cash flow balance is £3,675k which is £696k above plan. The Trust has received cash advances from Warrington CCG and Halton CCG in July.
- 65 Monitor asked if the Trust will be spending the £10m on the Estates Strategy in 2015/16, but this is not likely and we intend to share the latest position with both the Board and Monitor in September.
- 66 Price Waterhouse Cooper has asked the Trust to begin paying down some of its creditors which it is doing.
- 67 The Director of Finance & Commercial Development updated the Board on the current mediation position with Warrington CCG. The mediation meeting took place with the Trust, CCG both sets of solicitors and CEDR Mediator. Both parties spent considerable time trying to understand their respective positions, whilst no agreement was reached by the end of a long day the day allowed progress to take place. The Director of Finance and Commercial Development was pleased to report that a settlement was not too far off and would report to the Board the final outcome at the next Board.



- 68 Lynne Lobley, commented Monitor had on behalf of Morecambe Bay Hospital asked their CCG to increase the tariff paid to them is this something that the Trust could ask of Monitor. The Director of Finance & Commercial Development explained that he has already had this conversation with Monitor and they have declined to do this, but the Trust should discuss this again once the revised 3-5 Year Strategy is available.

W&HHFT/TB/15/159 – Corporate Performance Report – 30th June 2015

- 69 The Deputy Chief Operating Officer presented the Corporate Performance Report advising that the AED performance has improved but in June the performance fell to 92.5% and 91.16% for the quarter, a great deal of work has been undertaken to identify the reasons for the poor performance.
- 70 A&E Manager has now been appointed and the Medical Director has implemented the new structure in clinical leadership which has greatly improved the cultural issues in A&E. Action plans have been defined for the following areas to monitor improvement:
- Infrastructure
 - Clinical Pathways
 - Culture
 - Process and Systems
 - Leadership
- 71 The expectation is for a return to 95% threshold by September 2015, a new dashboard will be presented to the Finance and Sustainability Committee to allow for more detailed discussion this will then be presented to the Board.
- 72 Mike Lynch suggested it may be a useful piece of work to review 5 – 10 cases to uncover the reasons behind breaches of the A&E target at night. The Deputy Chief Operating Officer said this is a really good point and she would liaise with the Director of Human Resources and Organisational Development on this to look at training and ownership as well as reasons behind the breaches and help to find a solution.
- 73 The Chief Executive explained that good leadership will ensure the action plans and work streams stay on track.
- 74 Mike Lynch suggested that Ward Rounds starting at 8am would help with the patient flow aspect.
- 75 The Board acknowledged the contents of the report and the improvement in the AED target figures.

W&HHFT/TB/15/160 – Verbal Report from the Chair of the Quality Committee

- 76 Mike Lynch, Chair of the Quality Committee reported on the activity of the Committee since his last report to the Board. He advised that the CQC report has been presented to the Quality Committee and there are positives in the report, the Committee will monitor the actions / recommendations from these reports to enable assurance to the Board on progress.
- 77 The Quality Committee is also seeking to improve and strengthen the Risk Register and a workshop is planned in September to finalise sub-committee reporting. The Medical Director has taken over the role of DIPCE and Infection Prevention and Control is now a standing item on the Quality Committee



Royal Liverpool and Broadgreen Trust and Lauren Gould, Infection Prevention Specialist Nurse. The Peer review reported good practices at the Trust on hand hygiene and also provided recommendations to improve areas, an action plan has been completed to take forward.

- 90 Mike Lynch, Non-Executive Director reported that the hygiene practices at the Trust are exemplary and the age of the Trust Estate does not help this.
- 91 MRSA bacteraemia no cases have been reported in Q1 and there have been no cases reported since December 2014.
- 92 MSSA bacteraemia 5 cases reported but all are community apportioned.
- 93 The recent CQC report carried out a comprehensive inspection programme and reported good practices of hand hygiene and 'bare below the elbows' which is positive.
- 94 The Board noted the contents of the report and the progress made.

W&HHFT/TB/15/164 – Communications Strategy

- 95 A lengthy discussion took place regarding the Communications Strategy the Board agreed that it would be good to have time to digest the strategy and for a workshop to be arranged for the Board and the Deputy Director of Commercial Development to enable a detailed discussion to take place.

ACTION

- 96 The Chairman requested the Communication Strategy be omitted from the public board papers and a workshop arranged as requested, the Director of Finance & Commercial Development will liaise with the Deputy Director of Business Planning to arrange this.

Action: Director of Finance & Commercial Development

W&HHFT/TB/15/165 – Corporate Risk Register

- 97 The Board received, and noted the Corporate Risk Register.

W&HHFT/TB/15/166 – Monitor Governance Statement Quarter 1 2015/16

- 98 The Director of Finance & Commercial Development advised the Board of the requirement to confirm that it anticipates it will maintain a continuity of service risk rating 3 over the next 12 months which runs from Q1 2016/17.
- 99 The Board confirmed its agreement that it is satisfied that plans are in place and sufficient to ensure ongoing compliance with all existing targets and a commitment to comply with all known targets going forwards.

W&HHFT/TB/15/167 – Other Board Committee Reports

- 100 Having received verbal updates from the Chairs of each of the Committees, the Board noted the following:

- a) Strategic People Committee 8th June 2015



- b) Audit Committee 6th and 21st May 2015
- c) Finance & Sustainability 24th June 2015
- d) Quality Committee 2nd June 2015

W&HHFT/TB/15/168 - Any Other Business

101 There was no further business for discussion the Chairman closed the meeting.

Next Meeting: Wednesday 30th September 2015.

Final