

**Minutes of the Trust Board in Public Meeting of Weston Area Health NHS Trust held on  
Tuesday 4 December 2012 at 11.00 am in the Board Room, Weston General Hospital**

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**Present:**

Mr Chris Creswick	Chairman (V)
Mr Peter Colclough	Chief Executive (V)
Mr Grahame Paine	Non Executive Director (V)
Dr George Reah	Non Executive Director (V)
Mr Roger Lloyd	Non Executive Director (V)
Mr Ian Turner	Non Executive Director (V)
Mr Nick Gallegos	Medical Director (V)
Mr Rob Little	Director of Finance (V)
Mr Nick Wood	Chief Operating Officer (V)
Ms Bronwen Bishop	Director of Strategic Development
Mrs Sheridan Flavin	Director of Human Resources
Mrs Andrea Hunt	Associate Director of Governance and Assurance
Mr Adrian Rutter	Trust Board Secretary

(V) denotes Voting Director

**In Attendance:**

Mrs Julie Fisher	Executive Personal Assistant (Minute-Taker)
Mrs Chris Perry	Associate Director of Nursing
Mrs Caroline Welch	Head of Communications

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**799.12 WELCOME AND APOLOGIES**

Mr Creswick, Chairman, noted the following apologies for absence:

Ms Jude Ferguson	Non Executive Director
Mrs Irene Gray	Director of Nursing
Dr Patricia Woodhead	Director of Patient Safety

Mr Creswick welcomed Mr Rutter as the new Trust Board Secretary, replacing Mrs Hunt who joins the Board today for her last meeting. A welcome was also extended to Mrs Perry, deputising for Mrs Gray, Mr Buswell, Mr Meager, Mrs Blackmore and Mr Richardson.

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## **DECLARATION OF BOARD MEMBERS' INTEREST**

There were no declarations of interest.

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### **800.12 CONSENT AGENDA**

#### **Minutes and Matters Arising from the Meeting held on Tuesday 6 November 2012**

The Minutes of the meeting held on Tuesday 6 November 2012 were agreed as a correct record subject to clarification of the wording on Page 7 / 1<sup>st</sup> Paragraph, which should read:

"Referring back to ambulance delays, Mr Meager asked as to what percentage of patients would fall within the 'less than 15 minutes' and 'no more than 45 minutes' timescale. Mr Wood confirmed that on an average daily basis there would be no more than one patient waiting 'more than 45 minutes' and two or three patients waiting 'for between 15 and 45 minutes'. Mr Wood stressed that patient safety is not compromised and remains a priority, with care provided at all times".

#### **Resolution:**

The Minutes of the November Board in Public Meeting were **APPROVED** as a true and accurate record of the meeting, subject to the one amendment as stated above.

The Table of Matters Arising following the meeting held on Tuesday 6 November 2012 had been reviewed with the progress and completion data duly updated.

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### **801.12 PROFESSIONAL STANDARDS AUTHORITY: STANDARDS FOR MEMBERS OF NHS BOARDS AND CLINICAL COMMISSIONING GROUP GOVERNING BODIES IN ENGLAND**

Mrs Hunt presented a summary of Standards for Members of NHS Boards and Clinical Commissioning Group Governing Bodies in England, which asks the Board to confirm their commitment to the practice of good governance and to the legal and regulatory frameworks in which they operate.

Although these standards specifically relate to members of an NHS Board, it was agreed that the template could be used to provide a good framework to members of the Executive Management Group. Mrs Hunt confirmed that the standards do not replace the Trust's existing Code of Conduct. Mr Creswick noted that the guidance was consistent with previous guidance, although

more explicit in relation to such areas as conflict of interest, and timely in relation to the emerging Clinical Commissioning Groups.

**Resolution:**

The Trust Board **RECEIVED and CONFIRMED** their understanding and commitment to the practice of good governance and the legal and regulatory frameworks in which they operate on a regular basis.

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**802.12**

**CHIEF EXECUTIVE'S REPORT**

Mr Colclough presented his Chief Executive's report for December 2012, adding that following the Care Quality Commission Inspection which took place on 24 October 2012 to review Outcome 6 'Co-operating with Other Providers', the Trust has now been deemed 'fully compliant', having been judged 'failing' on this outcome in March 2012. A tremendous amount of work has taken place to ensure that the Trust now meets this standard. Mr Colclough extended his thanks to everyone involved.

On behalf of the Board, Mr Creswick congratulated the Executive Team as the Trust has recently been ranked in the Top Six most clinically efficient hospitals in the country in the 2012 Dr Foster Hospital Guide. Mr Creswick said that this demonstrates how Weston is successfully striving to deliver the highest level of quality and safe care to our local population. This was endorsed by Mr Colclough who added publicly that this Trust is far from 'failing' and is delivering a performance in many areas which other hospitals, including Foundation Trusts, would be proud of.

The Board were also pleased to learn that Mr Wood had given a lengthy interview on BBC Radio Bristol and Mrs Perry a follow-up interview with Dr Phil Hammond, who had offered on-air congratulations to the Trust.

**Resolution:**

The Trust Board **NOTED** the Chief Executive's Report.

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**803.12**

**INTEGRATED PERFORMANCE REPORT**

**Section 1 – Executive Summary**

Mr Wood introduced the Integrated Performance Report for November 2012. Delivery of some key targets continues to prove challenging due to the level of activity and the acuity of patients. Mr Wood said that this unfortunately led to the Trust not achieving the four hour target for the month, which is disappointing after exceeding the target for the first six months of the financial year 2012 / 2013.

However, the Trust improved upon its 'Referral to Treatment' performance in October with the incomplete pathway target being met for the first time in two months. This improvement also continued with the Trust achieving the target for Choose and Book slot availability.

Mr Wood drew the Board's attention to the Monitor Scorecard, which shows a very favourable picture, the only negative being the failure to meet the four hour target. Mr Wood added that Weston was not the only Trust within the region to have failed this indicator.

Mr Colclough referred back to the Dr Foster Hospital Guide, acknowledging that the Trust does continue to perform well and is holding its own in comparison with other Trusts within our peer group.

In response to a question raised in respect of Ambulance Delays, Mr Wood gave reassurance that patients arriving by ambulance who are awaiting a cubicle are cared for in a safe environment and under the supervision of a Paramedic. Mr Wood confirmed that on average delays in ambulance handover would equate to one or two patients per day.

## **Section 2 - Quality and Patient Safety**

Mrs Perry introduced the Quality and Patient Safety section of the report, the key headlines for which are included within the Executive Summary.

The Board had previously requested further analysis of the "Safe Slipper Trial", which Mrs Perry confirmed is included within the report on Page 15.

The Board's attention was drawn to the new format of the Complaints Section of the report "Learning from Complaints", and the inclusion of "Compliments". Mr Creswick welcomed the introduction of "Compliments" within the report, although it was noted that names should be anonymised.

**Action:**

Names to be anonymised from future Integrated Performance Reports.

**By:**

Director of Nursing / Associate Director of Nursing

Mrs Perry reported that actions to improve breastfeeding rates are ongoing. The Birth Centre and Community Services were assessed against 'Baby Friendly Breast Feeding Level 3' in October, with the outcome being 41 out of 43 standards achieved.

In response to Mr Buswell's question, Mrs Perry provided clarity in respect of the two indicators attributed to the 'Local Patient Survey' and the method of calculation which had been reviewed and changed for July 2012.

### **Section 3 - Operational Performance**

In presenting the Operational Performance for the Trust, Mr Wood drew the Board's attention to the new set of Theatre Performance Measurements which are included within the Summary Scorecard. Mr Wood added that the Trust is continuing to work alongside Newton Europe to improve theatre performance and progress of this will continue to be provided to the Board. Mr Wood confirmed that 22 operations had been cancelled in October, all of which had been deemed non-clinically urgent. Mr Paine expressed his disappointment with this level of cancellation, noting the impact of cancellations on patients and their families.

Mr Creswick noted the percentage of late Theatre starts and questioned whether this would merit a 'final warning' if directly attributable to particular staff, given the implications for patients and the Trust. Mr Wood confirmed that the measurement has been changed on the back of the Opera System, although the timeline is yet to be reviewed and agreed.

### **Human Resources**

Mrs Flavin introduced the Human Resources section of the report, providing further detail against the summary headlines.

Mrs Flavin confirmed that the latest position for compliance of Statutory and Mandatory Training is 81%, with an average of 50% of staff filling the capacity at training sessions. Work remains ongoing to ensure that 90% compliance is achieved.

Mr Wood provided feedback following the Performance Assurance Framework Meetings held on Friday 30 November 2012, and during which each of the Divisions had been asked to recruit to vacancies, adding that no restrictions had been levied by the Executive Management Group. Mr Creswick recognised that the current situation with temporary staffing, although not right, is a great deal better than previously reported.

### **Finance Report**

Mr Little presented the Finance Report for Month 7, with the key headlines as shown within the report.

- The financial position at Month 7 is that the Trust is reporting a year-to-date surplus of £1,286k, which is in line with the plan;

- Overall, income is £927k above plan at the end of October 2012;
- Overall, expenditure is £928k over plan at the end of Month 7.

Mr Little added that the Trust's Service Improvement Programme (SIP) had delivered £466k in October against a target of £375k, although a percentage of these savings were one-off items.

The confirmed capital resource limit for 2012 / 2013 is £3,650k plus an anticipated strategic capital allocation of £2,000k totalling £5,650k. Mr Little confirmed that in October the Capital Programme has delivered capital expenditure of £754k.

A major pressure continues to relate to high activity levels and the impact on staffing for the Trust. The cost of additional unfunded beds increased by £14k over the level required in September up to £53k. Mr Little remarked that the high levels of bank and agency nursing used to cover ward areas and provide additional cover for challenging patients has led to an overall increase in nursing costs of £104k when compared with the September spend.

In concluding, Mr Little confirmed that the final element of the loan from the Strategic Health Authority will be paid on 15 March 2013.

Mr Paine congratulated Mr Little and the Team for the achievement made to-date.

**Resolution:**

The Trust Board **NOTED** the Integrated Performance Report.

**804.12**

**FAMILY AND FRIENDS TEST – IMPLEMENTATION BRIEFING PAPER**

Mrs Perry introduced a paper which seeks to brief the Board on the current position and plans for implementing the National Family and Friends Test.

Mrs Perry advised that the current feedback processes of the in-patient survey and the exit cards meet some of the national requirements; however, there are some modifications to the methodology needed to align the Trust's processes to meet the national requirements which are outlined within the paper.

Mrs Perry added that all Trusts are required to have mechanisms in place to collect the Family and Friends Test from 1 April 2013 with reporting required from May 2013. The Board will receive the first wave of data from February 2013.

Mr Creswick thanked Mrs Perry for the detail provided and welcomed a full report at the Trust Board Meeting in February 2013.

**Action:**

10 March 2025

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Full report to be provided at the Trust Board Meeting in February 2013.

**By:**

Associate Director of Nursing

**Resolution:**

The Trust Board **NOTED** the Family and Friends Test – Implementation Briefing Paper.

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**805.12 ANY OTHER BUSINESS**

**Patient Advice and Liaison Service**

Mr Richardson remarked on the service provided by the Patient Advice and Liaison Service and asked for this information to be publicised more widely. Mrs Welch acknowledged Mr Richardson, confirming that this action is included within the Director of Nursing's agenda.

**Discharge Process**

Mrs Blackmore commented on a recent article relating to "discharge from the Emergency Department", and asked whether the Trust did have a Discharge Policy for the Emergency Department. Mr Wood acknowledged the importance of the question raised by Mrs Blackmore, confirming that a review is ongoing which does seek to address this point. Mr Creswick added that the discharge process within the Trust has continued to improve over recent months, but clearly remains challenging.

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**806.12 DATE OF NEXT TRUST BOARD MEETING:**

Tuesday 8 January 2013 at 11.00 am in the Board Room

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The **Trust Board in Public Meeting** closed at 12.35 pm

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