

Meeting of the 'Open' Session of the Trust Board

**Held on Wednesday 5 May at 10.00am
in the Boardroom**

Minutes

Present:	Non-Executive Directors	Executive Directors (including Board members) (‘v’ denotes Voting Executive)
	Mr Chris Creswick (Chair) Ms Jude Ferguson Mr Ian Turner Mr Grahame Paine Dr George Reah	Mrs Lorene Read (v) Mrs Alison Kingscott Ms Bronwen Bishop (v) Mr Nick Gallegos (v) Dr Patricia Woodhead Mr Rob Little (v) Mrs Chris Bryant Mr Ian Bramley (Acting Director of Nursing)
Apologies:	Mrs Sally Calverley, Ms Carolyn Moore, Mr Alan Richardson	
In Attendance:	Mr Mike Lyall (Community Services Committee/NHS North Somerset), Mrs Margaret Blackmore (Crossroads), Mr Stephen Buswell (LINK), Dr Paul Phillips (NHS North Somerset), Ms Claire Leandro (North Somerset Council), Mrs Sally Moores, Mrs Caroline Welch, Mrs Sue Palmer	

The meeting commenced at 10.02am

Actions

Mr Creswick congratulated Mr Gallegos on his substantive appointment as Medical Director.

407.10 **Declarations of Interest**

There were no declarations of interest.

408.10 **Minutes and Matters Arising from the Meeting held on Wednesday 7 April 2010**

The minutes were agreed as a correct record subject to the following amendments:

It was noted that Mr Alan Richardson had been referred to as Mr Davidson within the body of the minutes and that an action relating to Mr Richardson has inadvertently been copied to the bottom of page 13.

Page 5 – 1st paragraph to read:

'The lack of access to Dr Foster means that the Trust is reliant on the South West Regional Office for uploading the data, and if the data is not promptly and accurately passed through the system, the data is not up to date. A plan for the procurement process should be prepared to ensure continuity through the procurement process'.

Page 9

The heading '2010/11 Budget and Capital Plan' to be moved to the bottom of the page, and an additional paragraph to be added as follows:

'Mr Little presented the revenue, capital and cash budgets for 2010/11 and explained:

- *The planned revenue surplus of £3.607m was in line with the five year recovery plan and enabled repayment of the next stage of the loan to the Department of Health.*
- *The revenue income plan was for £90.776m.*
- *The savings plan has been set at £5.4m.*
- *The major risks would relate to the achievement of the savings plans, income from commissioners and managing expenditure within budgets for the year.*
- *A summary capital plan showed the anticipated capital funding of £9,280,561 with specific commitments of £8,285,971 and the major scheme is the new Integrated Urgent Care department with a budget of £6.593m. There will be very limited capital available for the year and this is a risk for the Trust to manage'.*

Page 10 Minute 402.10 Performance Report, a 3rd paragraph to be added to read:

'Mr Grahame Paine requested information on the following subjects be made available on a regular basis in the Performance Report:

- *Falls assessments*
- *Stroke*
- *Single sex sharing/breaches*
- *Vulnerable adults safeguarding training'*

Page 11 Minute 404.10 Green Travel Plan

Mrs Alison Kingscott will, following Ms Martin's departure become Lead Director for the Green Travel Plan, a timescale for revision of which will be provided as soon as possible..

It was agreed that an updated copy of the Minutes would

be circulated to all Board members.

Matters Arising

The Board noted that the actions for Minute 365.10 (noted under 394.10) had been completed.

Minute 373.10 – ALE 2009/2010 – Estates Strategy

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The Board noted that Mrs Alison Kingscott would be reviewing the Estates Plan and would report back to the Board in June regarding timescales.

Minute 396.10 Delivering Single Sex Accommodation

It was noted that figures on single sex accommodation performance will appear in the Performance Report from next month.

409.10

Schedule of Tracked Matters Arising

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The newly introduced 'Schedule of Tracked Matters' was considered. It was agreed that an additional column of 'scheduled due date' would be added so that any slippage could be noted.

On behalf of herself and Mr Mike Lyall, Mrs Margaret Blackmore thanked the Trust and Dr Patricia Woodhead for the excellent Patient Safety Day that had recently taken place.

Mr Creswick expressed his appreciation for their continuing interest in the patient experience.

410.10

Report of the Chief Executive

Mrs Read provided a brief update during which it was noted that:

- The new MRI scanner had successfully opened on 19 May.
- The ED department was recently moved to the decant facility. Despite this being undertaken during an extremely busy period, the move went extremely smoothly with no major incidents over the three nights. The new facilities have made a great difference to privacy and dignity issues.

The Board noted the report of the Chief Executive.

411.10 Matrons' Report – Patient Falls

Mr Ian Bramley presented the report on Patient Falls during which the following was noted:

- Falls have been highlighted as a patient safety focus for this year, as falls are the most frequently reported patient incident.
- Benchmarking indicates that the Trust has a higher number of falls compared to other Trusts; however it was noted that Weston serves a more elderly population who may be more susceptible to falling.
- Mr Bramley will try to provide further data on falls broken down by age bands.
- Urgent detailed remedial action to identify the nature and investigate the causes of falls is being undertaken, applying the same detail and rigour as the Tissue Viability analysis, and will be monitored through the Care Quality and Governance Committee.
- The number of falls by ward are already published monthly and Ward Sisters are now completing a root cause analysis for every fall.
- Ms Ferguson asked for further explanation of causes, and action taken, where individual wards have a high number of falls within a given month.
- Data is required on the impact on the length of stay figures in relation to falls.
- Mr Gallegos commented that the number of falls does appear to have some relationship to the time of day and the nursing density available. Mr Bramley advised that work was currently underway to examine staffing levels and the supervision element at the time of the fall.
- The Trust has recently signed up to become part of a randomised flooring trial that may reduce the chances of significant harm being sustained during a fall.
- Mr Bramley advised that the Trust was slightly above average for the number of falls resulting in injury, again based on available benchmarking data.

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Mr Lyall asked whether patients could be tested for Menieres disease prior to being admitted. Mr Gallegos felt it could prove useful to know how many patients suffered from such potential contributory conditions upon admittance. Mr Bramley felt that this information was already provided on the falls assessment tool, which is a nationally defined tool based on best practice.

The Board noted the content of the report.

412.10 Care, Quality & Governance Committee – minutes of meeting on 11 March 2010 and summary of meeting on 8 April 2010

Dr Reah expressed his appreciation at the new style minutes from the Care Quality and Governance meeting, which he said were the most informative seen and would greatly assist with audit issues.

Discussion took place around the following:

- There are financial incentives related to participation in the National Hip Fracture database. Mrs Bryant confirmed that data was currently being assessed to see how participation could be facilitated.
- The two SUI's relating to child deaths will be closed at the May CLIC meeting. The Committee will be looking at any recommendations and learning that could be taken from them.

Ms Jude Ferguson, who had chaired the last meeting on 8 April in Mrs Calverley's absence, updated the Board on various issues, to be reported in the next Committee minutes:-

- Neonatal Resuscitation – Mr Gallegos has drafted a protocol for presentation at the May Care, Quality and Governance Committee meeting.
- A Tissue Viability Report was presented by Mr Bramley. An action plan has been developed and all items have been achieved with the exception of the training needs analysis.
- Updated action plans will be presented to the May Care, Quality and Governance Committee meeting in respect of Drove Road, Records Management and Medicines Management.

The Board noted that Mrs Calverley was reviewing the provision of an exception report in place of minutes for submission to the Board in respect of the Care Quality and Governance Committee's meetings, in the context of the wider review of the committee's workings.

The Board noted the Minutes and update.

413.10 Doctor Revalidation

Mr Gallegos explained the Doctor revalidation process and advised that it was not being rolled out until April 2011.

Discussion took place regarding compliance and the support required and took note of the recourse to disciplinary processes that could be involved if individuals did not participate in the process.

10.57am Mrs Caroline Welch left the meeting.

Mr Gallegos agreed to report progress against the six action points contained in the paper in six months time.

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The Board noted the report on Doctor Revalidation from the Medical Director.

414.10

Ward Staffing

Mr Bramley presented a report on the results of an audit of staffing undertaken by the Audit Commission in September 2009 during which it was noted that:

- The data used was from May – June 2008 and there have been significant changes since then.
- The number of staff working on wards was close to average when compared with peer organisations.
- The skill mix was lighter compared to the peer group in that there were slightly fewer registered nurses in total.
- The report commented on the high use of agency staff; however this was addressed last year.
- Ward sisters have been undertaking an acuity and dependency analysis. Initial data appears to show a variation in acuity and dependency across the wards; however the staffing levels and mix are the same.
- Matrons have now been tasked as 'Safeguarding Champions' and will be looking at staffing ratios on all wards, with a view to ensuring that it is appropriate at all times.
- The Trust is currently utilising NHS Elect expertise to support review.
- It is hoped that the new Assistant Practitioner Band 4 role will alleviate some of the issues in relation to skill mix. The Board noted that there was a clear set of National Standards regarding the new role, which will be across all disciplines.

It was agreed that the July seminar would reflect upon workforce issues, the outcome of which would be shared

with Mr Mike Lyall.

11.25am Mrs Caroline Welch returned to the meeting.

Dr Phillips confirmed that Weston have expressed interest and reserved places for the foundation degree positions, which is a key to future nurse training numbers.

The Board noted the report on Ward Staffing.

415.10 Patient Safety Project – Update

Discussion took place around the Patient Safety Improvement Programme during which it was noted that:

- Mrs Read will make a decision shortly on who is to take over the lead on patient safety whilst Dr Woodhead is on secondment in the United States. LR
- Dr Woodhead will check that the VTE Risk Assessment forms format is compatible with the UNIFY software to ensure that data can be loaded from 1 June. PW
- The Trust is fortunate to have learned from running a pilot of the scheme that is shortly going to be extended nationally. PW
- Mr Paine noticed that there appeared to be a data inconsistency on hand hygiene compliance. This will be checked.

11.42 a.m. Ms Claire Leandro left the meeting.

The Board:

1. Noted the key importance of parameters within the Safety Programme that will impact on the other organisational objectives of the Trust (eg finance).
2. Recognised the importance of Board Members' roles in leading from the front.
3. Noted that Patient Safety is triangulated alongside all other information in making investment and strategic decisions.

416.10 Assurance Framework

The Board noted the first draft 2010/2011 Assurance Framework.

417.10 Audit & Assurance Committee on 14 April 2010 – Exception Report

The Board noted that this was a summary report and not

an exception report.

Mr Turner updated the Board on the key themes from the meeting held on 14 April during which it was noted that:

- The general theme of the meeting was year end, with both internal and external auditors getting close to finalising their scorings for the Trust.
- It was recognised that there was still a lot of work to do on data quality.
- The external auditors were over half way through scoring for ALE and the Trust were on course to score an overall Level 2. Whilst disappointing this is an improving Level 2 and the Trust is still moving slowly in the right direction.
- Mrs Bryant advised the Board about the new performance management tool which had been set up at the Divisional Managers weekly meeting.
- Discussion took place regarding partnership working and the need to further improve relationships, in terms of active collaboration and shared initiatives that make best use of resources.

Mr Creswick thanked Mr Turner, Mr Little and the Audit Committee for all their hard work.

The Board noted the report.

418.10 Finance Report

Dr Phillips left the meeting at 12.12pm.

Mr Little presented the Finance Report for Month 12 during which it was noted that:

- The capital to be carried forward needs agreeing with the Strategic Health Authority and the Department of Health.
- Draft accounts will go to the Audit & Assurance Committee on 7 June 2010.
- The audit is still ongoing but should be completed within the next two weeks.
- Dr Reah raised a query regarding the variations between planned and actual income in certain specialities. This issue was recognised and is subject to further investigation.
- The Board noted that activity plans are based upon the contract with NHS North Somerset and capacity plans for this year have been worked through.
- It was agreed to analyse the work undertaken after 3 months to compare actual activity against planned

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capacity.

The Board noted the contents of the report.

419.10 Performance Report

Mrs Bryant praised the work of Jules Martin and her team and the exceptional work they had carried out with the emergency department decant on one of the busiest nights of the year.

Mrs Bryant updated the Board as follows:

- The new department is working well and allowing the Trust to make certain changes which have improved ambulance handover performance.
- The Director of Service Delivery from Great Western Ambulance Service has advised the Trust that they have gone from being the worst performing Trust to one of the best in relation to ambulance handovers, in the brief period since the move.
- More information has been provided for the dashboard, which is beginning to turn into a useful tool to support and guide the Trust.
- Dr Reah requested that in future, the report should state whether any unfunded beds had been used.
- Discussion took place regarding the inclusion of hospital standard mortality rate data within the performance report. CHKS have recently stopped supplying this data and there is a need to ascertain how the data is being gathered and how we access it.
- The Board noted that there is a conflict with delivering against services defined in target times for Choose and Book when a patient selects a consultant who is already fully booked against the working time directive. This situation needs to be fed back into the system.
- It was agreed that data linked to the QUIPP and CQUINS part of the contract with NHS North Somerset be brought to the Board as a subset of the performance report.
- Mr Paine requested the data which had not been completed on the performance report be provided before the June meeting, ie stroke etc.
- It was noted that whilst the figures for March showed an increase in pressure sores, the ongoing trend is still downwards.
- Ms Ferguson requested that when the Performance

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Report is loaded onto the website, the dashboard is shown before the exception report.

- Where data is not available for whatever reason, a commentary is to be provided on the performance report. CB
- There is now a clear specification of what each single sex ward should look like and operational staff are clear about what constitutes a breach. An operational flowchart is to be provided to staff. CB

The Board noted and discussed the contents of the report which detailed the Trust's performance against key national and local priorities and a range of internal quality performance metrics.

Mr Mike Lyall left the meeting at 12.57pm.

420.10 Annual Workforce Report

Mrs Kingscott provided the Board with an overview of the workforce as at 31 March 2010, together with an update on areas of HR activity over the past 12 months and key areas for continued attention in the year ahead.

During detailed discussion the following was noted:

- Nursing vacancies are now being filled from bank.
- Alternative media for training is being explored ie out of hours and e-learning to increase compliance figures.
- Data requires cleansing on the training figures as compliance is believed to be higher than reported.
- It was noted that appraisal compliance figures were not good, although some Divisions were doing particularly well. The data is not consistent with other sources. Work is taking place on this issue. AK
- The Trust has been offered an NHS Graduate Management Trainee who will be starting in September. AK

The Board noted the contents of the paper.

421.10 Register of Sealed Documents

The Board noted that there had been three sealed documents since the last report to Board on 7 April 2010.

The Board received and noted the report on the Register of Sealed Documents.

422.10 Any Other Business

Mr Paine advised that he hoped to get the Terms of Reference out for the Patient Safety Review Group shortly.

Mr Creswick moved a motion to exclude the public from the 'Closed' session, and this was approved.

The meeting concluded at 13.10pm.

DATE OF NEXT MEETING

Wednesday 2 June 2010 at 10.00am in the Lecture Theatre.

Signed.....
(Chair)

Date.....