

**Minutes of the Trust Board in Public Meeting of Weston Area Health NHS Trust held on
Tuesday 8 January 2013 at 11.00 am in the Board Room, Weston General Hospital**

Present:

Mr Chris Creswick	Chairman (V)
Mr Peter Colclough	Chief Executive (V)
Ms Jude Ferguson	Non Executive Director (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)
Mrs Irene Gray	Director of Nursing
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
Mr Adrian Rutter	Trust Board Secretary
Mr Nathan Meager	Patients' Council

(V) denotes Voting Director

In Attendance:

Mrs Julie Fisher	Executive Personal Assistant (Minute-Taker)
Mrs Caroline Welch	Head of Communications

807.13 WELCOME AND APOLOGIES

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

Dr Patricia Woodhead Director of Patient Safety

Mr Creswick welcomed Mr Stephen Buswell (North Somerset LINK) and Mrs Margaret Blackmore (Patient Representative).

DECLARATION OF BOARD MEMBERS' INTEREST

There were no declarations of interest.

Minutes and Matters Arising from the Meeting held on Tuesday 4 December 2012

The Minutes of the meeting held on Tuesday 4 December 2012 were agreed as a correct record.

Resolution:

The Minutes of the December Board in Public Meeting were **APPROVED** as a true and accurate record of the meeting.

The Table of Matters Arising following the meeting held on Tuesday 4 December 2012 had been reviewed with the progress and completion data duly updated.

Mr Colclough presented his Chief Executive's Report for January 2013. He noted that the transfer from Great Western Ambulance Service NHS Trust (GWAST) to South Western Ambulance Service NHS Foundation Trust (SWASFT) would take place on 1 February 2013, creating a single Ambulance Service for the South West with the potential to develop an even stronger link with the Hospital on matters regarding ambulance turn-around and A&E services. Mr Creswick commented that he would write to the Chair of each Trust.

Mr Colclough advised that the first meeting of the Transition Project Board would take place on the day after this Trust Board Meeting. Mr Creswick added his appreciation of the contribution to the Transition Project from Mr Colclough, Ms Bishop and Mrs Welch.

Resolution:

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

Section 1 – Executive Summary

Mr Wood introduced the Integrated Performance Report for December 2012. He began by noting the recent Dr Foster 2012 Hospital Guide “Fit for the Future?” which had ranked the Trust in the Top 6 ‘Most efficient’ NHS Trusts, a very real recognition of improvement, and advised that the Trust had moved into a “green” risk rating on the Monitor Scorecard for all items except the 95%/4 Hour waiting target for A&E. Mr Wood added that Weston was not the only Trust within the region to have failed this indicator.

Mr Creswick added the Board’s congratulations to staff on achieving the Dr Foster rating, noting the distinction between ‘efficiency’ and ‘quality of care’ and the need to secure both.

Section 2 - Quality and Patient Safety

Mrs Gray introduced the Quality and Patient Safety section of the report, the key headlines for which are included within the Executive Summary at Paragraph 2.1 of the report. Mrs Gray commented on a number of elements of the IPR, including:

- Six Serious Incidents (SIs) were opened in November, and seven SI investigations were closed;
- The Trust expected to meet its target for reducing Pressure Ulcers by the end of the year, and was looking to work with other local providers to reduce the number of community-acquired incidents;
- The Associate Director of Nursing, Mrs Chris Perry, was investigating the background to an increase in the number of complaints at Kewstoke Ward;
- A Revision Workshop had been set up for discharge planning;
- The number of patient compliments was pleasing, a good precursor to the “Friends and Family Test” expected in March;
- Although Infection Control met targets in November, regrettably there were four cases of Clostridium Difficile in December so the Trust had now exceeded its target maximum for the year, and the Associate Director of Nursing and the Infection Control Team were finalising an Action Plan in response.

Mrs Gray noted that the Trust should consider the potential for contract penalties to be imposed in some circumstances. She added that the reduction of cases from last year in terms of our elderly and vulnerable patient population was an extremely positive endorsement of the initiatives of the Infection Control Team;

- MRSA screening had dropped to 90%, mainly due to operational difficulties in screening patients in the Emergency Division.

Mr Creswick asked about the 'never' event referred to on Page 14 of the report, and Mr Gallegos explained that although the policy is to call a 'Never Event' on reasonable expectation, a subsequent thorough investigation had determined that the incident did not result in harm to the patient and did not meet the national criteria to be declared a 'Never Event'.

Mr Little endorsed Mrs Gray's warning about the potential financial penalties of failing to meet infection control targets; Mr Gallegos commented that while MRSA is controllable by good hygiene, C. Difficile is not, and the Trust had turned in an astonishingly good performance considering the patient mix.

In response to Mr Buswell's questioning whether there was any underlying trend in patient falls, Mrs Gray advised that the Trust was already investigating that question and she would report back to the Board in February. Mr Wood commented that there are indications that the patient age profile is increasing and that some patients are admitted to the Hospital for social rather than medical reasons, which is a worrying trend.

Action:

Update report on any underlying trends in patient falls to be reported to the February Board.

By:

Director of Nursing

Section 3 - Operational Performance

In presenting the Operational Performance for the Trust, Mr Wood drew the Board's attention to the strong performance of the Planned Care Division in meeting all five of the Referral to Treatment (RTT) targets for the second consecutive month. He noted difficulties in meeting the 62 day standard, due in part to the recent ill-health of the Trust's Consultant Oncologist.

Mr Wood also referred to continuing difficulties in meeting the 4 Hour target for treating A&E admissions, caused by a significant change in the activity patterns of patients attending A&E (particularly at weekends) and by capacity issues from the increasing average length of stay and the ongoing difficulties

in recruiting and retaining a consultant body with the capacity and mix of skills to respond to the peaks and troughs of patient demand across different specialisms.

Mr Creswick noted that Mr Wood had succinctly described a problem urgently being addressed by Mr Colclough and the Executive Management Group in dialogue with commissioners, since Weston is often the 'provider of last resort' for elderly and vulnerable patients.

Mr Buswell asked for more information on the difficulties of recruiting consultants. Mr Wood replied that two recent advertisements had brought no response due to a national shortage, although a locum had been found.

Mr Meager asked about the 'peaks and troughs'. Mr Wood advised that peak demand had moved to later in each day, stretching out resources since ED is a 24 hour provider and cannot simply move its existing capacity to later in the working day. Ms Ferguson asked if external factors could be driving the movements in demand and Mr Wood confirmed this was being researched.

Dr Reah asked if the target of no more than 7% for "Unplanned Readmissions" in A&E on Page 7 of the Integrated Performance Report was realistic and in comparison with other Trusts. Mr Wood answered that the Trust had spent a significant amount of time with social care and community health providers, and local initiatives like "Virtual Wards" are at full capacity.

Section 4 Human Resources

Mrs Flavin introduced the Human Resources section of the report, providing further detail against the summary headlines and correcting the headline regarding appraisal rate to say "decreased to 85.43%" and not "increased" (although it was still within the target range).

Mrs Flavin reported that "pipeline" recruitment has now started, along with some work on overseas recruitment and Open Days promoting and branding the Trust as offering excellent career opportunities with a better work/life balance than other Trusts competing for staff.

Mrs Flavin advised that sickness absence has increased due to winter illnesses, although flu vaccination rates were up on last year. She added that continuing improvement in compliance with Statutory and Mandatory Training is being targeted through work with Divisions.

Mr Lloyd asked when the Trust could expect the costs of bank and agency staff to reduce, since the same funding could be used to provide permanent staff roles. Mrs Gray and Mr Wood explained that there was a significant piece of work going on to identify appropriate staffing levels across all wards, including appropriate remuneration levels for Bank staff, and that was expected to be completed within a month. Mr Wood added that competition

for permanent nursing staff is intense across the region and more widely, and the Trust needed a new approach to recruitment, hence the new initiatives.

Mr Lloyd asked about the Trust's involvement with the South West Pay, Terms and Conditions Consortium. Mr Creswick and Mr Colclough advised that the Board is not committed to any substantive action as a result of its membership of the Consortium, and Mrs Flavin noted that she would share a brief with the Board in advance of an update to the JNCC (Joint Negotiating and Consultative Committee) in February.

Section 5 Finance Report

Mr Little presented the Finance Report for Month 8, with the key headlines as shown within the report. He commented:

- The financial position at Month 8 is that the Trust is reporting a year to-date surplus of £1,539k, which is in line with the plan;
- Overall income is £1,102k above plan at the end of November 2012;
- Overall expenditure is £1,104k over plan at the end of Month 8.

Mr Little added that while all key dashboard items were green, the Trust was still struggling to meet all its savings targets, which was a challenge for next year and was highlighted by the run rate shown in the graph on Page 39 of the report.

Mr Little reported that he had concerns about the Trust's capacity to deliver its Capital Programme in full by the end of the year. He advised that the Trust's liquidity was improving, and that the year to date Foundation Trust Indicative Financial Risk Rating showed the Trust was performing relatively well.

In concluding, Mr Little noted that income negotiations were continuing and he would report on that to next month's Board.

Mr Paine asked if underspent capital would be rolled-forward into next year, and Mr Little confirmed that it would not.

Mr Creswick asked about how individual Divisional year-end surpluses or deficits would be treated, and Mr Little emphasised that all Divisions are fully involved with decisions about managing the year-end result – there is no corporate action in isolation.

Mr Turner asked about progress in Theatre efficiencies from the Newton Europe exercise. Mr Wood answered that the data gathered to date was now being interpreted to provide the basis for Job Plans, and the programme was

turning out to be considerably more complex than Newton Europe might have expected. Mr Turner asked for an update to be provided to the next Finance Committee Meeting. Mr Colcough commented that the Trust would be undertaking a full evaluation to be reviewed by the Finance Committee.

Action:

Report on income negotiations at the February Board

By:

Director of Finance

Action:

Report on progress with Newton Europe to the Finance Committee on 22 January 2013

By:

Chief Operating Officer

Resolution:

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

811.13 ANNUAL REVIEW OF STANDING ORDERS, STANDING FINANCIAL INSTRUCTIONS AND SCHEME OF DELEGATION

Mr Creswick noted the considerable amount of work undertaken by the Director of Finance and his Team in bringing the extremely detailed document up to date.

Resolution:

The Trust Board **APPROVED** the Standing Orders, Standing Financial Instructions and Scheme of Delegation as outlined within Attachment 4 of the Board papers.

812.13 ANY OTHER BUSINESS

There were no other items of business.

813.13 DATE OF NEXT TRUST BOARD MEETING:

Tuesday 5 March 2013 at 11.00 am in the Board Room

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

