SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board
Held on Monday 3 April 2017

Board Members Present:	Dr N Marsden	Chairman
	Ms T Baker	Non-Executive Director
	Mr M von Bertele	Non-Executive Director
	Dr C Blanshard	Medical Director
	Mrs C Charles-Barks	Chief Executive
	Mr M Cassells	Director of Finance and Procurement
	Mr A Hyett	Chief Operating Officer
	Mrs A Kingscott	Director of Human Resources and Organisational Development
	Mr P Kemp	Non-Executive Director
	Mrs K Matthews	Non-Executive Director
	Dr M Marsh	Non-Executive Director
	Ms L Wilkinson	Director of Nursing
Corporate Directors Present:	Mr L Arnold	Director of Corporate Development
	Mr I Downie	Associate Non-Executive Director
	Mr S Long	Associate Non-Executive Director
In Attendance:	Mr P Butler	Head of Communications
	Mr D Seabrooke	Secretary to the Board
	Mr P LeFever	Wiltshire Health Watch
	Mrs L Turner	Public Governor
	Mr N Alward	Public Governor
	Dr A Lack	Lead Governor
	Dr J Lisle	Public Governor
	Sir R Jack	Public Governor
	Mr R Polkinghorne	Appointed Governor
	Dr R Robertson	Governor
	Mrs J Sanders	Public Governor
	Mr J Mangan	Public Governor
Apologies:	Prof J Reid	Non-Executive Director

ACTION

2259/00 DECLARATIONS OF INTEREST AND FIT AND PROPER/GOOD CHARACTER

Members of the Board were reminded that they had a duty to declare any impairment to being Fit and Proper and of good character as well as to avoid any conflict of interest and to declare any interests arising from the discussion. No member present declared any such interest or impairment.

2260/00 MINUTES – 6 FEBRUARY 2017

The minutes of the of the Board held on 6 February 2017 were agreed as a correct record subject to a correction in minute '2245/00':- transferring primary care should read transforming primary care.

2261/00 MATTERS ARISING

2246/01 Temporary Workforce – AK would circulate detailed information. **AK**

2246/01- AK confirmed that there was a solid return on investment in the Philippines recruitment for nurses and other campaigns continued to be monitored.

2247/01 Hip Fractures – CB informed the board that the Trust's compliance from the latest data with best practice tariff in this area was 80.5%

2248/04 The Board noted that the next steps for Lorenzo would be discussed at a future Board Seminar Day.

2262/00 CHIEF EXECUTIVE'S REPORT - SFT 3870 – PRESENTED BY CC-B

The Board received the report of the Chief Executive. CC-B highlighted the hospital summit which had focused on addressing Delayed Transfers of Care. A number of key actions had been agreed by partners and the Trust now had an Integrated Discharge Bureau in place.

The National Staff Survey had ranked Salisbury as the 7th best place to work. There were concerns about the number of staff reporting that they were working extra hours. CC-B thanked all those who had responded to the survey.

On the CQC Improvement Plan steady progress continued to be made and the Chairman joined CC-B in commending the response by the Spinal Service in securing compliance with the earlier warning notice in respect of outpatient backlogs.

CC-B highlighted the recent Pride in Practice event, the success of a number of staff including Louise Bell in winning awards and finally on the official opening of the new Breast Unit. She thanked all those that had given this fundraising campaign their support.

The Board noted the Chief Executive's report.

2263/00 STAFF

2263/01 Workforce Performance Report including Nurse Staffing - SFT 3871 - Presented by AK & LW

The Board received the Month 11 Workforce Report. AK informed the Board that on statutory/mandatory training the focus at that stage in the year had been on delivery to patients and she forecast a bulge in training compliance coming through in month 12 following the release of escalation accommodation. The sickness absence rate was tracking slightly above trajectory. The Trust was looking at links to armed services families returning to the area from Germany as a potential source of clinical skills and recruitment. The Trust was a fast follower for the new nurse associates and was looking closely at the new physician associates. AK highlighted the implementation of the 'IR 35' rules in relation to tax and national insurance deductions for staff contracted through a personal services company. It was noted that issues arising from IR 35 had been managed successfully.

It was noted that turnover in Estates was in part driven by the range of employment opportunities available to employees with this skill set.

It was noted that agency spend was reducing following the closure of escalation accommodation.

It was noted that three Filipino nurses had arrived recently and a further ten were in the UK and it was intended to recruit around 20 from this cohort. The Trust was currently in India planning 120 interviews with a view to making 75 job offers for 2018 intake.

In relation to a NED question it was noted that departmental sickness targets were based on past performance.

Finally the Board congratulated the executive on achieving the reduction in escalation accommodation.

Safer Staffing Report

It was noted that for February the percentage of nursing assistants was 115.4% which was due to a number of EU nurses operating as nursing assistants pending the completion of recruitment formalities. For registered nurses the percentage was 96.4.

Activity on maternity and NICU was flagging red/amber this was due to lower activity and similarly with Avon and Tamar, lower acuity. Twice daily review of nursing shifts was continuing.

Patient acuity was monitored three times daily through an on line tool which provided guidance towards the professional judgement on requirements and priorities.

The Board noted the report.

2263/02 Staff Survey Results 2016 – SFT 3872 – Presented by AK

The Board received the Staff Survey results. The Survey had this year been opened to 3800 employees and a response rate of 36% was reported. The Trust was felt to have retained a strong overall position with 18 of the 32 areas reported as being in the top 20%. The Trust was in the bottom 20% for extra hours worked and in relation to errors and near misses. Picker had highlighted three principal themes – a strong safety culture provided to patients and actions taken on staff well–being.

The Trust would be adding to the existing action plan in relation to reports of extra hours worked. It was suggested that engagement scores for 2016 were slightly reduced as in 2015 there had been extensive staff engagement on the CQC visit that took place in December 2015.

The Chairman requested that Picker present the final findings to the Trust Board for the 2017 update. DS

2264/00 PATIENT CARE

2264/01 Quality Indicator Report to 28 February 2017 – SFT 3873- Presented by CB and LW

The Board received the Quality Indicator Report. CB informed the meeting that the hospital standardised mortality rate was increasing (119.5 – higher than expected) and that the standardised hospital mortality index had decreased to 104th which was in line with the trend for crude mortality. It was requested by the Chairman that there be a seminar briefing on mortality indicators at a future seminar day. DS

There was now a ring fenced/take bed in place. Stroke and TIA performance was improving. As noted previously a number of escalation beds had been closed during March subsequent to this report.

There had been no MRSAs and in February no C-Diffs reported. The year-end total for C-Diff was 13 against the ceiling of 19. There was however a change of definition for C-Diff that could affect future reports.

There had been no falls resulting in harm during February. Five non-clinical delivering single sex accommodation breaches had been reported but this had had reduced in March. Patient feedback continued to be positive.

In relation to a question by Cara Charles-Barks it was noted that there had been some difficulties in the Pembroke Suite in maintaining the balance between in-patients and day cases during the period of escalation.

Stroke performance was affected by staffing issues and recruitment difficulties. The Trust continued to develop the early supported discharge pathway with Wiltshire Health and Care to help address this.

2264/02 Customer Care Report – Quarter 3 - SFT 3874 – Presented by LW

The Board received the Quarter 3 Customer Care report. The number of complaints received was down against Quarter 2 and this had continued into Quarter 4. Activity levels on complaints were running at the same rate as last year. Complaints continued to represent about 0.1% of activity. 100% of complaints were acknowledged within the time scale of 3 days and there were some delays in completing substantive responses. An action plan was being developed for submission to the Health Ombudsman in relation to the asthma pathway.

The Board noted the Customer Care Report.

2265/00 PERFORMANCE AND PLANNING

2265/01 Finance & Performance Committee Minutes – 23 January and 27 February 2017 – SFT 3875 Presented by NM

The Board received for information the confirmed minutes of the Finance and Performance Committee 23 January and 27 February 2017.

2265/02 Financial Performance to 28 February 2017 (Month 11) – SFT 3876 – Presented by MC

The Board received the Finance and Contracting Report. It was noted that there was a small surplus, slightly ahead of plan. The savings target would be offset by a stock adjustment to be made at the year end. Other mitigations to the year end position included support from commissioners and the operating surplus from Trust's subsidiary companies. It was anticipated that the Trust would meet its 2016/17 control total. Quarter 4 Sustainability and Transformation Funding was all dependent on financial performance. Because of delays to receipt of Sustainability and Transformation Funding the cash position was down against plan. A number of capital schemes had gone through in March also affecting the position. The Trust's commercial activity continued to progress, for example the laundry was winning contracts and the My Trusty range was going into major national retail chains.

Discussions about future cash flow were continuing with NHS Improvement.

2265/03 Progress Against Targets and Performance Indicators to 28 February (month 11) – SFT 3877 – presented by AH

The Board received the Performance Indicator Report. AH informed the Board that Quarter 4 had been challenging for the Emergency Department and that year end performance was 90.8%. Work continued through the Emergency Department Local Delivery Board, the Perfect Week and the Delayed Transfers of Care Summit referred to by the Chief Executive in her update.

The Trust had requested a resubmission of its referral to treatment information for November, December and January as verification had established this as being over 92%. It was expected to make a late submission for February. AH highlighted issues with the MRI scanner capacity which affected Endoscopy performance under diagnostics. It was hoped to deliver the Cancer targets.

It was noted that the Trust continued to be among the top 20 performers under the Emergency Department.

The Board noted the report.

2265/04 Major Projects Report - SFT 3878 - Presented by LA

The Board received the Major Projects Report. LA highlighted the stabilisation plan for the Lorenzo system which included finalising and revising outcome forms and carrying on with training for staff. The data warehouse was now substantively complete and the Board noted that phase two of Lorenzo was red rated whilst the stabilisation phase continued.

LA undertook to circulate the Wiltshire Health and Care business plan to all the Board. He highlighted a major initiative by Wiltshire Health and Care to recruit rehabilitation support workers. Joint recruitment initiatives for therapy and rehabilitation and some nursing posts with Wiltshire Health and Care was noted. The Trust's PMO would also be providing support to Wiltshire Health and Care and the Chairman and Chief Executive would be meeting with their opposite numbers from Wiltshire Health and Care shortly. LA

The Board noted the Major Projects Report.

2265/05 Financial Estimates 2017/18 – SFT 3879a – Capital Programme 2017/18 – SFT 3879b - Presented by MC

The Board received the base estimates and Capital Programme for 2017/18.

MC informed the Board that the budget now being proposed included a 7.5% savings target which was planned to deliver a deficit of £7m. The Trust had not accepted its control total for 2017/18 as this was not considered viable. Cuts to the national tariff were continuing. The report described a number of assumptions for income and expenditure and MC highlighted the effect of Brexit on the value of the pound and therefore inflation. Within the Cost Improvement Programmes some schemes featured income generation; commissioners may decide to reduce their spend for example by reducing activity through QUIPP schemes. No assumptions as to savings from the Electronic Patient Record had been made. Cost pressures of around £3m had been allowed for.

Paul Kemp expressed concern about the position being adopted as it produced zero cash flow for the organisation, included non-assigned saving targets and there was insufficient detail on the planning for workforce.

Turning to the capital programme 2017/18 it was noted that the value of the capital programme was tied to depreciation. The Trust's bid for a £6m loan to support the Electronic Patient Record implementation was still under consideration.

The Capital Control Group, the Joint Board of Directors and the Finance and Performance Committee had reviewed the programme which had been reduced in line with the available resource. MC highlighted the repositioning of the Acute Medical Unit which would be £2.2m spend over two years, which would result in greater efficiency. Some proposed schemes described as not funded may be reviewed by the Trust's charity. A contingency was available should urgent issues arise in year. Proposed investment in IT infrastructure would be handled through a managed service agreement or leasing. The Trust's eligibility to receive targeted IT infrastructure funding may be affected by its position on its control total. It was noted that NHS Improvement had issued information and guidance as to accessing cash support when required.

The Board approved the revenue budget and capital programme for 2017/18

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2266/00 PAPERS FOR NOTING OR APPROVAL

2266/01 Winter Resilience 2017-18 – SFT 3880 – Presented by AH

AH highlighted the implementation of the white boards and the Orthopaedic business case previously approved by the Board as means of supporting winter pressures in 2017/18. Members of the Board and also the Finance and Performance Committee had been discussing the proposed new modular building which would increase capacity by moving the Ophthalmology Outpatients service, creating a new 23 hour ward and additional medical beds in the hospital referred to in paragraph J of the Capital Programme Report.

It was recognised that a number of actions had been taken as a matter of urgency in support of this scheme to ensure that it was in place in time and the Board ratified these earlier actions.

2266/02 Audit Committee Minutes - 17 October 2016 - SFT 3881 – Presented by PK

The Board received the confirmed minutes of the Audit Committee held on 17 October 2016. Paul Kemp informed the Board that items in the minutes around a counter fraud report on medicines management and a limited assurance report in relation to Medical Devices had been followed up at the March 2017 meeting of the Committee. The Committee intended to close these items out at its 19 May meeting.

He informed the Board that the Council of Governors had as noted in the draft minutes of the 20 February Council meeting approved the appointment of external auditors from 1 April 2017.

2266/03 Clinical Governance Committee Minutes - 26 January and 23 February – SFT 3882 – Presented by MM

The Board noted the minutes of the Clinical Governance Committee of 26 January and 23 February 2017.

2266/04 Council of Governors – Draft Minutes 20 February 2017 – SFT 3883 – Presented by NM

The Board noted the draft minutes of the meeting of the Council of Governors.

2266/05 Joint Board of Directors Minutes Evidencing Presentation of Assurance Framework and Risk Register – SFT 3884 – Presented by CC-B

The Board noted the minute presented from JBD and noted the continuing review by the executive of the working of the Assurance Framework.

2266/06 Annual Statement on Major Incident Preparedness – SFT 3885 – Presented by AH

The Board received the annual statement. AH informed the Board that all 52 standards were now rated green.

The Board noted the report.

2267/00 ANY OTHER URGENT BUSINESS

<u>Appraisal Quality Assurance</u>

Michael Marsh informed the Board that the work of the Responsible Officer had been reviewed and a number of good practice areas identified. Christine Blanshard, the Responsible Officer would be reporting on areas of improvement that were understood to require additional resource.

2268/00 QUESTIONS FROM THE PUBLIC

In relation to a question from Lynn Taylor, LA stated that Dorset CCG were currently out to consultation about community provision. The recent Perfect Week had evidenced that the Trust discharged between 12 and 16 patients per week to the Shaftesbury Hospital. The Trust had in a discussion asked the CCG that an alternative be put in place before any closures were finalised. The Trust also used Shaftesbury Hospital as a base for peripheral clinics.

In relation to a question from Jenny Lisle about fatigue, tiredness and potential errors arising from the long hours evidenced in the staff survey it was noted that the Trust was working on ways to improve the resilience of staff and continued to use a range of means to assess this factor.

2270/00 DEPARTING DIRECTORS – LAST PUBLIC BOARD

Directors joined the Chairman in thanking Alison Kingscott, Director of Human Resources and Organisational Development for her contribution since October 2012, in the running of the Trust and wished her well for the future.

Ian Downie and Steve Long had been appointed respectively as Non-Executive Directors in 2009 and 2008 and would be completing their terms on 31 May 2017.

2271/00 DATE OF NEXT MEETING

The next public meeting of the Board would be held on Monday 3 July 2017 at 1.30 pm in the Board Room.