SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board
Held on Monday 5 December 2016

Board Members Present:	Dr N Marsden	Chairman
	Mr P Hill	Chief Executive
	Ms T Baker	Non-Executive Director
	Mr M von Bertele	Non-Executive Director
	Dr C Blanshard	Medical Director
	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
	Prof J Reid	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 M Collis	Deputy Director of Finance
	Mr D Seabrooke	Secretary to the Board
	Dr A Lack	Lead Governor
	Mr R Polkinghorne	Appointed Governor
	Dr E Robertson	Public Governor
	Sir R Jack	Public Governor
	Mrs C Charles-Barks	Chief Executive - Designate
	Ms E Woodland	Higher Specialised Scientific Training
	Miss S Laird	Higher Specialised Scientific Training
	Mr B Sanders	Higher Specialised Scientific Training
	Miss S Black	Programme Management Office
	Miss F McCarthy	Senior Nurse, Infection Control, (for item 2230/02
	Dr J Hemming	Consultant, Microbiology (for item 2230/02
	Mr P Matthews	Volunteer
Apologies:	Mr M Cassells	Director of Finance and Procurement

ACTION

2225/00 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.

2226/00 MINUTES – 3 OCTOBER 2016

The minutes of the meeting of the Board held on 3 October 2016 were agreed as a correct record, subject to a typographical correction in 2213/03 and 2215/05 and the amendment in 2214/02 of £0.5b to £0.5m

With those amendments the minutes were agreed as a correct record.

2227/00 MATTERS ARISING

It was noted that the discussion signalled in minute 2212/01 had been completed.

2228/00 CHIEF EXECUTIVE'S REPORT - SFT 3829 – PRESENTED BY PH

The Board received the report of the Chief Executive. PH highlighted the impending publication of the Bath, Swindon and Wiltshire Sustainability and Transformation Plan. The Trust was working with a number of NHS organisations and local authorities to take forward the Sustainability and Transformation Plan which included emerging priorities for Health and Care improvement and new ways of working.

The Trust's Striving for Excellence Awards celebrating the innovation, enthusiasm and commitment of the Trust's staff across a range of award categories had recently taken place. PH highlighted the Health Education Shine awards in which Jonathan Borwell and Claire Levi were commended finalists in the Wessex Health Education England Shine Awards and Henry Wilding the Directorate Senior Nurse in Clinical Support and Family Services who was shortlisted in the Rising Star category of the national Health Service Journal Awards. The Catering Service had been assessed as having very good hygiene standards by the Senor Environmental Health Officer from Wiltshire Council. The Maternity and Neonatal Unit had retained its Baby Friendly status granted by UNICEF.

The Seasonal Flu Campaign 2016 was underway with vaccinations being made available to front line staff.

The Electronic Patient Record had gone live as planned at the end of October and PH informed the Board that it was to the credit of everyone involved that this had been a success. There would be period of stabilisation of the new system before further developments in 2017 in Theatres and Maternity.

The Board noted the Chief Executive's Report.

2229/00 STAFF

2229/01 Workforce Performance Report including Nurse Staffing - SFT 3830 - Presented by AK & LW

The Board received the Month 7 report. AK highlighted the non-medical staff appraisal rate of 84% and for medical appraisal, 93%. 15 European nurses had started with the Trust and other recruitment activity was continuing. It was noted that the reporting of vacancies by skills group was being reviewed at present. Michael Marsh requested that abbreviations used in the report be explained. It was noted that sickness targets for each Directorate were set on a "stretch" basis so were slightly different for historic reasons. Directorates were being asked to review the achievement of statutory and mandatory training rates within their own areas with a view to achieving a Trust wide total of 85% by March 2017.

On safer Staffing, LW highlighted the report relating to Avon Ward in the Spinal Unit – establishment had been lowered because of changes in the dependency of the patients on the ward.

The Trust had already begun to submit information on a care hour's basis although it was still being determined nationally how new reporting arrangements would operate in practice. The Trust was an exemplar site for the use of Allocate software and benchmarked favourably in the timely production of ward rostas.

The Board noted the report.

2229/02 Staff Survey 2015 – Update on Progress – SFT 3831 – Presented by AK

The Board received the update report. The Staff Survey had been published in February 2015. Five themes were being monitored by the Directorate Management Teams and the Executive Workforce Committee. AK highlighted the responses on staff working additional hours and work was progressing to understand the reasons for this. The Trust had an average rating on harassment, bullying and abuse and AK highlighted the range of support mechanisms the Trust had in place including the Dignity at Work Ambassadors and the Freedom to speak Up Guardian.

The Board noted the report.

2229/03 Report of Freedom to Speak Up Guardian – SFT 3832 – Presented by AK

It was noted that Trusts had been required to nominate a Freedom to Speak Up Guardian by 1 October 2016 in line with recommendations from the Francis Report. Salisbury FT had appointed Isabel McLennan a public governor of the Trust with effect from February 2016 and the availability and role of the Guardian had been communicated widely within the Trust. The Guardian had direct access to the Chief Executive and Executive Directors to raise concerns and to support staff and keep them informed of progress in addressing issues.

2230/00 PATIENT CARE

2230/01 Quality Indicator Report to 31 August 2016 (Month 5) – SFT 3833- Presented by CB and LW

The Board received the Quality Indicator Report for October 2016. It was noted that there had been two new serious Incidents relating to falls. The Trust's crude mortality rate had reduced but HSMR to July 2016 was 117 which was higher than expected. The Clinical Governance Committee would be reviewing the mortality rate which was understood to arise from a number of different factors. The Trust was within its overall trajectory for C-Diff and MRSA although there had been two C-Diff cases sharing the same ribo type which had triggered a Serious Incident Inquiry in November. There had been a decrease in high risk TIA patients being seen within 24 hours due to clinic capacity but this was being addressed by the stroke service with Wiltshire Health and Care to start an early supported discharge service imminently.

2230/02 **Report of Director of Infection Prevention and Control – SFT 3834 – Presented by LW**

The Board received the report of the Director of Infection Prevention and Control and the Chairman welcomed Fiona McCarthy and Dr Julian Hemming to the meeting. It was noted that there had been no health care associated infection out breaks in 2016/17 (quarters 1 & 2). Six MSSA cases had been attributed to the Trust. There had been four C-Diff cases in the reporting period compared to nine for the same period in the previous year. During quarter two a period of increased incidents of C-Diff had been declared internally for an inpatient area within the Medical Directorate. Both Trust apportioned cases were not reportable to Public Health England and both patients had not been nursed in the same bay/area.

Under Surgical Site Infections Surveillance, the required 50 cases had been reviewed and submitted.

Water Safety Management was carried out in line with the guidance overseen by the Water Safety Group. Domestic hot water temperatures were elevated above 65 degrees as a precaution against legionella. Water systems within the hospital were complex and controls were in place to mitigate risks to patients and staff.

Tensions between the objectives to reduce anti-microbial resistance and the requirement for the timely administration of antibiotics where sepsis was diagnosed were discussed.

Finally it was noted that the new Sterile Services Joint Venture was working well.

The Board noted the report of the Director of Infection Prevention and Control.

2230/03 **Six Monthly Skill Mix Review - SFT 3835 – Presented by LW**

The Board received the Six Monthly Skill Mix Report in support of the Board's responsibilities for the quality of provision. The twice yearly process involved meetings of the Director of Nursing, Deputy Director, Directorate Senior Nurses and Ward leaders to analyse data and apply professional judgement to establishment levels. It was however noted that the emergency Department, Spinal Unit and Paediatric areas were subject to separate reports.

Following the Board's investment decisions earlier in 2016 the evaluation of new staffing levels had been a major focus in this current review. Consequently there were no new recommendations to investment to present.

It was noted that the Trust was a fast follower in the roll out of the nursing associates and this was likely to start in Salisbury in March 2017.

Analyses in the headroom requirement was ongoing this was currently 19% across the Trust. A targeted approach was being developed which it was believed would be reduced reliance on temporary staff. It was noted that the apprentiship levy would fund the on job training given to the nursing associates.

The Board agreed the recommendations in the report as follows –

- All ward areas to undertake comparative audits shelford scores with the aim of improving reliability and validity of data to inform future skill mix reviews
- Analyses to continue on the impact the previous investment were applicable and to report in the next review.
- Continue to work on the development of the band 4 nursing associate role.
- Surgical Directorate to review the impact of the ward manager's assistant.
- To continue with the focus on recruitment both on nursing assistants and registered nurses.
- Continue discussions on headroom provided within ward establishment.
- Revisit opportunities to meet the requirements for the provision of enhanced care.

2230/04 Assurance Framework – SFT 3836 – Presented by LW

The Board received the Assurance Framework Update which had been discussed at a workshop in October 2016. It was noted that risks on income and Cost Improvement Programmes had not yet been reviewed.

The Board Assurance Framework accompanying the report was approved as the basis for 2016/17.

2231/00 PERFORMANCE AND PLANNING

2231/01 Finance & Performance Committee Minutes – 26 September and 24 October 2016 – SFT 3837 Presented by NM

The Board received for information the approved minutes of the Finance and Performance Committee 26 September and 24 October. It was noted that the Committee continued to review the work of the Trust owned companies and the new joint venture for Sterile Services. Tania Baker had been asked to conduct a review in 2017 of the way in which the work of these companies was overseen by the trust.

The board noted the minutes of the Finance and Performance Committee.

2231/02 Financial Performance to 31 October 2016 (Month 7) – SFT 3838 – Presented by MC

The Board received the Finance and Contracting Report. It was noted that there was a year to date surplus of £40,000 assuming the receipt of Sustainability and Transformation Funding. Savings were ahead of the plan for this time of the year by £0.5m It was understood that the Treasury were considering the Trust's loan application in support of the Electronic Patient Record implementation. An appeal had been submitted in advance of a possible deduction from Sustainability and Transformation Funding in respect of ED performance. A forecast outturn had been agreed with Wilshire CCG which included payments for over performance on the contract.

2231/03 **Progress Against Targets and Performance Indicators to 31 October – SFT 3839 – presented by AH**

The Board received the Operational Performance Report for month 7. AH highlighted the following principal points from the report –

- The diagnostic standard was being delivered but with longer waits for Endoscopy and MRI. Capacity issues for Endoscopy were being addressed.
- For Cancer the standard had been delivered in quarter one and quarter two although there had been in month variations across these standards.
- The ED Delivery was 92.5% against the 95% target. There continued to be a high number of patients presenting in the unit and the agreement of onward care packages at discharge continued to be a challenge where admission from ED was required. A provider summit was being organised and there was a now a Local Delivery Board focused on ED Performance. A Critical Friend visit for ED would be taking place in January.
- For RTT verification of the October figure was continuing and had passed the 90% mark on the day of the meeting.

The Board noted the report.

2231/04 **Major Projects Report - SFT 3840 - Presented by LA**

The Board received the Major Projects Report.

Following the successful implementation of the Electronic Patient Record (Lorenzo) the next phases were being planned for 2017. This included work on benefits realisation.

Under Scan 4 Safety the work on resolving the production of a compliant patient risk band was with the supplier to resolve.

Wiltshire Health and Care had a Locality Group focused on south Wiltshire and this was progressing well. The demolition works to enable the construction of the new Sterile Services Unit were underway and construction was planned to start in February.

A description of the role of the Save 7 Champions was provided.

Finally the Board reflected on the positive response by staff to the challenges of the Electronic Patient Record implementation.

The Board noted the Major Projects Report.

2232/00 **PAPERS FOR NOTING OR APPROVAL**

2232/01 **JBD Minutes Evidencing Presentation of Assurance Framework and Risk Register – SFT 3843 – Presented by PH**

The Board noted the October review by the Joint Board of Directors of the relevant segment of the Assurance Framework.

2232/02 Minutes from Audit Committee – 11 July 2016 - SFT 3844 – Presented by PK

The Board received for information the confirmed minutes of the Audit Committee of 11 July 2016.

2232/03 Clinical Governance Committee Minutes – 22 September and 20 October 2016 – SFT 3845 – Presented by MM and JR

The Board received for information the confirmed minutes of the Clinical Governance Committee of 22 September and 20 October 2016.

2233/00 ANY OTHER URGENT BUSINESS

2234/00 QUESTIONS FROM THE PUBLIC

The Chairman invited questions to the Board form those that had attended the meeting.

In response to a question from Raymond Jack in relation to exit interviews Alison Kingscott confirmed that the Trust was reviewing the process for this.

It was also noted that the Trust's cash position was monitored in detail at the monthly finance and Performance Committee meetings.

In response to a question from Alastair Lack on the minutes of the Clinical Governance Committee it was noted that the gradings of incidents given in the minutes were those applying at the outset of the investigation and maybe subject to change following completion.

Finally the Chairman joined Phil Matthews in a thank you to Peter Hill for his contribution to the work of the Trust over many years as this would be his last Board meeting before he retired at the beginning of February.

2235/00 DATE OF NEXT MEETING

The next public meeting of the Board would be held on Monday 6 February 2017 at 1.30 pm in the Board Room.