SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board
Held on Monday 5 June 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 A Hyett	Chief Operating Officer
	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 M Collis	Deputy Director of Finance
	Mrs H Salisbury	Deputy Director of Human Resources
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	Public Governor
	Dr J Lisle	Public Governor
	Sir R Jack	Lead Governor
	Mr R Polkinghorne	Appointed Governor
	Dr R Robertson	Public Governor
	Mr J Mangan	Public Governor
	Mr M Wareham	Staff Side
	Mr J Roberts	Cymbio Limited
	Mrs L Herklots	Public Governor
	Dr J Hemming	Consultant, Microbiology (for item SFT3892)
	Mrs F McCarthy	Senior Nurse, Infection Control (for item SFT3892)
	Mrs J Jarvis	Voluntary Services Manager (for item SFT3898)
	Dr J Barker	Guardian of Safe Working (for item SFT3903)
	Dr R Sykes	Guardian of Safe Working (Designate) (for item SFT3903)
Apologies:	Prof J Reid	Non-Executive Director
	Mr M Cassells	Director of Finance and Procurement

ACTION

2279/00 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.

2280/00 MINUTES – 3 APRIL 2017

A typographical amendment would be made to 2263/02 to remove a £ sign and to add a letter m after the figure in the penultimate paragraph of 2265/05.

To remove the words in 2263/01 'and a further ten were in the uk and'.

2281/00 MATTERS ARISING

2264/01 it was noted that the Board briefing on measures of mortality had been given.

2265/04 the business plan for Wiltshire Health and Care had been circulated.

2282/00 CHIEF EXECUTIVE'S REPORT - SFT 3889 – PRESENTED BY CC-B

The Board received the report of the Chief Executive. Cara Charles-Barks highlighted the continuing hard work by the staff and the instances of recognition shown in the report. The 'Breaking the Rules' initiative was designed to encourage patients and staff to share experiences of the application of a range of hospital policies and procedure and instances were these could be incompatible with good experiences and improvements to service. It was intended to understand and explore opportunities where change could be made.

A number of events for cares week were planned. The Trust had appointed three staff as Freedom to Speak Up Guardians who had direct access to the Chief Executive and staff could speak to any of them with any concerns around the quality of care, patient safety or issues affecting them or the wider hospital.

Finally she highlighted the annual Walk for Wards event taking place on Sunday 2 July at Wilton House.

The Board noted the Chief Executive's report.

2283/00 STAFFING

2283/01 Workforce Performance Report including Nurse Staffing - SFT 3890 - Presented by HS & LW

The Board received the Workforce and Safer Staffing Report for month 1. Small improvements had been made in mandatory training compliance and there was some instances of sickness rates being over the local target.

Recruitment continued to be a focus and successes had meant less agency use in this area. The Trust was trailing a new app that would enable hospital staffing banks to share medical locums. In response to a question form Paul Kemp it was noted that the app included a number of standard checks and that there were assurances in built from other staffing banks that background checks on candidates had been completed. The Medical Director remained responsible for the suitability of all locum appointments and there would be suitable checking carried out.

75 job offers had been made through a recent recruitment trip to India with the first two appointees arriving in June.

The apprenticeship levy, of £0.5m in the Trust's case was highlighted and the opportunity to recover some of the value through relevant training was noted. Lorna Wilkinson undertook to provide further information about the Thames Valley and Wessex Leadership Academy training course which had been cited as an example. LW

In response to a question from Kirsty Matthews it was noted that the apparently high turnover of scientific staff detailed in the report was being investigated.

Michael von Bertele asked about changes to nurse student numbers arising from the withdrawal of the bursary. It was noted that hitherto the courses were oversubscribed and it was not yet known what the effect on Bournemouth University, which provided the majority of the Trust's nurse trainees, would be.

It was noted that sickness rates for six of the Trust's directorates were red rated and that executives continued to challenge each directorate via the performance reviews, how to get people back to work.

Safer Staffing Report

The Safer Staffing Report highlighted that nursing assistants were 119% due to overseas nurses working towards their International English Language Test qualification. It was expected that the number of staff shown as nursing assistants would reduce as qualified staff achieved the IELTS. Breamore Ward in particular was using its band 4 workforce flexibly.

It was noted in relation to a question from Michael Marsh that the two patients mentioned in the report requiring registered mental nurse support had been discharged.

The Board noted the report.

2284/00 PATIENT CARE

2284/01 Quality Indicator Report to 30 April 2017 – SFT 3891- Presented by CB and LW

The Board received the month 1 Quality Indicator Report. CB highlighted a new but unpopulated report on futile CPR attempts and the number of hospital cardiac arrests. There had been no cardiac arrests in March 2017.

Due to seasonal factors, the crude mortality rate in April had reduced. The Standardised Hospital Mortality Index was 104 to September 2016. Hospital Standardised Mortality Rate decreased to 116 which was higher than expected. New mortality measures would be reported to the Board in due course. The Trust best practice tariff for hip fractures in quarter four had improved to 90%. The Sentinel/National Stroke Audit Programme rated the Trusts as grade B in the latest assessment.

The Trust's escalation bed capacity reduced during April and there was a plan highlighted elsewhere in the agenda to reconfigure the Trust's bed base over the coming six months in preparation for winter 2017/18. This would see a temporary constraint in the number of available beds, presenting short term challenges.

LW reported that there had been no declaring single sex accommodation breaches for the second month running, there had been no falls resulting in fractures in April but some had occurred in May. Real time feedback for April was positive. Michael Marsh asked about the apparent fall off in the arrival of patients to the Stroke Unit within 4 hours and it was noted that work was ongoing to improve the time to first assessment but this had been challenging with patients arriving in the Emergency Department but the recent implementation of the Care Navigator was understood to have improved things. A dedicated stroke bed on Farley Ward was now in place.

In response to a question about the improvement to fractured neck of femur cases, it was noted that changes in the availability in trauma capacity have affected this indicator. The Trust was implementing a business case in relation to the separation of elective and orthopaedic surgery.

The Board noted the Quality Indicator Report.

2284/02 Report of Director of Infection Prevention Control - SFT 3892 – Presented by LW

The Board received the annual report giving information about the progress made against the 2016/17 annual action plan. The Chairman welcomed Fiona McCarthy and Julian Hemming to the meeting in support of this item.

It was noted that there had been no cases of MRSA bacteraemias and the 2016/17 outturn for C.Diff was 13 attributed cases against the ceiling of 19. There had been two periods of increased activity and one was declared as an outbreak. There had been ten MSSA cases and the team were focusing on improving device management. Out of 114 knee replacement procedures recorded one deep surgical site infection was identified using the Public Health England criteria.

The overall use of antibiotics in the hospital had improved. There had been reduced instances of problems with theatre trays and a good PLACE assessment. Training in infection control was just under the 85% target. Work continued with the Estates Team on water safety. The Clinical Management Board was reviewing the policy on Carbapenemase-producing Enterobacteriaceae and it was noted that precautions had been invoked.

In relation to the water safety there was a process of continual monitoring and opportunities would be taken to improve the infrastructure as part of the ward moves described earlier in the meeting.

The Board noted the report and acknowledged the responsibility of the Board for supporting the Director of Infection Prevention and Control.

2285/00 PERFORMANCE AND PLANNING

2285/01 Finance & Performance Committee Minutes – 27 March and 24 April 2017 – SFT 3893 Presented by NM

The Board received for information the confirmed minutes of the Finance and Performance Committee which had been focusing on the year end for 2016/17.

2285/02 Financial Performance to 30 April 2017 (Month 1) – SFT 3894 – Presented by MCo

The Board received the Financial Performance Report. It was noted that the Trust had reported a £1.1m deficit in month 1, which was behind the plan by £387,000. The finance and informatics teams were continuing to review the reported activity. Expenditure was on plan. The Trust's application for a Working Capital Facility had been acknowledged by the Department of Health. Wiltshire CCG had agreed to a £0.5m risk fund payment.

Out-patient activity (initial attendances and follow-ups) were both down against the previous year and against plan and it was noted that new IT systems and the Outpatient Transformation Plans were contributing towards this.

The report stated that the Cost Improvement Target for 2017/18 was £7.5m which included income generation schemes of £2.1m. £6.5m had been allocated as Cost Improvement Savings to the directorates and there was unidentified strategic savings of £1m back loaded to the last 3 months of the year. It was deemed necessary to seek a further £1m in savings due to unavoidable cost pressures identified for 2017/18 which meant a further savings requirement of was added.

It was noted that the Trust had approached Wiltshire CCG on a number of income related issues and discussions were continuing. Wiltshire CCG continued to support the Trust as it worked through reporting issues associated with the implementation of the new data warehouse and Lorenzo patient management system but Dorset CCG had started to raise concerns in this regard. West Hampshire CCG had issued a Contract Performance Notice in relation to delivery of Referral to Treatment, Emergency Department, Diagnostic and Cancer Wait Times for 2016/17. Discussions of this were continuing.

The Board noted the report.

2285/03 Progress Against Targets and Performance Indicators to 30 April (month 1) – SFT 3895 – presented by AH

The Board received the month 1 Performance Indicator Report and supporting information. It was noted that cancer performance had been good and continued to be affected by small numbers of patients. Data was still being validated. The 62 day cancer target had been delivered each quarter in 2016/17. Diagnostics was 97% against a target of 99% but was on trajectory. The Trust continued to seek additional suitable MRI scanning capacity to improve this indicator. Referral to Treatment standards were not being delivered at all sub specialty levels and as verification proceeded the Trust would continue to make secondary submissions in this regard. For ED the Trust had delivered the 95% target in April.

It was noted that the cancer figures included skin cancers. The Care Navigator was designed to signpost patients presenting at the Emergency Department to the type of care they required. The chart included in the supporting information showed variations in the numbers of 'green to go' patients who were assessed as not needing to be cared for in an acute hospital setting. Finally the need to be clear on the clinical governance of any outsourced MRI scanning activity was acknowledged.

The Board noted the report.

2285/04 Major Projects Report - SFT 3896 - Presented by LA

The Board received the Major Projects Report. LA reported that the data warehouse was now red rated due to delays in resolving this issue. The implementation of the ward reconfiguration would be starting in August with Laverstock Ward moving. Cara Charles-Barks would become the Trust's representative on the Wiltshire Health and Care Board. Wiltshire Health and Care were struggling to recruit sufficient therapy staff in to start their Early Supported Discharge Service in South Wiltshire. The Trust had offered to help in this regard.

The Board noted the Major Projects Report.

2285/05 Capital Development Report – SFT 3897 - Presented by LA

It was noted that the Trust had not been materially affected by the cyber-attacks that had occurred in May. The executive would be reviewing the cyber security arrangements. Principal schemes highlighted in the report included the transition to NHS mail and changes to the Trust's access to HSCN and a major IT infrastructure refresh. It was noted that Early Supported Discharge had been implemented in day surgery.

The Board noted the Capital Development Report.

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2286/00 PAPERS FOR NOTING OR APPROVAL

2286/01 Voluntary Services Annual Report – SFT 3898 – Presented by HS

The Board received the Voluntary Services Annual Report and the Chairman welcomed Jo Jarvis, the Voluntary Services Manager in support of this item. Jo Jarvis reminded the Board of the role of the volunteers in adding to and enhancing patient care. There continued to be turnover of volunteers and an apprentice had been recruited recently to support the Voluntary Services Manager.

The 'stay with me' volunteers who were supporting patients with dementia were highlighted. The service was working with the Facilities Directorate towards staffing the desk in the main entrance.

In relation to a question from Cara Charles-Barks it was noted that the Trust supported the Duke of Edinburgh Awards at gold level. A recent refurbishment of courtyards around the Spinal Unit by young people was highlighted.

Finally the annual volunteer's day would be taking place on 7 July between 12 and 2 pm and all Board members were, as always, invited.

2286/02 Audit Committee Minutes – 13 March 2017 - SFT 3899 – Presented by PK

The Board received for information the confirmed minutes of the Audit Committee held on 13 March 2017. The Chairman of the Committee reported that there were no open matters arising from this meeting.

2286/03 **Clinical Governance Committee Minutes – 23 March – SFT 3900 – Presented by MM**

The Board received for information the minutes of the inquorate Clinical Governance Committee of 23 March 2017.

2286/04 **Council of Governors – Draft Minutes 15 May 2017 – SFT 3901 – Presented by NM**

The Board received for information the draft minutes of the Council of Governors held on 15 May 2017.

2286/05 **Joint Board of Directors Minutes Evidencing Presentation of Assurance Framework and Risk Register – SFT 3902 – Presented by CC-B**

The Board received for information the minute extract from the Joint Board of Directors.

2286/06 **Guardian of Safe Working - Annual Report – SFT 3903 – Presented by CB**

The Board received the first annual report to the Trust Board from the Guardian of Safe Working setting out the first few months of operation of the guardian arrangement. The Chairman Juliet Barker to the meeting in support of this item.

The Board was reminded that the Guardian role had been created under the 2016 junior doctors contract. At present 44 trainees were on the contract and the number was growing as more cohorts joined. A quarterly report on the exceptions reported to the Guardian was given to the Executive Workforce Committee and Joint Board of Directors.

Concerns had mainly arisen from Medical F1 doctors especially at times of escalation during the winter months and at times when there had been challenges on the recruitment of middle grade doctors. Concerns had arisen from Respiratory and Gastroenterology areas and a workforce review in Respiratory had taken place and had effectively reduced excess hours worked by trainees. There was flexibility at F1 level to use surgical F1s to cover medical patients if necessary.

It was felt the number of reports being made was in line with the Trust's strong reporting culture.

The Board noted the report.

2287/00 **ANY OTHER URGENT BUSINESS**

2288/00 **QUESTIONS FROM THE PUBLIC**

In relation to a question about appraisals compliance rates it was noted that work pressures continued to be a challenge in maintaining this.

In relation to a further question about the exit interviews and the number of outcomes categorised as 'other' it was not always possible to get interviewees to disclose reasons for leaving.

In relation to a question about the Walk for Wards Cara Charles-Barks undertook to highlight the success of the may hospice walk which had been supported by 1500 people and to offer a thank you to the organisers. CC-B

In relation to a question about sickness rates targets it was noted that the sickness rates were set according to professional groups.

In relation to a question about water safety the practice of flushing water systems was considered the only reliable way of guarding against legionella infections developing

2289/00 DATE OF NEXT MEETING

The next public meeting of the Board would be held on Monday 7 August 2017 the Board Room.

Agenda Item	Action	Responsibility	Target	Outcome
2283/01	Lorna Wilkinson undertook to provide further information about the Thames Valley and Wessex Leadership Academy training course which had been cited as an example.	LW		
2288/00	In relation to a question about the Walk for Wards Cara Charles-Barks undertook to highlight the success of the may hospice walk which had been supported by 15000 people and to offer a thank you to the organisers.	CC-B		