SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board
Held on Monday 7 December 2015

Board Members Present:	Dr N Marsden	Chairman
	Mr P Hill	Chief Executive
	Dr C Blanshard	Medical Director
	Dr L Brown	Non-Executive Director
	Mr M Cassells	Deputy Chief Executive
	Mr I Downie	Non-Executive Director
	Mr A Freemantle	Non-Executive Director
	Mr A Hyett	Chief Operating Officer
	Mr P Kemp	Non-Executive Director
	Mrs A Kingscott	Director of Human Resources and Organisational Development
	Mr S Long	Non-Executive Director
	Rt Revd Dame S Mullally	Non-Executive Director
	Ms L Wilkinson	Director of Nursing
Corporate Directors Present:	Mr L Arnold	Director of Corporate Development
In Attendance:	Mr P Butler	Head of Communications
	Mr D Seabrooke	Secretary to the Board
	Mr P Lefever	Wiltshire Health Watch
	Mr M Wareham	Staff Side
	Dr J Lisle	Public Governor
	Sir R Jack	Public Governor
	Dr E Robertson	Public Governor
	Mr M Mounde	Public Governor
	Mrs J Sanders	Public Governor
	Dr A Lack	Lead Governor
	Mrs L Taylor	Public Governor
	Mr R Polkinghorne	Appointed Governor
	Mr R Britton	Public Governor
	Dr Julian Hemming	Consultant (for SFT 3721)
	Fiona McCarthy	Senior Nurse (for SFT 3721)

ACTION

2130/00 DECLARATIONS OF INTEREST AND FIT AND PROPER/GOOD CHARACTER

Members of the Board were reminded that they have 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.

2131/00 MINUTES 5 OCTOBER 2015

The minutes of the meeting of the Board held on 5 October 2015 were accepted as a correct record.

2132/00 CHIEF EXECUTIVE'S REPORT - SFT 3714 – PRESENTED BY PH

The Board received the Chief Executive's Report.

It was noted that the industrial action by junior doctors that had been called for the previous week had been postponed at the last minute and as a result some scheduled procedures had been cancelled. It was noted that the dispute was not fully settled.

The Care Quality Commission inspection had taken place the preceding week and staff had been open and accommodating to the inspectors. An unannounced visit would be taking place in the next two weeks and a report would be published in the spring.

PH highlighted the new Hospice at Home service which was being supported by the Salisbury Hospice Charity. He highlighted the 'Stay With Me' campaign which the Trust had signed up to and the recent awards given to staff, notably Pamela Permalloo-Bass for the NHS Leader of Inclusivity of the Year by Thames Valley and Wessex Leadership Academy, Colette Martindale as a finalist for the Coach/Mentor of the Year award in the same event and Gill Hibberd highly commended in the Shine awards by NHS Health Education Wessex. Directors also reflected on an uplifting Striving for Excellence Awards ceremony held the preceding week.

Finally it was noted that an announcement on the Adult Community Services bid could be expected in mid-December.

The Board noted the report of the Chief Executive's Report.

2133/00 STAFF

2133/01 Workforce Performance Report including Safer Staffing and Skill Mix SFT 3715 - Presented by AK & LW

The Board received the Month 7 Workforce Performance Report.

It was noted that this report had been considered in detail on 30 November by the Executive Workforce Committee.

AK highlighted the following principal points -

- There were more nurses in post and the Trust continued to make use of variable staffing to close gaps.
- There was greater use of apprentiships.
- Workforce spend had increased and around 11% of the total was on variable staffing.
- Agency staffing caps had been implemented nationally in relation to total spend and rates paid to agencies.
- HR continued to work with Directorates to improve the reporting of detailed sickness absence reasons.
- Staff turnover was stable.
- The Quarter 2 Staff Friends and Family test had included Facilities staff and the results were slightly down but ahead of averages.
- The version two of the SPIDA system would be rolling out in January to improve the availability of management information and the Trust continued to work to green status for appraisal compliance by the end of the financial year.

It was noted that the Trust continued to recruit EU nurses.

In relation to a question from Paul Kemp regarding the cost of variable staffing it was noted that there had been a challenging time in emergency pathways which had required additional capacity, for example in ITU in October.

The Workforce Report would track the impact of the national agency cap going forward. It was noted that there was a “break glass” facility in the agency rules to allow the use of more expensive agency where safety or quality was a factor.

On the Safer Staffing Report it was noted that less areas were flagging red or amber and the red continued to be in relation to NICU and Radnor who flexed staffing according to patient numbers and acuity. The number of nursing assistants on the day shift in Sarum Ward was offset by registered nurses.

The Board noted the Workforce Performance Report and Safer Staffing Report.

2134/00 PATIENT CARE

2134/01 Quality Indicator Report to 31 October 2015 (Month 7) – SFT 3716 - Presented by CB and LW

The Board received the Quality Indicator Report for October.

CB reported a new Never Event which was in relation to wrong site surgery. The error had been corrected by the surgical team. The Trust had requested that the Never Event reported in August (misplaced nasal gastric tube) should be downgraded following the completion of investigations.

Crude mortality had increased slightly reflecting a higher number of medical admissions. The Trust continued to carry out reviews of avoidable deaths. More fractured neck of femurs were getting to theatre in under 36 hours. The Trust continued to perform adequately on infection control.

There had been four DSSA breaches affecting 27 patients on the Medical Assessment Unit – the rate of these was reducing over time.

Directors reflected on the reporting of the August 2015 Never Event (misplaced NGT) and it was considered the appropriate thing to do to report the higher level of severity if this was consistent with the information known when the incident initially arose.

The Board noted the Quality Report.

2134/02 Six Monthly Skill Mix Review – SFT 3717 – Presented by LW

The Board received the September 2015 Six Monthly Skill Mix Review Report. The report gave an update on the implementation of investments agreed in the April 2015 Skill Mix Review including the use of resilience money to support additional staffing and Band 6 cover 24/7 in ED, five Band 6 midwives in June 2015, additional registered nurse weekend cover on Redlynch and Pitton and a further five Band 5 midwives as the second stage of the midwifery workforce plan.

A number of areas subject to further analysis which would be reported on in June 2016. These reflected changes in activity and ward refurbishments.

The report requested that the following areas for action be agreed:

- Amesbury Ward to support additional unsocial hours cover.
- ED to make recurring the uplift in Band 5 and Band 6 nurses currently funded through to 31 March 2016 by resilience money.

The support of the twilight shift cover at a cost of £3,162 annually was approved and the request to make ED funding recurring would be addressed through the 2016/17 budget cycle.

2135/00 PERFORMANCE AND PLANNING

2135/01 Finance & Performance Committee Minutes 28 September and 26 October 2015 – SFT 3718 – Presented by NM

The Chairman reported that the Committee was continuing to review the future direction of the Replica 3D company.

The Board received the minutes of the Finance and Performance Committee.

2135/02 Finance and Contracting Report to 31 October 2015 – SFT 3719 – Presented by MC

The Board received the Finance and Contracting Report and it was noted that the Trust was £4.8m overspent which was slightly ahead of plan. There had been less elective patients than had been planned for and day cases were well above plan. Non elective attendances were up against plan and measures such as the Better Care Plan were not delivering reductions in this area. New Cost Improvement Programmes continued to be developed – savings and income generation of £2,980k had been achieved against a planned target of £3,926k. There were £1,191k of unidentified savings.

It was noted that the Trust was drawing down on previously agreed loans to support the cash position. The Trust's capital position was ahead of plan.

On contracts, challenges had been received from Wiltshire CCG and five performance notices received. A new list of interventions not normally funded had been received and was being reviewed. The Trust was over performing on the Dorset and the West Hampshire contracts which appeared to be due to changes in referral patterns and the Trust was asking the relevant CCGs to fund the additional activity. The effects of the Wiltshire CCG recovery plan on the Trust were not yet known.

The Trust would continue to review cost pressures to take account of general inflation, tariff deflation and a required increase in National Insurance contributions.

Review of Single Tender Actions

At its meeting on the 30 November the Finance and Performance Committee had considered a report recommending a change in the Trust's Standing Financial Instructions that would move the requirement for the completion of Single Tender Actions from £2000 to £5000 contract value. As this was a proposed change to Standing Financial Instructions the decision fell to the Board.
The Board accepted the Committee's recommendation to change the threshold for Single Tender Actions from £2,000 to £5,000.

2135/03 Progress against Targets and Performance Indicators to 31 October – SFT 3720 – presented by AH

The Board received the Operational Performance report for month 7. AH reported that the Trust had not in month 7 delivered the emergency department four hour target. Referral to treatment targets had been met and the backlog for endoscopy was reducing.

In relation to a question from Steve Long, AH confirmed around ten scheduled operations had been cancelled – and most re-booked - as a result of the suspended industrial action on 1 December.

On cost improvement, AH reported that £6.8m of savings had been identified and that the number of red rated schemes was reducing. Schemes for 2016/17 were under consideration. Paul Kemp emphasised the need to focus on recurring, rather than non-recurring schemes.

2135/04 Update on Strategic Planning – Presented by LA

LA reported that requirements for the submission of 2016 plans had been published and the Trust would be required to submit by the end of February an operational plan and a final plan at the beginning of April. Work would also be commencing on a joint strategic plan for the local health economy through to 2020 for submission in the summer.

2135/05 Report of Director of Infection Prevention Control – SFT 3721 – Presented by LW

Julian Hemming and Fiona McCarthy attended for this item and the Board received the DIPC Report for Quarters one and two.

It was noted that there had been no outbreaks of healthcare acquired infection and no MRSA cases. There had been one MSSA case in June. For Quarters one and two the Trust had attributed to it nine cases of C-Diff against an annual ceiling of 19.

It was noted that anti-microbial audits were on track and that audits of hand hygiene were continuing. The hand hygiene audits had identified some instances of more compliance in some areas. Executives were continuing to support full participation in infection control education.

JH and FMcC confirmed in relation to a question from Sarah Mullally that they had the necessary support from the organisation and the Executive Directors to carry out their work.

The Board noted the DIPC Report for Quarters one and two.

2136/00 PAPERS FOR NOTING OR APPROVAL

2136/01 Minutes of Clinical Governance Committee 24 September and 22 October 2015 – SFT 3723 – Presented by LB

The Trust received the minutes of the Clinical Governance Committee for information.

2136/02 Minutes from Audit Committee 12 October 2015 – SFT 3724 – Presented by PK

The Board received the draft minutes of the Audit Committee held on 12 October.

It was noted that an internal audit report was due for completion in relation to data capture. The committee had considered limited assurance reports and had been concerned about the assurance in relation to Estates. Issues around Authorised Persons to commission and supervise specific areas of Estates work were being addressed.

The Board noted the minutes of the Audit Committee.

2136/03 Staff Survey Report – SFT 3726 – Presented by AK

The Board received the Staff Survey Report. The report summarised actions being taken in relation to the themes in the 2014 Staff Survey. The Board was reminded that the Trust performed very well in comparison to other NHS organisations and was in the top 20% of acute trusts.

In relation to staff experiencing discrimination at work a specifically targeted listening into action group for staff identifying themselves as being from a black or minority ethnic group and a plan was being developed to share with the Staff Survey Steering Group. In relation to a staff experiencing bullying, harassment or abuse from patients, relatives of the public or staff the Dignity at Work Ambassadors had recently been launched and this would include the existing NED bullying and harassment advisors.

A 24 hour security service had been operating since spring 2015 and ward staff in particular appreciated this.

The percentage of staff reporting stress as a reason for sickness absence had decreased to 9.2% from the preceding year when it was 14.5%.

The Board noted the Staff Survey Report.

2136/04 Assurance Framework – SFT 3727 – Presented by LW

The Board received the Assurance Framework update which had been discussed in detail at a workshop earlier in the year to form the basis of the principal risks for the 2015/16 Assurance Framework. The Quarterly review of the Assurance Framework by the three assuring committees would continue.

The Assurance Framework as presented was agreed.

2137/00 ANY OTHER URGENT BUSINESS

No matters were raised.

2138/00 QUESTIONS FROM THE PUBLIC

Congratulations on the success of the Striving for Excellence Awards were offered.

2139/00 DATE OF NEXT MEETING

The next ordinary meeting of the Board would be held on Monday 8 February 2016 at 1.30 pm