SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board Held on Monday 8TH December 2014

Board Members Present:	Dr N Marsden	Chairman
	Mr N Atkinson	Non-Executive Director
	Mr L Arnold	Acting Chief Operating Officer
	Dr L Brown	Non-Executive Director
	Dr C Blanshard	Medical Director
	Mr M Cassells	Director of Finance & Procurement
	Mr A Freemantle	Non-Executive Director
	Mr P Hill	Chief Executive
	Mrs A Kingscott	Director of Human Resources and Organisational Development
	Revd Dame S Mullally	Non-Executive Director
	Mr S Long	Non-Executive Director
	Mrs L Wilkinson	Director of Nursing
Corporate Director:	Mr M Ace	Associate Executive Director
In Attendance:	Mr P Butler	Communications Manager
	Mr D Seabrooke	Secretary to the Board
	Mr P Lefever	Wiltshire Health Watch
	Mr M Wareham	Staff Side
	Cllr John Noeken	Governor
	Mrs J Sanders	Governor
	Mr B Fisk	Governor
	Mr R Jack	Governor
	Mr J Carvell	Governor
	Mrs L Taylor	Governor
	Mr A Lack	Governor
	Mrs C Martindale	Lead Governor
	Mrs S Bealey	Governor
	Mr P Kemp	Non-Executive Director - Designate

2027/00 Introduction and Welcome **ACTION**

The Chairman welcomed observers from the Thames Valley and Wessex Leadership Academy, Maggie Woods and Sue Mortlock to the meeting. He welcomed Paul Kemp who had been appointed as a Non-Executive Director from 1 February 2015.

As it was his last public Board meeting, the Chairman thanked Nigel Atkinson for his contribution over the past 8 years.

2028/00 Declarations of Interests and Fit and Proper/Good Character

It was noted that the new Fit and Proper requirements had come into force from 27 November 2014. The 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 conflicts of interest and to declare any interests arising from the discussion. No member present declared any such interest or impairment.

2029/00 Minutes - 6 October 2014

Subject to a minor amendment to minute 2020/00, third bullet point, the minutes of the meeting held on 6 October were agreed as a correct record.

2030/00 Matters Arising

It was noted under minute 2013/00 that equality and diversity training compliance was running at 69%.

2031/00 Chief Executive's Report - SFT 3596 - Presented by PH

The Board received the report of the Chief Executive and Peter Hill highlighted the following principal points:

- The risk to the UK from the Ebola virus continued to remain very low but along with other hospitals, the Trust continued to monitor and develop its own arrangements to manage any suspected incidents.
- A recently published survey by the CQC of people attending the Trust's A&E department in summer 2014 had scored very well and the results were especially pleasing giving significant pressures that continue to be experienced by the department throughout the year.
- The Striving for Excellence Awards had recognised achievements across 11 categories and there had been good coverage in the Salisbury Journal.
- It was also noted that the advert for a Chief Operating Officer had recently closed and applications were currently being assessed with interviews planned for 7 January.
- There were discussions with other NHS bodies in future provision of community services across Wiltshire.

The Board noted the Chief Executive's report

2032/00 Friends and Family and Staff Survey Results Update
SFT 3597 - Presented by AK

The Board received the Friends and Family test and staff survey results report for Quarter 1 and Quarter 2 and details of the action plan in relation to the 2013 staff survey.

There had been a 27% response rate in the staff friends and family test, with 93% of respondents saying they were likely or extremely likely to recommend the Trust as a place to receive care or treatment and 82% as a place to work. Free text responses have been circulated to managers for discussion.

It was also noted that the comments were circulated to the Executive Workforce Committee and AK undertook to circulate these to the Board for information. **AK**

In relation to the update on the 2013 staff survey action it was noted that 41% of appraisals were rated as satisfactory and that the second phase of the SpIda system would allow further reporting of the quality of the appraisal. It was noted that a number of controls were in place to quality assure medical appraisal and that revalidation for nurses was expected to start in 2015.

The Board noted the report.

2033/00 Ward Staffing - SFT 3598 - Presented by LW

The Board received the nurse staffing report to October 2014. This indicated that fill rates were just over 100% for both nursing assistants and registered nurses. There were some acceptable variations in for example Radnor Ward, Neonatal Intensive Care and Maternity and these were managed as exceptions. LW also reported that recruitment hot-spots in MSK and Medicine were being addressed in part by overseas recruitment and it was again confirmed that English language requirements were part of the recruitment process.

Records were being kept of instances where Sisters were working clinically and where staff were recalled from scheduled training. Displays of staffing levels on wards have not prompted much reaction so far from patients.

The Board noted the Nurse Staffing Report.

2034/00 Quality Indicator Report to 31 October - SFT 3599
Presented by CB and LW

The Board received the Quality Indicators Report to October 2014. It was noted that a serious incident enquiry was in progress in relation to a retained throat pack incident which had been touched on at the previous meeting. It could now be confirmed that this was a never event however this patient came to no harm. A new serious incident has also been reported.

As previously discussed the HSMR (Hospital Standardised Mortality Rate) was reducing and the rebasing of this was shown in the report. Under the rebased information the HMSR was at 109 and was decreasing.

The Clinical Risk Group would be receiving a report on increased global trigger tool events – the most common of these were related to catheter UTI and dehydration.

There have been two falls resulting in fracture, pressure ulcers were down and there was 88% compliance with the 36 hour fractured neck of femur standard. Delivering same sex accommodation breaches were in relation to recovering ITU patients and it was noted that the Trust had been using escalation capacity for many months to varying degrees.

There had been no new C-Diff cases. The response to real-time feedback was good and response rates to the friends and family tests were also improving.

The Board noted that Quality Report.

2035/00 Report of Director of Infection Prevention and Control - SFT 3600
Presented by LW

Fiona McCarthy attended the meeting in support of this item.
As noted in previous monthly reports there have been two outbreaks of C-Diff in the Medicine directorate during quarters 1 and 2.

External support had been obtained in relation to concerns about C-Diff and the Trust has strengthened and reviewed processes including cleaning training and education.

There had been two cases of MRSA in July and in September, the second of which was a contaminant.

The Trust’s PLACE score published in August was 95.4 which was below average. The Trust continued to carry out a rigorous self-assessment in accordance with the published guidance. Results for mandatory surveillance on surgical site infection were considered to be relatively low.

A suspected Ebola case had presented in A&E during quarter 3 which had tested the preparations in place and in this instance staff had responded very well. There had been no unexpected confirmed cases nationally so far. Any suspected case would be tested with results available within 6 – 8 hours and if positive, the patient would be appropriately and safely transferred to the specialist unit at the Royal Free Hospital in London.

FMcC undertook to check whether the take up of the infection control on-line training through the managed learning environment was available and in percentage form.

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

2036/00 Sign Up to Safety - SFT 3601 - Presented by LW

The Board received the report on sign up to safety setting out the Trust's pledges under the headings of Put Safety First, Continually Learn, Honesty, Collaborate and Support.

The Patient safety collaborative in the region was being led by the Wessex Academic Health and Science Network. The Trust was required to submit its delivery plan by 19 December and this would be monitored by the Clinical Governance Committee. The delivery plan would reflect the higher risks applicable to vulnerable patient groups.

The Board approved the sign up to safety pledges described in the report.

2037/00 Finance and Performance Committee Minutes - 20 October 2014

The Board received the confirmed minutes of the Finance and Performance Committee – the new name and role of the committee was noted. The committee continued to monitor the Trust's financial position and A&E performance.

The Minutes were noted.

2038/00 Financial Performance to 31 October 2014 - SFT 3603 - Presented by MC

The Board received the financial performance report. It was noted that the Trust at month 7 showing a deficit of £368,000. Income was rising, but expenditure was rising further. Over performance was being discussed with CCG's.

Additional winter pressures money of £1.6million had been received and the Trust continued to forecast a surplus of £0.8million. The quarter 2 feedback had recently been received from Monitor which had confirmed a "green" rating for Governance and a continuity of service rating of "4".

On sales, non-elective activity, at which the Trust was paid at a marginal rate, was up, and in out-patients, first appointments were up but follow-ups were down. The Medicine and Clinical Support and Family Services directorates were both over spent. Agency use had reduced but remained too high.

The Trust's work on the savings plans was paramount but it was struggling to meet the target of £9 million – achievement was phased to the last few months of the financial year.

In response to a question from Sarah Mullally, MC explained that people in the Trust needed to continue to drive out the savings. The Trust had with the support of the winter pressure money allocated been able to employ more nurse practitioners to improve patient flow where there were shortages of consultants. Pressure continues on reducing agency spend. Spending on medical locums continued to be a concern as there were a number of national shortages in some specialties. The Trust continued to look at innovative ways to recruit the medical staff it needed. The junior doctor fill rate from the Deanery had improved.

It was also noted that each principal staffing group was reporting to the Executive Workforce Committee on its issues and it was noted that a report from the committee would be made to a future meeting of the Board. ***AK***

The Board noted the Finance Report.

2039/00 Progress Against Targets and Performance Indicators to 31 October 2014 SFT 3604 Presented by LA.

The Board received the report to 31 October.

It was noted that the hospital was using escalation capacity in October and November, including Wilton Ward. There were 25 delayed transfers of care as at 5 December, 16 of these related to social care and 9 were NHS. Of the total, 19 related to Wiltshire patients.

The A&E indicator was considered to be at risk for quarter 3 but the department continued to build capacity and improve practice. The 62 day cancer target was challenged due to the small numbers of patients on the pathway.

The Trust was seeing improved performance on the two week cancer wait and on six weeks diagnostic waits, this was challenged by an increase in primary care referrals but continued to be met. Cancelled operations had seen an increase in November.

Staff appraisal rates were considered to be, in reality, higher than was reported by SpIda system.

The Board noted the Performance report.

2040/00 Update on Planning Process - SFT 3605

This item was dealt with under the half yearly update (SFT 3609)

2041.00 Proposed Capital Programme 2015/16 - SFT 3606 - Presented by MC

The Board received the draft capital programme for 2015/16.

It was noted that the value of the programme was about £8 million. Medical equipment and health and safety measures continued to be prioritised by the capital control group and other groups that had scrutinised the programme.

It was noted that the programme did not include provision for IT developments such as electronic patient record. This was likely to require loan finance.

The Board approved the Capital Programme 2015/16.

2042/00 Papers for Noting or Approval

2042/01 Assurance Framework Update - SFT 3607 - Presented by LW

The Board received the updated Assurance Framework following the workshop held in September. LW highlighted the introduction linking the corporate objectives with the new Care Quality Commission lines of enquiry. The assurance committees would continue to monitor the assurance framework on a quarterly basis and it was reviewed monthly by a group of executives. It was agreed that the Assurance Framework should be revisited in June or July. **DS/LW**
Some staffing matters could be referred to the Executive Workforce Committee to review on behalf of JBD.

The Board approved the Assurance Framework.

2042/02 Estates Strategy Update - SFT 3608 - Presented by LA

The Board received the update on the Estates Strategy. LA reported that many of the actions set out in the strategy had been completed included the improvement of energy efficiency across the site. There was a general need to improve the standard of accommodation in the SDH central area and updating required in the Spinal Unit and Day Surgery.

The demolition of the central boiler house presented new opportunities in that vicinity. Work continued to optimise the design of the level to Springs redevelopment. Competitive dialogue with interested parties in the SDH South redevelopment proposals was continuing. Hillcote will be closing in June and work was underway to identify the future of this property.

CB highlighted the need to additional space for Gynaecology in relation to the breast unit development being supported by the hospital charity and the need to improve the surgical admissions lounge and surgical assessment unit.

It was noted that in relation to the south side development the Trust had one chance to encourage a suitable development and new opportunities continued to arise potentially affecting that choice. The need to obtain long-term benefits of the development for the Trust was emphasised.

The Board noted the Estate Strategy Update.

2042/03 Trust Strategy – Half Yearly Update - SFT 3609 - Presented by LA

The Board received the mid-year review of the strategic plan 2014/15. It was noted that Monitor had recently given feedback on the Trust’s submission of its five year plan which was considered to be positive. It was also noted that a two year plan was required to be submitted by 10 April 2015.

The Board noted the report.

2042/04 2014 PLACE Results - SFT 3610 - Presented by LA

Ian Robinson Head of Facilities attended for this item. The Board received the update on the PLACE assessment which had been undertaken in May 2014. The Trust’s scores were generally in line with the 2014 national averages although slightly behind in relation to food and hydration provision. It was noted that the scope of the matters assessed by the PLACE audit continued to evolve.

The Board emphasised the need to continue to carry out a rigorous and compliant self-assessment.

The report set out the 2015 PLACE programme which would be held between March and June and would include public areas and car parking as well as the existing elements of cleanliness, food and hydration, privacy dignity and well-being and condition appearance and maintenance.

The Board noted the report.

2042/05 JBD Minutes Evidencing Presentation of Assurance Framework and Risk Register - SFT 3611 - Presented by PH

The Board received the update from the Joint Board of Directors noting new positive assurances around the mortality rate, the Engage project and the friends and family test.

The Board noted the report.

2042/06 Minutes of Clinical Governance Committee 25 September - SFT 3612 - Presented by LB

The Board received the confirmed minutes of the Clinical Governance Committee. Hot topics included end of life care, customer care, nurse documentation, progress with the mock CQC report action improvements, responses to patient buzzers and cleanliness.

The Board noted the Minutes.

2042/07 Minutes of Audit Committee 13 October 2014 - SFT 3613 - Presented by NA

The Board received the draft minutes of the minutes of the meeting of the Audit Committee and it was noted that the committee had asked the head of IT to give account in relation to a limited assurance report on systems development.

The Board noted the draft minutes.

2043/00 Questions from the Public

In relation to a question from John Carvell, it was noted that the Trust's vision continued to be to provide a range of District General Hospital services supplemented by specialist services, to provide an emergency department and other support services.

In relation to dermatology efforts to recruit two consultant posts were continuing however the plastic surgeons had continued to support this area. The recruitment difficulties have been discussed with neighbouring Trusts.

In relation to a question from Alastair Lack it was noted that there were demonstration sites for the implementation of the electronic records. The implementation was considered to be cost effective and beneficial to patients.

In relation to a question from Raymond Jack it was noted that 47 nurses had been initially recruited from Portugal in 2013, more recently, 20 had been recruited from Spain and that the Trust was currently interviewing in Italy with a view to around 20 appointments. It was noted that the Executive Workforce Committee looked in detail at the Agency use rates.

2044/00 Date of Next Meeting

It was noted that the next public meeting of the Trust Board will be on Monday 2 February 2015, in the Board Room at 1.30pm.