

DRAFT

**MINUTES OF PART 1 BOARD OF DIRECTORS MEETING
HELD ON WEDNESDAY 27th AUGUST 2014**

Call to Order**Present:**

Alan Tobias	- Chairman
Jacqueline Totterdell	- Chief Executive
David Parkins	- Deputy Chairman
Sue Hardy	- Chief Nurse
James O'Sullivan	- Chief Financial Officer
Jon Findlay	- Chief Operating Officer
Fred Heddell	- Non-Executive Director
Neil Rothnie	- Medical Director
Qadir Bakhsh	- Non-Executive Director
Tony Le Masurier	- Non-Executive Director
Tim Young	- Non-Executive Director
Jan China	- Director of Estates & Facilities
Keith Warrior	- Acting Director of HR

Also in attendance:

Angela Bosnjak-Szekeres	- Trust Secretary
Cheryl Auger	- Assistant to Trust Secretary (minutes)
Claire Hankey	- Head of Communications
Denise Townsend	- Staff
Emma Stock	- Staff
David Hobbs	- Governor
Elaine Blatchford	- Governor
Majzoub B Ali	- Member of the Public

Tony Le Masurier, Non Executive Director, on behalf of the Board, congratulated and presented certificates to the August winner of Hospital Heroes Gemma Archer, an employee relations advisor, for her role as a ward liaison officer during the Perfect Week.

Tony also presented a Highly Commended certificate to Egbert Palmer, a porter on the surgical assessment unit.

Special recognition was given to the Medway PAS 'Super Users' group.

237/14 Welcome and Apologies

The Chairman welcomed Directors, Governors, staff, and members of the public to the meeting.

Apologies:

Apologies were received from Mike Green, Non Executive Director.

238/14 Declaration of conflicts of interest

No conflicts of interest beyond those registered, were declared.

239/14 Approval of Part 1 minutes of 30th July 2014 meeting

The minutes of the previous meeting were agreed as an accurate record.

Item, 2 mins

240/14 Matters Arising

There were no matters arising

Item, 1 min

241/14 Consideration of Part 1 Action Tracker

The action tracker was reviewed with the following comments:

It was noted item 181/14 Employee Engagement Survey: "Review Recommendations in and agree fundamental approach" had been discussed at QAC and was on the agenda for the next Execs meeting. It was agreed this item be removed from the action tracker.

Decision:

- The Action Tracker was approved as presented.

Item, 3 mins

242/14 Patient Story Presentation

The Board watched a video about a patient with mild learning difficulties who wanted to share her positive experience as a patient at SUHFT because there had been negative issues in the past.

The Board discussed care given to all disabled and learning difficulties patients particularly the role of the Disability Liaison Nurse and the support she gives to patients.

The Chairman asked that thanks be passed on to Kat (the patient in the story) for sharing her experiences.

Item, 20 mins

243/14 Nursing Establishment - Monthly Update

Sue Hardy, Chief Nurse, gave the report to the Board. The report relates to fill against planned staffing, in current funded establishment.

Key Points:

- There were 27 shifts where high risk triggers were identified; however there were no occasions where risk remained high following mitigating actions.

- There was an improvement in Trust-wide fill rate for Registered nurses/midwives on day shifts, 97.65% compared to 92.02% in June; an improvement in night shift cover was also seen - 103.86% compared to 95.50% in June. Some wards have been authorised to work to their uplifted staffing numbers, following risk assessment, therefore the fill rate will be recorded above 100% on those occasions.
- The MSK ward reconfiguration plans have now been finalised to commence by the end of August, which means that staffing requirements will be reviewed. This will be picked up in the next nursing workforce review which commences in September.

Decision:

The Board noted the report

Item, 7 mins

244/14 Report from Health & Safety Champion

Tim Young, Non Executive Director, gave the report to the Board.

Key Points:

- Medical Records Storage: Work is ongoing to move all the old records into the new facility. It is expected that the transfer will be completed by the end of September.

Decision:

- The Board noted the report

Item, 3 mins

245/14 Monthly Integrated Performance Report

The IPR report was given to the Board by Jon Findlay, Chief Operating Officer, with input from the Medical Director, the Acting Director of HR, the Chief Nurse and the Director of Estates & Facilities.

Key Points:

- The 18 week admitted performance for July was 88.14% against the 90% target. The Trust continues to be challenged at sub speciality level. Additional monies have been made available by NHS England specifically to address, and reduce, the 18 week backlog. To support this, a detailed action plan has been formulated and submitted to the CCG and NHS England, this has been accepted. An action plan has also been submitted to monitor for approval. The board briefly discussed the various actions which include additional Saturday lists, outsourcing, and a review of 'first outpatient' appointment lists.
- The Board was advised that, in implementing the action plan, the Trust will fail the 18 week target badly over the next couple of months as all the patients who have been waiting longer than 18 weeks are treated.
- A&E: The Trust achieved compliance of 96.5% against the 4 hour standard for July, with only 1 out of the 5 weeks not meeting the 95% threshold. The Trust is well on track to meet the standard for August and has achieved the year to date target in the last couple of days. The Board was advised that filling vacant consultant and paediatric nurse positions still remains a top priority. There was

a brief discussion about Junior Doctor Rotation.

- The Short Notice Cancellation standard was achieved in July for the third month in a row.
- The 28 Day Re-admission target failed with three cancellations failing to be readmitted within 28 days. These were for different reasons and no one common factor affected the ability to re-admit within the timescale. All three patients have since had alternative dates confirmed.
- Cancer: July's performance is still being validated; the current position identifies all standards are met with the exception of 62 day, 2 week wait - 79.3% against a standard of 85%. It was noted the 'Southend only' standard was 82.9% against 85%. The biggest concern continues to be Urology, huge changes have been made to the patient pathway with all patients now being seen by a consultant on their first appointment; also, a new technique for Brachytherapy is being trialled that takes two weeks off the patient pathway. It was reported that work is continuing on the 62 day recovery plan and all actions are on target.
- Complaints: An increase was seen in the number of complaints received in July compared to June. A triangulated Patient Experience Report, including an analysis of complaints, was presented to QAC on 18th August.
- A further positive result for MRSA bacteraemia was identified, the RCA showed this was a contaminant and no lapses in care were identified.
- Pressure Ulcers: 5 avoidable pressure ulcers were reported in July. Additional ward based SSKIN training sessions are being provided and compliance with pressure prevention care is being monitored by Matrons.
- Friends & Family: As requested in a previous Board meeting, National and County Wide benchmarking data was provided; this shows SUHFT is above average Nationally and "doing well" Essex wide.
- Cleaning: In July the cleaning audit average score was 97.2% against a standard of 98%, just missing the target by 0.08%, this was due to flooding in theatres and floor scrubbing works.
- Catering: The Board was informed performance against KPIs is much improved. A summary of the Medirest Customer Care report will come to the Board (as part of the IPR) once received by the department.
- Workforce: Key workforce metrics continue to be challenging; The Executive team has requested each business unit and corporate area to develop workforce improvement plans that identify the targets they are not achieving, when they expect to meet these key targets, and a trajectory towards achievement. Progress is being monitored by the Chief Financial officer, the Chief Operating Officer and the Acting Director of HR and revised trajectories will be presented to the Board from September onwards.

Actions:

- Trend lines to be added to the patient access graphs on page 10
- Updates on RTT and Maternity to be included in the October IPR Report

Decision:

- The Board noted the report and agreed actions.

Item, 48 mins

246/14 Quarterly Employee Engagement Survey

Item deferred to next meeting.

247/14 High Risk Recruitment Trajectories

Keith Warrior, Acting Director of HR, gave the report to the Board.

Key Points:

- The Trust has a total of 433 vacancies equating to a vacancy rate of 10.2%. The staff turnover rate has been on an upward trajectory and is currently at 14%. There has been a related increase in the use of Agency staff.
- An action plan has been developed to reduce the vacancy rate this includes measures to improve the Trusts' marketing to potential applicants, recruitment & retention incentives, and improvements to the recruitment process to remove any avoidable delays.
- The HR department is working with specialist recruitment agencies on a targeted basis to assist in sourcing candidates for hard to fill roles.
- Exit survey arrangements are being reviewed to improve the amount and quality of data collected. This information will be used to inform decisions regarding initiatives to improve staff retention.

Actions:

- Copy of the action plan, tracked against agency spend, to be added to the next Board report as an appendix

Decision:

- The Board noted the report and agreed action.

Item, 16 minutes

There was a 5 minute comfort break at 11.12am - The Board reconvened at 11.19am

248/14 Doctors Revalidation - 6 Month Update

Mr Neil Rothnie, Medical Director, gave the report to the Board. The Board was asked to note the report and to take assurance that the Trust has well-structured, managed, and governed systems in place for appraisal and revalidation.

Key Points:

- The report gave an update on progress with medical appraisal and revalidation and confirmed that the Trust is compliant with the Medical Professional Responsible Officers Regulations.
- Completion of the Annual Organisational Audit (AOA) provides reassurance that the Trust is effectively implementing revalidation. The Annual Organisational Audit for 2013/14 was submitted by the Trust before the deadline of 23rd May 2014.
- It was noted that the Board report and the AOA will be shared with the higher level responsible officer for NHS England.
- The Medical Director recommended a report come to the Board annually, in August, with updates provided to the Quality Assurance Committee when and if necessary.

Decision:

- The Board noted the report and approved the 'Statement of Compliance'

Item, 6 minutes

249/14 Financial Position

James O'Sullivan, Chief Financial Officer, gave the report to the Board.

Key Points:

- There was a surplus of £0.1m in July, it was mentioned that although this does not represent a recovery it gives assurance the Trust is not in free-fall.
- Pay costs remain high at £14.9m, with agency costs representing £1.6m of this. There were pay overspends in almost every business unit.
- Pay costs in relation to meeting the RTT 18 week target were £140k in the month, of which £83k were funded by the additional monies made available by the commissioners.
- Income in July was higher than plan for both elective and non elective inpatients.
- CIP delivery: The value of schemes identified remains at £6.5m against a plan of £9.5m
- Cash balances remain strong and the Trusts' Continuity of Service Risk Rating (CoSRR) increased to a 3
- Capital Expenditure is behind plan; however the costs associated with the MRI scanners, Vascular Theatre etc. means this will level out.

Decision

- The Board noted the report and the financial position and agreed to continue discussions regarding a recovery plan in part two.

Item, 14 minutes

250/14 Part 1 Report from the Chairman

The Chairman had nothing to add.

Item, 1 minute

251/14 Part 1 Report from the Chief Executive

The Chief Executive had nothing further to add.

Item, 1 minute

252/14 Finance & Investment Committee Report

David Parkins, Chair of the Finance & Investment Committee, gave the report to the Board stating that the Committee were not reassured.

Decision:

- The Board noted the report.

Item, 1 minute

253/14 Quality Assurance Committee (QAC) Report including Revised Terms of Reference

Fred Heddell, Chair of the QAC, gave the report to the Board.

Key Points:

- The Equality and Diversity (E&D) report had been received at QAC, but, whilst the recommendations for embedding E&D into the culture of the Trust were endorsed by QAC it was noted that they were for decision by the Executive team. A report on how the recommendations will be carried forward has been requested from the Execs.
- Terms of Reference: The Board agreed the terms of reference as they are, these will be reviewed once the revised Board Assurance Framework (BAF) has been agreed in the next Board Development Session.

Decision:

- The Board noted the report

Item, 5 minutes

254/14 Review of Corporate Risk Register

Sue Hardy, Chief Nurse, gave the report to the Board. The report provided an update on the risks placed on the corporate risk register identifying any movement against that particular risk.

Action:

- Emma Stock to be asked to include the previous score in the 'measurement of risk' (arrows) column in future reports.

Decision:

- The Board noted the report and agreed action

Item, 5 minutes

255/14 Review of the Board Assurance Framework (BAF)

James O'Sullivan, Chief Financial Officer, gave the report to the Board.

Key Points:

- The Board was asked to consider the proposed BAF and agree the list of principle risks that will be monitored in order to evidence the Boards overview of delivery of the Trusts' strategic objectives.
- The formatting will be agreed at the next Audit Committee (12th September) and the various sub committees will finalise the narrative (for mitigations, controls etc.).

Decision:

- The Board noted the report

Item, 10 minutes

256/14 Review of Board Calendar

The Chief Executive requested this item be discussed in part 2 of today's meeting.

Decision:

- The Board agreed

Item, 1 minute

257/14 Date of Next Meeting

The next Board of Directors' meeting will be held on Wednesday 24th September 2014 in the Trust Boardroom.

The Chairman thanked members for their contribution and declared Part 1 of the meeting closed at 12.20