

United Lincolnshire Hospitals 
NHS Trust

Minutes of the Public Trust Board Meeting

Held on 2 February 2016

Committee Room 1, Pilgrim Hospital, Boston.

Present

Voting Members

Mr Ron Buchanan, Chairman
Mr Jason Burn, Interim Director of Finance and Corporate Affairs
Dr Paul Grassby, Non-Executive Director
Mr Geoff Hayward, Non-Executive Director
Dr Suneil Kapadia, Medical Director
Mrs Penny Owston, Non-Executive Director
Mrs Gill Ponder, Non-Executive Director
Mrs Michelle Rhodes, Director of Nursing
Mr Jan Sobieraj, Chief Executive
Mr Tim Staniland, Non-Executive Director
Mrs Kate Truscott, Non-Executive Director

Non Voting Members

Mr Paul Boocock, Director of Estates and Facilities
Mr Mark Brassington, Chief Operating Officer
Mr Keith Darwin, Associate Non-Executive Director
Mr Ian Warren, Director of Human Resources and Organisational Development

In Attendance

Miss Lucy Ettridge, Associate Director of Communications
Ms Lucie Myklova, Breast Consultant (item 4 only)
Mrs Jayne Warner, Trust Secretary (minutes)

Apologies

Mr David Pratt, Director of Finance and Corporate Affairs
Mr Kevin Turner, Deputy Chief Executive

001/16 **ITEM 1. APOLOGIES FOR ABSENCE RECEIVED**

Apologies were received from Mr Keith Turner, Deputy Chief Executive and Mr David Pratt, Director of Finance and Corporate Affairs.

002/16 **DECLARATIONS OF INTEREST**

There were no interests declared in respect of the agenda items.

003/16 **ITEM 2. MINUTES OF THE MEETING HELD ON 1 December 2015**

The minutes of the meeting held on 1 December 2015 were approved as a true and accurate record.

004/16 **ITEM 3. MATTERS ARISING/ACTION LOG**

Minute 540/15 Complaints data within quality report - Work was ongoing with ICT to present the data as requested. It was expected that this would

be live for the April report.

Minute 632/15 Retirement data – The Director of Human Resources and Organisational Development advised that this data would be highlighted within workforce plans which were due to be submitted on 8 February and which would then feed in to the March Board report.

Minute 710/15 Safe Staffing Review – The Board noted the requirement for this report to be presented. Further work had been completed aligning capacity plans to activity and the report would be brought to the Board at the March meeting.

Minute 728/15 Cancelled operations - The Chief Operating Officer advised of the specific actions which had been taken to address cancelled patients who were not rebooked within 28 days of cancellation.

Minute 729/15 and 730/15 Performance data – The data had been updated within the performance report.

005/16 **ITEM 4. CHAIRMAN'S UPDATE**

The Chairman welcomed Ms Lucie Myklova, recently appointed Breast Consultant, to the meeting. Ms Myklova introduced herself to the Board.

006/16 The Chairman welcomed Mr Jan Sobieraj to his first Board meeting following his appointment as Chief Executive and also Mr Jason Burn who would act as Interim Director of Finance and Corporate Affairs for a period of four months.

007/16 The Chairman commented that, ahead of the meeting, Board members had taken part in site walk rounds as part of the "Perfect Week". Staff who had taken the time to escort the Board members were thanked and the Chairman stated that this had given Board members valuable insight into some of the issues which the Board continued to discuss.

008/16 The Chairman reported that the interviews to appoint his successor had taken place and an announcement was still awaited.

009/16 **ITEM 5. CHIEF EXECUTIVE'S UPDATE**

Staff Engagement – The Chief Executive advised the Board of the engagement activities with staff that had been undertaken since his arrival in January. The top 500 staff in the organisation had been sent a letter and invited to attend sessions to meet with the Chief Executive. In summary the feedback from these sessions had covered being able to better organise the workforce in management terms, the risks facing the organisation relating to recruitment, concern over the loss of elective income, service transformation and better engagement with staff. Mrs Owston questioned whether there was any early thinking on accountability arrangements. The Chief Executive responded that it was early days for talking a view but it was essential that clinical and business processes were aligned.

Stakeholders – The Chief Executive had held initial meetings with key stakeholders including the chairs of the Health Overview and Scrutiny Committee and Health and Wellbeing Board.

Junior Doctors Strike Action – The Board was advised that a further strike was planned for week commencing 8 February 2016.

Medium Term Planning Process – The Chief Executive advised that work had commenced on the sustainability and transformation plan for Lincolnshire.

010/16 **Questions from members of the public**

There were no questions from members of the public.

011/16 **ITEM 6. Quality & Patient Experience**

Item 6.1 Patient Story

The Director of Nursing gave a presentation on the recent ward closures in response to norovirus cases in the Trust and the impact for patients and their families over the Christmas period. It was noted that the majority of cases were community acquired, with patients arriving at the Trust with symptoms and that there had been limited transference between patients.

012/16 The Board acknowledged the response from staff and requested that a message of thanks be sent to all staff involved in responding to the matter.

013/16 **Item 6.2 Portfolio Improvement Programme**

The Chief Executive reported to the Board the high level summary position on the key programmes of work in the four improvement workstreams within the portfolio improvement programme.

014/16 The Board was advised that all areas of work were being reviewed and some elements of the programme would revert to business as usual. The organisation was due for an unannounced visit from the CQC and the Chief Executive had asked for an update to the March Board meeting which clearly demonstrated the current status of actions in relation to the remaining CQC compliance notices.

Action: Director of Nursing 1 March 2016

015/16 Mr Hayward stated that it was essential the Trust made realistic assessments of the position against improvement actions. The Chief Executive stated that all predicted ratings were considered accurate and that the challenge around the ratings was sought in the assurance committees.

016/16 **RESOLVED**

The Board noted the progress and the assurance provided on the

continued work to deliver the recovery programme.

017/16 **Item 6.3 Quality Report**

The Medical Director presented the Quality Report to the Trust Board.

018/16 The Medical Director highlighted the following matters from the report. VTE risk assessments were now back on track to achieving 95%. The Board was advised that despite the ongoing work eDD continued to be an issue and had only been completed in 76% of cases.

019/16 The Board was advised that the Trust HSMR was 96.47 for the year to date. Crude mortality had shown a slight increase from the previous month. Work had been initiated through the Trust-wide sepsis meeting on sepsis identification and the administration of IV antibiotics.

020/16 The Board was advised that the level of falls reported in the Trust had peaked in December and there was concern that the upward trend correlated to the level of escalation beds open. The Trust was considering the piloting of new falls initiatives.

021/16 Mrs Owston noted that there had been a number of reported breaches of the mixed sex accommodation and that these had been linked to the norovirus outbreak. The Director of Nursing advised that details of these breaches had been provided to the NHS TDA.

022/16 **RESOLVED**

The Trust Board noted the Quality Report.

023/16 **Item 6.4 Monthly Nurse Staffing**

The Director of Nursing presented the monthly nursing and midwifery staffing levels for December 2015. The report detailed the monthly review of planned and actual staffing in inpatient areas and was publicly available on the NHS Choices website.

024/16 The report detailed that 5 areas had Registered fill rates below 80% and 6 areas had Unregistered fill rates below 80%. 5 areas had not met their fill rates for 3 months.

025/16 The Director of Nursing reported that the Trust continued to use high levels of agency staffing. Work continued to emphasise the use of the nurse bank and trained nurses were supporting the nurse bank staff.

026/16 The Board was advised that the recent recruitment exercise in the Philippines had resulted in 131 offers to nurses. The offers were in a number of specialties and across three sites. The Board was advised that it would take between five to ten months to get the recruits into post.

027/16 The Board was advised that the Trust continued to carry a risk of failing to achieve the agency cap. The Trust continued to work to meet the planned trajectory. The Director of Nursing reported that all requests were being

managed centrally and signed off by the senior nursing staff. The Board was advised that meeting the agency cap was a requirement of the Trust loan conditions and the Trust had escalated the risk to achieving the cap and had requested direct support for the organisation.

028/16 Mr Grassby questioned whether the red flags reported should be examined at the Quality Governance Committee. The Director of Nursing stated that there were still some inconsistencies in reporting red flags.

029/16 The Board noted that the action plan required updates.

Action: Director of Nursing 1 March 2016

030/16 **RESOLVED**

The Trust Board noted the nurse staffing monthly report.

031/16 **Item 6.5 Communications and Engagement Quarterly Report**

The Board was advised that reporting about the Trust continued to be largely positive and had not been affected by the norovirus outbreak. The Trust continued to increase its membership and had recorded a record number of nominations for the staff awards.

032/16 Mrs Ponder informed the Board that discussions at the Louth locality forum had questioned whether the use of volunteers was being maximised. The Board requested an update report on volunteers for a future meeting.

Action: Director of Nursing 5 April 2016

033/16 **RESOLVED**

The Trust Board noted the communications and engagement quarterly report.

034/16 **ITEM 7. STRATEGIC ITEMS**

Item 7.1 Lincolnshire Health and Care

The Chief Executive advised that the progress being made on the LHAC programme was now the subject of review by both the TDA and NHS England. The Board was advised that the Trust had made representation to the TDA on the effect of the delays for the Trust.

035/16 A workshop had been planned to engage with stakeholders and understand the options. The challenge for the process was to ensure that the options could add up financially.

036/16 **RESOLVED**

The Board noted the update in respect of LHAC.

Item 8.1 Finance Performance Report was taken at this point

037/16 **ITEM 8. GOVERNANCE AND ASSURANCE**
Finance Performance Report

The Interim Director of Finance and Corporate Affairs presented the financial performance to month nine.

038/16 The Board was advised that the Trust was reporting a deficit of £50.0m to 31 December 2016. The Trust would not deliver the control deficit of £40.3m. Following discussions with the CCG around financial settlement for the year the forecast has been amended to £61.8m less a £4m capital to revenue transfer to give a revised forecast of £57.8m.

039/16 The Board was advised that the Trust was investigating the opportunity for any further transfers and the possibility of increased reinvestment of financial sanctions. The Trust had been informed by Commissioners that the first £950K of fines would be retained to meet the costs of arbitration. The Trust intended to challenge this decision.

040/16 Mr Hayward asked for assurance that the financial impact of the norovirus outbreak had been factored into the revised forecasts. The Board was advised that this was the case and the impact was estimated to be between £500k and £1m; however the impact would be seen in the month 10 position also.

041/16 **RESOLVED**

The Board noted the financial position for December 2016.

042/16 **Item 7.2 Monitor/TDA letter 2015/16 Outturn and 2016/17 Plan including STF**

The Interim Director of Finance and Corporate Affairs reported to the Board that, following the announcement of the spending review and the additional £1.8bn Sustainability and Transformation Fund, the Trust had received a letter from the TDA and Monitor detailing the outcomes for the Trust and the requirements placed on the Trust to realise the settlement.

043/16 The control total for the Trust for 2016/17 had been set at £47.9m deficit with access to a sustainability and transformation fund of £16.1m. The Board was asked to consider the offer and the terms attached.

044/16 The terms of the offer were

- Delivery of agreed control total
- Delivery of access standards
- Development of a 5 year sustainability and transformation plan.

045/16 Mr Hayward commented that the Trust would need achievable efficiency plans to meet the control totals. The Chief Executive advised that these

plans were being worked up with the business units, with data from the Carter Review being used to target the plans.

046/16 Mr Staniland queried how the sustainability and transformation plans would be agreed with commissioners. The Chief Executive confirmed that he had initiated a group to meet with an independent chair that would address the issues of the STP.

047/16 The opportunities for financial improvement included in the letter had been reviewed and would be considered at the February meeting of the Finance, Performance and Investment Committee.

048/16 **RESOLVED**

The Board supported accepting the offer made subject to the caveat that further exceptional, uncontrollable factors did not emerge prior to the new financial year, eg National Tariff settlement.

049/16 **Item 8.1 Integrated Performance Report**

The Chief Operating Officer presented the Integrated Performance Report to the Board for the period to 31 December 2015.

050/16 The Board was advised that performance against the A&E 4 hour waiting time target was 84.88% for December which was below the level required for the recovery plan. The Trust had taken actions to reduce the number of electives to free beds heading into the holiday period. The norovirus had impacted on flow. Bed occupancy was at 97% and the Trust had peaked with 83 escalation beds open. Focus was being given to the Pilgrim site and a paper on urgent care would be brought to the Trust Board in April 2016.

Action: Chief Operating Officer 5 April 2016

051/16 The Trust had achieved the 18 week referral to treatment time for the fifth consecutive month.

052/16 The Trust had experienced a spike in the number of cancelled operations not treated within 28 days during December.

053/16 The Trust had met eight of the nine cancer standards in November and were ahead of trajectory in the actions to achieve improvement in the final standard.

054/16 **RESOLVED**

The Board noted the Trust Performance Report.

055/16 **Human Resources Performance Report**

The Director of Human Resources and Organisational Development

presented the Human Resources Performance Report.

056/16 The Board was advised that 131 nursing posts had been offered during the recruitment drive in the Philippines. Workforce plans would be complete to first draft stage by 8 February 2016.

057/16 The Trust had seen a slight increase in staff turnover and sickness levels. The Trust was recruiting additional posts in the Human Resources Department to support managers in bringing sickness levels down.

058/16 The Board was advised that the National Staff Survey was due to be released in February 2016.

059/16 **RESOLVED**

The Board noted the Human Resources Performance Report.

060/16 **Item 8.2 Quality Governance Committee Assurance Report**

Mr Staniland presented the Quality Governance Committee Assurance Report from the meeting held on 26 January 2016.

061/16 The Committee had no new issues for escalation to the Board.

062/16 **RESOLVED**

The Trust Board noted the Quality Governance Committee Assurance Report.

063/16 **Item 8.3 Finance Performance and Investment Assurance Committee**

The Chairman presented the Finance, Performance and Investment Committee Assurance Report from the meeting held on 26 January 2016.

064/16 The Committee highlighted to the Board the continuing risk of the Trust not delivering its control deficit total but noted that this had been discussed earlier on the Board agenda as part of the finance performance report.

065/16 **RESOLVED**

The Trust Board noted the Finance, Performance and Investment Committee Assurance Report.

066/16 **Item 8.4 Transformation Committee Assurance Committee**

Mr Staniland presented the Transformation Committee Assurance Report from the meeting held on 26 January 2016.

067/16 The Committee had raised concerns about the delays to the LHAC programme and the delays to implementing the specialised rehabilitation

service and noted that this had been escalated to the TDA and specialised commissioners.

068/16 **RESOLVED**

The Trust Board noted the Transformation Committee Assurance Report.

069/16 **Item 8.5 Workforce and Organisational Development Assurance Committee**

Mrs Owston presented the Workforce and Organisational Development Committee Assurance Report from the meeting held on 12 January 2016 and highlighted the following matters to the Trust Board.

070/16 The Committee had discussed the absence of clear accountability and organisational structures that could link directly with ESR.

071/16 **RESOLVED**

The Trust Board noted the Workforce and Organisational Development Committee Assurance Report.

072/16 **Item 8.6 Audit Committee**

Mr Hayward presented the Audit Committee Assurance Report from the meeting held on 8 December 2015 and highlighted the following matters to the Trust Board.

073/16 The Board was alerted to the risk of a limited assurance Head of Internal Audit Opinion for 2015/16 following a number of limited assurance audit reports being received.

074/16 The Committee had considered the advice in terms of preparing the accounts for the Trust on a going concern basis. The Committee agreed with this approach.

075/16 **RESOLVED**

The Trust Board noted the Audit Committee Assurance Report.

076/16 **ITEM 9. OPERATIONAL ISSUES**

Item 9.1 TDA Provider Management Regime

The draft Board declarations in accordance with the NHS Midlands and East Provider Management Regime were presented to the Board. The Chief Operating Officer pointed out that the Trust had declared non compliance with standards 5 and 10 as these related to achievement of performance targets and was at risk of non compliance with standard 4.

077/16 The timescales dictated that the report had to be completed mid-month and it had been duly signed and submitted. It was brought to the Board for endorsement.

078/16 **RESOLVED**

The Trust Board considered the declarations and the statements made and endorsed the signing and submission of the documents.

079/16 **Item 9.2 Capital Works to Upgrade Lincoln Neonatal Unit**

The Board was asked to consider a proposal to take forward the project for the 6th floor neonates in Lincoln, addressing one of the major risk critical backlog infrastructure project. The capital expenditure would be split between 2015/16 and 2016/17 with work commencing in February 2016.

080/16 The project would involve pre commitment of £1.406m from the 2016/17 capital programme.

081/16 Mrs Truscott questioned how the cots would be staffed and whether the work supported the strategy for Women and Childrens Services. The Director of Nursing responded that the number of births supported the cot numbers and that with better facilities it was expected that staff would be attracted to work on the unit. The cots would be opened in stages as staffing permitted.

082/16 **RESOLVED**

The Trust Board supported the proposal and agreed the capital investment.

083/16 **ITEM 10. ANY OTHER BUSINESS**

There were no other items of business.

084/16 **ITEM 11. DATE, VENUE AND TIME OF NEXT MEETING**

The next meeting will take place on Tuesday 1 March 2016 in Training Room 1, Grantham and District Hospital.

EXCLUSION OF THE PUBLIC

In accordance with Standing Order 3:1 and Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960: To resolve that representatives of the press and other members of the public be excluded from this part of the meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest.

Signed as a true record _____ **Chairman**

Date _____

Attendance

Voting Members	2 June 2015	7 July 2015	4 Aug 2015	1 Sep 2015	6 Oct 2015	3 Nov 2015	1 Dec 2015	2 Feb 2016
Ron Buchanan	X	X	X	X	X	X	X	X
Dr Steve Barnett	A	X	A	X	X	X	X	
Dr Paul Grassby	X	X	X	X	A	X	X	X
Geoff Hayward	X	X	X	X	X	X	X	X
Penny Owston	A	X	X	X	X	X	X	X
Gill Ponder	X	X	X	X	X	X	X	X
Kate Truscott	X	A	X	A	X	X	X	X
Tim Staniland	X	X	X	X	X	X	X	X
Jane Lewington	X	X	A					
Dr Suneil Kapadia	X	X	A	X	X	X	X	X
David Pratt	X	X	A	A	A	A	A	A
Pauleen Pratt	X	A	X	X	A	X	X	
Kevin Turner	X	A	X	X	X	X	X	X

X In attendance
A Apologies given