

United Lincolnshire Hospitals   
NHS Trust

Minutes of the Public Trust Board Meeting

Held on 5 May 2016

Committee Room 1, Pilgrim Hospital, Boston.

**Present**

**Voting Members**

Professor Dean Fathers, Chair  
Mr Jason Burn, Interim Director of Finance and Corporate Affairs  
Dr Paul Grassby, 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 (via VC)  
Mr Kevin Turner, Deputy Chief Executive

**Non Voting Members**

Mr Mark Brassington, Chief Operating Officer  
Mr Ian Warren, Director of Human Resources and Organisational Development

**In Attendance**

Miss Lucy Ettridge, Associate Director of Communications  
Mrs Jennie Negus, Deputy Chief Nurse (Pilgrim)  
Mrs Jayne Warner, Trust Secretary (minutes)  
Mr Preston Keeling, Healthwatch

**Apologies**

Mr Paul Boocock, Director of Estates and Facilities  
Mr Keith Darwin, Associate Non-Executive Director  
Mr Geoff Hayward, Non-Executive Director  
Mr David Pratt, Director of Finance and Corporate Affairs

250/16 **ITEM 1. INTRODUCTION**

The following matters were noted in the Chair's opening remarks.

**Staff Awards 2016** The event had been hailed a great success and a wonderful way to showcase the Trust's fantastic staff. Plans were already in place for the 2017 Awards.

**Grantham Fire** The Chairman thanked all those who had responded so swiftly to the recent electrical fire on the Grantham site. The efforts of staff had meant that services were able to resume quickly and the least number of patients possible affected.

**Induction** The Chairman confirmed that he continued his induction process and meeting staff on all sites. He had also organised appraisals with all of the

Non Executive Directors and had attended the Louth Locality Forum.

**Newly appointed consultants** The Board welcomed Mr Rohit Rambani Orthopaedic Consultant and Dr Munish Kumar Consultant Paediatrician.

## **ITEM 2. APOLOGIES FOR ABSENCE RECEIVED**

Apologies were received from Mr Paul Boocock, Director of Estates and Facilities, Mr Keith Darwin, Associate Non-Executive Director, Mr Geoff Hayward, Non-Executive Director and Mr David Pratt, Director of Finance and Corporate Affairs.

## 251/16 **ITEM 3. DECLARATIONS OF INTEREST**

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

## 252/16 **ITEM 4. MINUTES OF THE MEETING HELD ON 5 APRIL 2016**

The minutes of the meeting held on 5 April 2016 were approved as a true and accurate record.

## 253/16 **ITEM 5. MATTERS ARISING/ACTION LOG**

There were no new matters arising.

Item 540/15 Complaints numbers as a percentage of patient attendances were included in the Quality Report.

Item 050/16 and 132/16 Urgent care update and improvement plan had been provided.

Item 116/16 Alternative staffing models would be considered on the private agenda.

## 254/16 **ITEM 6. CHIEF EXECUTIVE'S UPDATE AND ENVIRONMENTAL SCAN**

**Care Quality Commission** The Chief Executive reported that the CQC business plan had been produced and indicated a revised approach. The Board was advised that the Trust was due a visit.

**NHS Improvement (NHSI)** The Chief Executive advised that NHSI had gone live from April and the governance framework had been published.

**Junior Doctors** The Board was advised that the junior doctors strike had created problems for the organisation. The context for this was that the Trust had a relatively small number of junior doctors. The local population appeared to have heeded advice to avoid attending if possible. Plans continued to be put in place to implement the new contract.

**Contract** The Board was advised that the Trust had reached agreement and signed a contract with the CCGs.

**Northumbria Visit** A team from the Trust had visited a new facility in

Northumbria.

255/16 **ITEM 7. Patient Experience**

**Item 7.1 Patient Experience at Trust Board**

Mrs Jennie Negus, Deputy Chief Nurse joined the meeting for this item.

256/16 The Deputy Chief Nurse introduced a report on the approach to patient experience discussions at the Trust Board meetings. The Board noted that the Trust had extensive patient data.

257/16 The proposal was that the Board would receive a stand alone patient experience report on a monthly basis which would include the mandatory reporting requirements of the friends and family test. The report would also provide on a monthly basis a more detailed report on patient experience data for one of the business units, which would then lead in to a patient story linked to this business unit.

258/16 Mr Keeling questioned how the patient story had been selected and the Deputy Chief Nurse advised that these had been randomly selected. Mr Keeling added that Healthwatch was invited to present patient stories at some of the Lincolnshire CCG board meetings. The Chair responded that Healthwatch data needed to be integrated with the Trust data.

**Action: Deputy Chief Nurse 7 June 2016**

259/16 The Chief Operating Officer asked that the data presented was consistent with the organisational structure.

260/16 The Deputy Chief Executive asked for clarity on the role that the Clinical Directors would have in the presentations made. The Deputy Chief Nurse explained that the Clinical Directors would be encouraged to lead the sessions.

261/16 Mrs Truscott asked if the stories used could be shared further than the Trust Board meeting. The Deputy Chief Nurse advised that the Patient Engagement team would continue to work with Communications to ensure that learning was shared.

262/16 **RESOLVED**

The Board agreed the new approach to patient experience at Trust Board. This would be introduced from the June meeting.

263/16 **Item 7.2 Quality Report**

The Medical Director introduced the Quality report. The Board was advised that the Trust data for HSMI and SHMI continued to fall. The Board was asked to note that there was not one data set which provided the full picture. The Board noted that the data for mortality demonstrated differences between each of the sites.

264/16 Falls and pressure ulcers continued to reduce but the Trust remained an

outlier.

265/16 Improvement had been seen in the sepsis data. Mrs Owston questioned whether the effects of the Sepsis campaign during March could be seen and whether this would be formally evaluated. The Medical Director stated that it was expected this would lead to an improvement in mortality rates; however it was not always possible to know the cause and effect of any improvement. The Board was advised that sepsis training was now mandatory for all clinicians.

266/16 Mrs Owston noted the level of complaints which were categorised as relating to staff attitude. Whilst the report was shared, Mrs Owston questioned whether it was possible to demonstrate that action was being taken as a result of the data.

267/16 The Chair requested that a glossary of terms be provided with the report to increase the ease of understanding for members of the public.

**Action: Medical Director 7 June 2016**

268/16 **RESOLVED**

The Board noted the quality report.

269/16 **ITEM 8. STRATEGIC ITEMS**

**Item 8.1 Lincolnshire Health and Care**

The Chief Executive confirmed that the LHAC stakeholder Board had taken place on 4 May. An event was planned for 11 May where the options were due to be shared publicly. The Chief Executive stated that the process still appeared to be some way from this stage.

270/16 Mr Keeling stated that the danger with further delays was that rumours started to circulate and were not being replaced with the facts.

271/16 **RESOLVED**

The Board noted the update in respect of LHAC.

272/16 **Item 8.2 Trust Annual Plan 2016/17**

The Deputy Chief Executive introduced to the Board the final version of the Trust Annual Plan. The Board was informed that the plan would now be shared on the Trust website and a user friendly summary with key messages was being developed.

273/16 The plan detailed the focus for the Trust in the coming year on improving the financial position, RTT delivery and the quality focus on sepsis, infection control and a reduction in falls.

274/16 The four strategic themes were

- Workforce and how the Trust could do things differently

- Clinical redesign
- Productivity and efficiency
- The balance between urgent and elective care.

275/16 The Chair recognised the immense amount of work which had gone into the new approach to planning and getting the plan ready for submission on time.

276/16 A minor amend to the covering letter was requested.

277/16 **RESOLVED**

The Trust Board approved the final version of the Annual Plan.

278/16 **Item 8.3 Sustainability and Transformation Plan Update**

The Deputy Chief Executive provided the Board with an update on the progress towards producing a joined up Lincolnshire Sustainability and Transformation Plan (STP).

279/16 The requirement was that the plans were completed by the end of June and the Board was advised that these plans would need to be in place to allow the Trust the access to the transformational funding within the financial plan.

280/16 The Board was advised that the collective governance arrangements had been put in place to produce the plan but there was still a significant amount of work to do.

281/16 Mrs Owston questioned how the patient voice and that of the community would be heard in the process. The Deputy Chief Executive confirmed that there would be engagement sessions held during this time.

282/16 **RESOLVED**

The Board noted the process and progress made to date in delivering a STP for Lincolnshire.

283/16 **ITEM 9. GOVERNANCE**

**Item 9.1 Monthly Nurse Staffing**

The Director of Nursing presented the monthly nursing and midwifery staffing levels for March 2016. The report detailed the monthly review of planned and actual staffing in inpatient areas and was publicly available on the NHS Choices website.

284/16 The report detailed that 8 areas had Registered fill rates below 80% and 3 areas had Unregistered fill rates below 80%. 6 areas had not met their fill rates for 3 months.

285/16 The Board was advised that the Trust had 253 registered nurse vacancies and 37 unregistered nurse vacancies. The Director of Nursing advised that the red flag data was still not consistently completed. The Board discussed whether the red flag system provided the Board with assurance on safe ward staffing. It

was agreed that the use of the red flags as an indicator would be reviewed.

**Action: Director of Nursing 7 June 2016**

286/16 Mr Staniland asked whether the actions completed on the plan had been seen to impact and questioned whether improvement trajectories should be in place for the objectives. The Director of Human Resources and Organisational Development confirmed that agency spend and staffing numbers could be included to demonstrate impact.

287/16 Mrs Owston stated that it was pleasing the cover at night had improved and asked how this had been achieved. The Director of Nursing confirmed that a greater degree of challenge on the rosters had led to the improvement.

288/16 The Board agreed that it would help to provide assurance if a Board development session could be planned to review the use of agency on and off framework.

**Action: Director of Nursing 20 June 2016**

289/16 **RESOLVED**

The Trust Board noted the nurse staffing monthly report.

290/16 **Item 9.2 Integrated Performance Report**

The Chief Operating Officer presented the Integrated Performance Report to the Board for the period to 31 March 2016.

291/16 The Board was advised that performance against the A&E 4 hour waiting time target for March was 80.22% which was below the level required for the recovery plan. The Trust had seen a large increase in attendances from previous years and this continued to put pressure on beds. The Trust had now agreed performance trajectories with commissioners.

292/16 The Board was advised that the Trust had achieved the required performance for referral to treatment for the eighth consecutive month.

293/16 The Trust reported meeting 4 of the 9 cancer standards in February 2016. The Chief Operating Officer advised that the achievement of the cancer standards continued to be impacted by oncology vacancies and a period of downtime for the new linac. The organisation was working on ways to increase capacity and these would be shared at a future Board meeting.

294/16 The level of cancelled operations remained too high. This was due to a reliance on bed availability. Medical outliers were being placed in surgical beds and the Trust continued to work to release bed days through reducing length of stay as part of the urgent care implementation plan.

295/16 The Board agreed that the Finance, Service Improvement and Delivery Committee would consider in greater detail the plans in place and provide assurance to the Board.

296/16 **RESOLVED**

The Board noted the Trust Performance Report.

297/16 **Finance Performance Report**

The Interim Director of Finance and Corporate Affairs presented the year end financial performance.

298/16 The Board was advised that the Trust was reporting a year end position of a £56.9m deficit. The Trust had not delivered the planned deficit of £40.3m but the position was in line with the month 12 forecast.

299/16 The Trust would achieve the CRL and EFL.

300/16 Month 12 position was a deficit of £1.0m. This was following technical adjustments and additional income. Therefore the underlying deficit was £5.4m.

301/16 The Board was advised that the annual accounts had been submitted on time and were now with external audit.

302/16 Mr Hayward asked whether there were any indicators as to the month 1 position. The Interim Director of Finance and Corporate Affairs stated that the first position would not be known until the following week.

303/16 The Chair asked for thanks to be passed to the Finance team for their efforts in completion of the accounts.

304/16 The Deputy Chief Executive highlighted to the Board that the capital spend had been close to profile and that this was linked to the learning that the Trust had made on the capital programme.

305/16 Mr Grassby asked if the cost of the escalation beds during 2015/16 could be quantified. The Interim Director of Finance and Corporate Affairs stated that there were £3.4m of associated pay costs but this was only one aspect as there were also the lost opportunity costs.

306/16 **RESOLVED**

The Board noted the year- end financial position 2015/2016.

307/16 **Human Resources Performance Report**

The Director of Human Resources and Organisational Development presented the Human Resources Performance Report.

308/16 The Board was advised that a second recruitment visit to the Philippines had now been organised. The Board was alerted that additional visa costs had been introduced which were likely to impact on the costs of the nurses recruited.

309/16 Mrs Owston observed that a significant amount of sickness was related to anxiety, stress and depression and asked that the Workforce and Organisational Development Assurance Committee pick this up. Mr Staniland also noted the sickness levels in nursing and asked that the Committee also pick this up.

310/16 The Board asked that a report be prepared for the Finance, Service Improvement and Delivery Committee on the costs of the phases of international recruitment.

**Action: Director of HR and OD 28 June 2016**

311/16 Mrs Truscott noted that compliance with core training and appraisals was still adrift from target and asked that assurance on actions be brought to the Workforce and Organisational Development Committee.

**Action: Director of HR and OD 12 July 2016**

312/16 **RESOLVED**

The Board noted the Human Resources Performance Report.

313/16 **Item 9.3 Quality Governance Committee Assurance Report**

Mrs Owston reported the Quality Governance Committee Assurance Report from the meeting held on 26 April 2016. There were no further issues which had not been raised during the course of the meeting.

314/16 **RESOLVED**

The Trust Board noted the Quality Governance Committee Assurance Report.

315/16 **Item 9.4 Finance Performance and Investment Assurance Committee**

Mr Staniland presented the Finance, Performance and Investment Committee Assurance Report from the meeting held on 26 April 2016.

316/16 The Board was advised that the TDA had observed the meeting and feedback was awaited.

317/16 The Committee had escalated a concern about the Estates Committee and had asked for further assurance. The Chair advised that this matter was under review.

318/16 **RESOLVED**

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



319/16 **Item 9.5 Annual Governance Statement**

The Board was asked to note the draft of the annual governance statement which was now subject to external audit review as part of the annual accounts process. The Trust had received a limited assurance from the Head of Internal Audit.

320/16 The Board advised of minor amends to the statement.

321/16 **RESOLVED**

The Trust Board noted the annual governance statement

322/16 **ITEM 10 ITEMS FOR MEETING 7 June 2016**

Update to STP  
Risk Arrangements  
Staff Awards 2017

323/16 **ITEM 11. ANY OTHER BUSINESS**

There were no further items of business.

324/16 **ITEM 12. DATE, VENUE AND TIME OF NEXT MEETING**

The next meeting will take place on Tuesday 7 June 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

<b>Voting Members</b>	<b>1 Sep 2015</b>	<b>6 Oct 2015</b>	<b>3 Nov 2015</b>	<b>1 Dec 2015</b>	<b>2 Feb 2016</b>	<b>1 Mar 2016</b>	<b>5 April 2016</b>	<b>5 May 2016</b>
Prof Dean Fathers							X	X
Ron Buchanan	X	X	X	X	X	X		
Dr Paul Grassby	X	A	X	X	X	X	A	X
Geoff Hayward	X	X	X	X	X	X	X	A
Penny Owston	X	X	X	X	X	X	A	X
Gill Ponder	X	X	X	X	X	A	X	X
Kate Truscott	A	X	X	X	X	X	X	X
Tim Staniland	X	X	X	X	X	X	X	X
Jan Sobieraj					X	X	X	X
Jane Lewington								
Dr Suneil Kapadia	X	X	X	X	X	X	X	X
David Pratt	A	A	A	A	A	A	A	A
Peter Hollinshead/ Jason Burn (Interim Directors of Finance)			X	X	X	X	X	X
Michelle Rhodes	X	X	X	A	X	X	A	X
Pauleen Pratt	X	A	X	X				
Kevin Turner	X	X	X	X	X	A	X	X

X In attendance

A Apologies given