

United Lincolnshire Hospitals 
NHS Trust

Minutes of the Public Trust Board Meeting

Held on 5 July 2016

The Boardroom, Lincoln County Hospital.

Present

Voting Members

Professor Dean Fathers, Chair
Mr John Barber, Interim Director of Finance and Corporate Affairs
Mrs Sarah Dunnett, Non- Executive Director
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
Mr Kevin Turner, Deputy Chief Executive

Non Voting Members

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
Mrs Jennie Negus, Deputy Chief Nurse (Pilgrim) (item 7 only)
Mr Adam Wolverson, Clinical Director (item 7 only)
Mrs Jayne Warner, Trust Secretary (minutes)

Apologies

Mr Paul Boocock, Director of Estates and Facilities
Mr Preston Keeling, Healthwatch

393/16 **ITEM 1. INTRODUCTION**

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

National Events The Chairman had attended the National Strategy for Leadership Forum, the NHS Conference and the WRES Conference.

Visit from Dame Gill Morgan The Chairman had accompanied Dame Gill Morgan on a visit to the Lincoln site including the Lincolnshire Heart Centre.

Stakeholder Meetings The Chairman had continued his introductory meetings with key stakeholders, meeting Lincolnshire County Council, Lincoln University

and the East Midlands Leadership Academy.

Department Visits The Chair had accompanied Mr Sharma on the ward and thanked Mr Sharma for arranging this. Ann Ashworth had accompanied the Chair on a visit to the site during a night shift.

New Consultant The Chair introduced and welcomed Mr Charles Corbin to the meeting who was a newly appointed consultant in Trauma and Orthopaedics.

394/16 **ITEM 2. APOLOGIES FOR ABSENCE RECEIVED**

Apologies were received from Mr Paul Boocock, Director of Estates and Facilities and Mr Preston Keeling, Healthwatch.

395/16 **ITEM 3. DECLARATIONS OF INTEREST**

Mrs Sarah Dunnett declared her role as Non Executive Director at Peterborough and Stamford Hospitals NHS Foundation Trust. This declaration would be added to those published on the website.

396/16 **ITEM 4. MINUTES OF THE MEETING HELD ON 7 JUNE 2016**

The minutes of the meeting held on 7 June 2016 were approved as a true and accurate record.

397/16 **ITEM 5. MATTERS ARISING/ACTION LOG**

There were no new matters arising.

398/16 **ITEM 6. CHIEF EXECUTIVE'S UPDATE AND ENVIRONMENTAL SCAN**

Britain's Exit from the European Union The Chief Executive noted that the outcome of the referendum on membership of the EU was likely to have an effect on the NHS, in particular the way that overseas patients were funded, the working time directives and procurement. There were also likely to be significant impact on medicines. There had been a number of statements regarding staffing since the decision was announced. The NHS employs around 55,000 EU staff and they were being supported. The Trust wished to echo the statements about how valued these staff were and that they remained critical to the services provided. The Trust also wished to reinforce the statement that the NHS would not tolerate any abuse to staff.

Junior Doctors The Board was advised that the results of the next ballot of junior doctors would be known on 6 July. Should this result in further industrial action there would of course be an impact on patients and income.

NHS Performance The Board was advised that, following the end of the referendum purdah period, there had been a renewed focus on the message that the NHS would be required to deliver the performance measures.

Sustainability and Transformation Plan Lincolnshire had made a draft submission of the STP by the deadline of 30 June.

Local Education and Training Board – East Midlands The Board was advised that the last meeting had been held as this would now become the meeting for Midlands and East.

Director of Human Resources The Chief Executive asked the Board to join him in wishing Mr Ian Warren well in his new role. The Chief Executive thanked Mr Warren for his commitment and support during his time at the Trust. The Board was advised that interviews for the replacement Director of Human Resources would take place on 8 July. Director of Nursing interviews were also being held in July.

Long Service Awards The Chief Executive shared with the Board his pleasure at attending the Trust long service awards. Some of those receiving awards had worked in the NHS for 40 years and overall had clocked up 4,500 years of service. The catering team was thanked for providing wonderful refreshments.

399/16 **ITEM 7. Patient Experience**

Item 7.1 Patient Experience at Trust Board

Mrs Jennie Negus, Deputy Chief Nurse and Mr Adam Wolverson, Clinical Director Critical Care and Anaesthetics joined the meeting for this item.

- 400/16 The Deputy Chief Nurse introduced the patient experience report.
- 401/16 The Board was advised that a lessons learned forum was being established and membership would include a representative from Healthwatch.
- 402/16 The Chief Executive had met with the lead for volunteers to talk about the voluntary service strategy. Workwear for volunteers was being introduced to raise the profile in the Trust.
- 403/16 Mrs Truscott noted the introduction of disabled go and asked whether this was being linked to the existing equality and diversity agenda. The Deputy Chief Nurse confirmed this would be the case.
- 404/16 Mrs Ponder questioned whether focus was being given to the longest overdue complaints. The Deputy Chief Nurse advised that the additional resource within the team was focussed on ensuring these complaints were resolved; however some of these were long standing because of their complexity and had required independent assessment so were not easily resolved.
- 405/16 The Director of Human Resources and Organisational Development highlighted the links that had been made between good staff engagement and better patient experience and asked how the Trust was linking up on this work. The Deputy Chief Nurse advised that this would be captured in the report for the August meeting.

Action: Deputy Chief Nurse 2 August 2016

- 406/16 Mr Wolverson was joined by Mr Thompson and his family to present Mr Thompson's patient story relating to his stay in Intensive Care at Lincoln

County Hospital.

407/16 Mr Thompson described his experience on the MEAU ahead of a transfer to ICU and how he felt his care had been affected being treated as an outlier on a cardiac ward. The family described the battle to find the right specialist care for Mr Thompson's rare condition.

408/16 Mr Wolverson explained that the patient story had been shared with the team on ICU and would also be shared with the critical care network. The Board noted how the step down from critical care to the ward could be a very anxious time for patients and their families.

409/16 The Chair thanked Mr and Mrs Thompson and their daughter for sharing their experience and how much this information was valued by the Board.

410/16 **RESOLVED**

The Board noted the patient experience report.

411/16 **Item 7.2 Quality Report**

The Medical Director introduced the Quality report. The Board noted that HSMR for the Trust was less than 100. SHMI remained elevated. Sepsis assessments were at 70%. The Board was advised that the data for the Lincoln site was now at 95%. This was following the appointment of a sepsis nurse for the Lincoln site. A business case was now being considered to expand the trial.

412/16 The Medical Director advised that harm free care had reached 96%. The benchmark for the Trust was 98%.

413/16 The Medical Director advised that eDD compliance was at 75% and that this was a particular focus within the community.

414/16 **RESOLVED**

The Board noted the quality report.

415/16 **ITEM 8. STRATEGIC ITEMS**

Item 8.1 Lincolnshire Health and Care (LHAC)

The Chief Executive advised the Board that the options appraisal event which had been established for early July had been deferred. Some of the plans around urgent care work were being progressed; however it was difficult to continue to engage with staff and the public when there continued to be delays. The Board was advised that the LHAC case for change was expected to be circulated shortly.

416/16 The Board would continue to discuss progress with LHAC on its public agenda.

417/16 **RESOLVED**

The Board noted the update in respect of LHAC.

418/16 **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).

419/16 The Board was advised that, further to the Chief Executive's earlier comments, the Sustainability and Transformation Plan for Lincolnshire had been submitted on 30 June 2016. At this stage the Board had been advised that there should not be further comment made in public. Public engagement would be the next stage.

420/16 The STP process was focussed on transformational themes - prevention and self care, new models of care outside of hospital, efficiency and moving towards financial balance.

421/16 Board members had been invited to attend a Board event on 27 July 2016. Mrs Truscott observed that much of the plans appeared predicated on the success of the neighbourhood teams. Mrs Truscott questioned how the success would be assessed and if a review was planned. Mr Hayward remarked that similar models that were in place elsewhere should be used for learning.

422/16 **RESOLVED**

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

ITEM 9. GOVERNANCE

423/16 **Item 9.1 Integrated Performance Report**

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

424/16 The Board noted the Trust performance against the four priority deliverables within the Sustainable Transformation Fund. The Board was advised that the Trust remained on track to achieve the trajectory for diagnostics. The Trust was on target to achieve the trajectory for quarter 1. The Board was advised that the Finance, Service Improvement and Deliver Committee had considered the risk to achievement.

425/16 The Trust was below trajectory for the Cancer 62 day standard. This was unlikely to be achieved for quarter 1. The Trust continued to work with NHS Improvement and NHS England to reduce the backlog.

426/16 Mrs Owston raised the issue of outliers following the comments made during the patient story and asked if the Trust measured these. The Chief Operating Officer advised that outliers were monitored daily and tracked but this did not report into a Committee. The Chief Operating Officer added that the number of

outliers would be driven by the situation with urgent care.

427/16 Mrs Owston observed that transition from ICU to ward was clearly an issue for patients. The Director of Nursing advised that transition was a nationally recognised issue and the Trust had a critical outreach team to manage this process.

428/16 The Chair asked that information from patient stories was used as part of the triangulation process. The Director of Nursing advised that this would form part of the ward assurance framework.

429/16 **RESOLVED**

The Board noted the Trust Performance Report.

430/16 **Finance Performance Report**

The Interim Director of Finance and Corporate Affairs presented the Month 2 financial performance.

431/16 The Board was advised that the Trust had agreed a control total deficit of £47.9m for 2016/17 including the STF. The month 2 position was a deficit of £8.0m year to date deficit against a planned year to date deficit of £8.4m

432/16 The Trust has received initial notification of the CRL and EFL for 2016/17. At this stage however the limits excluded the external financing anticipated within the financial plan.

433/16 The Board was advised that the issues faced by the Trust going forward continued to be the delivery of the efficiency programme, reduction of agency costs and the delivery of income.

434/16 The Interim Director of Finance and Corporate Affairs advised that further analysis was being completed on the assessment of risk to financial performance. The efficiency programme had been discussed in detail at the Finance, Service Improvement and Delivery Committee and the Committee had been assured about the process but less assured in relation to delivery.

435/16 The Board was advised that the Trust would require cash support in the form of a loan.

436/16 Mr Hayward questioned whether the Trust was on plan to achieve the level of elective work and whether activity through Louth and Grantham was being increased. The Board was advised that month two had shown some recovery and the month three position was still being reviewed. Plans continued to increase the activity on both sites.

437/16 **RESOLVED**

The Board noted the Month 2 financial position.

438/16 **Human Resources Performance Report**

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

439/16 The Board was advised that the Trust continued to see an improvement in staff turnover and the sickness rate had also fallen.

440/16 The report highlighted that appraisals were at 66% and there were three areas of core training highlighting as issues.

441/16 Board members noted that there had been a spike in the use of agency nurses. It was agreed that this would be considered with the nurse staffing agenda item.

442/16 **Item 9.3 Quality Governance Committee Assurance Report**

Mrs Owston reported the Quality Governance Committee Assurance Report from the meeting held on 28 June 2016.

443/16 Mrs Owston highlighted to the Board that the Committee had not considered there to be adequate assurance in respect of the safeguarding agenda. There were issues in respect of the Safeguarding Committee and a review had been initiated. The Director of Nursing added that the Trust had focussed on the specific issues around safeguarding training but there were other issues which needed further consideration. The Board was advised that the Quality Governance Committee would continue to monitor the situation and provide updates through the assurance report to Board.

444/16 **RESOLVED**

The Trust Board noted the Quality Governance Committee Assurance Report.

445/16 **Item 9.4 Finance Performance and Investment Assurance Committee**

Mrs Ponder presented the Finance, Performance and Investment Committee Assurance Report from the meeting held on 28 June 2016.

446/16 Mrs Ponder reported that the Committee had received assurances that the Trust was on track to achieve all 3 key financial duties. The Committee had discussed the slippage on the capital programme and received assurances that the IT programmes would recover.

447/16 The Committee had sought further assurance on the efficiency programmes.

448/16 The Board was advised that risks remained in terms of meeting the 62 day cancer standard recovery trajectory and achieving financial balance.

449/16 **RESOLVED**

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

450/16 **Item 9.5 Council of Members**

The Trust Secretary asked for Board support for the establishment of a council of governors, reflective of that in a Foundation Trust structure. The council would help the Trust increase engagement with membership, staff and stakeholders.

451/16 The Chief Executive advised that the plans needed to avoid placing extra pressure on Trust finances.

452/16 Mr Darwin asked for assurance that the terms of reference would be clear with absolute recognition of the role the council would hold.

453/16 **RESOLVED**

The Board supported the proposal to commence the process to establish a council of members.

454/16 **Item 9.6 Risk to escalate to Risk Register**

The Board had no further risks to escalate to the risk register.

455/16 **Item 10 For Approval**

Item 10.1 Board Committee Structure and Membership

The Trust Secretary introduced a report detailing the revised membership of the committees of the Trust Board for approval.

456/16 **RESOLVED**

The Board agreed the revised membership.

457/16 **Item 10.2 Establishment of Auditor Panel**

The Trust Secretary introduced a report asking for Board approval to appoint the voting members of the Audit Committee to act as Auditor Panel for the Trust and advise on the appointment of the External Auditors for the Trust.

458/16 **RESOLVED**

The Board approved the appointment of the voting members of the Audit Committee as the Auditor Panel for the Trust.

459/16 **ITEM 10.3 ITEMS FOR MEETING 5 JULY 2016**

Integrated Performance Report
Military Covenant Proposal

460/16 **ITEM 11. ANY OTHER BUSINESS**

There were no further items of business.

461/16 **ITEM 12. DATE, VENUE AND TIME OF NEXT MEETING**

The next meeting will take place on Tuesday 2 August 2016 in Committee Room 1, Pilgrim Hospital, Boston.

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	3 Nov 2015	1 Dec 2015	2 Feb 2016	1 Mar 2016	5 April 2016	5 May 2016	7 June 2016	5 July 2016
Prof Dean Fathers					X	X	X	X
Ron Buchanan	X	X	X	X				
Dr Paul Grassby	X	X	X	X	A	X	X	X
Geoff Hayward	X	X	X	X	X	A	X	X
Penny Owston	X	X	X	X	A	X	X	X
Gill Ponder	X	X	X	A	X	X	X	X
Kate Truscott	X	X	X	X	X	X	A	X
Tim Staniland	X	X	X	X	X	X	X	X
Jan Sobieraj			X	X	X	X	X	X
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/ John Barber (Interim Directors of Finance)	X	X	X	X	X	X	X	X
Michelle Rhodes	X	A	X	X	A	X	X	X
Pauleen Pratt	X	X						
Kevin Turner	X	X	X	A	X	X	X	X

X In attendance

A Apologies given