

United Lincolnshire Hospitals 
NHS Trust

Minutes of the Public Trust Board Meeting

Held on 1 March 2016

Training Room 1, Grantham and District Hospital.

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 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
Mrs Jayne Warner, Trust Secretary (minutes)

Apologies

Mr David Pratt, Director of Finance and Corporate Affairs
Mr Kevin Turner, Deputy Chief Executive
Mrs Gill Ponder, Non-Executive Director

085/16 **ITEM 1. APOLOGIES FOR ABSENCE RECEIVED**

Apologies were received from Mr Kevin Turner, Deputy Chief Executive, Mr David Pratt, Director of Finance and Corporate Affairs and Mrs Gill Ponder, Non Executive Director.

086/16 **DECLARATIONS OF INTEREST**

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

087/16 **ITEM 2. MINUTES OF THE MEETING HELD ON 1 FEBRUARY 2016**

The minutes of the meeting held on 1 February 2016 were approved as a true and accurate record.

088/16 **ITEM 3. MATTERS ARISING/ACTION LOG**

089/16 **ITEM 4. CHAIRMAN'S UPDATE**

The Chairman welcomed Board members to his final Board meeting. The Vice Chairman responded on behalf of the Board, thanking the Chairman for his trusted and respected judgement as chair and for leading the organisation with compassion and care.

090/16 The Chairman advised that the NHS Chief Executive had visited Grantham and District Hospital and opened the ambulatory care unit. Further to this he had visited the Heart Centre at Lincoln County Hospital.

091/16 The Board had taken part in a Board to Board meeting with South Lincolnshire CCG. The meeting had focussed on the expansion of services at Johnson Hospital.

092/16 **ITEM 5. CHIEF EXECUTIVE'S UPDATE**

Patient Safety Walkround Ward 6 – The Chief Executive reported that Board members had visited Ward 6 ahead of the Board meeting. The Board was advised that recruitment and retention was regularly highlighted by the wards. Facilities and infrastructure were also emphasized.

Pulse Check Survey – The Chief Executive reported that positive messages were coming out of the survey. There was some concern that the response rate was lower due to survey fatigue within the organisation. The Chief Executive stated that work had started on mindsets and making sure staff felt confident in the organisation's future.

Overview and Scrutiny Committee – The Trust had been invited to attend the Overview and Scrutiny Meeting. The Board was advised that the discussions regarding the Trust position had been extremely positive and constructive.

Forthcoming Junior Doctors Strike – The Board noted the intention of junior doctors to carry out a further 48 hours of strike action. Activity would be affected.

International Recruitment – The Trust had featured in a BBC news item covering international recruitment drives for overseas nurses. The feedback following the item had been overwhelmingly positive.

Clinical Director Appointments – The Board was advised that two further appointments had been made.

The Chief Executive ended his update with informing the Board of the sad news of the death of Mr John Wilson. John was a much loved and respected member of the Facilities team who had over 20 years service. The Board offered its condolences to John's family.

093/16 **Questions from members of the public**

The Board took questions from the public on the future of Grantham and District Hospital, staff morale, the day surgery unit, the hospital frontage and the Trust deficit.

094/16 **ITEM 6. Quality & Patient Experience**

Item 6.1 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.

095/16 The theme of previous reports continued with good progress being made on quality improvement. A&E performance at Pilgrim Hospital was still an issue. The Trust continued to take actions to address the high levels of agency expenditure.

096/16 The Chief Executive described how the Trust was now taking stock on the quality improvements and aiming to hold the CCGs to account for some of the actions.

097/16 **RESOLVED**

The Board noted the progress and the assurance provided on the continued work to deliver the improvement programme.

098/16 **Item 6.2 Quality Report**

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

099/16 The Medical Director highlighted the following matters from the report.

100/16 The Board was advised that the Trust HSMR was 96.5 for the year to date. No data was available for the period December to February. Crude mortality continued to show an increase. Work had been initiated through the Trust-wide sepsis meeting on sepsis identification and a report on this work was expected to be available in April. March was Sepsis Month and there would be Trust wide focus on addressing the issue, with champions identified on each site. The Board was advised that there was significant work being undertaken but this had not yet resulted in an improved position.

101/16 The number of pressure ulcers was decreasing overall; however grade 4 ulcers were not falling at the same levels. Mrs Truscott queried the extent of the use of specialist beds and whether these were available at all sites. The Director of Nursing advised that a business case had been prepared requesting additional specialist beds.

102/16 The Director of Nursing reported that the number of c difficile cases reported was at 44 which was still below the Trust performance trajectory of 59. The norovirus outbreak which had affected Lincoln County Hospital had now been resolved.

103/16 The Board was alerted to cases of the H1N1 flu virus at Lincoln County Hospital. This virus was particularly difficult to manage but staff had done an excellent job in containing.

104/16 The Trust was reporting an increase in the number of complaints.

105/16 The Board was asked to consider the friends and family test information provided and feedback to the Director of Nursing what information the Board wanted to consider.

Action: All 5 April 2016

106/16 **RESOLVED**

The Trust Board noted the Quality Report.

107/16 **Item 6.3 Monthly Nurse Staffing**

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

108/16 The report detailed that 6 areas had Registered fill rates below 80% and 5 areas had Unregistered fill rates below 80%. 6 areas had not met their fill rates for 3 months.

109/16 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.

110/16 The Board was advised that the Trust had 243 registered nurse vacancies and 56 unregistered nurse vacancies. The Director of Nursing highlighted the AMU as a particular concern and stated that the risk across the sites was being mitigated by spreading the agency usage across all areas. The Trust was also recruiting a new lead.

111/16 The Board was advised there was ongoing work on how the red flags were reported. A report on this work would be taken to the Quality Governance Assurance Committee in March.

112/16 The agency usage rate was at 12% in January. There had been an increase in breaches during February. The report included details of the Trust action plans to address the agency usage. The Trust continued to work with the NHS TDA to set a safe downward trajectory in agency usage for the Trust. The Board was informed that the 5 wards with the highest levels of agency spend had been tasked with working on alternative ways to staff their wards.

113/16 The Board noted that the action plan was reviewed at the Portfolio Improvement Board and assurance was provided through the Quality Governance Committee. Mrs Truscott stated that the Workforce and Organisational Development Committee had previously considered the improving time to care work and E rostering and an update on this would be helpful for the committee. The Director of Nursing confirmed that effective rostering was part of the work.

114/16 **Six Monthly Nursing and Midwifery Establishment Review**

The Director of Nursing presented the findings of the review of nurse staffing.

The review had been completed using a nationally recognised tool with local judgement applied and triangulated with safety indicators.

115/16 The review based on the 1087 funded beds had identified a need for 32 additional registered nurses and 47 additional unregistered nurses. The review did not take account of the escalation beds open. A significant number of the required nurses were required for the A&E departments at Boston and Lincoln. These nursing posts were the subject of a business case which was being discussed with commissioners.

116/16 The Board was advised that the Trust was continuing to make the best use of the existing capacity and ensuring that band 4 nurses on the ward were used more effectively. The work being completed on alternative staffing models for wards would be reported to Trust Board at the meeting in May 2016.

Action: Director of Nursing 5 May 2016

117/16 The Board was advised that the findings of the review were being incorporated into the business planning process.

118/16 Mr Staniland questioned whether some of the alternative professionals being considered as part of the staffing review could be recruited more easily than nurses. Dr Grassby stated that there was a significant pool of pharmacy technicians that could be considered as part of the ward skill mix.

119/16 The Chief Executive stated that it was important to review how the Trust was providing care and ensuring better patient pathways.

120/16 **International Recruitment**

The Director of Human Resources and Organisational Development reported to the Board on the current position with overseas recruitment and proposed a further recruitment exercise in the Philippines in May 2016.

121/16 The Board was advised that overseas recruitment to date had achieved approximately 100 nurse appointments. The Trust was also aiming to retain existing staff. The Board was advised that it was felt that the exercise in the Philippines had been successful as the country was training nurses for export. It was hoped that further recruitment in the same area would enable a community to be established within Lincolnshire for those nurses joining the Trust.

122/16 The Board agreed to consider the further recruitment as part of the sustainability and transformation plan.

123/16 **RESOLVED**

The Trust Board noted the nurse staffing monthly report, six monthly nursing establishment review and update on recruitment.

124/16 **Item 6.4 Update on CQC Compliance of Regulated Activity**

The Director of Nursing presented a report detailing the actions taken by the

Trust in response to the improvement notices issued following the CQC inspection in February 2015. Progress had been made with 2 of the 4 notices. Staffing at Pilgrim Hospital, Boston continued to be an issue and, whilst safe guarding training had improved, there was a continuing risk in terms of attendance.

125/16 The report highlighted that inconsistent practice remained a risk across the Trust and the Director of Nursing was providing a detailed plan of ongoing work to improve compliance for the Portfolio Improvement Board.

126/16 Mr Hayward asked what progress had been made with remodelling the outpatients service. The Director of Nursing advised that this was being reported to the Portfolio Improvement Board and the Trust was moving into Phase 2 of the plan for outpatients.

127/16 **RESOLVED**

The Trust Board noted the actions taken to demonstrate compliance against CQC standards.

128/16 **Item 6.5 Patient Story**

A patient story was shared with the Board by the daughter of a patient. The story detailed the experiences of a patient with dementia and the actions taken on the ward once the experience had been shared.

129/16 **ITEM 7. STRATEGIC ITEMS**

Item 7.1 Lincolnshire Health and Care

The Chief Executive advised that the LHAC process was progressing with three sessions taking place focussed on planned care and the final options for women and children's services.

130/16 **RESOLVED**

The Board noted the update in respect of LHAC.

131/16 **ITEM 8. GOVERNANCE AND ASSURANCE**

Item 8.1 Integrated Performance Report

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

132/16 The Board was advised that performance against the A&E 4 hour waiting time target for January was 82.73% which was below the level required for the recovery plan. Work continued on flow and process improvements but there were still risks to A&E performance. Funding for winter schemes would end in March 2016. The Trust was required to submit trajectories for achieving improved performance in A&E. The Chief Operating Officer advised that the urgent care improvement plan would be shared with Trust Board in April.

Action: Chief Operating Officer 5 April 2016

- 133/16 Mrs Owston questioned whether the spike in cancelled operations had resulted from the issues being experienced in emergency care. The Chief Operating Officer advised that addressing cancelled operations would form part of the urgent care action plan.
- 134/16 The Board was advised that the Trust had achieved the required performance for referral to treatment for the sixth consecutive month.
- 135/16 The Trust reported meeting 6 of the 9 cancer standards in December 2015.
- 136/16 **RESOLVED**
- The Board noted the Trust Performance Report.
- 137/16 **Finance Performance Report**
- The Interim Director of Finance and Corporate Affairs presented the financial performance to month ten.
- 138/16 The Board was advised that the Trust was reporting a deficit of £55.1m to 31 January 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 £55.3m.
- 139/16 The Board was advised that the adverse variance to plan had resulted from loss of elective capacity due to winter pressures, slippage on the CIP programme, CCG fines and penalties and the impact of norovirus.
- 140/16 The Board was informed of the continuing risks to delivering the end of year position. Agreed control totals would have to be delivered and levels of activity achieved. The planned doctors strikes were noted as further threat to achieving this.
- 141/16 Mrs Truscott queried whether CQUINS had been identified for 2016/17. The Board was advised that CQUINS for 2016/17 had not been agreed.
- 142/16 **RESOLVED**
- The Board noted the financial position for January 2016.
- 143/16 **Human Resources Performance Report**
- The Director of Human Resources and Organisational Development presented the Human Resources Performance Report.
- 144/16 The Board was advised that over 100 nursing posts had been offered during the recruitment drive in the Philippines.

- 145/16 The Trust continued to focus on addressing staff turnover and was benchmarking against similar trusts in the region.
- 146/16 The Board noted that sickness levels had improved.
- 147/16 The Board was advised that appraisal rates and core learning completion continued to require attention.
- 148/16 The Board was advised that the Chief Executive and Medical Director would be meeting with junior doctors following the announcement that the new contract would be imposed.
- 149/16 **RESOLVED**
- The Board noted the Human Resources Performance Report.
- 150/16 **Item 8.2 Staff Survey Results**
- The Director of Human Resources and Organisational Development introduced the results from the 2015 staff survey. The Trust had seen a low response rate to the survey but improved scores overall.
- 151/16 The Board was advised that, to supplement the results from the survey, the Trust continued to carry out staff pulse check surveys and engagement events to identify areas for improvement.
- 152/16 **RESOLVED**
- The Board noted the results from the 2015 staff survey.
- 153/16 **Item 8.3 Quality Governance Committee Assurance Report**
- Mrs Owston verbally reported the Quality Governance Committee Assurance Report from the meeting held on 23 February 2016.
- 154/16 The Chair of the committee stated that attendance at the committee had been an issue and this had been escalated through the executive directors present.
- 155/16 The Committee was in receipt of a report from the Royal College on maxillofacial services. The Trust had highlighted that it was not able to address all of the issues raised so contingency plans were being put in place. The Medical Director confirmed that the Trust had shared the report with the CQC and specialist commissioners.
- 156/16 The Committee had been made aware of issues in disclosing records and the Committee had been given assurance that the matter was being addressed by the Executive Team with the production of a business case.
- 157/16 **RESOLVED**

The Trust Board noted the Quality Governance Committee Assurance Report.

158/16 **Item 8.4 Finance Performance and Investment Assurance Committee**

The Chairman presented the Finance, Performance and Investment Committee Assurance Report from the meeting held on 23 February 2016.

159/16 The Board noted that the matters to be escalated were the risk to achieving the control deficit, the continued failure to achieve the A&E standard and the risk of the conclusion of the winter schemes.

160/16 **RESOLVED**

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

161/16 **Item 8.5 Terms of Reference Finance Service Improvement and Delivery Assurance Committee**

The Board had discussed at the meeting in February merging the Finance, Performance and Investment Committee and the Transformation Committee.

162/16 The Board considered the revised terms of reference for the Finance, Service Improvement and Delivery Assurance Committee.

163/16 **RESOLVED**

The Trust Board agreed the terms of reference.

164/16 **Item 8.6 Board Assurance Framework and Corporate Risk Register**

The Interim Director of Finance and Corporate Affairs presented the latest version of the Board Assurance Framework and Corporate Risk Register.

165/16 The Board was advised that the assurance committee had continued to consider the BAF at their meetings.

166/16 The Executive Team was discussing how a revised and integrated framework for managing risk could be established. A further paper would be brought to the Board once this was developed and the need for a risk committee considered.

167/16 **RESOLVED**

The Trust Board noted the latest version of the Board Assurance Framework and Corporate Risk Register.

168/16 **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.

169/16 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.

170/16 **RESOLVED**

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

171/16 **Item 9.2 Perfect Week**

The Deputy Director of Operations for Lincoln and Pilgrim joined the meeting for this item.

172/16 The Board was advised of the success of the perfect week and the plans which the Trust had for a further exercise during March.

173/16 **RESOLVED**

The Trust Board noted the output from the perfect week.

174/16 **ITEM 10. ANY OTHER BUSINESS**

The Chairman advised the Board that the Charitable Funds Committee had discussed holding an annual event similar to an AGM and was seeking Board support. Board members agreed. The Committee had also requested an additional Executive member to attend its meetings. The Director of Nursing agreed to become a member of the committee.

175/16 The Chairman closed the meeting stating that, despite the challenges that the organisation continued to face, staff should be proud of the work that had been done and the improvements made in coming out of special measures and he hoped that the organisation could go forward building on the excellence which existed and with reinvigorated leadership.

176/16 **ITEM 11. DATE, VENUE AND TIME OF NEXT MEETING**

The next meeting will take place on Tuesday 5 April 2016 in the Boardroom, Lincoln County 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 | 7 July 2015 | 4 Aug 2015 | 1 Sep 2015 | 6 Oct 2015 | 3 Nov 2015 | 1 Dec 2015 | 2 Feb 2016 | 1 Mar 2016 |
|-------------------|-------------|------------|------------|------------|------------|------------|------------|------------|
| Ron Buchanan | X | X | X | X | X | X | X | X |
| Dr Steve Barnett | X | A | X | X | X | X | | |
| Dr Paul Grassby | X | X | X | A | X | X | X | X |
| Geoff Hayward | X | X | X | X | X | X | X | X |
| Penny Owston | X | X | X | X | X | X | X | X |
| Gill Ponder | X | X | X | X | X | X | X | A |
| Kate Truscott | A | X | A | X | X | X | X | X |
| Tim Staniland | X | X | X | X | X | X | X | X |
| Jane Lewington | X | A | | | | | | |
| Dr Suneil Kapadia | X | A | X | X | X | X | X | X |
| David Pratt | X | A | A | A | A | A | A | A |
| Pauleen Pratt | A | X | X | A | X | X | | |
| Kevin Turner | A | X | X | X | X | X | X | A |

X In attendance
A Apologies given