

Board of Directors Meeting
Minutes of the Meeting held in Public
Monday, 6 August 2018
at 9.30am in the Boardroom, Leighton Hospital, Crewe

<p>Present Mr D Dunn Mr J Barnes Mrs T Bullock Ms L Butcher Mr J Church Mr M Davis Dr P Dodds Ms L Holland Mr D Hopewell Ms L Massey Mr M Oldham Mrs J Tunney</p> <p>Apologies Mr C Oliver Mrs K Dowson Dr K Birch</p> <p>In attendance Mrs D Frodsham Mrs C Ralphs Mrs L Pessol</p> <p>Observing Mrs J Roach Mr T Ashcroft Mr S Topping</p>	<p>Chairman Non-Executive Director Chief Executive Non-Executive Director Deputy Chair Non-Executive Director Medical Director and Deputy Chief Executive Interim Director of Workforce and OD Non-Executive Director Non-Executive Director Director of Finance & Strategic Planning Director of Nursing and Quality</p> <p>Chief Operating Officer Trust Board Secretary Lead Governor</p> <p>Director of Strategic Partnerships Committee Secretary Neonatal Ward Manager (<i>item 18/08/02 only</i>) Neonatal Practice Educator (<i>item 18/08/02 only</i>) Name removed under Section 40 of the Freedom of Information Act</p> <p>Public Governor (Crewe & Nantwich) Public Governor (Vale Royal) Press (Guardian Group)</p>
<p>BoD18/08/1 18/08/1.1</p> <p>18/07/1.2</p>	<p>Welcome, Introduction and Apologies The Chairman welcomed all those present to the meeting, reminding observers that he and the Chief Executive would be available at the end of the meeting to answer any questions.</p> <p>The Chairman noted the apologies received.</p>
<p>BoD18/08/2</p> <p>18/08/2.1</p> <p>18/08/2.2</p>	<p>Patient Story</p> <p>Mrs Tunney welcomed Mrs Pessol and Name removed under Section 40 of the Freedom of Information Act and introduced the patient story which was in relation to the care and attention given to the family of a baby born prematurely and who spent the best part of 100 days on the Neo-Natal Unit. The story was presented in video form using pictures and the parents own words around their journey.</p> <p>Name removed under Section 40 of the Freedom of Information Act explained that the baby was ventilated when he was born and protocol dictates that this is reviewed after 48 hours and care is transferred to the Tertiary Centre. Name removed under Section 40 of the Freedom of Information Act added that the baby spent 6 weeks at Arrow Park Hospital before being transferred back to Leighton Hospital.</p>

18/08/2.3	Name removed under Section 40 of the Freedom of Information Act noted that the baby is progressing well and attends outpatient clinic for weight checks etc and as he was discharged with home oxygen, this was followed up by the Paediatric Home Care team.
18/08/2.4	Ms Massey was struck by the parents experience of feeling removed from the conversations about their baby and that their action had successfully turned this around whereby they were then more involved.
18/08/2.5	Mr Oldham drew from his own experience and he assured the Board that the consistency in care in the unit over a long period of time is exceptional.
18/08/2.6	Mr Davis referred to the car parking situation mentioned in the story and asked if there was anything that could be done to make it easier for parents of babies in this situation. Mrs Bullock explained that people are made aware of concessions and added that it would be difficult to reserve parking spaces. Mr Oldham reminded the Board of the investment in the Capital Programme to improve the car park and increase the number of spaces.
18/08/2.7	Mr Davis reminded the Board that the excellent facilities were largely funded by a charitable donation received from the Frank Hockenhull Trust of £1.5M.
18/08/2.8	The Chairman thanked Mrs Pessol and Name removed under Section 40 of the Freedom of Information Act for attending today and asked for his thanks to be passed on to their colleagues. Resolved: The Board noted the story presented.
BoD18/08/3	Board Members' Interests
18/08/3.1	There were no new interests declared by Board Members.
18/08/3.2	There were no interests declared in relation to open items on the agenda.
BoD18/08/4 BoD18/08/4.1	Minutes of the Previous Meeting Board of Directors meeting held on 2 July 2018
18/08/4.1.1	The minutes of the meeting were agreed subject to the following amendments: <ul style="list-style-type: none"> • 18/07/10.1.9 – Mrs Tunney reminded the Board that a deep dive into complaints <i>has been undertaken and presented previously to Board.</i> • 18/07/11.2.1 – Remove <i>input from another Trust</i>, to read ... which includes input from the GP. • 18/07/12.1.1 – After 10 patients, add '<i>However, this standard is monitored monthly by NHSI and the Trust will be compliant for the month</i>' • 18/07/13.2.1 – Remove the last sentence <i>This report also goes to Divisional Board for Scrutiny</i> <p>Resolved: Subject to the amendment noted the minutes were agreed as a true and accurate record of the meeting held on 2 July 2018.</p> <p>The Chairman thanked Mr Church for chairing the meeting in his absence.</p>
BoD18/08/5	Matters Arising and Action Log
18/08/5.1	The Chairman noted that there was one action open from the last meeting. Mr Oldham advised that PAF had discussed the Trust's response to NHSI letter regarding the

	<p>operational plan for 2018/19 which had been circulated separately to Board. Mr Oldham noted there were no particular issues to raise.</p> <p>Resolved: Action to be closed as complete.</p>
BoD18/08/6	<p>Annual Work Programme</p> <p>The Chairman noted that the workplan attached was version 2 which has been amended since the last Board meeting.</p> <p>Resolved: The Board approved version 2 of the Board Work Programme 2018/19.</p>
BoD18/08/7	<p>Chairman's Announcements</p>
<p>BoD18/08/7.1 18/08/7.1.1</p>	<p>Meeting with Chairman of Stockport NHS Foundation Trust</p> <p>The Chairman reported that he had met with Mr Adrian Belton in June and had discussed various topics including the challenges facing the national health economy and a way to seek to support the challenges.</p>
18/08/7.1.2	The Chairman added that it was a positive and productive meeting and the Chairs will continue to meet periodically and he had accepted an invitation for a further meeting to visit Stepping Hill.
<p>BoD18/08/7.2 18/08/7.2.1</p>	<p>NHS 70th Birthday Celebrations</p> <p>The Chairman reported on the 70th Birthday celebrations, noting a whole range of events that took place on the day.</p>
18/08/7.2.2	Mrs Tunney advised that over 200 staff visited the garden during the day to celebrate the "Big7tea" party with members of the Board attending. Mrs Tunney commented on the sense of pride that could be seen and that after a difficult few weeks, staff enjoyed being part of the celebration.
<p>BoD18/08/7.3 18/08/7.3.1</p>	<p>Joint Organisational Development Session with the CCGs</p> <p>Mr Church represented The Chairman when the Trust Board recently met with the two local Clinical Commissioning Groups (CCGs) Governing Boards. Mr Church advised that the joint session was to discuss the 'Virtual Hospital' where there were some candid exchanges between the organisations with aspects of how better to engage with each other in taking joint projects forward.</p>
18/08/7.3.2	The Chairman advised that the fourth session had been rearranged for a date in October rather than September and the theme would be the Transformation of Primary Care and that he would expect an equally candid exchange in that context.
<p>BoD18/08/7.4 18/08/7.4.1</p>	<p>Board Away Day / Development Day</p> <p>The Chairman and reported that the Board had met for a morning session to discuss winter plans and the potential changes to acute services within the Cheshire East system. In the afternoon Mr Nigel Edwards, Chief Executive of The Nuffield Trust had visited to undertake a development session with the Board on strategic priorities.</p>
<p>BoD18/08/7.5 18/08/7.5.1</p>	<p>Launch of Dementia Appeal & Patron's Visit</p> <p>The Chairman informed the Board that Mr Pete Waterman, Patron of the Mid Cheshire Hospitals Charity (MCHC) had visited the Trust on 3rd of August. Mr Waterman had toured wards and visited the Critical Care Unit. The Chairman added that whilst in the sensory garden on Ward 6, a patient was brought out to meet Mr Waterman and was very complimentary on the care received.</p>

18/08/7.5.2	<p>The Chairman noted that the Communications Team will produce some strong publicity with Mr Waterman's support for the Dementia Appeal. The Chairman gave thanks to colleagues and staff who had helped to make the visit a success.</p> <p>Resolved: The Chairman's Announcements were noted</p>
BoD18/08/8 BoD18/08/8.1 18/08/8.1.1	<p>Governors Items Council of Governors – 26 July 2018</p> <p>The Chairman reported that the Council of Governors had met and had a productive and well attended meeting. The discussion item for Governors was the 2017 Staff Survey. The Council also received the Annual Report & Accounts for 2017/18 from the external auditors and agreed changes to the constitution. Mrs Norma Moores gave a very effective review of the meeting as a consequence.</p>
BoD18/08/8.2 18/08/8.2.1	<p>Chat with the Chairman – 3 August 2018</p> <p>The Chairman reported the session had been attended by a small number of Governors, but it was recognised that many were on holiday. The Chairman stated that the group discussed the impact of the heatwave on the Trust and whether increases had been seen in respiratory attendances and how A&E were coping.</p>
18/08/8.2.1	<p>The Chairman added that the group were curious to know the likely impact and benefit on the front line of the recent government announcement to increase money in the NHS. The Chairman replied that although welcome and necessary, it would not have a significant impact on front line services.</p>
BoD18/08/8.3 18/08/8.3.1	<p>Governor Election Nominations</p> <p>The Chairman advised the Board that Governor elections have now progressed to the election stage for all contested constituencies. There were no nominations for Congleton and therefore this vacancy will be carried forward. The Chairman noted that there were two nominations received for the two vacancies in Vale Royal and therefore Dr Katherine Birch has been confirmed for a second term and Mr Gary McCourty has been appointed for his first term. Sufficient nominations have been received for the Patient and Carer constituency and staff constituencies.</p>
18/08/8.3.2	<p>The Chairman noted that the Annual Members' Meeting was due to take place in Congleton in the autumn to create awareness and would wait to see if there is a positive impact on nominations.</p>
BoD18/08/9 BoD18/08/9.1 18/08/9.1.1	<p>Chief Executives Report System Update</p> <p>Mrs Bullock reported that the Single Partnership Board met on 1 August 2018 and the single agenda item was to consider the review of East Cheshire Trust (ECT). A draft summary report was produced with an outline of next steps following the 20 July 2018 meeting with regulators, who have requested a more detailed analysis and for the wider system to be included. Mrs Bullock added that the additional work was subject to a three-month timetable and the first meeting will take place on Wednesday 8 August 2018.</p>
18/08/9.1.2	<p>Mrs Bullock continued that the rest of the meeting was devoted to a facilitated workshop to discuss how to take forward the Integrated Care Partnerships (ICP) with Ms Clare Watson as SRO for the workstream. A framework has been developed which is a series of timeframes for actions to be undertaken to endeavour to be in a position of becoming an ICP at the same time as West Cheshire. Mrs Bullock advised that work is progressing and it is the intention to use part of the next two Partnership Board meetings to facilitate further workshops around the development of the ICP and how to take the service model forward and its governance arrangements.</p>

18/08/9.1.3	In response to a question of whether the timeframe could be earlier than April 2020, Mrs Bullock said that, although this may be possible, there was a significant amount of work to be done from the point of view of deciding what the ICP could be as the spectrum is wide.
18/08/9.1.4	Mrs Bullock confirmed that Mr Andrew Gibson is no longer the Executive Chair for the Health & Care Partnership as from 1 August 2018. As an interim measure Sir Duncan Nichol, Chair of Countess of Chester will Chair the established meetings and forums while permanent arrangements are being discussed.
BoD18/08/9.2 18/08/9.2.1	NHSI Quarterly Visit Mrs Bullock reported that NHS Improvement (NHSI) had visited for their routine quarterly review meeting. The usual agenda items were covered: finance, quality and performance. The Trust raised risks around finance in relation to the additional winter plan that was submitted noting that it remains unfunded, the Trust's ability to meet some efficiency programmes, one of which included closing an elective ward over summer, and discussion around the 4-hour transit time performance. Mrs Bullock continued that NHS England (NHSE) were completing a series of peer reviews to review winter plans and visited MCHFT last week. This included a team from NHSE and also a Chief Operating Officer from Southport and Ormskirk NHS Trust. The Trust was 7 th out of 9 Trusts to be reviewed and the visit was well received and positive.
18/08/9.2.2	Mrs Bullock confirmed that there is now a more detailed focus from NHSE and government on Referral to Treatment Time (RTT), not necessarily of the achievement of 92%, but more specifically around the size of the waiting list and long waiters, with the real focus on patients waiting over 52 weeks. Mrs Bullock added that the position has deteriorated nationally and is replicated within Cheshire & Mersey and within the North. Mrs Bullock reminded our regulators that a year ago the Trust were asked by NHSE and NHSI to deteriorate their RTT performance as part of the Capped Expenditure Programme and it is therefore with significant frustration that this has added to the Trust's waiting list problem which we are now being asked to address. Mrs Bullock added that all Trusts were now being asked to complete returns on their position around RTT.
BoD18/08/9.3 18/08/9.3.1	Quarterly visit from CQC Relationship Manager Mrs Bullock reported that the Trust had its routine CQC quarterly meeting recently where the usual agenda items were discussed. Mrs Bullock advised that naturally she had raised the question of when the Trust could expect its report following conclusion of the inspection in May and their response was that it was anticipated to be forwarded this week for factual accuracy check. Mrs Bullock advised that the Trust previously produced monthly data that subsequently ceased, the CQC have now advised that this will be reinstated for all providers. Mrs Bullock explained that this was a significant piece of work for the organisation.
18/08/9.3.2	Mrs Bullock noted that as the CQC Inspections are now to be held annually and following on from the last Inspection the Trust needs to start work now towards completing the PIR information and following discussion with the CQC, were advised the information requested would not change in time for the next inspection. Resolved: The updates from the Chief Executive were noted.
BoD18/08/10 BoD18/08/10.1 18/08/10.1.1	CARING Quality, Safety and Experience Report Mrs Tunney presented this report based on data from June 2018 noting exceptions to the achievement of local and national targets.

18/08/10.1.2	Mrs Tunney reported that hospital acquired Pressure Ulcers (PU) had reduced slightly in month by 5 with 1 being avoidable and she reminded the Board that discussions had taken place last month noting that figures were outside of the trajectory due to more scrutiny being given around the actions taken. In response to a query by Ms Butcher of when this would be likely to come back into line, Mrs Tunney stated that it would take two to three months as changes were being implemented. She added that this would be reviewed in August.
18/08/10.1.3	Mrs Tunney advised that PU figures for Central Cheshire Integrated Care Partnership (CCICP) were similar to last month whilst avoidability had reduced. At the time of the report it was believed to be 5 avoidable but this was in fact only 1. However, the CCICP Pressure Ulcer panel is to meet on 16 August 2018 to bring reporting into line for acute and CCICP.
18/08/10.1.4	Mrs Tunney noted that although CCICP medication incidents have increased by 9, they were all either low or no harm and have all been reviewed. In terms of themes, five were related to insulin therapy therefore a bigger piece of work is being carried out in respect of education.
18/08/10.1.5	Mrs Tunney reported no avoidable cases of <i>CDifficile</i> for June with 6 cases year to date, all of which were unavoidable. More were anticipated in July due to enhanced screening. Mrs Tunney was confident that the actions to date were correct. Mrs Tunney reported 1 MSSA case in June which is under trajectory and a reduction on the previous year. The case is still under review as it is proving difficult to ascertain the source
18/08/10.1.6	Mrs Tunney reported two E-Coli cases from different areas and noted both were unavoidable. All cases are reported and lessons learned are discussed at the Executive Infection Control Group meetings.
18/08/10.1.7	Mrs Tunney reminded the Board that in relation to Harm Free Care, this was a point prevalence audit which takes place on one day of the month. Mrs Tunney noted the relevance of this in relation to PUs and VTE providing assurance that assessments and treatment, where appropriate, are in place prior to the audit.
18/08/10.1.8	Mrs Tunney went on to explain that in relation to nurse staffing, June saw eight ward areas falling short of the 85% Registered Nurse fill rate. Mrs Tunney noted the reasons for this and added that where there are shortfalls HCAs are available to fill the gaps. Mrs Tunney assured the Board that in the month of June, although not all wards reached the optimal staffing levels, they are safe based on the skill mix available. All recruitment and retention initiatives are still taking place with an assessment taking place over the summer of what will be required for winter, with an overarching annual staff report to the Board in October. The Chairman confirmed for the Board that the Trust is safe and demonstrates effective control and management of staff to ensure the use of staff flexibly into areas where needed.
18/08/10.1.9	Mrs Tunney introduced the patient experience reporting, noting the number of complaints received in month was 9 and they were primarily in the Emergency Department and General Surgery. The trends remain the same, communication and nursing. In respect of communication a training programme is to start next month with selective practice and scenario training.
18/08/10.1.10	Mrs Tunney advised that 38 complaints had been closed in month and she added that the breakdown shows that some complaints are more complex and take longer to investigate, noting there is no backlog. Mrs Tunney reported informal concerns had increased by 6 to 106 in June and noted the breakdown of themes and actions being taken.

18/08/10.1.11	Mrs Tunney reported NHS Choices star ratings remain the same with 4.5 out of 5 for Leighton Hospital and 5 for Victoria Infirmary. All the ten postings for the month were positive.
18/08/10.1.12	<p>Mrs Tunney presented the Friends and Family Test results for June and noted that the number of positive responders remains between 90-100% with the exception of the Emergency Department at 82% in June. A significant amount of work is being carried out in the Emergency Department in relation to the Friends and Family Test with a member of staff collecting feedback every day and sharing the data with staff the next day. There have been a series of actions in the Emergency Department in terms of listening to feedback from patients and carers etc. Mrs Tunney reported that the response rate in Maternity and Outpatients remains low. She added that there was a new Head of Midwifery in post and she had been tasked to encourage completion. Text messaging was still being considered in Outpatients and Mrs Tunney would update the Board next month whether this was going to be progressed. Mrs Tunney advised that the number of compliments increased with 169 being received for the month of June.</p> <p>Resolved: The assurance provided in the Quality, Safety and Experience report was noted.</p>
BoD18/08/11 BoD18/08/11.1	SAFE Draft Quality Governance Committee (QGC) – 9 July 2018
18/08/11.1.1	<p>Mr Barnes presented the recent meeting noting two items for escalation to Board for information.</p> <ul style="list-style-type: none"> • NHSI developmental reviews of leadership and governance using the Well Led Framework improvement plan. • Organisational learning ‘Look Back’ 2017-18
18/08/11.1.2	<p>Mr Davis asked if the Organisational Learning “Look Back” 2017-18 document could be shared and Mrs Bullock agreed the document would be circulated.</p> <p>Resolved: The Board noted the items escalated by QGC.</p> <p>Action: To circulate the Organisational Learning “Look Back” 2017-18 report (Mrs Ralphs)</p>
BoD18/08/11.2	Serious Untoward Incidents (SUI) and RIDDOR Events
18/08/11.2.1	Dr Dodds advised that there was one SUI to report which was a fall resulting a fractured neck of femur.
18/08/11.2.2	<p>Dr Dodds advised that there was one RIDDOR reportable event and noted the nature of this.</p> <p>Resolved: The Board noted the report of SUIs and RIDDOR events</p>
BoD18/08/12 BoD18/08/12.1	RESPONSIVE Performance Report
18/08/12.1.1	Mr Oldham presented the performance report which uses data from June 2018. Mr Oldham noted that four of the five NHS Improvement (NHSI) Single Oversight Framework (SOF) indicators were achieved in June. The 4-hour transit time target was not achieved and deteriorated from May to 81.78%.

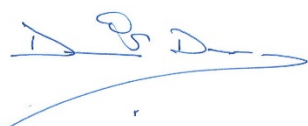
18/08/12.1.2	Mr Oldham advised that the Cancer targets had all been met and noted that the previously challenged Breast Screening target had now returned to previous levels.
18/08/12.1.3	Mr Oldham noted that the Trust was continuing to see the number of attendances to A&E increase with 500 more attendances compared to last year. The complexity of the attendances is increasing with more patients categorised as majors rather than minor. As a result, Surgical bed occupancy is now almost at 100% primarily due to medical borders. Mr Oldham added that part of the planning for next year is to look at the bed base and what is required. The data suggests that more medical beds are required. The Chairman added that all Regional Trusts are seeing similar results and he noted that he was meeting this week with the Chair of another Trust who is very concerned about the lack of capacity in the system already even before winter pressures are taken into account.
18/08/12.1.4	Mr Barnes raised a query of where ambulance turnaround data is monitored. Mrs Bullock advised that this was not currently reported in our Performance Report and noted the concern nationally around the ability of Ambulance Trusts to meet their waiting times. Mrs Bullock further noted that MCHFT manage ambulance turnaround very well, consistently achieving the target and noted any issues would be reported through Performance & Finance Committee and be escalated to the Board if required. Mrs Frodsham added that the Trust's performance is good as ambulance crews are allowed to handover patients and staff manage the patients internally in order for the ambulances to be released within to attend to other emergencies.
18/08/12.1.5	Mr Oldham reported that the key element of the operational planned care are the total number of patients waiting for first outpatient appointment which has increased significantly from 7,352 in June 2017 to 9,354 in June 2018. This is being managed within the 92% planned deterioration rate in RTT, but this target is vulnerable. Mrs Bullock noted that, although MCHFT do not have any 52-week breaches, this is of national and regional concern and these breaches are being scrutinised closely.
18/08/12.1.5	Mr Oldham presented the finance part of the report and noted a £400k deficit against plan in month on aggregate income prior to receiving Provider Sustainability Fund (PSF). Mr Oldham noted some increasing pressures on finance with some non-recurrent issues in relation to carbon reduction levy, energy costs due to the Combined Heat & Power (CHP) units not generating its own electricity for a period of time, and replacement of the seating in A&E.
18/08/12.1.6	Mr Oldham reported an increase on the pay budget in relation to nursing spend in month compared to last year. Mr Oldham added that he was working with Mrs Tunney to understand these costs, particularly in Medicine & Emergency Care where 121 nursing costs are increasing along with the costs associated with sickness absence.
18/08/12.1.7	In response to The Chairman's query in relation to the distribution of national year end PSF, Mr Oldham replied that the rules previously have indicated an organisation has to achieve its Control Total and 4 hourly trajectory to be eligible for PSF. The consequential PSF budget is held nationally and to date has been redistributed at the end of the year but the formula and rationale has changed each year.
18/08/12.1.8	Mr Oldham advised that vacancies continue in CCICP with a cumulative underspend of £334k better than plan, improving the aggregate position.
18/08/12.1.9	Mr Oldham added that due to ongoing pressures there are some cost improvement programmes that will not be achieved mainly a summer ward closure. Mr Oldham noted there are also some pressures around new drugs beyond our control resulting in savings not being delivered in a timely manner.

18/08/12.1.10	Mr Oldham noted that the Trust has spent £2.1M against its Capital Programme plan of £3.5M. £1.3M underspend is primarily due to phasing and there are no concerns. Mr Oldham added that PAF looked at the Capital Programme to see what could potentially be put on hold to help with the cash position. It was found that there was very little that is not already committed or funded by loans.
18/08/12.1.11	Mr Oldham reported that the cash balance is £8.3M with the debtor profile improving and creditors at a reasonable level.
18/08/12.1.12	Mr Oldham noted that, although there were still some premium agency costs in relation to nurse staffing covering gaps, these costs were decreasing. Mr Oldham added that these costs were expected to rise again due to the re-opening of escalation beds during the month. Mr Oldham added that agency spend was still on trajectory but was much tighter than previously. Resolved: The Board noted the Performance Report.
BoD18/08/12.2 18/08/12.2.1	Draft Performance and Finance (PAF) Committee notes Mr Davis presented the notes of the meeting of 26 July 2018 and noted the items for escalation to the Board. One of these was in response to an action from the July Board in relation to the NHSI letter on the operational plan. Mr Davis advised that there were four further items for escalation for information to Board: <ul style="list-style-type: none"> • Continuing pressure of unplanned emergency demand leading to considerable risk of not achieving the control total • Board Assurance Framework reviewed and an increase in risk E1 to 25 • Trust Membership figures reviewed following a database cleanse in response to GDPR, the numbers have dropped by over 1,000 but remain above the licence target • Limited relief is likely to be achieved through slippage on the capital plan in year Resolved: The Board accepted the report of PAF and the items escalated to the Board for information.
BoD18/08/12.3 18/08/12.3.1	Legal Advice Mrs Bullock reported three issues currently receiving legal advice: a new employment issue which is not substantive; the on-going issue around lack of payment from an independent provider; and legal advice in relation to a lease.
BoD18/08/12.4 18/08/12.4.1	Freedom to Speak up Guardian Report Q1 2018-19 Mrs Tunney reported on the activity of the Freedom to Speak Up Guardian (FSUG) noting that since the last report all communications had been refreshed in the Trust and work continues with the 20-25 advisors. Mr Church has been appointed as the NED support to the role and is awaiting national training. Regular walkrounds have been arranged to visit wards and departments to raise the profile of the role. Mrs Tunney added that the staff leaflet has been revised reminding staff of the role and speaking up in respect of patient safety.
18/08/12.4.2	Mrs Tunney continued noting that of the 6 cases reported only one was a FSUG concern although it was pleasing to see the slight increase in reporting. Mrs Tunney reported that common themes would be collected with lessons learned shared with the division concerned and all divisions anonymously Resolved: The Board accepted the report of the FSUG.

BoD18/08/14.3 18/08/14.3.1	Transformation and People Committee (TAP) notes Mr Church presented the notes of the meeting of TAP in July and noted that there were four items to escalate to Board for information. <ul style="list-style-type: none"> • Discussion on workforce statistics • NED representative for the BAF • Surgical transformation presentation • Impact of SPC charts on transformation projects 18/08/14.3.2 Mr Church explained that from discussions elsewhere Mr Kevin Wynn was looking for a NED to link with him directly who could contact him if there were any issues or concerns around risk management, including the BAF. Dr Dodds advised that he would confirm with Mr Wynn the intention of the purpose of this as he thought the description was not as intended. 18/08/14.3.3 Mr Church reported there was a lot of positivity in relation to the Surgical Transformation and the work being carried out within the different aspects of the programme 18/08/14.3.4 Mr Davis raised a query in relation to the confusion around the Pay Award and Ms Holland replied that the confusion was around the pay calculator. She added that there had been extensive communications sent out the week before payday and sessions had taken place and a dedicated email address set up. There have been no particular issues to report. Resolved: The Board noted the minutes of the TAP meeting and the items for escalation.
BoD18/08/14.3 18/08/14.3.1	Consultant Appointments Dr Dodds advised that a new appointment had been made for a joint consultant for Critical Care and the Emergency Department.
BoD18/08/15	Any Other Business There were no further items of business.
BoD18/08/16	Time, Date and Place of the next meeting Board of Directors Meeting to be held in Public on Monday 3 September 2018 at 9.30 am in the Boardroom, Leighton Hospital, Crewe.

The meeting closed at 11:20 hours.

Signed



Chairman

Date: 20 September 2018

Minutes of Board Meeting held in 'Private'
Monday 6 August 2018
In the Boardroom, Leighton Hospital, Crewe


<p>Present</p> <table> <tr> <td>Mr D Dunn</td><td>Chairman</td></tr> <tr> <td>Mr J Barnes</td><td>Non-Executive Director</td></tr> <tr> <td>Mrs T Bullock</td><td>Chief Executive</td></tr> <tr> <td>Ms L Butcher</td><td>Non-Executive Director</td></tr> <tr> <td>Mr J Church</td><td>Deputy Chair (Chairman)</td></tr> <tr> <td>Mr M Davis</td><td>Non-Executive Director</td></tr> <tr> <td>Dr P Dodds</td><td>Medical Director and Deputy Chief Executive</td></tr> <tr> <td>Mrs L Holland</td><td>Interim Director of Workforce and OD</td></tr> <tr> <td>Mr D Hopewell</td><td>Non-Executive Director</td></tr> <tr> <td>Mrs L Massey</td><td>Non-Executive Director</td></tr> <tr> <td>Mr M Oldham</td><td>Director of Finance & Strategic Planning</td></tr> <tr> <td>Mrs J Tunney</td><td>Director of Nursing and Quality</td></tr> </table> <p>In Attendance</p> <table> <tr> <td>Mrs D Frodsham</td><td>Director of Strategic Partnerships</td></tr> <tr> <td>Mrs C Ralphs</td><td>Committee Secretary</td></tr> </table> <p>Apologies</p> <table> <tr> <td>Mr C Oliver</td><td>Chief Operating Officer</td></tr> <tr> <td>Dr K Birch</td><td>Lead Governor</td></tr> <tr> <td>Mrs K Dowson</td><td>Trust Board Secretary</td></tr> </table>		Mr D Dunn	Chairman	Mr J Barnes	Non-Executive Director	Mrs T Bullock	Chief Executive	Ms L Butcher	Non-Executive Director	Mr J Church	Deputy Chair (Chairman)	Mr M Davis	Non-Executive Director	Dr P Dodds	Medical Director and Deputy Chief Executive	Mrs L Holland	Interim Director of Workforce and OD	Mr D Hopewell	Non-Executive Director	Mrs L Massey	Non-Executive Director	Mr M Oldham	Director of Finance & Strategic Planning	Mrs J Tunney	Director of Nursing and Quality	Mrs D Frodsham	Director of Strategic Partnerships	Mrs C Ralphs	Committee Secretary	Mr C Oliver	Chief Operating Officer	Dr K Birch	Lead Governor	Mrs K Dowson	Trust Board Secretary
Mr D Dunn	Chairman																																		
Mr J Barnes	Non-Executive Director																																		
Mrs T Bullock	Chief Executive																																		
Ms L Butcher	Non-Executive Director																																		
Mr J Church	Deputy Chair (Chairman)																																		
Mr M Davis	Non-Executive Director																																		
Dr P Dodds	Medical Director and Deputy Chief Executive																																		
Mrs L Holland	Interim Director of Workforce and OD																																		
Mr D Hopewell	Non-Executive Director																																		
Mrs L Massey	Non-Executive Director																																		
Mr M Oldham	Director of Finance & Strategic Planning																																		
Mrs J Tunney	Director of Nursing and Quality																																		
Mrs D Frodsham	Director of Strategic Partnerships																																		
Mrs C Ralphs	Committee Secretary																																		
Mr C Oliver	Chief Operating Officer																																		
Dr K Birch	Lead Governor																																		
Mrs K Dowson	Trust Board Secretary																																		
BoD2/18/08/1	<p>Welcome and Apologies for Absence</p> <p>The Chairman noted the apologies received.</p>																																		
BoD2/18/08/2 2/18/08/2.1	<p>Board Members Interests</p> <p>There were no interests declared in relation to open items on the agenda.</p>																																		
BoD2/18/08/3 2/18/08/3.1 2/18/08/3.1	<p>Minutes of the Previous Meeting</p> <p>Resolved: The minutes were agreed as a true and accurate record of the meeting held in private on 2 July 2018.</p> <p>Extra Ordinary Board of Directors meeting held on 6 July 2018</p> <p>Resolved: The minutes of the meeting were agreed as a true and accurate record of the meeting held on 6 July 2018</p>																																		
BoD2/18/08/4 2/18/08/4.1 2/18/08/4.2	<p>Matters Arising and Actions from Previous Meeting</p> <p>There were no matters arising in addition to those included on the agenda.</p> <p>It was noted that there were no outstanding actions to be reviewed.</p>																																		
BoD2/18/08/5 2/18/08/5.1	<p>Effective</p> <p>Medical Staffing Update</p> <p>Dr Dodds reported that there are no staffing issues to advise to the Board.</p>																																		

BoD2/18/08/6 BoD2/18/08/6.1	Well Led System Update
2/18/08/6.1.1	Paragraph removed under Section 36 of the Freedom of Information Act.
2/18/08/6.1.2	Mrs Bullock advised that during the workshop at the Single Partnership Board a discussion took place in relation to appointing a full time Executive Lead for the development of the Integrated Care Partnership (ICP). This would be taken forward in a similar way to West Cheshire where the appointed Managing Director was the Accountable Officer for West Cheshire CCG.
2/18/08/6.1.3	Paragraph removed under Section 36 of the Freedom of Information Act.
2/18/08/6.1.4	Paragraph removed under Section 36 of the Freedom of Information Act.
2/18/08/6.1.5	The Chairman explained that Mr Church had been deputising for him on the Cheshire East Partnership Board for some months and it had now been agreed for Ms Butcher to take over this representation and Mr Church and Ms Butcher were currently working together to effect the transition. The Chairman thanked Mr Church for his representation. Mrs Bullock added that the Partnership Board administration were aware of the change.
2/18/08/6.1.6	Mrs Bullock advised that Mr Neil Goodwin, independent chair of the Cheshire East Partnership Board will be finishing when his contract ends in October. Mrs McGill has set out her views of how this role should be taken forward and this will be discussed at the next Cheshire East Partnership Board.
2/18/08/6.1.7	Mr Church asked what is happening in West Cheshire and Mrs Bullock replied that they had appointed a Managing Director and have an Independent Chair. Mrs Bullock also added that Mrs Frodsham will have a seat on the West Cheshire ICP Board in view of Community Services. Resolved: The System update was noted.
BoD2/18/08/7	Any Other Business
2/18/08/7.1	Paragraph removed under Section 43 of the Freedom of Information Act
2/18/08/7.2	Paragraph removed under Section 42 of the Freedom of Information Act
2/18/08/7.3	Financial Forecast Mr Oldham wished to appraise the Board of the current financial forecast in terms of achieving the Control Total. In order to change the Control Total and therefore, the forecast, the Trust would have to demonstrate there had been a robust process with challenges from the Board. Mr Oldham advised that following a meeting between the executive he would be meeting with Divisions next week to discuss plans for financial recovery. Mr Oldham added that the Memorandum of Understanding (MOU) with SC&VRCCG indicates support to the Trust to achieve the Control Total if it was proved to be best for the economy and discussions are taking place with the CCGs to be clear on the forecast position.
2/18/08/7.4	Mr Oldham noted there was nervousness from the CCG in relation to financial recovery as the CCGs have only recently been removed from special measures

2/18/08/7.5	<p>Mrs Bullock added that there has been transparency between CCG and the Trust and that the CCGs understand the Trusts financial position and the impact of the Trust's worsening position has on them whilst noting there is commitment to work together as a system to try and mitigate this.</p> <p>Mrs Butcher raised a query in relation to the timing of the merger of the 4 CCG's. Mrs Bullock replied that there would be an Accountable Officer appointed by the end of the calendar year and by April 2019 there is likely to be a Shadow Executive team.</p>
BoD2/18/06/8 2/18/08/8.1 2/18/08/8.2	<p>Review of the Board meeting</p> <p>Mr Barnes reviewed the meeting noting that the patient story had been positive overall and felt the format of the voice over and pictures worked well. Mr Barnes was particularly pleased for the staff to attend and hear the discussion. Mr Barnes observed that there appeared to have been many positive patient stories recently and wondered if the mix could be changed whereby there were stories included which provide learning points.</p> <p>Mr Barnes noted that it was a particularly light agenda and consequently a short meeting of which it was mostly procedural and little strategic discussion. Mr Barnes commented on the level of engagement from the Non-Executive Directors when discussing performance but felt this potentially because there were no particular issues to challenge. Mr Barnes wondered if there was any merit in looking at the potential of not holding a meeting in August if the link between low volume of business and the time of the year correlates. The Chairman agreed there could be link but felt that August Board meetings should continue especially in view of the discussion above in respect of financial recovery and the additional regulatory scrutiny around waiting list activity. Board members agreed with this view.</p>
2/18/08/8.3	<p>The Chairman agreed that the meeting was fairly routine and straight forward which had been anticipated in advance and was well balanced with some of the challenging meetings that take place. The Chairman also commented that the challenge in the Board sub committees remains evident.</p>
BoD2/18/06/9	<p>Time, Date and Place of the next meeting</p> <p>The Board of Directors Meeting is to be held in Private on Monday 3 September 2018 following the Board meeting held in Public.</p>

The meeting closed at 11:50 am.

Signed



Chairman

Date: 20 September 2018