

SALISBURY NHS FOUNDATION TRUST

Minutes of the meeting of Salisbury NHS Foundation Trust Board Held on 4 February 2013 In the Boardroom, Salisbury District Hospital

Present:	Mr L March	Chairman
	Mr N Atkinson	Non-Executive Director
	Dr C Blanshard	Medical Director
	Mr M Cassells	Director of Finance & Procurement
	Mr I Downie	Non-Executive Director
	Mr P Hill	Chief Executive
	Mr A Freemantle	Non-Executive Director
	Mrs A Kingscott	Director of Human Resources
	Mr S Long	Non-Executive Director
	Miss T Nutter	Director of Nursing
In Attendance:	Mr L Arnold	Director of Corporate Development
	Mr D Seabrooke	Secretary to the Board
	Mr P Matthews	Wiltshire Local Involvement Network
	Mr J Carvell	Governor
	Mrs C Collins	Governor
	Dr B Robertson	Lead Governor
	Mr C Wain	Governor
	Sir R Jack	Governor
	Mr M Wareham	Unison
	Mrs F Hyett	Deputy Director of Nursing (for SFT 3361 and SFT 3361b)
	Mr N Cleaver	Directorate Senior Nurse, Musculo-Skeletal (for SFT 3361 and SFT 3361b)
	Mrs P Permalloo-Bass	Equality & Diversity Manager (for SFT 3366)
	Mrs H Hardyman	Head of Customer Care (for SFT 3368)
	Mrs C Holbrooke-Jones	Senior Nurse, Britford Ward (Observer)
	The Rev Dame S Mullally	Non-Executive Director (Designate)
Apologies:	Dr L Brown	Non-Executive Director

1858/00 **WELCOME**

The Chairman congratulated Peter Hill on his appointment as Chief Executive. The Chairman welcomed Andrew Freemantle CBE to his first Public Board meeting since being appointed and welcomed as an observer Dame Sarah Mullally who would take up office as a Non-Executive Director from 1 April 2013.

The Francis Report was due to be published on Wednesday 6th February 2013.

1859/00 **INTERESTS**

Board members were reminded that they had an obligation to declare any interest which might impact upon the business of the Trust, both as discussed at this meeting, or outside of this meeting. No Board member present declared such an interest.

1860/00 **MINUTES OF THE TRUST BOARD HELD ON 3 DECEMBER 2012**

Minute number 1853/00 (Vascular Services) was amended to read 'There was an impact on other major surgery where the need to call on a vascular surgeon may arise – under the proposed model, the patient would need to be transferred.'

1861/00 **MATTERS ARISING**

1861/01 **Delayed Transfers of Care**

Delayed Transfers of Care were close to zero.

1861/02 **Staff Survey Up-Date (Item 1843/02)**

It was reported that the response rate to the staff survey had reached 55%.

1861/03 **Questions from the Public (Item 1845/00)**

It was noted that a pilot offering "reserved" places for surgery was getting underway.

1862/00 **CHIEF EXECUTIVE'S REPORT – SFT 3359 – Presented by PH**

The Board received the Chief Executive's Report for December and January.

PH highlighted the results of a CQC survey, in which 850 people had been asked about their experiences which had been tabulated by the CQC and the Trust received a unique '8' green ratings.

A local survey on Day Surgery had been very positive with over 99% of patients agreeing that the staff treating them were professional, the treatment area was clean and they would recommend it to friends and family. The Friends and Family test was being piloted in the Emergency Department.

As had been mentioned by the Chairman, the second Francis Report was due to be published on Wednesday 6 February 2013. This was likely to be of great national interest and the Trust would be giving very careful consideration to any implications of the report's findings for the services provided to SFT patients.

1863/00 **PATIENT CARE**

1863/01 **Quality Indicators Report to 31 December 2012 (month 9) – SFT 3360 – Presented by CB and TN**

The Board received the summary of the Trust's Quality Indicators Report to December 2012. CB reported the following principal points;

- Mortality rates had fallen and the review of clusters of patient deaths continued to be reviewed – this was not revealing instances of avoidable deaths.

- The Trust was piloting 'Your Plan Your Care' to improve the now and next score; the Trust continued to perform well in terms of patient experience of dignity and respect – this had been mentioned recently in the Health Service Journal.
- It was noted that the Trust still had escalation bed capacity open and that the hospital remained very busy.
- TN informed the Board that there had been '2' cases of C-difficile in December and '1' in January, which meant that there were now '22' cases against the annual ceiling of '25'. The Trust was discussing with its Commissioners the distinction between avoidable and unavoidable infection control incidents in relation to setting fines. It was also noted that the Trust was likely to be set a ceiling of '21' C-difficile cases in 2013/14.
- The analysis of clusters of grade '2' pressure ulcers continued.

The indicator showing the percentage of in-patients moved more than three times had increased to 5% in December 2012. This was a consequence of the bed occupancy rate being increased, which made it more difficult to admit patients to the most appropriate specialty ward when they left the Medical Assessment ward.

The Board noted the Quality Indicators Report.

1863/02 **The NHS Safety Thermometer Up-Date – SFT 3361 – Presented by TN**

Neal Cleaver and Fiona Hyett attended for this item and the Board received an up-date setting out progress since April 2012 on the development of the Safety Thermometer.

It was noted that the Trust had been 100% compliant in up-dating the data and was now able to share it. A CQUIN target based on the results of the Thermometer was currently being derived. At present, as measured by the Thermometer, the Trust was providing 91% harm free care.

The report proposed that the results of the Safety Thermometer would be reviewed by the Clinical Governance Committee and brought to the Board on a six-monthly basis although it was suggested that this could be quarterly.

1863/03 **Nursing Skill Mix Review – SFT 3361b – Presented by TN**

The Board received a report detailing the results of a recent nursing skill mix review.

The review was carried out principally in response to recent Royal College of Nursing guidance, and changes to in-patient areas in terms of their location and clinical specialties. The report proposed an investment of £200,000 for the consistent provision of supervisory time for Ward Sisters. The cost of this would be offset by the proposed changes to the provision of scrubs. The headroom (which provided for annual leave, sickness and study leave) was 19% which was at the lower end of the range identified by the Audit Commission's Nurse Staffing benchmarking exercise in 2011.

The report would address budgeting and establish inconsistencies between wards that underpin the calculation of the 19% headroom figure. This would be kept under review by the Workforce Committee.

Nursing staffing levels were believed to be a likely recommendation of the Francis Report.

The Board approved the Nursing Skill Mix Report as follows;

- The reallocation of resources to provide equity across ward areas.
- An investment of £200,000 to support the introduction of dedicated supervisory time for ward sisters.
- To undertake an annual skill mix review using the Safer Care Tool.
- Changes to the agreed ward skill mix should be risk assessed, agreed by the Directorate Senior Nurse and approved by the Director of Nursing.
- The headroom figure of 19% would be kept under review.
- Guidance for the funding of maternity leave will be developed.
- The presentation of budgetary information to support ward level financial management and to reflect the agreed skill mix within that area.

1863/04 **Complaints Report – Quarter 2, 1 July – 30 September 2012 – SFT 3362 – Presented by TN**

The Board received the report detailing the number and nature of comments, concerns, complaints and compliments dealt with in the quarter.

The assessment of complaints for emerging themes continues. Details were given about a complaint in relation to incorrect information in one of the Trust's leaflets. Concern was expressed that 18% of complaints or concerns took 25+ working days to resolve.

1864/00 **PERFORMANCE AND PLANNING**

1864/01 **Minutes of the Finance Committee – 21 December 2012 – SFT 3363 – Presented by LM**

The Board received a summary of the meeting of the Committee held on 21 December 2012.

1864/02 **Financial Performance to 31 December 2012 (month 9) – SFT 3364 – Presented by MC**

The Board received a report summarising it of the financial and contracting position to 31 December 2012.

MC highlighted the following principal points;

- The Trust was exceeding plan.
- Activity was broadly in line with last year.

- The Trust's price per case was increasing and this was believed to be in line with the complexity of the work undertaken.
- The surplus was £1.6m against a planned £0.5m.
- The Financial Risk Rating remained at '3'.
- Working relationships with Commissioners were much improved.
- The Trust's cash position remains strong although there was some slippage on capital expenditure.
- Cost Improvement Plans had not been achieved and this would be a major challenge in 2013/14.
- The Trust's engagement with the Newton Consultancy continued.
- The tariff for 2013/14 was being reviewed.
- Good progress was being made with the consultations and planning for the laundry company.
- The proposed increase in CNST premiums was commented upon and it was noted that the Trust was discussing this issue at present with the NHS Litigation Authority.

It was noted that the Trust was negotiating a block contract with Dorset in line with the current year's outturn.

The Board noted the Finance Report to 31 December 2012.

1864/03 **TRUST PERFORMANCE REPORT TO 31 DECEMBER 2012 – SFT 3365 – Presented by LA**

The Board received the Trust Board Performance Report to 31 December 2012 and LA highlighted the following principal points;

- The percentage of cancelled operations had reduced slightly in December 2012 – the causes of these instances were similar to those discussed previously. The Productive Operating Theatre initiative was being undertaken to address whole system problems and improve performance in this area.
- The Trust had met its Cancer and 18 weeks referral to treatment targets.
- The rate of short-term staff absences was affected by winter noro-virus.

The Board noted the Performance Report to 31 December 2012.

1865/00 **EQUALITY AND DIVERSITY UP-DATE REPORT – SFT 3366 – Presented by AK**

Pamela Permalloo-Bass, Equality and Diversity Manager, attended for this item and the Board received a report giving a six-month update on equality and diversity. The report had been considered in detail by the Workforce Committee on 21 January 2013.

It was noted that the Trust had improved on the ratings recorded in the report.

The Equality and Diversity Steering Group would continue to take this agenda forward.

There was a need for more Equality and Diversity Champions to be appointed in the Trust's services to improve the grass roots support. It was also noted that Union Stewards acted as Equality and Diversity Champions.

The Board noted the report and approved the on-going development and implementation of equality and diversity in the Trust.

1866/00 **PAPERS FOR APPROVAL OR NOTING**

1866/01 **Capital Development Report, October 2012 to January 2013 – SFT 3367 – Presented by LA**

The Board received the Capital Development Report for October 2012 to January 2013.

It was noted that the play deck had been handed over and was now in use. It was also noted that the Capital Bid for Maternity of £325,000 had been successful.

1866/02 **CQC Provider Compliance Assessments – Outcome 17 - Complaints – SFT 3368 – Presented by TN and HH**

The Board received a summary providing assurance that the Trust was compliant with CQC Outcome 17 – Complaints.

It was noted that all of the Provider Compliance Assessments maintained by the Trust in relation to its CQC registration were being reviewed in January and February by the overview Committees that they were assigned to. Outcome 17 was assigned to the Trust Board and a report would be coming to the 8 April 2013 meeting reviewing compliance with all of them.

The Provider Compliance Assessment was rated green against the five CQC criteria. This demonstrated that people who use the Trust's services could be confident that their feedback was listened to and responded to and that took account of the relevant guidance.

The Board approved the report.

1866/03 **Standards for Members of NHS Boards – Professional Standards Authority – SFT 3369 – Presented by LM**

The Board received a copy of the Standards documents issued by the Professional Standards Authority (formally the Council for Health Care Regulatory Excellence) and a report setting out proposals by Monitor to require providers to meet a fit and proper persons test in relation to Board Directors.

The Board approved the Standards for NHS Boards attached to the report.

1866/04 **Minutes of the Clinical Governance Committee - 8 January 2013 – SFT 3370 – Presented by CB**

The Board received a summary of the 8 January 2013 meeting of the Clinical Governance Committee.

1867/00 **ANY OTHER URGENT BUSINESS**

TN informed the Board that a celebration event was being held on 4 March 2013 to mark the work undertaken by Nursing, Midwifery and Allied Health Professionals since the publication of Striving for Excellence.

1868/00 **QUESTIONS FROM THE PUBLIC**

- Mark Wareham highlighted the earlier comment about the savings arising from the introduction of new scrubs going towards nurse staffing and the Equality Impact Assessment which had highlighted low paid women in this regard.

TN indicated that the cost of the new uniforms had not been taken into account – the savings referred to was in relation to the cost of the laundering. The Trust would continue to consult with staff in relation to the introduction of the new uniforms.

- Mark Wareham asked for assurance about the effect on pay and conditions of laundry staff in the setting up of the proposed laundry company. PH indicated that this question would be answered at a later date, following consultation on the proposal.
- Phil Matthews reported that Christine Graves had been appointed as the Chair of Wiltshire Healthwatch.
- The proposed changes to Vascular Services had been discussed at the Health and Social Care Select Committee which had expressed concerns re the possibility of losing Vascular Services from Salisbury.
- Celeste Collins highlighted the recent discussion about the cost to patients of accessing the Hospedia service. There would be a briefing at the next Governors meeting and in the meantime there needed to be greater promotion to patients of messages about cheaper alternatives to the daily rate.
- It was also noted in relation to a question raised by Beth Robertson that the nursing staffing review would be implemented in April 2013.
- Chris Wain highlighted the investment in Ward Sister leadership and suggested that this should be publicised and that the Trust should respond to recent local media reports in relation to Hospedia highlighted by Celeste Collins.

1869/00 **DATE AND TIME OF NEXT MEETING**

8 April 2013 at 1.30 pm in the Education Centre.

1870/00 **CONFIDENTIAL ISSUES**

The Board resolved to exclude press and public from the remainder of the meeting as publicity would be prejudicial to the public interest

by reasons of confidential nature of the business to be conducted.