

Bolton NHS Foundation Trust – Council of Governor Meeting 17th January 2019

Location: Education Centre

Time: 1730 –1900hrs

<i>Time</i>		<i>Topic</i>	<i>Lead</i>	<i>Process</i>	<i>Expected Outcome</i>
1730		Welcome and Introductions	Chairman		
	1.	Apologies	Chairman		
	2.	Declarations of Interest	Chairman		
	3.	Minutes of meeting held on 15 th November 2018	Chairman	Minutes	For approval
	3.1	Matters arising			
1740	4.	Chairman's update	Chairman	Verbal update	To note
18.00	5.	Quality Assurance Committee Chair report	QA Chair	Presentation	To note
18.20	6.	Strategy 2019 - 2024	Director of Strategic Transformation	Presentation	To note
18.45	7.	Governor Workplan 2019	Trust Secretary	Presentation	To note
	8.	Governor Sub Committee feedback			
19.00	9.	Proposed resolution : that representatives of the press and other members of the public be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted			
	10.	Chair Appointment update			
	11.	Any Other Business			
		Close			

Date and Time of next meeting – 14th March 2019 at 5.30pm

Meeting **Council of Governors**
Time **5.30 p.m.**
Date **15th November 2018**
Venue **Seminar Room 1, Education Centre**

Present

David Wakefield	Chairman
Abs Sinha	Staff Governor
Bill Crook	Public Elected Governor
Champak Mistry	Public Elected Governor
Iqbal Essa	Public Elected Governor
Janet Roberts	Staff Governor
Janet Whitehouse	Public Elected Governor
Janice Drake	Public Elected Governor
Jim Sherrington	Appointed Governor
Laila Dawson	Public Elected Governor
Margaret Parrish	Public Elected Governor
Pauline Lee	Public Elected Governor
Rosie Adamson-Clark	Public Elected Governor
Sorie Sesay	Public Elected Governor

In Attendance

Andy Ennis	Chief Operating Officer
Annette Walker	Director of Finance
Esther Steel	Trust Secretary
Marie Forshaw	Deputy Director of Nursing
Martin North	Non-Executive Director
Sharon Martin	Director of Strategic Transformation
Victoria Lomas	Membership Manager

Apologies

Jackie Bene	James Mawrey	Malcolm Brown	Francis Andrews
Leigh Vallance	Grace Hopps	Pat Groocock	Bilkis Ismail
Dipak Fatania	Carol Burrows	Kemi Abidogun	Dawn Hennefer
Trish Armstrong-Child	Jackie Njoroge	Ann Bain	Tracy Holliday

2. **Declarations of Interest**

Esther Steel Company Secretary, iFM Bolton

3. **Minutes of the Council of Governors' Meeting held on 12th July 2018**

Were approved as a correct record.

3.1 **Matters Arising**

There were no matters arising.

4. **Chairman Update**

The Chairman welcomed those present to the meeting.

The Chairman presented an update on recent performance and invited questions from those present (slides and key points from the discussion are recorded below)

The main areas of focus for the Board are around falls per 1000 bed days, improved performance on pressure ulcers, urgent care/A&E, stranded patients, overall cancer performance and sickness absence levels.

Performance Summary – October 2018

Trust Objective	RAG Distribution	Total
Quality & Safety	Green / Amber	60
Operational Performance	Amber / Red	35
Workforce	Amber / Red	13
Finance	Green / Amber	5

Main Areas for Board Focus

- Falls per 1000 bed days improvements
- Improved performance on Pressure Ulcers
- Urgent Care / A&E
- Stranded Patients
- Overall Cancer Performance
- Sick Absence Levels (4.8%)
- Never Events
- Mortality rates increase in SHMI
- Urgent Care / A&E
- RTT Waiting Times (89.5% v 92%)
- Super Stranded Patients LOS
- Cancer screening (86%)
- Finance

Falls per 1000 bed days

There have been 3.97 falls per 1000 bed days within the month and 4.6 cumulatively, this is an improving trajectory and benchmark very favourably.

Pressure Ulcer

The Trust has seen a reduction in the number of pressure ulcers, but this is still an area of concern for the Board.

Urgent Care/A&E

There has been a recent improvement in performance, but the 95% target is not yet being achieved so this will remain an area of focus for the Board.

The Trust achieved 90% in October and 88.8% in the Quarter which is higher than the year to date figure of 85.4%. Work is being completed with North West Ambulance Service regarding the number of ambulance transfers.

ECIP have suggested that other trusts who are having difficulties achieving the A&E target visit Bolton to observe the improvements which have been made.

Stranded Patients

Progress has been made with regard to the number of stranded and super stranded patients. It was noted that stranded patients are patients who have been in hospital for over seven days and super stranded for over 21 days. This is a national measure which encourages trusts to focus on flow throughout the organisation.

Overall cancer performance

The Trust is performing well against the 62 day standard, but is currently failing the cancer screening target achieving 86% it was noted however, that this is an improved performance.

Sickness absence

The Trust has been an outlier in this area for some time, but following the introduction of Attendance Matters sickness levels are now reducing.

It was noted that the agency spend is still relatively high but there have been some successful recruitment drives for nursing staff and focussed work is now being completed around the retention of nurses.

Never Events

There has been two Never Events to date this year and full reviews have been undertaken.

Mortality rates increase SHMI

There has been an increase in the SHMI to 108 and a review is being undertaken to establish why this has rose.

RTT Waiting Times

Due to elective procedures being cancelled in January 2018 there has been an increase in RTT waiting times. There has been some improvement in waiting time figures recently following a focussed piece of work.

Finance

At the end of September 2018 the Trusts year to date surplus stood at £0.4m which was £1.2m below plan. The year to date figure includes £2.7m Provider Sustainability Fund.

Agency costs were £4.5m which was £1.3m above target.

iFM Bolton strike

Governors extended their thanks to the Trust staff who assisted during the iFM Bolton strike action. It was noted that the iFM Board will be attending a Board of Directors meeting to outline their plans for the future.

CQC

The CQC inspection will be taking place on the 8th – 10th January 2019 and in advance of this an unannounced visit will take place. During the inspection Governors will be invited to attend a focus group with inspectors.

Medical School Partnership

A bid for a Medical School Partnership with Bolton University and Bolton College has been submitted and confirmation will be received in January as to whether this has been successful.

Collaboration with WWL

Collaborative working with Wrightington, Wigan and Leigh for orthopaedics is being trialled and plans are being looked at to extend this to Urology.

Healthier Together

A business case has been produced by GM and presented to NHS England who have now asked for provider sign off. Issues have been identified in the proposal and the Trust has indicated this to GM and NHS England, and other trusts have also indicated that they do not support the case.

Resolved: the update was noted.

5. Quality Assurance Committee Chair Report

The item was deferred.

6. Winter Planning

The Chief Operating Officer presented the winter plan for 2018/19 advising that in March 2018 a review of winter 2017/18 was undertaken in the form of a system wide workshop.

Building on data from previous years, the Trust built a bespoke bed modelling tool to ensure accurate capacity planning. The tool has been utilised to identify the key requirements of achieving 90% bed occupancy, which is critical to the achievement of the 4 hour target, the key requirements are:

- Reducing Length of Stay by 0.3 days
- Reducing emergency hospital admissions by four per day
- Opening 22 escalation beds by December 2018

Acute bed modelling confirmed the acute bed stock is sufficient to meet demand with the addition of 22 escalation beds over winter. Focus needs to be on improving flow and reducing admissions and delays.

Intermediate tier capacity and demand modelling identified there is a gap in the amount of available

beds and three high level actions have been undertaken to ensure sustainability of ITS capacity.

In addition the system considered the Utilisation Management Teams report for Bolton with predictive activity that summarised the outcome for Bolton in a “do nothing” scenario. The report highlighted a prediction of 78% A&E performance for winter 2018/19 if everything remained the same as last winter. The Bolton locality believes that the system wide actions being undertaken will address this risk.

In order to ensure achievement of 90% A&E performance Bolton NHS Foundation Trust, Bolton CCG, Bolton Council, Greater Manchester Mental Health and North West Ambulance Service are each implementing a number of actions which were outlined.

The system risks were also noted.

Governors discussed care at home and it was confirmed that there has been a large amount of investment in community services and in particular in Home First and admission avoidance. There are a number of intermediate tier facilities who can care for patients who require support but who do not need to be in hospital.

Resolved: the presentation was noted.

6. **Feedback from Governor Sub-Committees**

6.1 **Governor Strategy Committee**

Governors received an update from the Governor Strategy Committee meeting which took place on 13th September 2018.

Governors had received an update from Sharon Martin, Director of Strategic Transformation around:

- Bolton College of Medical Sciences
- Integrated Care Partnership
- Greater Manchester
- North West Sector Partnership

The next meeting will be held on Thursday 24th January 2019 at 5.30pm in the Boardroom.

Resolved: the update was noted.

6.2 **Governor Quality Committee**

Governors received an update from the Governor Quality Committee meeting which took place on 8th November 2018.

Governors had received an update from Trish Armstrong-Child, Director of Nursing around:

- CQC inspection
- Good to Great inspections

They also received an update from Linda Denman, Assistant Director of Nursing around BoSCA.

The next meeting will be held on Thursday 7th February 2019 at 5.30pm in the Boardroom.

Resolved: the update was noted.

PART 2

7. **Non-Executive Appointments**

Governors received an update on the appointment of a Non-Executive Director to replace Allan Duckworth. It was noted that 28 applications had been received but 11 were not suitably qualified and nine were qualified but did not have Board level experience. There were also two with a conflict of interest.

A shortlist of six has been agreed and interviews will take place on Wednesday 5th December.

Resolved: the update was noted.

8. **Chair Appointment**

The Chair appointment process will commence early in the new year with a view for the successful candidate to commence in post on 1st April 2019.

Resolved: the update was noted.

9. **Any Other Business**

None

Date and Time of Next Meeting

17th January 2019 at 5.30pm in Seminar Room 1, Education Centre