

**ROYAL UNITED HOSPITAL BATH NHS TRUST
MINUTES OF THE MEETING OF THE TRUST BOARD HELD IN PUBLIC
WEDNESDAY 12 OCTOBER 2011
ROOM C, EDUCATION CENTRE, RUH**

Present:

Voting Directors

Brian Stables, Chairman
James Scott, Chief Executive
Michael Earp, Non-Executive Director (Vice Chairman)
Lisa Hunt, Chief Operating Officer
Francesca Thompson, Director of Nursing
Stephen Wheeler, Non-Executive Director
Joanna Hole, Non-Executive Director
Roger Newton, Non-Executive Director
Tim Craft, Medical Director

Non-Voting Directors

Brigid Musselwhite, Director of Strategy
Howard Jones, Director of Estates and Facilities
Lynn Vaughan, Director of Human Resources

In attendance

Eric Sanders, Trust Board Secretary
Lisa Thomas, Deputy Director of Finance

BD/11/10/1.0 Chairman's Welcome and Apologies

Apologies were noted from

Catherine Phillips, Director of Finance
Moira Brennan, Non-Executive Director

The Chairman welcomed Lisa Thomas, Deputy Director of Finance to her first meeting of the Trust Board.

BD/11/10/2.0 Written Questions from the Public

The Trust Board Secretary read out a letter and response to Mr & Mrs Welton regarding their concerns that the Trust Board was excluding members of the public from future meetings. The Trust Board Secretary confirmed that the Trust Board only excluded the public and members of the press from meetings of the Trust Board in private when there were matters that were confidential or commercially sensitive that required Trust Board

Author: Eric Sanders, Trust Board Secretary	Date: 21 November 2011
Document Approved by: Brian Stables, Chairman	Version:2.0
Agenda Item: 4.	Page 1 of 9

discussion and approval. These matters were kept at a minimum to ensure that the Trust Board continued to adhere to the Seven Principles of Public Life enunciated by the Nolan Committee.

BD/11/10/3.0 Declarations of Interest

No interests were declared.

BD/11/10/4.0 Minutes of the Public Trust Board meeting 14 September 2011

The minutes of the previous meeting were approved as a true and correct record of the meeting.

BD/11/10/5.0 Action list and Matters arising

The action updates were discussed and those indicated as closed were approved. The following actions were further discussed in more detail:

PB118 – The Medical Director confirmed that the HSMR outturn figure for 2010/11 was 99.

BD/11/10/6.0 Patient Safety and Quality Report

The Director of Nursing presented the report and highlighted:

- There had been significant improvements in the completion of all nurse led Risk Assessments following the implementation of Millennium;
- The response to the patient safety culture survey was disappointing at 23%. However the majority of responses had been positive. The main concerns raised by staff related to their working arrangements and movements between wards, patient movements in the hospital, and insufficient feedback from reported incidents;
- Compliance with the World Health Organisation safer surgery checklist remained at 100% but a number of issues had been identified around data capture. These were being reviewed;
- NHS South West had requested that Plymouth Hospitals NHS Trust consider the Trust's approach to the perioperative work stream and take back learning to their organisation;
- The Trust had held a successful joint event with GP's and Commissioners in the Qulturum on clinical outcomes and quality assurance;
- There had been improvements in falls data collection led by the Falls Group;
- A Dementia peer review was scheduled for 13 October 2011. Two wards had been awarded a silver dementia charter mark - Combe Ward and Pulteney Ward

Author: Eric Sanders, Trust Board Secretary Document Approved by: Brian Stables, Chairman	Date: 21 November 2011 Version:2.0
Agenda Item: 4.	Page 2 of 9

A Non-Executive Director asked how the Trust was encouraging managers to complete the patient safety survey to ensure maximum benefit was gained. It was confirmed that all managers encouraged staff to complete the survey but this was not mandatory.

The Director of Human Resources was asked to cross check the national staff survey results against the patient safety culture survey to identify any correlation.

Action: Director of Human Resources

The Director of Nursing clarified that the areas which had been audited against the use of the World Health Organisation safer surgery checklist, showed 100% compliance, however, not all theatres had been audited. The Director of Nursing was asked to provide assurance that the sample used was representative, or that all theatres would be audited over a specific time period. An update was to be provided in the following month's report.

Action: Director of Nursing

The Medical Director confirmed that all theatres use the World Health Organisation safer surgery checklist.

The Director of Nursing confirmed that a trial was being undertaken on Midford Ward utilising additional staff to enhance the quality of the mealtime experience. Learning from the pilot would be shared with other wards.

The Trust Board noted the report.

BD/11/10/7.1 Trust Operational Performance

The Chief Operating Officer presented the report and highlighted:

- The Trust had predicted a Monitor rating of green for Quarter 2 2011/12;
- This good performance was directly linked to improved performance against the 18 week referral to treatment targets. Performance for September showed that the Trust had exceeded the 90% target and had reduced the backlog of patients waiting more than 18 weeks below the level set in agreement with NHS South West;
- The main operational focus of the Trust was on maintaining performance against the A&E indicators and achieving 98% for the percentage of patients discharged within 4 hours in A&E (all types);
- All cancer targets were noted as green with the exception of the Cancer diagnosis to treatment target - 31 days (subsequent surgery).

Following discussion about the timeliness of the reported information the Chief Operating Officer confirmed that work was underway to ensure that up to date performance information was presented to the Trust Board.

Author: Eric Sanders, Trust Board Secretary Document Approved by: Brian Stables, Chairman	Date: 21 November 2011 Version:2.0
Agenda Item: 4.	Page 3 of 9

The Chief Operating Officer confirmed that the Trust was working to ensure surgical beds were ring-fenced to ensure that surgical capacity and delivery of the 18 weeks referral to treatment targets were maintained, but this was not always possible due to fluctuations in emergency admissions. A project was being progressed to rebase the bed base which would support management of fluctuations in demand.

The increase in the number of incomplete pathways was challenged by a Non-Executive Director. The Chief Operating Officer confirmed that the move from TDS to Millennium had introduced greater data accuracy and the increase in the number of incomplete pathways had been predicted. It was identified that not all of the 30,000 pathways related to actual patients. Work was underway to review all of the incomplete pathways and validate the data. Due to the volume of the work, it was highlighted that this may take several months to complete but there was no identified risk to patients.

The Chief Operating Officer was asked to provide a breakdown of the incomplete pathway data and the actual position in the next report to the Trust Board in November 2011.

Action: Chief Operating Officer

The Director of nursing confirmed that the QuEST data reported at indicator 6b in Appendix 2, had not yet been validated. The Trust Board would receive a report in January 2012 on progress to implement the QuEST system.

The Chair thanked the Chief Operating Officer for focusing on delivering the 98% target in A&E.

The Chairman also highlighted that it had been 150 days since the last Post 48 Hour MRSA bacteraemia in the Trust. The Trust Board thanked the Director of Nursing for her leadership in the area of infection control.

The Trust Board noted the report.

BD/11/10/7.ii Finance Report

The Deputy Director of Finance presented the report and highlighted:

- The Trust had a year to date income surplus of £0.6m at Month 6, however the Trust had a £2.8m operating deficit for the same period;
- The Trust was still forecasting formally the delivery of the £6.2m surplus required at year end to deliver the agreed loan repayment, despite being some risks;
- The main focus on achieving the plan was a focus on reducing staff agency spend, controlling other pay and non-pay spend, accelerating the delivery of Cost Improvement Plans and mitigating winter costs;
- The Trust was also working closely with NHS South of England to achieve the additional capital funding requested from the Department of Health;

Author: Eric Sanders, Trust Board Secretary	Date: 21 November 2011
Document Approved by: Brian Stables, Chairman	Version:2.0
Agenda Item: 4.	Page 4 of 9

The Deputy Director of Finance confirmed that the variance in actual versus planned Whole Time Equivalents (WTE) was 236 and not 23 as indicated in section 2.5 of the report.

The confidence for delivery of financial balance was challenged by the Non-Executive Directors. The Trust Board received assurance that a number of risks to achievement had been identified and mitigating actions, which included realising SLA income over performance to offset unachieved capacity reductions, were being developed, however it was still noted there was a financial risk.

The Non-Executive Directors also challenged whether the Primary Care Trusts would pay for full activity undertaken by the Trust during the year. The Chief Executive confirmed that the contract had not yet been signed and discussions were on-going. The contract would be a full Payment by Results contract, and the expectation was that all activity would be paid in line with the contract.

The Trust Board noted the report, its concern over the current financial position and that detailed action plans were being further developed.

The Trust Board also noted that the report included six months of expenditure and an early estimate of Month 6 income.

BD/11/10/8.0 NHS Constitution Update

The Director of Strategy presented the report and highlighted:

- The report presented the outputs of a review of where the Trust was against the Rights, Pledges, and responsibilities contained within the NHS Constitution;
- Two of the identified gaps related to working more closely within the local health community. These included delivery of the 18 weeks referral to treatment targets and minimising Delayed Transfers of Care. In regards to the latter the Trust had on average between 15-25 patients subject to delays on any one day;
- Further areas of focus included improving cleaning across the hospital site. Actions had been identified and would be monitored through the Board Assurance Framework;

The Director of Strategy confirmed that the main focus of communication to patients, the public and staff, about the NHS Constitution, was via the Trust website. This information was under review to ensure the information was more Trust specific and more localised. The Communications Team was working with Web Development Team to update the information.

The Trust Board noted the report.

Author: Eric Sanders, Trust Board Secretary Document Approved by: Brian Stables, Chairman	Date: 21 November 2011 Version:2.0
Agenda Item: 4.	Page 5 of 9

BD/11/10/09 Strategic Framework for Risk Management – Annual Review

The Director of Nursing presented the Strategic Framework for Risk Management and highlighted that there had been only one minor amendment following the annual review, and this related to training for the Trust Board and Senior Managers.

The Director of Human Resources highlighted a number of minor amendments.

The Trust Board Secretary was asked to review the Strategic Framework for Risk Management to ensure that the role of the Audit Committee and Management Board were adequately described.

Action: Trust Board Secretary

The Trust Board approved the Strategic Framework for Risk Management subject to the amendments identified and review by the Trust Board Secretary.

BD/11/10/10 CRS (Millennium) Project Update

The Chief Executive presented the report and highlighted:

- The Millennium Implementation Team were working to resolve the remaining issues identified following the transition from TDS to Millennium. All issues were being promptly resolved;
- Further joint working with BT and Cerner was underway to resolve and finalise the discharge summaries within Millennium. A draft of the revised discharge summary was to be reviewed and signed off by the clinical group led by Head of Medicine;
- The Chief Executive had met with representatives from BT Global to discuss the recent Millennium system outages and actions being taken to mitigate any future issues;
- The Chief Executive provided assurance that if system outages occurred, downtime procedures would be instigated. It was considered that there had been minimal risk to patients during the outages.

The Chief Executive confirmed that integrated order communications related to the ability of clinicians to order tests, such as from pathology and radiology. The system had been developed and was available, but had not yet been released to clinicians.

The Trust Board noted the report.

Author: Eric Sanders, Trust Board Secretary Document Approved by: Brian Stables, Chairman	Date: 21 November 2011 Version:2.0
Agenda Item: 4.	Page 6 of 9

BD/11/10/11 Estates & Sustainability Quarterly Update

The Director of Estates & Facilities presented the report and highlighted:

- The main focus of the department was on overseeing the capital spend of the Trust. This included the refurbishment of Victoria Ward which was due to be completed on 5 November 2011;
- The energy centre was being commissioned and would save the Trust £2,000 per day in fuel costs and 3,000 tonnes of carbon per year. Formal handover of the energy centre was planned for 18 November 2011;
- The development of the new Pathology Laboratory, and the IT and Medical Records blocks were reliant on achieving the additional capital funding from the Department of Health and contingency plans were being developed for all eventualities;
- The Trust had successfully reduced its carbon footprint from 15,000 to 12,500 tonnes per year and this would be further reduced by 3,000 tonnes once the energy centre was fully online;
- The Trust had been shortlisted for a national award for the work of 'Art @ the Heart' in the new Neonatal Intensive Care Unit and the Trust has been shortlisted in the Public Sector Sustainability Awards 2011 for work in reducing the Trust's overall carbon footprint through energy efficiency measures;
- A BREEAM rating would not be sought for the Pathology Laboratory due to cost and time impacts on the project.

The Medical Director confirmed that theatres were cited as an exemplar for recycling, and had made a major contribution to the Trust through the work of separating different types of waste.

The Trust Board noted the report.

BD/11/10/12 Management Board Update Report

The Chief Executive introduced the report and identified that the Management Board were aware of the need for staff to have a greater voice and influence over the direction of the organisation. A review of the Team Briefing system was underway to ensure all levels of staff are aware of changes in the Trust.

The Trust Board noted the report.

BD/11/10/13 6 Monthly Review of Strategic Plan

The Director of Strategy presented the report and highlighted:

- The update provided was linked to the more regular update provided through the Board Assurance Framework in terms of controls and assurances against the risks to deliver the objectives;

Author: Eric Sanders, Trust Board Secretary	Date: 21 November 2011
Document Approved by: Brian Stables, Chairman	Version:2.0
Agenda Item: 4.	Page 7 of 9

- There was a need to develop communications to staff in relation to the progress to achieve the plan;

The Non-Executive Director, with portfolio for Equality & Diversity, highlighted the need for all sections of the cover sheet to be fully completed and identified the 6 Monthly Review of Strategic Plan report as an exemplar for how future reports should be completed, particularly in relation to the impact on Equality & Diversity issues.

The Trust Board noted the report.

BD/11/10/14 Chief Executives Report

The Chief Executive presented the report and highlighted:

- Lisa Brown, Sister on Forrester Brown, had presented her Think Pink paper on pressure ulcer management at an international nursing conference and had won the award for best paper;
- The Trust had been successful in its application for one of eight Health Foundation grants. The Foundation had been particularly interested in the Trust's focus on Parkinson's Disease as the basis for the project it would undertake;
- The Board to Board with NHS South West as part of the NHS Foundation Trust application had been delayed due to the national reorganisation of the Strategic Health Authorities. Once the new organisations were in place the date would be rearranged;
- The Trust Board Secretary had led a very successful project to increase the number of public members and as at 12 October 2011, over 2200 members had signed up. The recruitment team was based in the Atrium at the hospital but was going out to local towns to engage with the public and sign up members;
- The 30 November 2011 was the date for planned strike action by Unison regarding changes to NHS Pensions. The Trust was developing plans to maintain safe services to patients should the union vote to strike.

BD/11/10/15 Chairman's Report

The Chairman gave a verbal update and highlighted:

- The Chairman had attended the Annual General Meetings of both Great Western Ambulance Service and the Royal United Hospital for Rheumatic Diseases NHS Foundation Trust;
- The clustering of Strategic Health Authorities was due to be completed on 3 October 2011 and the Board of NHS South of England had been formed. The Chief Executive of NHS South of England was Sir Ian Carruthers who had previously been Chief Executive of NHS South West.

Author: Eric Sanders, Trust Board Secretary	Date: 21 November 2011
Document Approved by: Brian Stables, Chairman	Version:2.0
Agenda Item: 4.	Page 8 of 9

- The Chairman and Director of Strategy had met with Chair and Vice Chair of Bath & North East Somerset Council's Wellbeing Policy Development and Scrutiny Panel. This had been a very positive meeting and had identified a number of areas where the two parties could work more closely together.
- Stephen Wheeler, Non-Executive Director had been reappointed until 31 March 2014 by the Appointments Commission.

BD/11/10/16 Resolution to exclude members of the public & press pursuant to the Public Bodies (Admission to Meeting) Act 1960

The Trust Board approved the resolution.

The meeting was closed by the Chairman at 11:58

The next Trust Board meeting was due to be held on Wednesday 9 November 2011 in Room C, Education Centre, RUH.

Signed

Date

Author: Eric Sanders, Trust Board Secretary	Date: 21 November 2011
Document Approved by: Brian Stables, Chairman	Version:2.0
Agenda Item: 4.	Page 9 of 9