Minutes of the Trust Board Meeting in Public of the Royal Cornwall Hospitals NHS Trust held on Thursday 9 February 2017 in the Knowledge Spa, Royal Cornwall Hospital

Present:
Mr Jim McKenna  Chairman
Ms Kathy Byrne   Chief Executive
Ms Catrin Asbrey  Director of HR and OD
Mr Richard Best   Chief Operating Officer
Mr Roger Gazzard  Associate Non Executive Director
Mr Paul Hobson   Non Executive Director
Ms Thomas Lafferty  Director of Corporate Affairs
Dr John Lander   Non Executive Director
Ms Ethna McCarthy  Director of Strategy and Business Development
Dr Mairi Mclean  Non Executive Director
Mrs Christine Perry  Director of Nursing
Mrs Charlotte Russell  Non Executive Director
Mr Karl Simkins   Director of Finance & Performance
Dr Malcolm Stewart  Medical Director
Ms Margaret Schwarz  Non Executive Director

In Attendance:
Mrs Tracey Lee   Governance Lead (item 1.17.08)

Minute Secretary:
Lynsey Neave   Corporate Services Manager

1.17.01 Welcome, Apologies for Absence and Declaration of Board Members’ Interest

Apologies were received from Sarah Pryce, Non Executive Director. A declaration of interest was made by Mr McKenna who advised that he held a position as a Cornwall Councillor.

1.17.02 Minutes of Previous Board Meeting 1 December 2016

The minutes of the previous meeting held on 1 December 2016 as an accurate record and the action log was updated accordingly.

Resolution:
The Board APPROVED the minutes of the previous meeting held on 1 December 2016 as an accurate record.

1.17.03 Chairman’s Report

Mr McKenna thanked the organisation for its warm welcome and spoke of the opportunities and challenges facing Cornwall and the Isles of Scilly going forward. Mr McKenna formally thanked Dr Mclean for her contribution during her time as Interim Chair. Mr McKenna invited Dr Mclean to comment on recent regional and national events attended during December 2016 and January 2017.

Resolution:
The Board RECEIVED the Chairman’s verbal report.
### 1.17.04 Chief Executive’s Report

#### i. Operational Performance

The Trust continued to experience challenges with patient flow due to winter pressures. There had been a 9% growth in ED activity since last year, and the Trust presently was unable to meet the national ED 4 hour standard, however remained focused on improving patient discharge and maintaining quality and safety standards during times of sustained pressure. It was noted that cancer performance remained positive as well as consistent good performance in access to diagnostics and the positive response from staff, during system pressures was acknowledged.

Dr Lander shared a recent personal experience of the care and compassion received from the staff at the Trust and the Board acknowledged his thanks.

#### ii. STP

Health and social care organisations had engaged with stakeholders and the wider community on the STP Draft Outline Business Case through a series of events during November, December and January. It was noted that there was general support for the direction of travel; however, some concerns had been raised about finances and what the intended outcome looked like. The outcome of the engagement process would inform the full business case.

#### iii. CQC Unannounced Visit – January 2017

In January 2017 the Trust received an unannounced CQC visit which focussed on Urgent and Emergency Care, Medical services and End of Life Care. The Trust awaits the formal response.

**Resolution:**
The Board RECEIVED the Chief Executive’s Report.

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### TO APPROVE

#### 1.17.05 Summary Operational Plan

The Board received the Summary Operational Plan which outlined the requirement to produce a summary plan for 2017/19 which set out the overarching priorities for the Trust and the challenges the Trust faced, acknowledging the new working arrangements that were emerging between organisations for delivery of the STP.

The Operation Plan further emphasised the importance of healthcare progression through high quality services, compliance with CQC standards as well as seeing quality improvements alongside a challenging financial climate. The Trust Board would receive the Operational Plan 2017/19 at its March 2017 meeting.

**Resolution:**
The Board NOTED the content of the Summary Operational Plan and APPROVED the Plan for publication for publication on the Trust website. The Trust Board would receive the Operational Plan 2017/19 at its March 2017 meeting.

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#### 1.17.06 Collaboration Agreement for Joint Working Arrangements in Cornwall and Isles of Scilly

The Collaboration agreement represented a step towards fulfilment of the STP and the formulation of an Accountable Care Organisation. Ms McCarthy spoke of the opportunities to develop seamless delivery with quality and financial improvement, building partnerships and the commitment to work together on the key priorities (urgent care being the initial key priority).

The collaboration agreement would be underpinned by a Joint Governance Framework with a ‘Committees in Common’ structure to support this,
Discussion ensued regarding the potential to engage with other partners and the benefits of development of an ACO. Further assurance was sought regarding the understanding and impact of the financial challenges and it was noted that, through the collaboration agreement, organisations would be working closely together regarding the financial model.

It was noted that Cornwall Partnership NHS Foundation Trust had received the report at their Trust Board meeting.

Resolution:
The Board APPROVED the Trust as a co-signatory to the Collaboration Agreement and to thus enter into a formal partnership with Cornwall Partnership NHS Foundation Trust, consistent with progress towards an Accountable Care Organisation.

1.17.07 ‘One Vision’ Partnership Plan for Children’s Services In Cornwall and Isles of Scilly

The ‘One Vision Partnership Plan for Children’s Service in Cornwall and Isles of Scilly was developed through extensive engagement with professionals, partners and families and set out the vision, principles, drivers for change, priority outcomes, actions, measures and enablers that inform the Children and Young People Transformation Plan for 2017-20. The plan was noted to be in line with the Deal for Cornwall and represented the children and young people’s element of the STP.

Discussion ensued regarding the content and wording, the format and visuals and further assurances were sought around the recognition of mental health services in the acute sector. Clarification was sought regarding the direction of travel and the measures against delivery of the key priorities.

Clarification was sought regarding educational involvement in the development of the Plan. It was noted that further reference to Child and Adult Mental Health Services was required and the need to be cognisant of the overarching plan to deliver services as close to home, in the right environment as possible.

The Board welcomed the Plan but noted that more work was required, Board members agreed to provide specific comments to the Director of Strategy and Business Development. A revised Plan would be circulated to Board members following the consultation process. In line with the timetable, the Plan would be shared with Board members before the March 2017 Board for approval.

Action: Board members to provide specific comments to the Director of Strategy and Business Development. Revised Plan to be shared with Board members prior to the March 2017 Board.

By: Director of Strategy and Business Development

Resolution:
The Board supporting in principle the fundamentals of the Plan that noted that more work was required. A revised Plan to be shared with Board members following the consultation process. In line with the timetable, the Plan would be shared with Board members before the March 2017 Board for approval.

ASSURANCE

1.17.08 Board Assurance Framework

The report described the extent to which principal risks to delivery of the Trust’s strategic objectives were being mitigated, setting out identified gaps in control and/or assurance, and how these were being addressed.
It was identified that since the last Board meeting the mortality risk had reduced following dedicated oversight of the Mortality Oversight Group and, financial risk scores had reduced also following the risk of readmissions penalties no longer being applied.

The focus on patient flow continued with oversight by the A&E Delivery Board. Further supported by the involvement of ECIP and the whole system Delay Transfers of Care (DTOC) event in January 2017. It was noted that progress continued regarding workforce planning with KPI’s reviewed by the Operational Workforce Group to track delivery of the key metrics.

Further assurance was sought regarding capital resources and the ability to maintain and develop the estate, the medical equipment and other infrastructure. It was noted that the Finance Committee had oversight of the key issues, which are highlighted through a routine the Capital Programme report.

Resolution:
The Board RECEIVED the Board Assurance Framework

1.17.09 CQC Improvement Plan Update Report

The CQC Improvement Plan update report provided the Board with an update on progress with implementation of actions to address the CQC inspection of January 2016. It was noted that 94% of the individual actions had been delivered with three areas of concern remaining: Cardiology; Sepsis Screening; and Falls Prevention.

It was reported that a demand and capacity review of Cardiology Services would be received by the Trust Management Group for onward discussion at the Quality Assurance Committee regarding service redesign. With regard to Sepsis screening, there had been significant improvement however continued sustainability was essential. It was noted that a focussed action plan to address key actions regarding falls prevention was being put in place to ensure ward areas were targeted. The Quality Assurance Committee would retain oversight on the critical issues.

Discussion ensued regarding clinical workforce and risks to delivery and it was noted that the Trust had a workforce plan in place which would see additional resources as well as efficiencies.

Resolution:
The Board RECEIVED the CQC Improvement Plan Update Report.

1.17.10 Integrated Performance Report

The Board received a comprehensive summary of the key outcomes of the Integrated Performance Report. The Executive Directors drew out and provided commentary on the key areas of interest and concern.

Quality:
It was noted that there was a renewed focus on MSSA Bacteraemia and Mrs Perry spoke of the Friends and Family Test (FFT) response rates which continued to remain below expected target levels. Continued efforts to work with wards and departments to improve the recording of data and specific actions being taken around breast feeding were in place.

Greater focus on the Sepsis Six had shown improvement in performance and the SHMI had risen slightly as well as the crude mortality rate, which could be attributed to winter pressures nationally. Gaps in weekend and week day mortality had narrowed, but more improvement required.

Operational Performance
ED 4 hour wait performance were below local trajectory for the 4th consecutive month and remained below the national standard. The percentage of delayed transfers of care remained significantly high with on-going pressure on patient flow again resulted in periods of escalation to black bed status. System wide meetings continued.
Continued delivery of cancer standards and diagnostics performance was noted to be positive.

**Finance**

£6.9m savings for YTD was £2.8m below plan and a potential £4.3m shortfall for full year was noted. The financial position remained on plan for year to date and included £1.7m benefit on readmissions penalties.

It was noted that agency and locum spend was the lowest level since June 2015 and was close to monthly target. Capital and cash remain with expected range.

**Our People**

It was reported that a weekly review of recruitment and agency spend continued, with temporary staffing seeing a slight increase. Mandatory training compliance was noted to be at the highest rate since June 2013 and appraisal compliance continued to increase (82.8%). Sickness absence and gaps in fill rate remain priority areas.

**Partnerships**

It was highlighted that progress continued regarding delivering the STP and the enabling resources. It was brought to the Board’s attention that Research, Development and Innovation continued to recruit to trials ahead of the annual profile.

**Resolution:**
The Board RECEIVED the Integrated Performance Report.

**COMMITTEE REPORTS**

1.17.11 **Summary Assurance Reports:**

The Trust Board received the summary assurance reports for the Trust Board Committees:

i) **Finance Committee Report from November and December 2016 and a verbal report from the January 2017 Committee** - The Committee noted the financial challenge, approved three business cases for investment and noted the savings programme.

ii) **Charitable Funds Committee Report from December 2016** – The Committee Received the Charitable funds Accounts.

iii) **People and Organisational Development Committee Report from December 2016** – The Committee reviewed a broad range of key matters

iv) **Audit and Risk Assurance Committee Report from December 2016 and the Audit Committee Annual Report** – The Committee received the Annual Summary of activities.

**Resolution:**
The Board RECEIVED the Summary Assurance Reports.

**Questions from Members of the Public:**

1. Mr Graham Webster sought clarification regarding the NHS Contracts for 2014/18 and 2018/19 to which Mr Simkins confirmed that the contracts had been signed with NHS Kernow Clinical Commissioning Group, with a required surplus of £1.3m in 2017/18 and £1.4m in 2018/19.

2. Mr Graham Webster sought requested clarification on the considerations given regarding the Collaboration agreement and whether a merger would be an option. It was noted that the agreement was the first positive step in progressing working collaboratively.

3. Confirmation was sought regarding the Trust’s Freedom to Speak Up Executive Lead, which was confirmed as Mr Malcolm Stewart, Medical Director.
Date of Next Trust Board Meeting: Thursday 30 March 2017

Trust Board Meeting in Public Closed at 17.15
**ACTION LIST FOR TRUST BOARD MEETING IN PUBLIC**

Matters Arising from the Trust Board Meeting – 9 February 2017

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<td>1.17.07 ‘One Vision’ Partnership Plan for Children’s Services In Cornwall and Isles of Scilly</td>
<td>Board members to provide specific comments to the Director of Strategy and Business Development. Revised Plan to be shared with Board members prior to the March 2017 Board.</td>
<td>Director of Strategy and Business Development</td>
<td>Complete Comments received and fed into the consultation process. Revised plan shared with Board members.</td>
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