Minutes of the Trust Board Meeting
held on
Wednesday 16th February 2005
at 2.00pm
In the Boardroom, West Lancashire PCT Headquarters, Ormskirk DGH

Present:  
Mr A Johnson (Chair)  
Mrs J Citarella  
Mr M Eastwood  
Mrs C Westcott

Mr J Parry  
Mr C Throp  
Mr P Orme  
Mrs J Beck

In Attendance:  
Mr J Buckley  
Mrs D Currie (Minutes)

Mr Davies  
Apologies:  
Miss C Aitken  
Dr G Boocock

05/019 Minutes of the Trust Board Meeting held on 19th January 2005

The Minutes of the Trust Board meeting held on Tuesday 19th January 2005 were formally agreed as a correct record.

05/020 Matters Arising

(a) Update on Night Time Closure of ADULT Accident & Emergency, ODGH

On 1st February 2005 the Trust put into place its arrangements for the night time closure of ADULT Accident and Emergency on the Ormskirk District General Hospital site. Temporary signage has been displayed and permanent signage has been ordered.

Members of the Overview and Scrutiny Committee visited the A&E department at Ormskirk district general hospital on Tuesday 15th February. They were very impressed with the department and happy with the arrangements the Trust has put in place, most importantly staff too are pleased with these new arrangements. The Trust is not aware of any major concerns expressed by members of the public. As far as it is possible to judge, attendances at Southport Accident and Emergency during the night appear to include the volumes expected from West Lancashire.

(b) Local Economy Event – Future Meeting

Mr Johnson asked Mrs Currie to contact the two Primary Care Trust Chairmen and forward Mrs Citarella’s contact details to them, in order for the nominated Non-Executive Directors to make contact with each other and set arrangements in place for a future event.

Action: Mrs D Currie

(c) Traffic Management

As requested at the last meeting, Mr Parry wrote to the Chief Executives of West Lancashire District Council and Sefton District Council advising them of the Trust’s position in terms of traffic management and seeking assistance from them. To date, Mr Parry has only received a response from West Lancashire Council. He is attending a meeting of the Overview and Scrutiny Committee next Tuesday to discuss this subject and will be seeking...
a response from Sefton Council at the meeting. The Trust has applied for an additional 81 car parking spaces at Southport, but it is looking unlikely that approval will be granted.

Members received a letter from the Chairman of the Trust’s Partnership Forum and the Secretary of UNISON expressing on behalf of their members, their disappointment at the increase in car parking charges, Mr Parry and Mr Johnson sent a joint response which has been copied to members of the Trust Board.

Since publication of the new arrangements, the Trust has reviewed the car-sharing price and decided, in an attempt to encourage members of staff to car share, to reduce the cost to £1 per month per car. Details will be published in tomorrow’s Team Brief. Mr Davies asked if the Trust had given any consideration to motorbike users and the provision of spaces for motorbikes. Mr Parry will ask Mr Taylor to respond direct to Mr Davies.

**Action:** Mr J Parry/Mr S Taylor

(d) **Financial Update**

Mr Throp informed the Board of the potential for the Trust to breach its financial duties. To date the Acute Trust has achieved £3.1 million savings against a local economy recovery plan of £4.9 million. In addition the Trust has had to generate resources to meet the in year pressures. Although everything possible is being done to meet the original target, two elements of that plan, which are outside the control of the Trust are unlikely to deliver by 31st March 2005. These are the transfer of the capital asset of the SGI to the LIFT company and the PCT’s contribution to the remainder of the recovery plan.

Mr Parry reported his meeting that morning with the Strategic Health Authority’s Director of Finance and Chief Executive who had promised the Trust every support in its endeavour to meet its financial duty. Board members expressed their concern about the potential consequences of a financial breach, which were discussed in some detail.

Following discussion the Chairman stated that it would be particularly disappointing if the Trust breached its financial duty because so much had been achieved, both financially and in performance terms this year. Whilst the position was by no means certain, any failure would lead to the consideration of a recovery programme, which would not be popular in the local communities served.

**05/021 Teamwork Report**

Members have now received a copy, by email, of the final report from Teamwork. The Teamwork approach is two stage; firstly to identify weakness in clinical resource utilisation and secondly to work with clinicians and managers to redesign and remodel the care and treatment process. The first stage has revealed the following key areas for reform:-

- Outpatient ratio of new to follow up
- Bed utilisation
- Length of stay
- Admission criteria
- Theatre utilisation

The report also demonstrates under a “fair shares” apportionment of activity related expenditure, the Trust would be £5.8 million per annum better off if neighbouring PCTs paid for the work they commission. This, combined with the information on Payment by Results suggests strongly that the Trust’s financial problems are related to under funding rather than overspending.

The Teamwork Project Board has been established and the first meeting held. Membership for Project Groups have been agreed and each have Executive Director leadership from this Trust.
It was agreed that:-

- Teamwork will remain a standing item on the Trust Board Agenda.
  
  **Action:** Mrs D Currie

- A session dedicated to Teamwork will be put on the Agenda for the Joint Non-Executive and Executive Director Strategy Time Out in April.
  
  **Action:** Mr P Orme

---

**05/022 Audit Commission Report**

The Trust and the Strategic Health Authority are chasing the Audit Commission for sight of their Report. As soon as the Trust receives the Report it will be forward to Trust Board members.

---

**05/023 Contracting Strategy**

Mr Throp will produce a paper on a new contracting strategy for approval at the next Trust Board. Mr Throp is currently engaged in recovering monies for work done from local primary Care Trusts from this financial year.

**Action:** Mr C Throp

---

**05/024 Land Sales**

**Energy Centre** – all contract documents were formally signed on 9th February between the Trust, Costain Ltd and Dalkia Ltd. At completion Dalkia will take ownership of the new building and plant via 30 year lease and provide all energy requirements to the Ormskirk and District General Hospital site under the terms of the Operational Services Agreement. The Trust will occupy the new Facilities offices and workshops under the terms of the sub lease.

**Land Disposals** – Sefton Metropolitan Borough Council as part of its Unitary Development Plan review had categorised the Southport and Formby DGH site as urban green space. This categorisation limits the development potential of any surplus land to healthcare and associated activities, which in turn significantly limits the value of any surplus land. The Trust has challenged this categorisation with Her Majesties Land Inspector who has now upheld the Trust’s appeal against the UDP. The Land Inspector recommends that the surplus land is now to be categorised for mixed development. The surplus land at Southport District General Hospital is now one of the only major development plots available in Southport consequently the Land Inspectors ruling has significantly increased its value.

---

**05/025 Strategic Overview Statement**

Mr Orme circulated the “Strategic Overview Statement” with the Agenda. Members noted that this document will form the basis for discussion at the Non-Executive and Executive Directors Strategy Time Out on 8th April 2005.

---

**05/026 Medical Records Update**

Members were delighted to note the tremendous progress the Medical Records Department has made in ensuring case notes are available for clinics. The Board asked for their congratulations to be conveyed to all members of staff involved in achieving this.

**Action:** Mrs S Finnegan
**Ward Staffing – Report by KPMG**

Mrs Beck summarised the Ward Staffing Report undertaken by KPMG, the main purpose of the audit is to look at efficiency, capacity and patient experience. Overall the Report shows that the Trust provides good management of its ward staff, but highlights a 14.7% deficit of nurse staffing in this Trust which will have an impact on the quality of care. Representation continues to be made to the local Primary Care Trusts for funding of these key posts. Mrs Beck will produce an Action Plan for consideration at the next Board meeting.

*Action: Mrs J Beck*

**Visit of Non-Executive Directors to Adult and Children’s A&E Department**

Members noted the Report circulated with the Agenda.

**Clinical Governance Update**

(a) The Clean Your Hands Campaign commences on Southport District General Hospital today and Ormskirk District General Hospital tomorrow.

(b) A Clinical Governance Impact Assessment Tool will be taken to the Cabinet Meeting for approval.

(c) It was noted that all confidential enquiries are to be brought to the Board’s attention. The Members accordingly noted the following: CEMDI, CESDI, CEMACH and CISH.

**Performance Monitoring**

Members noted the Performance Monitoring Report provided by Mr Throp, circulated with the Agenda.

**Cancer Performance Monitoring.** In previous performance monitoring reports cancer performance has always reported breaches due to administrative errors, Mr Johnson had asked Mr Throp to look into this in more detail. Mr Throp advised that each error has been investigated and no pattern has been found.

**Minutes of the Finance & Performance Committee held on 31st January 2005**

The Minutes of the Finance & Performance Committee held on 31st January 2005 were noted.

**Minutes of the Charitable Funds Committee held on 10th January 2005**

The Minutes of the Charitable Funds Committee held on 10th January 2005 were noted.

**Minutes of the Audit Committee held on 26th January 2005**

The Minutes of the Audit Committee held on 26th January 2005 were noted.

**Minutes of the Risk Management Committees held on 25th November 2004 and 20th January 2005**

The Minutes of the Risk Management Committees held on 25th November 2004 and 20th January 2005 were noted.
05/035  **Any Other Business**

(a) The Chairman and Non-Executive Directors are happy with the clinical governance reports that the Trust Board receives but felt that they lacked an insight into the quality of clinical performance and requested a mechanism be found that could be brought to the Trust Board on a quarterly basis. Mr Byrom asked that this be placed on the next meeting of the Clinical Governance Committee for discussion.

    **Action:** Mr L Byrom/Mr A Johson/Mrs D Currie

(b) Mr Parry was pleased to report that the findings of the National Survey of Outpatients and Accident and Emergency are to be published at the end of this week. The Trust has performed well in Outpatients and outstandingly in Accident and Emergency.

05/036  **Date, Time and Venue of Next Meeting**

    **WEDNESDAY 16th March 2005**
    2.00pm Boardroom, Corporate Offices, Southport & Formby DGH