

# BOARD OF DIRECTORS

A meeting of the Board of Directors will take place on  
Thursday, 4 January 2018 at 9.30 am in Board Rooms, Trust HQ,  
Great Western Hospital, Swindon

## A G E N D A

### Our Vision

Working together with our partners in health and social care we will deliver accessible, personalised and integrated services for local people. We will provide high quality care whether at home, in the community or in hospital empowering people to lead independent and healthier lives

### Our Strategic Objectives

1. To deliver consistently high quality, safe services which deliver desired patient outcomes
2. To improve the patient and carer experience for every aspect of care we deliver
3. To ensure that staff are proud to work at the Trust and would recommend the Trust as a place of work or receive treatment
4. To secure the long term financial health of the Trust
5. To adopt new approaches and innovation so that we improve services as healthcare changes whilst continuing to become more efficient
6. To work in partnership with other so that we provide seamless care for patients

### Our Strategic Priorities

**Integrated Care** - We will make the patient the centre of everything we do

**Transformation Cost Efficiency** - We will work smarter not harder to make best use of limited resources

**Service Innovation** - We will innovate and identify new ways of working

**Building Capacity** - We will build capacity and capability by investing in our staff, infrastructure and partnerships

A large print version of this agenda is available by request.

Please contact Deborah Rawlings by email

[Deborah.Rawlings@gwh.nhs.uk](mailto:Deborah.Rawlings@gwh.nhs.uk) or by telephone 01793 604179

Please note that this meeting will be held in a wheelchair accessible venue. If you would like to attend and have any special access requirements, please let Deborah Rawlings know beforehand and she will do her best to meet your requirements.

The Great Western Hospital, Marlborough Road, Swindon, SN3 6BB

*Our Values*

**Service Teamwork Ambition Respect**



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in Board Rooms, Trust HQ, Great Western Hospital, Swindon

## A G E N D A

### Matters Open to the Public and Press

- 1 **Apologies for Absence and Chairman's Welcome**
  
- 2 **Declarations of Interest**  
Members are reminded of their obligation to declare any interest they may have in any issue arising at the meeting, which might conflict with the business of the Trust.
  
- 3 **Questions from the public to the Board relating to the work of the Trust**
  
- 4 **Minutes** (Pages 1 - 12)  
Roger Hill, Chairman
  - 7 December 2017 (public and summary of private minutes)
  
- 5 **Outstanding actions of the Board (public)** (Pages 13 - 14)
  
- 6 **Chairman's Report, Feedback from the Council of Governors**  
Roger Hill, Chairman
  
- 7 **Chief Executive's Report** (Pages 15 - 18)  
Nerissa Vaughan, Chief Executive

### LONG TERM FINANCIAL HEALTH

- 8 **Finance Report** (Pages 19 - 42)  
Karen Johnson, Director of Finance
  
- 9 **Chair of Finance & Investment Committee Overview** (Pages 43 - 46)  
Steve Nowell, Non-Executive Director
  
- 10 **Chair of Audit, Risk & Assurance Committee Overview** (Pages 47 - 50)  
Julie Soutter, Non-Executive Director
  
- 11 **Risk Tolerance Statement - Annual Refresh** (Pages 51 - 54)  
Carole Nicholl, Director of Governance & Assurance

### SAFE SERVICES

- 12 **Quality Report** (Pages 55 - 88)  
Hilary Walker, Chief Nurse
  
- 13 **Chair of Quality & Governance Committee Overview** (Pages 89 - 92)  
Nick Bishop, Non-Executive Director

- 14 Quality Strategy Update** (Pages 93 - 106)  
Hilary Walker, Chief Nurse
- 15 Operational Performance Report** (Pages 107 - 186)  
Jim O'Connell, Chief Operating Officer
- 16 Chair of Performance, People & Place Committee Overview** (Pages 187 - 190)  
Steve Nowell, Non-Executive Director
- 17 Nursing, Midwifery and Allied Health Professional - response to the Five Year Forward View** (Pages 191 - 194)  
Hilary Walker, Chief Nurse
- 18 Safer Staffing Bi-Monthly Exception Report** (Pages 195 - 204)  
Hilary Walker, Chief Nurse

### **OTHER**

- 19 Membership of Committees** (Pages 205 - 210)  
Carole Nicholl, Director of Governance & Assurance
- 20 Ratification of Decisions made via Board Circular/Board Workshop**  
Carole Nicholl, Director of Governance & Assurance
- 21 Urgent Public Business (if any)**  
To consider any business which the Chairman has agreed should be considered as an item of urgent business and to note the reasons for the urgency.
- 22 Date and Time of next meeting**  
Date: 1 February 2018  
Time: 9:30am  
Venue: Trust Management Boardrooms, Trust HQ, 2<sup>nd</sup> Floor, Great Western Hospital
- 23 Exclusion of the Public and Press**  
The Board is asked to resolve:-  
  
*“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, publicity of which would be prejudicial to the public interest” when the following items are considered: -*
- Minutes
  - Outstanding Actions of the Board (Private)
  - Managed Equipment Service
  - Carillion
  - 500 Lives
  - Guardian of Safe Working
  - Emergency Department Performance
  - Charitable Funds Committee Minutes
  - Executive Committee Minutes
  - Finance & Investment Committee Minutes
  - Performance, People & Place Committee Minutes
  - Quality & Governance Committee Minutes
  - Urgent Private Business (if any)

### **BREAK FOR LUNCH**

- 24 Minutes** (Pages 211 - 216)  
Roger Hill, Chairman
- 7 December 2017 (private)

**25 Outstanding Actions of the Board (Private) (Pages 217 - 218)**

**LONG TERM FINANCIAL HEALTH**

**26 Managed Equipment Service - Imaging (MES) (Pages 219 - 224)**  
Karen Johnson, Director of Finance

**27 Carillion Update - verbal**  
Kevin McNamara, Director of Strategy

**SAFE SERVICES**

**28 500 Lives Update (Pages 225 - 228)**  
Guy Rooney, Medical Director  
Mark Juniper, Quality Lead to present

**29 Guardian of Safe Working - 6 monthly update (Pages 229 - 238)**  
Guy Rooney, Medical Director

**30 Emergency Department Performance - verbal**  
Jim O'Connell, Chief Operating Officer

**OTHER**

**31 Charitable Funds Committee (Pages 239 - 248)**  
Jemima Milton – Committee Chair

- 1 November 2017 (enclosure)

**32 Executive Committee (Pages 249 - 256)**  
Nerissa Vaughan – Committee Chair

- 19 December 2017 (verbal report)
- 21 November 2017 (enclosure)

**33 Finance & Investment Committee (Pages 257 - 270)**  
Steve Nowell – Committee Chair

- 22 December 2017 (written report)
- 27 November 2017 (enclosure)

**34 Performance, People & Place Committee (Pages 271 - 282)**  
Steve Nowell – Committee Chair

- 20 December 2017 (written report)
- 29 November 2017 (enclosure)

**35 Quality & Governance Committee (Pages 283 - 290)**  
Nick Bishop - Committee Chair

- 21 December 2017 (written report)
- 23 November 2017 (enclosure)

**36 Urgent Business (Private) (if any)**  
To consider any business which the Chairman has agreed should be considered as an item of urgent business.



**Roger Hill**  
Trust Chairman, Great Western Hospitals NHS Foundation Trust  
29 December 2017