

WEST HERTFORDSHIRE HOSPITALS NHS TRUST

FINANCE & PERFORMANCE COMMITTEE

Minutes of the Finance & Performance Committee Meeting
held on Tuesday 27 October 2015

Executive Meeting Room, Shrodells Unit
Watford General Hospital

Chair: John Brougham, Non-Executive Director

Present: Caroline Landon, Director of Operations, Unscheduled Care
Don Richards, Chief Financial Officer
Jonathan Rennison, Non-Executive Director
Kevin Howell, Director of Environment
Mark Currie, Associate Director of Performance & Information
Mike van der Watt, Medical Director
Paul Cartwright, Non-Executive Director
Paul da Gama, Director of Human Resources
Phil Townsend, Non-Executive Director
Sean Gilchrist, Associate Director of ICT
Tom Drabble, Patients' representative
Tracey Carter, Chief Nurse and Director of Infection Prevention
& Control
Helen Galloway, Ernst & Young

In attendance: Clare Ransom, Clerk to the Committee

Apologies: Ginny Edwards, Non-Executive Director
Helen Brown, Director of Strategy
Helena Reeves, Director of Communications
Jac Kelly, Chief Executive
Jane Shentall, Director of Operations, Elective Care
Jerry Francine, Deputy Director of Finance
Lesley Headland, Staffside Rep
Lisa Emery, Chief Information Officer
Lynn Hill, Deputy Chief Executive
Mahdi Hasan, Trust Board Chairman

MEETING MINUTES

	Action	Who	When
1.	Chairman's Introduction		
1.1	JB welcomed everyone to the meeting and stressed the importance of using this time to focus on the essential actions required to improve the Trust's financial position. All papers had been circulated were to be taken as read		
2.	Apologies for absence		
2.1	As recorded above.		
3.	Declarations of Interest		
3.1	There were no amendments to the circulated declarations of interest declared for this meeting.		
3.2	TD has submitted revised declarations of interest to the Trust Secretary, these will be circulated at the next meeting.	CR	Nov 2015
4.	Minutes of meetings held on 22 and 29 September		
4.1	Minutes of the meeting held on 22 September: <ul style="list-style-type: none"> - Point 9.3 to be amended to read "...it was agreed that we need to be explicit in all conversations with the CCG and TDA that if we fail to get funding we will not achieve the stretch target deficit" - Point 8.2 to be amended as an action to Lisa Emery, due in November 2015 	CR	Nov 2015
4.2	There were no comments on the minutes of the extraordinary meeting held on 29 September		
5.	Action Log and matters arising		
5.1	Item 1, Annual Plan with key milestones and an update on progress to be deferred to the next meeting	CR/HB	Nov 2015
5.2	Item 2, Integrated Performance Report: all items will be covered by this meeting's agenda		
5.3	Item 3, 2015/16 financial Recovery Plan: all items will be covered by this meeting's agenda		
5.4	Item 4, Interim Estates Strategy: on this meeting's agenda		
5.5	Item 5, Service line Reporting: on this meeting's agenda		
6.	Committee Workplan 2015/16		
6.1	Amend workplan to ensure alignment to past and future Committee agenda	CR	Nov 2015

	Action	Who	When
6.2	PC queried whether the IPR should remain on the workplan for review by this Committee. A separate meeting will be arranged to review the IM&T report and to determine which Committee should have the responsibility of reviewing the IM&T Strategy & Performance report and the IPR. Meeting to be held before the next F&P Committee on 24 November, PT to assist in drawing up the agenda.	PT/CR	Nov 2015
7.	Corporate Risk Register		
7.1	DR presented an extract from the Corporate Risk Register detailing the risks owned by this Committee (Finance, Performance and Informatics)	PT/CR	Nov 2015
7.2	DR highlighted the following risks: 3458 - IT infrastructure raised from 12 to 16 3596 - new risk DToC		
7.3	The IT and Informatics risks are to be reviewed in the meeting discussed in 6.2 above		
7.4	DR suggested developing the Risk Register to included detail on the steps required to mitigate, control the risk as the current Register gives no assurance on action plans.		
7.5	PT commented that it was not clear from the Register what progress had been made with risks 3120 and 2145 and whether the actions and controls would address the issues	HB	Nov 2015
7.6	3596 Delays in Patient Care Pathways: <ul style="list-style-type: none"> - JB requested the internal/external elements be separated. - TC confirmed that work had been done on this risk which is also reviewed by the Quality & Safety Committee. - PT has discussed with Helen Brown raising this risk to the BAF. - MvdW commented that from a clinical point of view, this is two separate risks (i) system failure and (ii) quality of care in surge areas. All agreed that this risk should be split. 		
8.	Integrated Performance Report		
8.1	Discuss format of Executive Summary with CL, bring mock ups of new designs to next meeting, improvements in clarity of changes required.	MC	Nov 2015
8.2	PC raised the issue of stroke patients not being admitted to the stroke unit within 4 hours of arrival. CL confirmed that		

	Action	Who	When
	despite the provision of ringfenced beds, stroke patients were not always identified within 4 hours. The stroke action plan had been refreshed recently and would be shared together with the quality metrics around stroke care.	CL	Nov 2015
8.3	TC confirmed that an extract of the IPR was to be reviewed at future meetings of the Quality & Safety Committee.	MC/TC	Nov 2015/ Ongoing
9.	a. Month 6 Report b. Efficiency Programme Update		
9.1	DR advised the Committee that the Department of Health has requested “reset to actual” in reporting which has had the effect of reducing the variance by £3.2m. This will be stated in Appendix 1 so divisional budgets remain uncorrupted.		
9.2	JB asked for the monthly phasing of key I&E lines to deliver the projected full year deficit of £37.7m to be circulated to the Committee.	DR	Nov 2015
9.3	JB requested a single document with schedule of target and progress, DR confirmed this work is being undertaken by EY and would be discussed at the Efficiency Steering Group on 30.10.15. It would then be presented at the next Committee meeting on 24.11.15	DR	Nov 2015/ Ongoing
	Include next future reports: - Table of anticipated savings reduction - Separate schedule of target and actual achievement	DR DR	Nov 2015 Nov 2015
9.4	JB requested a copy of the EY contract be circulated to the NEDs		
9.5	DR to provide a summary of activity undertaken by the executive director to achieve savings of £15.6m at the next Committee meeting on 24.11.15		
10.	2015/16 Financial Recovery Plan and Stretch Target		
10.0	Review and comments incorporated in point 9 above		
11.	IM&T Strategy & Performance Update		
11.1	In the absence of Lisa Emery the IM&T update was presented by SG.		
11.2	JB, PT and PC requested a revised format giving more clarity on budgets, targets, milestones and our relationship with CGI. JB confirmed he had requested LE not to focus		

	Action	Who	When
	on finance in this month's report. PC particularly requested a more conventional IT report detailing workdays and split into three sections – infrastructure, activity and informatics. For discussion at the review meeting in November.	LE	Nov 2015
12.	Business Cases over £1m for review		
12.1	DR presented the updated business case for the purchase of the Shrodells Unit and confirmed that although the valuation had not yet been received there was adequate provision to cover the cost.	DR	Nov 2015
12.2	The Committee approved the submission of the business case to the Trust Board on 5 November	DR	Nov 2015
13.	Capital Expenditure Planning and Risks		
13.1	DR confirmed the revolving working capital facility will have been drawdown in full by December, so will require alteration.	DR	Dec 2015
13.2	DR also confirmed that the Estates department needed to spend, to make progress with the Capital Programme		
14.1	Interim Estates Strategy Update		
14.1	The full Interim Estates Strategy document is to be circulated to Executive Directors with the caveat that recently received comments are to be reviewed and potentially incorporated after Chief Executive's meeting 28.10.15.	KH	Nov 2015
14.2	Provide a verbal update at Trust Board meeting 5 November.	KH	Nov 2015
14.3	PT requested that the document display very clear version control	KH	Ongoing
15.	Service Line Reporting		
15.1	JB requested this activity be established and resourced as a project to produce a Service Line report early in the new year.	DR	Jan 2016
15.2	DR confirmed that the project would be to provide activity based costing for patient treatment to capture patient identifiers and clinician engagement.		
16.	Procurement Strategy Update		
16.1	The Committee received an update to the Trust's Procurement Strategy for 2014-2017, DR highlighted three areas of particular importance:		

	Action	Who	When
	1. Barcoding: DR to discuss with Lisa Emery whether the project to standardise barcoding should be under the IT or Finance department 2. Contract management: DR confirmed the projected savings of £1.4m were realistic and expected 3. The Carter Review: DR confirmed that discussions had not yet taken place to determine guidance on how savings would be achieved	DR/LE	Nov 2015
17.	Annual Plan Update		
17.1	In the absence of HB this item was deferred to the next meeting of the Committee on 24.11.15	HB	Nov 2015
18.	Sale of Shares in NMI		
18.1	DR confirmed that £500k net income received from the sale of shares in Northwood Medical Innovation will be reflected in the next monthly report.	DR	Nov 2015
18.2	DR commented that there was the potential for more income to be received by the Trust.		
19.	Items for Escalation to the Board		
19.1	The report of this meeting.		
20.	Draft Agenda for next meeting		
20.1	The Committee noted and agreed the draft Agenda for the next meeting.		
21.	Any Other Business		
21.1	There being no other business the meeting closed at 11.15am		
22.	Date of Next Meeting		
22.1	The next meeting will be held on Tuesday 24 November 2015 at 9.15am to 11.15am in the Executive Meeting Room, Shrodells Unit, Watford General Hospital.		

Signed	Name: John Brougham (Committee Chairman)
Dated	