

**Salford Primary Care Together  
Board Meeting**

**Thursday 16<sup>th</sup> July, 2020  
10.00am – 2pm  
By Zoom Video Conference**

**MINUTES**

**Present:**

Liz Cross (LC)	Chair of the Board
Lance Gardner (LG)	CEO
Alan Kershaw (AK)	CFO
Peta Stross (PS)	COO
Helena Leyden (HL)	Non-Executive Director
Ray Harding (RH)	Non-Executive Director
Dr Brian Hope (BH)	Non-Executive Director

**Apologies:**

None	
------	--

**In Attendance:**

Jane Ashworth (JA)	Minute Taker
--------------------	--------------

No.	Agenda Item	Action for / date
1	<p><b>Welcome Introductions and Apologies for Absence</b> The Chair welcomed Directors and thanked everyone for attending the meeting which was carried out via Zoom conference call due to extraordinary circumstances (COVID-19)</p>	
<b>Agenda Items</b>		
2	<p><b>Draft Minutes of the previous meeting held on 18<sup>th</sup> June 2020</b></p> <p>The minutes of 18/06/20 were agreed as a true and accurate record. There were no corrections and no matters arising.</p> <p><b>Risk register</b> The risk register to be circulated prior to future meetings.</p>	
3	<p><b>Action Log – review and update</b></p> <p>See Action Log for updates (additional document).</p>	
4	<p><b>Taking Stock</b></p> <p>The Board recognised that in the current climate, and 4 months into lockdown there are many pressures facing people and many pressures in the system. The execs and non execs were asked for their thoughts and feelings as individuals and as a business on the current climate, and were asked to voice and share any worries or concerns.</p>	

No.	Agenda Item	Action for / date
	<ul style="list-style-type: none"> <li>• The sheer physical and emotional impact of Covid-19 has clearly been felt, and there is a general feeling of fatigue. There was recognition that there is a need for all staff to take time out, and recognition that the Executive team have not had the opportunity to take time away to re-charge</li> <li>• Staff risk assessments have shown that staff feel they have little control over their workload, with competing priorities and feeling under a lot of pressure</li> <li>• The execs noted they are incredibly proud of the work that SPCT has done during Covid and noted there were lots of positives, such as:               <ul style="list-style-type: none"> <li>○ the testing facilities at the AJ Bell stadium</li> <li>○ Covid clinics</li> <li>○ Great relationships developed with partners</li> <li>○ Ordering and distributing PPE</li> </ul> </li> <li>• The Board acknowledged that the support given to general practice by SPCT throughout the crisis has been outstanding</li> <li>• It was noted that primary care is going through the biggest fundamental change in history and was recognised that this is an opportunity for SPCT to create solutions and to engage with PCNs, the LMC, the CCG and other partners to co-create a vision and work collectively as a system.</li> <li>• LG informed the Board that a questionnaire had been distributed to all staff and stakeholders asking for feedback from the last 3 months, to aid with the organisations learning and the direction the organisation should be travelling. The Board asked that the feedback from the questionnaire be brought to the September Board meeting.</li> </ul> <p><b>ACTION 040: Questionnaire feedback/analysis to be presented at the September Board meeting</b></p> <ul style="list-style-type: none"> <li>• The Board agreed the best way forward was to produce a list of key priorities for the business with clear milestones and outcomes, which they would revisit at the end of the meeting (see section 9)</li> </ul>	
5	<p><b>Work in Progress</b></p> <p>The Board noted the presentation by Peta Stross, COO</p> <p>PS outlined the principles the organisation are adopting in terms of structure, and explained to the Board the proposed organisational structure and operational structures for each business area.</p> <ul style="list-style-type: none"> <li>• PS acknowledged that the business model is ever changing and has to constantly respond to challenges presented, i.e. responsiveness to crisis – SPCT have proven their ability to respond in an effective and appropriate manner.</li> <li>• Proposed Operational Structure               <ul style="list-style-type: none"> <li>○ It was noted that Quality and Clinical Governance appeared to be missing from the proposed structure. PS confirmed that more detailed work was required and understood the importance of where this sits.</li> </ul> </li> </ul>	

No.	Agenda Item	Action for / date
	<ul style="list-style-type: none"> <li>○ PS confirmed that there would be no practice renewal offer in the new structures</li> <li>○ HL queried the lines of professional accountability and how this interfaces with an operational model? PS confirmed this would be included in the next version of the proposed structures.</li> <li>● Proposed Practices Structure               <ul style="list-style-type: none"> <li>○ This is a work in progress and reflects the fact that work has begun to look at transformation, looking at structures and processes in the practices</li> <li>○ EGMP patients have migrated fully, and patient numbers were confirmed as just under 20,000.</li> <li>○ PS clarified that both the Head of Practices and the Operational Support Manager for the practices work in partnership and are accountable to the COO for clinical and operational outcomes.</li> <li>○ The Board asked for clarity on clinical and professional accountability. PS will review the structures to include more detail, to include job descriptions and accountabilities and bring back to the Board in September</li> </ul> </li> </ul> <p><b>ACTION 041:</b> PS to review the structures to include more detail, to include job outcomes and accountabilities and bring back to the Board in September</p> <ul style="list-style-type: none"> <li>● <b>Learning &amp; Development / Salford Primary Care Academy</b> <ul style="list-style-type: none"> <li>○ PS confirmed that Anna Cowley is to become head of Workforce and Development, following the retirement of Kate Jones. Going forward, the workforce team would be known as Salford Primary Care Academy. The Board agreed this was very apt and appropriate and was happy for the name to be changed</li> <li>○ The team is working on building and maintaining relationships with CCG Workforce Team and CCG Head of Workforce team delivery. PS now has sight of the workforce plan for the next 12 months, and this has made apparent that the team requires admin support. PS is working with the CCG to agree whether there is the possibility to invest in admin support from within the existing contract. PS clarified that the admin will be employed by SPCT and accountable to the Head of the Academy.</li> <li>○ The Digital Facilitator team cuts across and works with all the practices across Salford helping to innovate, for example, helping with the implementation of 'Footfall'. PS would like to have a further discussion with the Board about the Digital Facilitators now sitting with the Academy. This will be picked up in the next iteration of the structure</li> <li>○ The Board asked whether there are governance requirements when setting up an Academy? HL suggested the Academy should look at other sources of funding i.e. AQA, Salford University. PS confirmed the team were working hard at building and maintaining such relationships, but also building relationships between the practices and the Academy. It was recognised that there is a tremendous opportunity for people in the practices to share their knowledge through training in the Academy.</li> </ul> </li> </ul>	

No.	Agenda Item	Action for / date
	<ul style="list-style-type: none"> <li>• <b>EPIC</b> <ul style="list-style-type: none"> <li>○ A workshop has been planned to look at the EPIC structure in more detail and to work out accountabilities. PS confirmed the Operational Lead would report into the COO and the Clinical Lead into the Operational Lead, however, further conversations need to be held.</li> </ul> </li> <li>• <b>PCN Support Model</b> <ul style="list-style-type: none"> <li>○ PCN support is core to the work of SPCT and this model describes a team that will wrap around the PCNs, further work is to be done and more detail required. LC asked that the needs of Members is incorporated into this business unit so that individual GP practices and PCN's got the support they required</li> </ul> </li> </ul> <p>PS acknowledged that there is further work to be done on the structures; job descriptions/outcomes, business units and accountabilities all require further clarity, as well as the clarity of clinical and corporate accountabilities.</p> <ul style="list-style-type: none"> <li>• <b>Incident reporting</b> <p>PS provided a brief update on complaints and incidents and informed the Board that the policy is to be reviewed and updated in August 2020. The aim is to move away from the current paper recording system.</p> <ul style="list-style-type: none"> <li>○ HL asked now that Datix is no longer used were all the risks/items/issues closed off? PS was unsure but would find out and clarify.</li> <li>○ The Board stressed that the policy and procedure around risk and risk management should be very clear. The development of a Board Assurance Framework (BAF) with Clinical Strategy and Assurance Framework would provide assurance, however the Board was appreciative that further conversations need to take place. The exec team were asked to explore off line with NED's to ensure it meets everyone's needs and bring back a strawman/outline to September Board?</li> </ul> <p><b>ACTION 042: PS to clarify that all Datix issues/risks are closed</b></p> <p><b>ACTION 043: Exec Team to explore with NEDs off line what they require and bring back a outline for an assurance framework to the September Board Meeting</b></p> </li> </ul>	
6	<p><b>Finance</b></p> <p>The Board noted the report submitted by Alan Kershaw, CFO</p> <ul style="list-style-type: none"> <li>• <b>Finance and Audit</b> <ul style="list-style-type: none"> <li>○ The audit is continuing, with no issues raised</li> <li>○ Recruitment is underway for a finance assistant, to increase capacity in the team</li> <li>○ May's accounts are complete, with June accounts underway.</li> </ul> </li> </ul>	

No.	Agenda Item	Action for / date
	<ul style="list-style-type: none"> <li>• <b>HR</b> <ul style="list-style-type: none"> <li>○ HR continue working with an external partner on The People strategy that began development in 2019 and this is almost ready for implementation</li> </ul> </li> <li>• <b>Quality, Insight &amp; Improvement</b> <ul style="list-style-type: none"> <li>○ The BI team have responded positively to the change of purpose.</li> <li>○ An engagement session to explore the needs of the Board in terms of reporting BI is to be organised. (see action 037)</li> </ul> </li> <li>• <b>Estates (Little Hulton)</b> <ul style="list-style-type: none"> <li>○ AK confirmed that progress is being made and weekly meetings now take place with GPs from all practices and LMC representatives.</li> <li>○ Some deal breaking issues have arisen relating to break clauses and funding, however, these need to be resolved by the CCG</li> <li>○ The joint venture is working appropriately but there has been some confusion over SPCTs role as landlord, which has now been clarified.</li> <li>○ AK clarified that SPCT are financially secure as the CCG have underwritten the whole of the building.</li> <li>○ To note - BH declared that he was a previous budget holder in one of the practices and there is still an outstanding dispute over some finances. LC suggested in the meantime that this should be recorded on the Register of interests.</li> <li>○ BH also informed that Board that he is technically still the shareholder for one of the practices.</li> </ul> <p><b>ACTION 044: AK to forward to BH a transfer form to complete and transfer ownership of shares. JA to note the interest in the Register of Interests</b></p> </li> <li>• <b>Lance Burn</b> <ul style="list-style-type: none"> <li>○ This will ultimately become the storage for the Lloyd George's. SPCT are not leading on this project but are working very closely with the CCG.</li> </ul> </li> <li>• <b>Quays Pilot</b> <ul style="list-style-type: none"> <li>○ AK confirmed that the presentation to the CCG/SPCT contracts meeting was well received and a report has now been submitted to the PCCC for consideration later this month.</li> <li>○ There are 3 areas of innovation being looked at in the pilot:               <ol style="list-style-type: none"> <li>i. Areas of technology &amp; methods of access</li> <li>ii. Workforce &amp; skills mix</li> <li>iii. Place of Care</li> </ol> </li> <li>○ AK confirmed that the first two areas would reach conclusion by March 21, however if the pilot is not extended to September the 'Place of Care' element may not be able to commence.</li> <li>○ There is still a requirement for the pilot to demonstrate benefits and how new and innovative ways of working will be sustainable.</li> <li>○ Monthly meetings to discuss, challenge and support going forward have been organised with the Quays team.</li> <li>○ LG informed the Board that the CCG confirmed that after consultation, no objections or concerns have been raised by any</li> </ul> </li> </ul>	

No.	Agenda Item	Action for / date
	<p>other practice in relation to the pilot.</p> <ul style="list-style-type: none"> <li>• <b>Covid Costs</b> <ul style="list-style-type: none"> <li>○ AK informed the Board that we have so far claimed £1.47m for Covid related costs and there is a commitment from the CCG to continue funding through August, but there is recognition that it will be increasingly difficult beyond then.</li> <li>○ The Board raised concern over the profit variance shown in the accounts, AK stressed that because of Covid we are unable to deliver on other service lines, and these costs are covered in monies received from CCG. AK advised the Board that he hopes to re-forecast following completion of the June/July management accounts.</li> <li>○ AK confirmed the variance in Quays income and costs was due to an individual from the Quays team taking up a role at SPCT.</li> <li>○ The Board was keen to learn more about the implementation of the People Strategy and suggested it would be of great benefit to invite the HR team working on this project to a Board meeting.</li> </ul> </li> </ul> <p><b>ACTION 045: to invite the HR team working on the implementation of the People Strategy to the ?September Board meeting for further discussion</b></p>	
7	<p><b>Operations</b></p> <p>The Board noted the report submitted by Peta Stross, COO</p> <p><b>Current Activity Highlights</b></p> <ul style="list-style-type: none"> <li>○ There is a great deal of work underway in partnership with HR on the sickness policy, which will ultimately be part of a bigger attendance framework with robust processes</li> <li>○ Work with the practices and workforce, asking them to think about their 6-12 month objectives, who is leading and how to measure success</li> <li>○ An action plan has been devised to ensure all the practices are really clear about their objectives, what the risks are and how they will track progress</li> </ul> <ul style="list-style-type: none"> <li>• The Board were appreciative of all the work that has gone into helping give a view of the functions underneath the Executive portfolio of accountabilities and welcomed the reporting on some of the functions that are not always as apparent at Board- it offered the assurance the Board was seeking around the development of solid leadership and management processes and practices.</li> </ul>	
8	<p><b>Covid Update</b></p> <p><b>The Board noted the report and presentation by Lance Gardner - CEO</b></p> <p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>• LG confirmed that there is a sustainability and exit strategy for our work</li> </ul>	

No.	Agenda Item	Action for / date
	<p>around Covid which is being shared with and discussed by the system.</p> <ul style="list-style-type: none"> <li>• Chris Ogden, who is on secondment to SPCT from the CCG has undertaken great work around the future of AJ Bell. Consequently, there is now agreement to fund the AJ Bell stadium for the rest of year.               <ul style="list-style-type: none"> <li>○ The AJ Bell now has a semi-permanent arrangement agreed by the system, to be used for a variety of purposes i.e. flu vaccinations, antibody testing, care home staff testing etc.</li> <li>○ The AJ Bell team are also working with GM to offer pre-operative screening to whole of GM.</li> </ul> </li> <li>• LG informed the Board that currently 75% of the services SPCT provides are for Salford Royal but SRFT are not contributing to costs. LG confirmed that there is no commitment to do anything further with them until this issue is resolved.</li> <li>• GPOOH has been running for 6 weeks as part of the integrated system.</li> <li>• A few concerns have been raised as all GPOOH contracts are held by SRFT HR. Other concerns have been raised in relation to the unusual behaviour of some of the GP's working in OOH, this has been reported on and escalated to the CEO of SRFT.</li> <li>• The Board noted the thorough paper detailing the EPIC system which gave a full insight into the services to be offered. The Board suggested that it they would like to invite Dawood Anwar, the author of the EPIC report to a Board meeting to enable both the Board to further explore with Dawood the service and to ensure the Board makes itself open and accessible to colleagues.</li> </ul>	
9	<p><b>KEY PRIORITIES</b></p> <p>The Board were asked for their view on 'what will good look like?' by March 2021 and what should the key priorities be?</p> <p>The Board noted the presentation by AK, which he presented on behalf of the Exec Team:</p> <ul style="list-style-type: none"> <li>• 10 top priorities of how SPCT want to operate have been identified by the exec team, however the list is not exhaustive</li> <li>• Service delivery to include: Practices, EPIC, PCNs, Workforce, Quays and Little Hulton.</li> <li>• Corporate Governance, in terms of strategic planning, structures, accountabilities and objectives, quality and risk, and support from a corporate services perspective to both internal and external customers.</li> <li>• People Centric – delivery of our People Strategy, recognition and reward, policy management and training.</li> <li>• Financial sustainability - looking at a more commercial approach and stricter adherence to budgetary responsibilities. Looking into the next financial year with a positive profitable outcome, with and year on year growth.</li> <li>• Recognition of the need to demonstrate value in Salford.</li> </ul> <p>The Board asked the Execs to consider:</p>	

No.	Agenda Item	Action for / date
	<ul style="list-style-type: none"> <li>• How to capture and ensure the Board hears the voice of our primary care customers and the voice of our patients- so we can ensure we hear what they want and how our work is impacting them</li> <li>• RH suggested a framework to incorporate the following:               <ol style="list-style-type: none"> <li>i. Surviving Covid</li> <li>ii. Producing a plan</li> <li>iii. Agreement on structure</li> <li>iv. Delivering a budget as best we can</li> </ol> </li> <li>• LC noted that the plan is ambitious and a generous and bold offer, and one which SPCT needs to deliver. The Board would like to see these priorities, supported by a system which will enable us to review progress. It was noted that it is critical to ensure SPCT builds a successful and sustainable business that is resilient and not dependent on any one individual but on a team that can deliver all our stakeholders require of us.</li> </ul> <p><b>ACTION 047: AK to share the slide presentation ‘What will good look like in March 2021’ with the Board</b></p>	
<b>Any Other Business / Next Meeting</b>		
10	<p><b>Any Other Business</b> none</p> <p><b>Review of the meeting</b></p> <ul style="list-style-type: none"> <li>• The meeting rightly spent a considerable amount of time addressing the management structure. There is now a clearer understanding of the financial position and the Board were alerted to the practical issues at Little Hulton. The meeting also addressed the opportunities SPCT has in shaping primary care in Salford for the long term, and using its credibility and recognised capabilities in a time of crisis.</li> <li>• The meeting was held in a good spirit, with lots of questions and debates but done properly and with respect. A valuable meeting.</li> <li>• The visuals were much appreciated and the honesty of the conversation recognised. There was reassurance in knowing that board have already considered things. The team is growing as a Board - a unitary board.</li> <li>• As a Board it would be valuable to do more things together - share the pain!</li> <li>• It’s helpful to be able to share concerns and updates and be reassured by positive encouragement and feel supported and challenged throughout the process.</li> <li>• There is a lot going on, and the challenge is to communicate the right things at the right time</li> <li>• The conversation about ‘where are we now’ and ‘how do we feel’ was very useful and there is now a plan/list of priorities through to March</li> <li>• LC acknowledge that it was an unusual agenda and thanked everyone for their contributions.</li> <li>• The reporting for the meeting has been extraordinary, although the Board wouldn’t necessarily expect reports of this length every time, however it is</li> </ul>	



No.	Agenda Item	Action for / date
	<p>useful to have information before the meetings.</p> <p>Any Risks we need to share or capture</p> <ul style="list-style-type: none"> <li>• Key risks are to be put onto risk register – and the BAF to assure Board that the risk registers are in place at the appropriate levels across the organisation</li> </ul> <p>LC thanked everyone for their time and contributions and acknowledged that great progress is being made in very difficult times.</p>	
12	<p><b>Dates and time of next meeting:</b></p> <p style="text-align: center;"><b>Friday 18<sup>th</sup> September, 2020</b> <b>10am-2pm</b> <b>Boardroom, City Approach</b></p>	
<b>Close</b>		

**Record of Members' attendance**

<b>Attended:</b>		<b>Apologies Received:</b>		<b>Non-Attendance:</b>		<b>Cancelled</b>	<b>X</b>
------------------	--	----------------------------	--	------------------------	--	------------------	----------

Name	22/01/19	27/03/19	12/06/19	14/08/19	19/09/19	09/10/19	20/11/19	18/12/19	14/02/20	13/03/20	17/04/20
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											

Name	15/05/20	18/06/20	16/07/20	18/09/20	16/10/20	13/11/20	16/12/20				
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											