

**Salford Primary Care Together
Board Meeting**

**Friday 17th April 2020
10.00am – 1pm
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	
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In Attendance:


Jane Ashworth (JA)	Minute Taker
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No.	Agenda Item	Action for / date
1	Welcome Introductions and Apologies for Absence 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)	
Agenda Items		
2	Draft Minutes of the previous meeting held on 13th March 2020 The minutes 13/03/20 were agreed as a true and accurate record. There were no corrections and no matters arising.	
3	Action Log – review and update See Action Log for updates P9. The Board recognized and were clear about the importance of the urgent and emergency work that Covid presents, and were assured by the fact that AK is taking a lead in ensuring the business is running well and that evidence of decisions and spend during this period are captured to assist us in being accountable to our stakeholders.	
4	Covid Update	

No.	Agenda Item	Action for / date
	<p data-bbox="347 315 400 376"></p> <p data-bbox="272 383 480 432">COVID Presentation - SPCT Board 17 April</p> <p data-bbox="272 483 1078 517">The Board noted the presentation delivered by the Executive Team</p> <p data-bbox="320 555 1082 622">a) Impact on core and established services (Practices, PCNs) Peta Stross COO</p> <p data-bbox="320 663 1281 801">PS informed the Board that work was underway to look at staffing structures. The clinical leads and Phil McGunigall (Operational Support) are working closely together, and the benefit of clinical leadership at each site has been very evident and very helpful.</p> <p data-bbox="320 842 1281 1014">All practices have implemented telephone triage, which has resulted in a huge decrease in footfall to sites. Social distancing is a priority, and where possible staff are encouraged to work from home. PS and CN visit each of the practice sites on a weekly basis, to ensure the health and wellbeing of staff, ensure staff are maintaining social distancing and to provide support with any queries.</p> <p data-bbox="320 1055 1281 1155">LC asked if it is possible to capture patients experiences of virtual access and whether it is possible to do a text or other survey after a telephone consultation.</p> <p data-bbox="320 1167 1281 1267">ACTION 024: Exec to consider in context of technology and around how to assure ourselves that patients are getting good care and having a positive experience.</p> <p data-bbox="320 1308 1281 1447">PS confirmed that the internal complaints process is going to be reviewed at the earliest opportunity, HL advised that the Health Service Ombudsman website has a lot of very useful guidance on their website which would prove helpful.</p> <p data-bbox="320 1487 1281 1554">The implementation of Footfall is due to commence at practices. This will replace current websites and enable online consultations for patients.</p> <p data-bbox="320 1594 1281 1733">The Commissioning team has confirmed that it continues to want a Practice at Media City/Salford Quays and it remains committed to it being a digital exemplar. Discussions are ongoing with the Quays Leadership Team to establish what the right model should look like going forward.</p> <p data-bbox="320 1774 1281 1980">PS reassured the Board that the Exec team are using the changes that have been put in place at practices under Covid conditions as an opportunity to move forward at pace around digitalisation. BH pointed out that it may not be possible to maintain this level of remoteness going forward, and stated that it was important to continue discussions with the PCNs about how to develop a model that retains the best of pre-Covid and Covid methods.</p>	<p data-bbox="1305 1137 1433 1171">Exec team</p>

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	<p>PS shared with the Board the success of a collaborative group, that meets daily, established to work across the 5 PCNs, using video conferencing. This has enabled the sharing of PPE, and quickly seen IT and pharmacy issues resolved with efficient and effective communications and great relationships established.</p> <p>Louise Thornton has now joined the Operations team and will be focussing on vulnerable adults and urgent care. PS was pleased to inform the Board that there is now an operations Team in place although the structure is yet to be finalised.</p> <p>The Board congratulated the team for the volume of progress achieved in a time of crisis. The Board were assured that changes being implemented were subject to the principles of good governance and that the executive were considering the consequences of change and the impacts.</p> <p>The Board agreed that it was critical for the Executive to continue to prioritise both urgent and important activities and ensure that SPCT processes and practices are safe.</p> <p>b) New activities launched (Assessment Centres, Drive Through Tests) Lance Gardner CEO</p> <p>LG informed the Board that 3 Covid Assessment Centres (CACs) had been mobilised, (not 5 as planned, due to lower demand than envisaged), with the first clinic set up in 48 hours. SPCT was also asked to create a swabbing facility for care workers. This was set up at the AJ Bell stadium with the support of many partners - in particular the Council.</p> <p>LG made special mention of Sue Turner, for successfully establishing the CACs and the swabbing facility in a very short time frame.</p> <p>The team is working to register all new facilities with the CQC. AK confirmed that the CQC were very supportive and there would be no additional costs associated with registrations.</p> <p>Other new activities include</p> <ul style="list-style-type: none"> • Vulnerable People Hub – to be known as the Inclusion Health Service to meet the needs of anyone who struggles to access the general health care system. • Sourcing and distribution of PPE The team has had to be creative in sourcing PPE from a number of sources and has also distributed PPE to other practices across Salford. • Urgent care - there is now a Home Assessment Service in place to support primary care 	

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	<p>LG highlighted that great feedback had been received from GP's, locums, nurses working in the Covid clinics and at the testing facility. LG pointed out that none was SPCT staff, but all felt they were part of the team and very well looked after.</p> <p>c) People and Financials Update Alan Kershaw - CFO</p> <p>AK confirmed that funding for all Covid activity is being underwritten and SPCT has the financial backing of the CCG in terms of Covid costs. The CCG has made sure that the business has finances in place by allowing the retention of the end of year claw back.</p> <p>The Board expressed its confidence that the Exec team is making informed and transparent decisions. The Board was assured that the rigour and financial implications of both indirect and direct costs are being calculated on an ongoing basis and both commissioners and customers are aware of the fact that we will be able to be held to account for actions taken and spent incurred and that our response to the crisis was to focus on doing the right thing.</p> <p>LG reassured the Board that decisions made at virtual meetings were being recorded.</p> <p>AK informed the Board that the business was looking after all staff, enabling staff to work from home and, where this was not possible, encouraging social distancing. Staff were encouraged to look after themselves and those around them. No staff have been furloughed, however some staff have been redeployed into different parts of the organisation.</p> <p>AK noted that the recent bank holidays had thrown up some challenges with regards to pay for unsociable hours, as SPCT are not bound by Agenda for Change. There is commitment from the Board to recognise people's willingness to deliver when required and was open to ensuring recognition and reward practices were fair. The Board recognises a wider piece of work needs to be undertaken to ensure our values and principles were evident in our policies and practices and that we operated with consideration to sustainability as an independent social enterpris. The Board endorsed the approach adopted and reinforced the importance of showing genuine appreciation to people in what we say and do as well as in our reward schemes.</p> <p>The Board asked the Executive to ensure, alongside the delivery of our business in these times of crisis, that they captured evidence around how we have made a difference, what opportunities have been seized to accelerate the pace of change and what has been developed (eg the use of technology and on-line workforce development courses) The Board recognised that our response to the challenge of managing through Covid could be the basis upon which we build a new and lasting model of</p>	

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	supporting Primary Care and the system in the future.	
5	<p>Finance Update</p> <p>The Board noted the report submitted by AK.</p> <p> CFO Board Report 19-20 M12.pdf</p> <p>AK noted that the first return for Little Hulton Development (GP) Ltd has been submitted. Currently, RH is the only director on the Board for this company. AK proposed that he join Ray Harding to become the second director on the Board for Little Hulton Development (GP) Ltd.</p> <p>The Board was in full agreement and approved the appointment of Alan Kershaw to the Little Hulton Development (GP) Ltd.</p> <p>It was reported that the management accounts were in a better place at this time, and that the expected balanced financial out-turn was possible due to the good relationship established with the CCG.</p> <p>It was noted that it has been a good year of consolidation, where our business model had been clarified and the focus of business units tested. The Board welcomed the emergence of leaders within each business unit and suggested it would be positive for them and the Board to be invited to Board meetings to provide updates.</p> <p>The Board reiterated its request for a headline budget for the year ahead to ensure there is an approved budget in place to support spending. The Board appreciated that it may need to be revised in light of a clearer business plan being adopted but as a principle, the Board felt it imperative that there was an agreed budget underpinning activities from 1 April 2020.</p> <p>AK informed the Board he was working with the finance team to create an outline budget and would have one for approval for the next Board meeting</p> <p>The Board was appreciative of the pressures the team were under and asked that the budget be circulated for consideration as soon as it is ready, and if required would be happy to have an exceptional meeting before the May scheduled one.</p>	<p>AK (see action 019)</p>
6	<p>Business Reprioritisation LC/Execs</p> <p>In light of the urgent actions taken to address the demands made upon the business by the need to respond to Covid-19, a piece of work was needed to re-</p>	

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	<p>prioritise work to be done in the next 2-3 months and beyond. This was as a result of some of the projects that were planned for the next 18 months having already had to be implemented as well as other activities that have had to be deferred</p> <p>The Board recognised that it is now important for the team to reconfigure the business and work out where we should now be positioned. Key issues will include the need to focus on:</p> <ul style="list-style-type: none"> • Clarification around our offer and the business model • Leadership capacity and capability • Accountability and stakeholder engagement • Brand/reputation -ensuring that SPCT is understood to be a vehicle with the ability to deliver real system change 	
Any Other Business / Next Meeting		
10	<p>Any Other Business</p> <p>RH noted that the Little Hulton Joint Venture Board meeting is on hold. If there is anything that needs to be done it will be done remotely, otherwise any actions will wait until a face to face meeting can be arranged.</p> <p>HL reiterated the importance of gaining assurance regarding any incidents by having open reporting of incidents to the Board and the evidence that we have secured the learning . PS informed the Board that an incident has recently been raised in relation to the text message system sending out information to patients. The Executive is reviewing this and will report back at the next meeting.</p> <p>ACTION 025: PS to report the incident findings at the next Board Meeting</p> <p>LC informed the Board with great sadness that Nigel Gilmore had passed away. Nigel was the former Chairman of Salford Health Matters and had also been a Non Executive director of SPCT.</p> <p>Review of the meeting What was good</p> <ul style="list-style-type: none"> • Main theme has been clarity. The presentations have made very clear what SPCT are doing and why. The Board was keen to ensure its support and appreciation for the whole staff and to the system is shared. • It was good to see everyone, and important that the Board maintain this means to communicate, but that the Executive know that they can contact any member of the Board anytime outside of this. • Able to be much clearer with the Board around what we are doing and any risks that may arise. • Good to take time to reflect, and understand the views of the Board <p>Any Risks we need to share or capture</p> <ul style="list-style-type: none"> • Key risks are to be put onto risk register 	PS

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	<p>Comms for staff and others</p> <ul style="list-style-type: none"> • Continue the Friday email to all staff • Keep a balanced, view stay optimistic • Possible opportunities from CV19 • Other messages/good news stories to be communicated <p>LC thanked everyone for their time and contributions and acknowledged that great progress is being made in very difficult times.</p>	
12	<p>Dates and time of next meeting:</p> <p style="text-align: center;">Friday 15th May 10am-12:30noon Zoom/Webex details to be sent in due course</p>	
Close		

Record of Members' attendance

Attended:		Apologies Received:		Non-Attendance:		Cancelled	X
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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											

SPCT Board - Action Log							
Report Date: 17/04/2020							
Action No	Date Raise	Agenda item	Action	Latest update	Due date	Owner	Status
001	19/11/2019	Quays project presentation Dr Sheena Bedi	Quays pilot to be reviewed by the Exec Team and a presentation be brought back to the Spring meeting of the Board addressing the questions raised by Board as outlined above .		Jul-20	Exec Team	Open
002	19/11/2019	Any Other Business	To send CV / biographies	website updated. Please can all board members re-send biogs to JA by end March20 *received from LC & AK	Apr-20	ALL	Open
003	18/12/2019	PCN Work Plan Overview	Members of the Board to meet the Clinical Directors	JA to arrange a zoom meeting until face to face meetings can resume	Sep-20	LG/PS	Open
004	18/12/2019	Governance Issues	Board Assurance Framework and Clinical Strategy & Assurance Framework to Board	deadline moved to Jun 20 at Feb 20 meeting	Jun-20	Exec Team	Open
006	18/12/2019	Governance Issues	Board to visit communities that SPCT serve	*since the april boardmeeting PS & CN have been visiting the practices on a weekly basis	Sep-20	LG/LC	Open
008	14/02/2020	4. Reflections from Away Day	Put together a plan for a tour of Salford and visits to The Practices		Sep-20	LG/LC	Open
010	14/02/2020	6. PCN Update	Exec team to provide report re: social prescribing		Oct-20	Exec Team	Open
011	14/02/2020	6. PCN Update	LG to see if any additional funding could be accessed to help get the right partnerships and bring this back to board for further discussion	closed??	May-20	LG	Open
013	14/02/2020	8. COO Update	In terms of compliance, putting frameworks in place & accountability, PS to put structures and processes in place and lessons to be shared across all practices.	ongoing	Jul-20	PS	Open
016	14/02/2020	9. CEO Update	LG to report to the next Board meeting an outline of all the services that still exist under Salford Care Organisation		Jun-20	LG	Open
017	14/02/2020	9. CEO Update	PS to discuss training further with HL		Jun-20	PS	Open
018	13/03/2020	4. CFO Update	AK/LG discussion re: social accounts & what they will look like		May-20	AK/LG	Open
019	13/03/2020	4. CFO Update	AK to provide budget headlines for approval at April Board Meeting	* moved to May at April Board Meeting	May-20	AK	Open
020	13/03/2020	5. COO Update	PS to circulate incident information to Board		Apr-20	PS	Open
021	13/03/2020	5. COO Update	PS to consider and explore in the devlopement of the C&QAF		Apr-20	PS	Open
022	13/03/2020	6. CEO Update	PS to circulate Eccles Gateway transfer of patient numbers to the Board		Apr-20	PS	Open
023	13/03/2020	6. CEO Update	Meeting re: Little Hulton JV - AK to pick this up before the next board meeting		Apr-20	AK	Open
024	17/04/2020	4. Covid Update (a)	Exec to consider in context of technology and around how to assure ourselves that patients are getting good care and having a positive experience.			Exec Team	Open
025	17/04/2020	10. AOB	Exec team to review the incident involving text messaging and report at next board meeting		May-20	PS	Open