

**Salford Primary Care Together
Board Meeting**

**Friday 29th April 2022
10am-3pm
City Approach, Boardroom**

MINUTES

Present:

Liz Cross (LC)	Chair of the Board
Dawood Anwar (DA)	CCO
Peta Stross (PS)	COO
Helena Leyden (HL)	Non-Executive Director
Ian Marchant (IM)	Non-Executive Director
Dr Brian Hope (BH)	Non-Executive Director

Apologies:



Lance Gardner (LG)	CEO
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In Attendance:


Jane Ashworth	Minute Taker
Julie Parr	Finance Manager
Kate Holmes	Comms Lead

No.	Agenda Item
1	<p>Welcome Introductions and Apologies for Absence</p> <p>The Chair welcomed all to City Approach and thanked everyone for attending.</p> <p>The Chair updated the Board with regards to the CEO's period of sick leave and the likely next steps in progressing the situation.</p> <p>The Board has delegated authority to Liz Cross, Chair, to deal with the details and to HL to support/challenge in order to finalise.</p>
Agenda Items	
2	<p>Draft Minutes of the previous meeting held on 11/03/22 and any matters arising</p> <ul style="list-style-type: none"> ● Amendment to P2 of the March Board Minutes – Lance Gardner CEO section Board requested re-wording to provide a more accurate explanation of the relationship SPCT has with commissioners. ● The minutes were accepted as a true and accurate record <p>Matters Arising Board requested that</p> <ul style="list-style-type: none"> ● A copy of the contracts dashboard be provided at every other meeting. <ul style="list-style-type: none"> ○ To provide a view of where are we up, and the risk to which we are exposed. This dashboard to be RAG rated and to show ○ Funding - against products & services

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	<ul style="list-style-type: none"> ○ Whether the contract is likely to come up for renewal or be compromised by changes in ICS ● A verbal update be given by the Executives outlining what has been raised at contracts meeting. 	
3	<p>Action Log</p> <p>See action log for all updates.</p>	
4	<p>Finance Update The Board noted the presentation by Julie Parr, Finance Manager</p> <p>The Board recognised:</p> <ul style="list-style-type: none"> ● the significant shift towards a more positive year end, noting that the business however would still return a deficit of around £30k. ● acknowledged that the year has been full of exceptional shifts in income and expenditure. ● There had been costs that could not have been predicted and the Board was assured that there was evidence of strong financial controls in place. <p>The Board stressed the importance of constructing a business model that is sustainable based on more normal/core business basis which is likely to see the regular business being more around the £8million mark as opposed to the levels seen this year.</p> <p>Little Hulton Development</p> <ul style="list-style-type: none"> ● confirmed Little Hulton and estates functions will now sit with the COO. ● Stressed that SPCT has not profited from the running of the Little Hulton Building ● Requested that information for shareholders be prepared and proactively communicated to ensure the model and funding for the Little Hulton health centre was understood by all. PS to schedule an event where we could walk people through the history that predates SPCT, what we did, the funding and management model and the learning <p>ACTION 166: Little Hulton Health Centre - PS to schedule an event: to walk people through the history that predates SPCT, what we did, the funding and management model and the learning</p> <p>Balance Sheet</p> <p>The Board received the balance sheet and noted that cash remains strong. The Board noted that modest reserves were kept in line with our policy, and we are not retaining any funds that should otherwise be deployed.</p> <p>Contracts Dashboard</p> <p>The Board noted:</p> <ul style="list-style-type: none"> ● Workforce/academy income highlighted as amber. <ul style="list-style-type: none"> ○ However, COO explained that there is minimal risk to our organisation. The concern is more around the strategy that the income. ● Clarified the EPIC pilot runs until end June 23. 	

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	<p>The Board was assured by the risk mitigation being undertaken – in particular the work on focusing on core products and services ahead of contracts maturing with the intention of ensuring the likelihood of SPCT retaining the contracts.</p> <p>ACTION 167: Attribution of costs to be shown in the contracts dashboard and all other financial reports.</p> <p>In terms of financial reporting, JP suggested changing the format, breaking the information into sections and providing some narrative</p> <p>ACTION 16: change in the format of financial reporting to be discussed – DA/PS/JP</p> <p>Board was keen to see this area of our work strengthened – in the context of a NED with a background in Finance joining the Board and the shift to specialist Primary Care accountants AMS.</p> <p>The Board thanked JP for presenting to Board on her day off and recognised the challenges and turbulences faced over the past year.</p>	
5	<p>COO / CCO Update The Board noted the presentation by Peta Stross and Dawood Anwar</p> <p> 0422 COO & CCO Board Presentation.pc</p> <p>Highlights:</p> <ul style="list-style-type: none"> ● Products and Services <ul style="list-style-type: none"> ○ Provided a list of clinical products and services noting that our current strengths are in Urgent Care, and our resilience and the speed of response to system pressures. ○ Confirmed that Covid Services are finishing on 13/05/22. The Board stressed the criticality of providing a full social and financial account of Covid start to finish. ○ The Board felt a products and services brochure would be of value for shareholders, other stakeholders, and potential customers: <p> 0422 Products and services_ (LC).pdf</p> <ul style="list-style-type: none"> ● Practice Recovery- key actions reported <ul style="list-style-type: none"> ○ Focusing on turn around, raising morale and ensuring the confidence of all ○ Reviewing practices, why we are where we are, how we got here and what learning must we take to remedy and prevent service deterioration ○ Held a practices clinical meeting on Saturday 23/04 to discuss the above and to begin tackling CQC issues. ○ The meeting highlighted a lack structure and process. 	

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	<ul style="list-style-type: none"> ○ There has been an offer of guidance and support from experienced colleagues in other practices in the PCN. The executive team felt that this would benefit and strengthen SPCT <p>The Chair confirmed that other options had been considered and that both speed and quality improvement were of the essence. The Board was supportive of accepting the offer of help and requested:</p> <ul style="list-style-type: none"> ○ An MoU to be drawn up, outlining the capacity and capability that will be invested, the services on offer and the costs. ○ The Board delegated to HL to chair a Task & Finish group to work with PS & DA to finalise . ○ To bring learning back to Board. <p>ACTION 169: Practice recovery plan - to enter into some form of MoU (in the next week). T&F group to kick in after PS hols. To report back to Board in July</p> <ul style="list-style-type: none"> ● Shape of the business & Business Plan <ul style="list-style-type: none"> ○ To bring back to May Board ● EPIC Plan <ul style="list-style-type: none"> ○ The Board noted that the Enhanced Service funding is to go back to PCNs – and was assured that we are actively mitigating and managing the risks associated with this. ● Clinical Guardian <ul style="list-style-type: none"> ○ Board expressed their interest in the usage data available and asked the executive team to bring this information back to Board <p>ACTION 170: Clinical Guardian – usage data to come back to Board</p> <ul style="list-style-type: none"> ● BAF <ul style="list-style-type: none"> ○ The updates were noted, the Board was keen that this should now trigger deep dives on a selected section of the BAF. <p>ACTION 171: Deep Dive on BAF – one area of focus. July</p> <ul style="list-style-type: none"> ● SGM Update <ul style="list-style-type: none"> ○ Very clear comms were sent out to follow up on SGM. ○ Key actions now - to focus on the Task & Finish group. ○ The next SGM is tentatively scheduled for 08/06/22. 	
6	<p>Comms & Engagement Draft Comms Strategy The Board noted the presentation by Kate Holmes, Comms Lead</p> <ul style="list-style-type: none"> ● Following on from the comms audit undertaken in 2021 by the CCGs senior comms manager, KH has been working closely with the CCG to produce a communications strategy. ● Attached is the initial proposal for discussion and feedback. 	

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	 <p>SPCT Comms Strategy Summary.pp</p> <p>ACTION 172: Comms Strategy - KH/PS/DA/LC to discuss the report off line and bring back to Board</p> <p>The Board thanked KH for her time and informative presentation.</p>	
Any Other Business and Review of the meeting		
10	<p>Any Other Business</p> <ul style="list-style-type: none"> Standing item for serious incidents. PS confirmed there were no serious incidents to report to Board. <p>Review of the Meeting</p> <ul style="list-style-type: none"> The Board felt assured and confident that there is a plan in place and a clear direction of travel Recognition and a very big thanks to Liz, for all the time, effort and energy given. Have been able to put in structure and framework The agenda has tried to cover a huge amount, perhaps going forward concentrate on a topic from the BAF Concern of burn out for the Execs – stressed that there is a need for a level of management underneath Feeling very positive - getting things right. The meeting was productive, delivered results. Thoughtful papers and good debate around practices Need to think about structure/organisation - less is more – focus on parts <p>LC thanked everyone for all the hard work.</p>	
10	<p>Dates and time of next meeting:</p> <p style="text-align: center;">Friday 27th May Time 9:15 – 12:45pm Venue – ZOOM</p>	
Close		

Record of Members' attendance

Attended:		Apologies Received:		Non-Attendance:		Cancelled	X
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Name	15/07/21	17/09/21	15/10/21	19/11/21	16/12/21	14/01/22	11/03/22	29/04/22			
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Peta Stross											
Ian Marchant											
Pete Budden											

Name	15/05/20	18/06/20	16/07/20	18/09/20	16/10/20	13/11/20	16/12/20	19/02/21	12/03/21	16/04/21	14/05/21
Liz Cross											
Lance Gardner											
Alan Kershaw											
Brian Hope											
Helena Leyden											
Ray Harding											
Peta Stross											
Pete Budden											

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											
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