

**Salford Primary Care Together
Board Meeting**

**Thursday 16th December 2021
12:00pm – 2:00pm
Via Zoom (due to Covid)**

MINUTES

Present:

Liz Cross (LC)	Chair of the Board
Lance Gardner (LG)	CEO
Dawood Anwar (DA)	CCO
Peta Stross (PS)	COO
Helena Leyden (HL)	Non-Executive Director
Ian Marchant (IM)	Non-Executive Director

Apologies:

Dr Brian Hope (BH)	Non-Executive Director
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In Attendance:

Jane Ashworth	Minute Taker
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No.	Agenda Item	
1	<p>Welcome Introductions and Apologies for Absence</p> <p>Apologies were received from Dr Brian Hope. The Chair confirmed that a review of the meeting schedule would be undertaken to accommodate the impact of Brian’s clinic responsibilities. She also confirmed that NEDs had met to discuss key issues and decisions for this meeting and Brian was able to offer his views.</p> <p>The Chair welcomed all and thanked everyone for attending the meeting which was held virtually due to Covid.</p>	
Agenda Items		
2	<p>Draft Minutes of the previous meeting held on 19/11/21 and any matters arising</p> <ul style="list-style-type: none"> - The minutes were accepted as a true and accurate record of the meeting. - There were no matters arising. 	
3	<p>Action Log</p> <p>See action log for all updates.</p> <p>To note, due to current pressures, due dates were moved on some of the open actions to give the Exec team more time and the opportunity to give their full attention to them.</p>	
4	<p>CQC Inspection of Covid Hot Services</p> <p>DA informed the Board that a CQC inspection of our Covid Services (hot clinics) was</p>	

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	<p>carried out on 09/12/21. To note, is that SPCT's Covid Services are the first ever to be inspected by the CQC, therefore there is nothing to benchmark against.</p> <p>DA was keen to point out that prior to the CQC visit staff really came together. There was a lot of preparation, lots of evidence to collate. Colleagues worked late and really pulled together as a team.</p> <p>Feedback from the inspectors has been very good. They were impressed with the services at St Andrews, were extremely positive and observed great collaboration in the system. It was noted that staff were very engaged and very proud of the service.</p> <p>The service was pulled up on a few minor things, however they were given the opportunity to correct within 48 hours – which was done.</p> <p>The service has been rated as 'GOOD' overall, outstanding in some areas, and room for improvement in some.</p> <p>The Board congratulated the team for a really positive result, particularly given the difficult circumstances the NHS is currently facing. The Board emphasised that this is something to be very proud of and it provided the Board with a great deal of assurance.</p>	
5	<p>COO / CCO Board Update</p> <p>The Board noted the presentation by Peta Stross, COO and Dawood Anwar CCO.</p> <p>Highlighted to Board:</p> <p>Practices Leadership</p> <ul style="list-style-type: none"> • Working with the Clinical Leads to finalise job descriptions and job plans. All have agreed to move to Sessional Remuneration. Discussions also underway with regards to moving toward the BMA contract model. • Looking at site specific management and ways in which to increase efficiencies. • Noted Salford Standard have been stood down, and some elements of QOF. • Feedback from practices staff is that there is a high turnover of staff which creates added pressure. Staff feel that they don't have time to think and plan and are constantly firefighting – people are tired. They also don't feel that they are 'heard' and that their good ideas don't get chance to be converted to actions. • In the new year DA will spend time with each site, and there will be work with the team, clarifying priorities and accountabilities and looking at how we can co-design solutions. <p>HR</p> <ul style="list-style-type: none"> • There is currently no HR Manager in post, PS confirmed she is line managing and providing operational support to the HR team. • Of note is that all front line staff have to be vaccinated by end March 22. The team are working to obtain baseline data. 	

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	<ul style="list-style-type: none"> The Exec team have now met with a range of HR companies with a view to providing support. Subject to agreement, People Puzzles are going to do a discovery piece in January 22, essentially a gap analysis. This will be reviewed to determine how to close the gap and what needs to be prioritised. Subject to the results of the baseline review the plan is to focus on support and development for all line managers. There is also plan for work with front line staff around having difficult conversations. <p>Finance</p> <ul style="list-style-type: none"> Instructed AMS to undertake phase one of their project (a review of what we have currently inc review of IR35 and identify gaps). Should have report by end Jan. Have identified 2 other specialist medical accountants, and are hoping to present these at the January board meeting. <p>Remuneration Review</p> <ul style="list-style-type: none"> The Board reconfirmed its intention to carry out triennial market reviews of pay and remuneration. However, the Board agreed that given current circumstances is not an appropriate time to do this and has agreed to schedule for Autumn 2022. The Board confirmed, as it is committed to undertake a full and comprehensive remuneration review, - any anomalies identified will be remedied and back dated to April. <p>Of Concern:</p> <ul style="list-style-type: none"> PS raised concerns over security at the vaccination sites following the physical and racial abuse of a staff member. The incident has been duly recorded and investigated and actions have now been put in place. The CCG have agreed to pay for and supply additional security at each of the sites. The Board acknowledged this and stressed that SPCT has a zero tolerance of hate crime and the Board will not tolerate anyone being abused or any form of hate crime or abuse and will take a very strong stance in all instances. All cases will be reported to the police and further work will be done via the EDI plan to seek to address the risk of such events occurring. 	
6	<p>CEO Board Update</p> <p>The Board noted the presentation by Lance Gardner, CEO</p> <p>LG explained things are currently very challenging, unrelenting and extremely pressurised.</p> <ul style="list-style-type: none"> 3 main areas of concern are urgent care, vaccinations and workforce: <ul style="list-style-type: none"> ➢ The demand for urgent care has increased enormously ➢ Expected to deliver 400% more vaccines ➢ An exhausted workforce ➢ Told to stand down all other services This is causing tension and immense pressure The contract to deliver vaccines has been extended to 31/03/22. SPCT are on target to achieve all the housebound patient vaccinations 	

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	<p>The Board was concerned about the workforce and asked if collectively we are doing what we can in terms of defining what the priorities are and what can be deferred.</p> <p>The Exec team confirmed that many lessons had been learned from this same period in 2020 and was keen to ensure that a rota would be put in place to ensure that everyone has some downtime and time off, also sharing the workload to ensure that everyone isn't trying to do everything. The team was acutely aware of the need to retain resilience. Of note is that last year only SPCT was providing the vaccination service, however this time it is a system wide pressure and SPCT are just one part in the system.</p>	
8	<p>Governance</p> <p>LC confirmed the Board's intention to hold a Special General Meeting on 26/01/22 and building on previous discussions wished to offer two choices to the membership</p> <ul style="list-style-type: none"> • One- that reflects the discussions around a council based on the work with the CD's and the discussions more widely with those not involved in the working party; the other- a different model of CIC that could make it easier for shareholders/PCN's to compete with SPCT for contracts without compromise/conflicts arising. <p>Since the last board meeting it was felt that the latter is the most desirable solution, as it has become clear that there are many diverse opinions across the member community and little consensus around proposed changes.</p> <p>The Board recognised that it had been considering its governance advisors and the value of taking independent legal advice given Directors responsibilities in law and our duty to work in the best interest of the company in line with our objects.</p> <p>LC informed Board that discussions have taken place with an alternative legal advisor who provided both assurance and confidence in this field, and that their advice was supportive of the direction of travel. LC asked for the Board's delegated authority to both LC and LG to move forward.</p> <p>The Board was in agreement and delegated authority to LC and LG to appoint and work with Anthony Collins Solicitors.</p> <p>The Board stressed the importance of retaining/nurturing support from the whole of primary care, and in doing so, felt that it would be of great value to share the following narrative:</p> <p><i>We recognise that the changes to the Articles that have been discussed by many have not resolved the issues that shareholders and the Board recognise. On that basis we are working on other options that could address the issues that have been raised and enable us to move into a very constructive relationship with all colleagues in Salford. SPCT wishes to reiterate that we do not want to do things that others are well placed to do; we do the things that others don't wish to do or are best done once and we very much want to work with colleagues in a positive way</i></p>	

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	<p><i>that builds trust</i></p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To delegate authority to LC & LG to appoint Anthony Collins Solicitors as governance/legal advisors Messaging/comms required to inform members about developing ideas To work with Anthony Collins Solicitors to mitigate risks and ensure services do not suffer <p>The Board acknowledged that a great deal of progress had been made, and thanked everyone for their efforts.</p>	
Any Other Business and Review of the meeting		
9	<p>Any Other Business None</p> <p>Review of the Meeting</p> <ul style="list-style-type: none"> The initial round the room asking each member ‘how are you feeling’ was very helpful and really integral to the meeting. Really valued the opportunity to be honest and frank. Reassured that the Board has unanimously come to a view that we are going in right direction Emphasis on ensuring that everyone has some down time over Christmas The narrative agreed with regards to our approach to the SGM was very helpful. Valued touching base and appreciative of the opportunity to have this forum to enable these conversations All agreed the meeting had been good and productive. <p>LC thanked everyone for their time and acknowledged the great job everyone is doing under immense pressure, and reiterated the need for all who are working over Christmas to schedule in some down time.</p> <p style="text-align: center;">Meeting closed at 2pm</p>	
10	<p>Dates and time of next meeting:</p> <p style="text-align: center;">Friday 14/01/22 Time 9am-12:30pm Via 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						
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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Alan Kershaw											
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