

## Board of Directors' Meeting: 14 December 2023

<b>Agenda item</b>	167/23		
<b>Report Title</b>	November Board Walks Summary Report		
<b>Executive Lead</b>	Anna Milanec, Director of Governance		
<b>Report Author</b>	Beverley Barnes, Board Coordinator		
<b>CQC Domain:</b>	<b>Link to Strategic Goal:</b>		<b>Link to BAF / risk:</b>
Safe	Our patients and community	√	N/A
Effective	Our people	√	
Caring	Our service delivery	√	<b>Trust Risk Register id:</b>
Responsive	Our governance	√	
Well Led	Our partners	√	
<b>Consultation Communication</b>	N/A		
<b>Executive summary:</b>	<p>Board Walks were undertaken on 9 November, with three mixed groups of Directors (Executive and Non-Executive), visiting the following areas:</p> <ul style="list-style-type: none"> <li>• PRH – Ward 19: Children’s Ward / Oncology</li> <li>• RSH – Endoscopy</li> <li>• RSH – Ward 23: Oncology &amp; Haematology</li> </ul> <p>These visits form part of the regular programme of Board Walks which take place, across both hospital sites, every other month.</p> <p>The Board Walks provide a valuable opportunity for Board members to observe, first-hand, evidence of the assurances provided in reports to the Board; and to identify and engage with teams on any observations which may not be aligned with information they have read in Board reports, to inform subsequent Non-Executive challenge to Executive Directors.</p> <p>A summary of feedback and findings from each visit is included as Appendix 1.</p>		
<b>Recommendations for the Board:</b>	The Board of Directors is asked to note and reflect upon the feedback summarised in Appendix 1		
<b>Appendices:</b>	<u>Appendix 1</u> – Board Walks: Feedback Summary Report		

APPENDIX 1

Board Walks, 9 November 2023 – Feedback Summary Report

<p><b>PRH – Ward 19: Children’s Ward / Oncology</b>  <i>Visited by Teresa Boughey, David Brown, Richard Miner, Helen Troalen, Kara Blackwell</i></p>	
<p><b>Observation</b></p>	<p><b>Triangulation with assurances / information received at Board meetings</b></p>
<p>Discussion on staffing issues – a shortage of Band 5 staff and an absence rate of 5%</p>	<p>There was no reference by ward colleagues to the Paediatric Improvement Plan. A potential gap in assurance, as it would have been expected that the ward talk about the work they were doing.  <b>Action required.</b></p>
<p>One of the nurses questioned why IV could not be done at home, as patients were currently having to come in twice a day, and it would also free up a lot of space.</p>	<p>It is recognised that IV antibiotic administration at home is a current gap within community provision, and OPAT (for adults) due to launch in November.  <b>Discussions regarding the same for children to be explored with ShropCom.</b></p>
<p>HTU area in Haematology – the work was being carried out, but it was one of the areas for which the Trust was not funded.</p>	<p>Triangulation with Board reporting on work being carried out in some areas of the Trust, for which funding was not received. Breakdown and analysis of areas of delivery not currently fully funded is being carried out as part of financial review.</p>
<p>Concern over a large volume of files out on the surface in the reception desk area and, whilst not left unaccompanied, it was felt there could be potential IG issues.</p>	<p>Triangulation with Board reporting on the forthcoming Electronic Patient Record (EPR) and discussion with staff on the benefits that would bring.</p>

<p><b>RSH – Endoscopy</b>  <i>Visited by Raj Dhaliwal, Hayley Flavell, Nigel Lee, Tim Lyttle, Catriona McMahon</i></p>	
<p><b>Observation</b></p>	<p><b>Triangulation with assurances / information received at Board meetings</b></p>
<p>Discussion on issues with flow</p>	<p>Triangulation with Board reporting on actions and interventions being taken to address hospital flow, both internally and across the system, in particular the issues being experienced by community partners, which were impacting on our ability to discharge patients in a timely manner.</p>
<p>Investment in capacity was discussed, and it was useful to hear how that was working.</p>	<p>Triangulation with recent investments reviewed at Board, and ongoing discussions regarding need to increase core capacity to fully utilise space and meet clinical demand</p>

Discussion on Faster Diagnosis metrics	Triangulation with data being received at Board with delivery to FDS and recent investments. Assurances received on quality assurance (QA) around decontamination processes.
Discussion on the breadth of services that Endoscopy deliver, that are above that normally expected of a hospital of this size.	Triangulation with data received at Board regarding recruitment challenges, demands of our populations and long waiter management
Discussion on interest and participation in clinical research.	Triangulation with the stated research ambitions of the Trust and the Medical Director's ongoing discussions with Universities.

<b>RSH – Ward 23: Oncology &amp; Haematology</b> <i>Visited by Sara Biffen, John Jones, Inese Robotham, Sara Bailey</i>	
<b>Observation</b>	<b>Triangulation with assurances / information received at Board meetings</b>
The 4-bed unit at the entrance to Ward 23, which should be used as an assessment area, was currently being used as an overflow area for the chemotherapy unit. Patients who could be assessed there were held up in A&E.	Triangulation with Board reporting on hospital flow issues and interventions, and availability of qualified staff. However, this instance, identified as a potential gap in assurance. <b>Action required.</b>
Evidence from quality board of an increase in pressure ulcers.	Triangulation with Board reporting on pressure ulcers, ongoing monitoring and improvement / mitigation plans.
Discussed value of integration of the internationally educated nurses.	Triangulation with Board reporting on support being provided to international colleagues to help them to settle into their personal and professional lives in a new country.
There was a clear vision of HTP, and the staff felt it was very important to the model of patient-centred care.	Triangulation with information and reporting at Board.