

## King's College Hospital Board of Governors

<b>Time of meeting</b>	<b>6.00pm</b>
<b>Date of meeting</b>	<b>Thursday, 20 May 2010</b>
<b>Venue</b>	<b>Board Room, Hambleden Wing, King's College Hospital, Denmark Hill, London SE5 9RS</b>

	Michael Parker	Chair
<b>Elected Governors</b>	Cherry Forster Rashmi Agrawal Ann Mullins Christiana Okoli Timothy Mason Saleha Jaffer Paul Corben Andy Glyn Jan Thomas Pida Ripley Tom Duffy vacancy Andy Alatise Hedi Argent Tom Hoffman vacancy Michelle Pearce Michael Mitchell	Lambeth Central Lambeth Central Lambeth North Lambeth North Lambeth South Lambeth South Patient Patient Patient Patient Patient Patient Southwark Central Southwark Central Southwark North Southwark North Southwark South Southwark South
	Anthony Agosu Fiona Hunter Bruce Hendry Rowenna Hughes Mark Monaghan Brady Pohle	Staff – Nurses and Midwives Staff – Nurses and Midwives Staff – Medical and Dentistry Staff – Support Staff Staff – Allied Health Professionals Staff – Admin, Clerical & Managerial
<b>Nominated/Partnership Organisations</b>	Cllr Marcia Cameron Cllr David Noakes Caroline Hewitt Mee Ling Ng Frank Wood Chris Mottershead Anne Garvey Stuart Bell Patricia Moberly	Lambeth Council Southwark Council Lambeth PCT Southwark PCT Joint Staff Committee King's College London London South Bank University South London and Maudsley NHS FT Guy's & St Thomas' NHS FT
<b>Circulation to</b>	Board of Governors Board of Directors	

## Agenda

		<b>Enc</b>	<b>Lead</b>	<b>Time</b>
<b>1.</b>	1.1 Welcome and apologies		Michael Parker	6.00
	1.2 Declarations of Interest		Michael Parker	
	1.3 Chair's action		Michael Parker	
	1.4 To agree the minutes of the meeting held on 11 February 2010	Enc 1.4	Michael Parker	
	1.5 Matters Arising	Enc 1.5	Michael Parker	
<b>2.</b>	<b>FOR REPORT</b>			
	2.1 Board of Governors - minutes and report back from Governor Committees and Working Groups			
	2.1.1 Strategy Committee	Enc 2.1.1a Enc 2.1.1b	Ann Mullins	6.05
	2.1.2 Membership Committee	Enc 2.1.2a Enc 2.1.2b	Brady Pohle	6.10
	2.1.3 Transport Working Group	Enc 2.1.3a Enc 2.1.3b	Andy Glyn	6.15
	2.1.4 Patient Experience and Safety Committee	Enc 2.1.4a Enc 2.1.4b	Tom Duffy	6.20
	2.2 Trust Reports			
	2.2.1 Chief Executive's Report (incl Q4 2009/10 Submission to Monitor and update on financial situation)	Enc 2.2.1	Tim Smart	6.25
<b>3.</b>	<b>FOR DISCUSSION</b>			
	3.1 Draft Annual Plan	Enc 3.1	Jacob West	6.40
	3.2 Feedback on Community Meetings	verbal	Sally Lingard	7.10
	3.3 2009 Outpatient Survey results	Enc 3.3	Jessica Bush	7.20
	3.4 2009 Staff Survey results	Enc 3.4	Angela Huxham	7.30
	3.5 Action planning from February Governor workshop	Enc. 3.5	Jane Walters	7.40
<b>4.</b>	<b>FOR INFORMATION</b>			
	4.1 Register of Governor Attendance	Enc 4.1	Rita Chakraborty	7.50
<b>5.</b>	<b>AOB</b>			7.55

6.	<b>FOR RESOLUTION</b> To consider a motion that the public should be excluded from the meeting whilst the remaining business is under consideration as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.
7.	<b>Date of next meeting:</b> <b>Thursday, 22 July 2010, 6.00pm, Bill Whimster Suite, WEC</b>



# King's College Hospital

NHS Foundation Trust

## Board of Governors

Minutes of the Meeting held at 10.30am on Thursday 11 February 2010  
in the Bill Whimster Suite, Weston Education Centre, King's College Hospital.

	Michael Parker	Chair
<b>Elected Governors</b>	Rashmi Agrawal	Lambeth Central
	Ann Mullins	Lambeth North
	Timothy Mason	Lambeth South
	Saleha Jaffer	Lambeth South
	Paul Corben	Patient
	Andy Glyn	Patient
	Jan Thomas	Patient
	Pida Ripley	Patient
	Tom Duffy	Patient
	vacancy	Patient
	Andy Alatise	Southwark Central
	Hedi Argent	Southwark Central
	Tom Hoffman	Southwark North
	vacancy	Southwark North
Michelle Pearce	Southwark South	
Michael Mitchell	Southwark South	
	Anthony Agosu	Staff – Nurses and Midwives
	Fiona Hunter	Staff – Nurses and Midwives
	Rowenna Hughes	Staff – Support Staff
	Mark Monaghan	Staff – Allied Health Professionals
	Brady Pohle	Staff – Admin, Clerical & Managerial
<b>Nominated/Partnership Organisations</b>	Cllr David Noakes	Southwark Council
	Caroline Hewitt	Lambeth PCT
	Mee Ling Ng	Southwark PCT
	Frank Wood	Joint Staff Committee
	Anne Garvey	London South Bank University
	Stuart Bell	South London and Maudsley NHS FT

<b>In Attendance:</b>	<p>Tim Smart Robert Foster Maxine James Martin West Simon Taylor Roland Sinker Jane Walters Mike Marrinan Dr Geraldine Walters</p> <p>Jacob West Peter Fry</p> <p>Jessica Bush</p> <p>Rita Chakraborty Ria Vavakis</p> <p>+ Foundation Trust Members</p>	<p>Chief Executive Non-Executive Director Non-Executive Director Non-Executive Director Chief Financial Officer Executive Director of Operations Director of Corporate Affairs Executive Medical Director Executive Director of Nursing &amp; Midwifery Director of Strategy Assistant Director of Performance &amp; Contracts Head of Public &amp; Patient Involvement Assistant Board Secretary Board Committee Assistant</p>
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<b>Apologies:</b>	<p>Cherry Forster Christiana Okoli Bruce Hendry Cllr Marcia Cameron Chris Mottershead</p> <p>Angela Huxham</p>	<p>Lambeth Central Lambeth North Staff – Medical and Dentistry Lambeth Council King’s College London</p> <p>Executive Director of Workforce Development</p>
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<b>Item</b>	<b>Subject</b>
<b>09/66</b>	<p><b>Welcome and apologies</b> The Chair welcomed Governors, staff, Non-Executive Directors and members to the meeting.</p>

He welcomed Caroline Hewitt, Chair of Lambeth PCT, who had taken over from Kevin Barton as Stakeholder Governor.

Jacob West was welcomed as King’s new Director of Strategy.

Michael Marrinan was welcomed as the substantive Executive Medical Director.

Sue Yoxall, Patient Governor, had resigned recently. A replacement for the vacancy would be identified in accordance with the constitution.

**09/67**      **Declarations of Interest**  
None.

**09/68**      **Chair's Action**  
None.

**09/69**      **Minutes of the meeting held on 5 November 2009**  
The minutes of the meeting held on 5<sup>th</sup> November 2009 were approved subject to the following amendments:

09/55.3 - East London Line Extension

Para 1 – add final sentence “The campaign was urging a later closing time for rail services.”

09/61 - 2008 National Staff Survey

Add “Consideration was recommended of how to improve some of the ‘absolute’ scores, eg well-structured appraisals (33%) and good communication from management (32%).”

**09/70**      **Matters Arising**  
07/88

Revisions to the constitution would be discussed in 2010.

09/55.1

It was confirmed that new software in the emergency department was in place but there had been some initial issues with the supplier.

09/55.2

Membership forms were available in outpatient areas.

09/55.4

HpC had confirmed that they would, in the future, consult with staff-side representatives.

Tom Duffy commented that, as an observer to the tendering process for soft facilities management, he had been grateful for the opportunity to ask questions and engage.

It was suggested that more microphones could be helpful around the meeting table.

## 09/71 Minutes and report back from Committees and Working Groups

### 09/71.1 Strategy Committee

The approved minutes of the meeting held on 21 October 2009 were noted. The minutes would be amended to reflect Hedi Argent's resignation.

Ann Mullins gave a verbal report on subsequent discussions.

Further events were being arranged in 2010 for governors from all 3 King's Health Partners foundation trusts to meet and discuss AHSC issues.

At the most recent meeting, there had been discussions about the Stroke Centre and its implications, and the current financial position.

It was suggested that early circulation of minutes rather than action sheets should be circulated following each board or committee meeting to avoid possible confusion. It was noted that, as the minutes required approval by the relevant meeting before public circulation, as draft minutes could be subject to considerable change. The Chair suggested that matters arising from the action points could be raised at the Governors' meeting.

With regards to the Trust strategy, it was noted that communication between Directors and Governors needed to improve, for instance, assurance that Governors' commentary on strategy was being passed on to Directors in a timely manner. Also, it would be helpful for Governors to receive feedback from Directors following their monthly strategy steering group.

It was agreed that Ann Mullins and Jacob West would discuss mechanisms for Governors to be kept updated on Directors' strategy discussions and for Governors to feed back comments to the Strategy Steering Group.

- **Further events to be arranged in 2010 for governors from all 3 King's Health Partners foundation trusts to meet and discuss AHSC issues. (Michael/Jane W)**
- **Action sheets to be circulated following each board or committee meeting. Minutes to be circulated once approved at the relevant meeting.**
- **Discuss mechanisms for Governors to be kept updated on directors' strategy discussions and for Governors to feed back comments to Strategy Steering Group. (Ann Mullins/Jacob West)**

09/71.2 Membership Committee

The approved minutes of the meetings held on 13 October 2009 were noted.

Brady Pohle highlighted the main discussions from the meeting held in October.

Brady formally thanked Betty for her contribution as committee chair.

The Trust had informed Monitor that, given the current financial situation, it would only undertake cost-neutral membership recruitment, and that this would impact on numbers of new members during the current year. At present, membership was 14,500 and the target increase according to the 3 year membership strategy to March 2011 was 1,800.

Enclosing membership forms with HRWD surveys was yielding good results and there would be a rollout across more wards.

Governors were encouraged to distribute membership forms and newsletters in the community, and to recruit at community events. Materials were available from Jessica Bush.

Face to face recruitment was resource-intensive, therefore leaflets distribution via existing local publications, and at local events, were more efficient alternatives.

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| <ul style="list-style-type: none"><li>• <b>Minutes/action notes to mention Pida's Ripley's resignation and Jan Thomas joining the committee.</b></li><li>• <b>Governors to distribute membership forms and newsletters in the community and to recruit at community events.</b></li></ul> |
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09/55.3

Transport Working Group

The approved minutes of the meeting held on 7 October 2009 were noted.

Following Betty and Anne's departures, the committee had only 4 official members. Other Governors were encouraged to join the committee.

Denmark Hill Station redevelopment

All Governors were asked to write to Southwark Council Planning Department in support of Network Rail's planning application to improve access with the installation of lifts and walkways.

East London Line extension

A meeting was to be held shortly between the Governors members of the group and TfL to further discuss closure of Victoria/London Bridge service and their data analysis of train usage to and from Denmark Hill station. This service was in real jeopardy.

The Trust would need to consider the strategic impact of the loss of the line, eg on patient numbers.

Rashmi Agrawal declared an interest in the issue given his work with Network Rail. This was the third time a planning application had been submitted to Southwark Council and there was a good deal of keenness to complete the project on time. Andy Glyn and Phil Boorman would update David Noakes on status of planning application to Southwark Council.

The proposed move of the Therapies Unit was in the planning stage but a timescale could not be confirmed at this stage.

09/71.4 Patient Experience and Safety Committee

The approved minutes of meetings held on 21 October 2009 were noted.

1. Governor commentary on CQC half yearly submission (April-October 2009)

There was disappointment that Governors were not able to comment on the Trust's submission ahead of its publication on the Trust website on 29 January.

2. Governor commentary on CQC submission 2010/11

Although the deadline for Governor commentary had been extended until end of February, a decision had been made not to respond given the limited timescale. Tom Duffy would write to CQC informing them of the decision.

It was noted that the CQC encouraged ongoing feedback from Governors throughout the year. It was further noted that the Trust submission was completed within a very tight timescale (3 weeks) in January and the mechanism for Governor commentary was different going forward.

Roland Sinker would provide further information on the process later in the year.

3. PEAT Inspections

Governors had welcomed annual PEAT inspections and quarterly site visits as an opportunity to observe quality issues. Therefore, it was queried as to why 'mini PEAT' inspections had been cancelled. Ahmad Toumadj would be asked for clarification.

Jessica Bush would invite Governors to participate in Go See visits, which were carried out on a regular basis.

4. Staff link for safety/quality issues

It was noted that the PESC had not been informed about the Trust's concerns with the Albany Midwives Centre, despite this being a safety issue. Further thought should be given as to how communication between the Trust and PESC on such issues could improve.

Tim Smart suggested that, as safety issues come under the umbrella of quality, Geraldine Walters, as the Board lead for quality was the appropriate link.

Governors were keen to have assurance through the provision of complete and timely information.

- **Tom Duffy will write to CQC informing them of the decision not to provide Governor commentary on the Trust's submission for 2010/11.**
- **Clarify why 'mini PEAT' inspections have been cancelled. Ahmad Toumadj**
- **Jessica Bush to invite Governors to participate in "Go & See" visits**
- **Geraldine Walters and Tom Duffy to discuss how communication with Governors on quality issues can be improved.**

09/71.5 Nominations Committee

The minutes of the meeting held on 26 October 2009 were noted.

The minutes and updates from Governor Committees and Working Groups were noted.

**09/72 Non Executive Director Appointment Process**

The Board of Governors noted the summary of the Nominations Committee discussion, the recruitment process and outline timetable for the two NED vacancies.

**09/73 Chair Role Description**

Jane Walters invited Governors to forward any comments on the Chair's role description in writing to her or to Ann Mullins within two weeks (26 February).

The Board of Governors noted the Chair Role Description.

**09/74**

## **Chief Executive's Report**

Tim Smart presented the Chief Executive's report and highlighted the following:

- The Trust was facing a very challenging time operationally and capacity was affected by a Norovirus outbreak in January. Despite this, trust performance was ahead of national targets.
- A constructive meeting had been held with Lambeth Council concerning trauma patients arriving by helicopter in Ruskin Park. It was felt that the numbers had peaked and a request to allow regular landings at such levels would be submitted to the council was being considered.
- Governors were thanked for their participation in dignity ward visits and the joint KHP meeting held in January.
- SE London healthcare strategy – the process of separating provider and commissioning arms of NHS Lambeth and Southwark was progressing. GSTT's bid on behalf of King's Health Partners had been shortlisted along with a bid from Central West London Community Trust. A final decision would be made by the joint PCT boards on 25 March.
- A second part of the strategy concerned the introduction of poly-systems.
- Medirest took over the soft facilities management contract from Sodexo in December 2009 in a swift and efficient manner. Refurbishment of facilities across the Trust was under way.
- In response to a query about the Albany Midwifery Practice, TS clarified that the decision to cancel the contract was due to patient safety concerns and had been taken swiftly once relevant information came to light. The successful transfer of all women registered to other midwifery practices was now complete.
- TS had been elected to the FTN Board. Monitor had appointed its Vice Chair as interim Non-Executive Chair for 9 months whilst the DH seeks a substantive appointee. A search was also under way for an interim CEO to serve for up to 15 months.
- Monitor had been kept involved in the Trust's finance plans and CQC and Monitor have been updated on the Albany Practice situation.

The Chief Executive's report and CEO Brief (January 2010) were noted.

**09/75**

## **CQC Registration**

Roland Sinker presented the report on the process for reviewing the Trust's compliance with the CQC essential standards of quality and safety prior to the Trust's application for registration.

The framework, process and Governor involvement were outlined. The timeframe for response was very short (2-3 weeks). There were 16 essential standards, which are forward looking and outcomes focussed. Trust is required to declare compliance or non-compliance. CQC would

scrutinise Trust information and external data sources to verify the declaration.

The Board of Directors had declared compliance against all standards with the exception of single-sex accommodation at their meeting on 26 January.

There had been confusion concerning amongst Governors about the commentary process for the 6 month period from April to October 2009. The Trust had submitted a mid-year declaration in December 2009 but this was not considered beforehand by the PESC.

It was clarified that CQC are inviting ongoing commentary from 'third parties'. CQC did not invite commentary on the mid-year declaration April-Oct 2009.

**09/76 Stakeholder Governor**

Jane Walters presented a report.

All 3 Foundation Trusts of King's Health Partners were moving to include reciprocal representation on the 3 Boards of Governors or their equivalent. GSTT had changed their constitution to include a position for a KCH representative on their Council of Governors. This report proposed that KCH similarly offer a place to GSTT on its Board of Governors, such that all 3 KHP organisations would have reciprocal representation on the 3 Boards / Councils of Governors.

There was clarification that the Board of Governors consisted of 33 Governors in total.

It was approved that:

1. A representative should be invited from GSTT as a Partnership Governor on KCH Board of Governors.
2. the Trust asks Monitor to authorise the relevant change to the Trust's constitution.

<ul style="list-style-type: none"><li>• <b>Amend constitution accordingly and submit to Monitor for approval (Rita Chakraborty)</b></li></ul>
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09/77

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## Monitor Lead Governor

Jane Walters presented the report.

Monitor had asked all Foundation trusts to nominate a Lead Governor by 31 March 2010. The report explained the role envisaged by Monitor, fed back on discussion on this subject at the 1 February Board of Governors' away day, and outlined a process for consideration by the Board.

The Board of Governors:

- Agreed to the appointment of a Lead Governor to fulfil the role described by Monitor
- Agreed that a Lead Governor should not fulfil any wider role than as described by Monitor
- Agreed the suggested process for appointment (self-nomination and ballot)

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| <ul style="list-style-type: none"><li>• <b>Undertake agreed process to appoint Lead Governor. (Rita)</b></li></ul> |
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09/78

## Medium Term Financial Strategy

Simon Taylor gave a presentation on the Trust's Medium Term Financial Strategy and highlighted the following:

- Current financial challenges are result of several coinciding issues:
  - Growth in demand for services, especially emergency care
  - Changes to national tariff and PCT contract negotiations - reduction in year end surplus from £15m to £6m.
  - Rising agency and locum costs, drugs and consumables
- Trust aim is to achieve a surplus from April 2010 but framework set by DH suggests it will not be easy to achieve.
- Immediate corrective actions have been introduced.
- KCH and GSTT are discussing savings through service redesign and shared back office functions.
- Monitor is satisfied with the Trust's action plan
- Trust staff are receiving briefings and will have an opportunity to meet with directors to ask questions.

The Board noted the report on the Trust's Medium Term Financial Strategy.

**09/79**

**Annual Plan Process**

Peter Fry presented a report on the Trust's annual plan process for 2010/11. It was a similar approach to the previous year. The Trust would be looking at projected activity, quality, local/tertiary services, margins and reserves.

The following comments were noted:

- The impact of quality and patient experience targets on patient safety were of key importance. Quality issues were the focus of a separate workstream led by Geraldine Walters to ensure that no adverse effects result from the delivery of key targets.
- There would be changes in the split between local and tertiary work. High cost did not necessarily equate to higher margins. Any emergency treatment over and above the target would receive only 30% of the official tariff.
- The treatment of financial deficits pre- and post- FT status was queried, and the scope for spending any surplus. Prior to FT status, as an NHS trust, any deficit would have been covered by the Treasury. As an FT, any deficit would impact on its risk rating. Any surplus could now be put into capital investment. The risk of using all the Trust's reserves to cover any capital shortfall was that there would be no buffer for the coming years, which were expected to be very challenging for the NHS system as a whole.
- Governors were disappointed that the extent of the financial challenges had not been conveyed to the strategy group earlier. It was pointed out that the dip in month 9 had alerted the Trust to the seriousness of the situation and measures was introduced quickly.
- The Trust was encouraged to engage with staff on savings ideas and to generate awareness and support for the Trust's objectives. Clinical directors and divisional managers had been closely involved in the Trust's efficiency drive. There had been staff Q&A sessions with directors and cascades via managers to capture as many ideas as possible.

The Board noted the Annual Plan Process.

**09/80**

**Board of Governors' Register of Attendance**

Noted.

**09/81**

**AOB**

None.

**09/82**

The Board of Governors considered and moved a motion that the public should be excluded from the meeting whilst the remaining business is under consideration as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.



**Board of Governors – 20<sup>th</sup> May 2010  
Action tracking list**

Reference	Action	By whom	By when	Completed
<b>22 November 2007</b>				
07/88 Constitution Issues	Incorporate Governors' suggestions into revised draft constitution	J Walters	2010	
<b>05 November 2009</b>				
09/55.4 Patient Experience and Safety Committee	<ul style="list-style-type: none"> <li>Location of the PALS office to be added to information boards around the hospital</li> <li>Raise issue of staff side involvement in tendering process with HpC Managing Director</li> </ul>	A Toumadj  T Smart		complete
09/61 National Staff Survey	<ul style="list-style-type: none"> <li>Circulate staff survey via Governors' extranet</li> <li>Include a session on staff survey/workforce issues in future directors' surgery programme</li> </ul>	Rita/Tara  Rita/Tara	Asap  Spring Summer 2010	complete
<b>11 February 2010</b>				
09/71.1 Strategy Committee	<ul style="list-style-type: none"> <li>Further events to be arranged in 2010 for governors from all 3 King's Health Partners foundation trusts to meet and discuss AHSC issues. [26 May confirmed]</li> <li>Action sheets to be circulated following each board or committee meeting. Minutes to be circulated once approved at the relevant meeting.</li> <li>Discuss mechanisms for Governors to be kept updated on directors' strategy discussions and for Governors to</li> </ul>	M Parker/ J Walters  Rita/Ria  A Mullins/ J West	Ongoing  Ongoing  May 2010	

	feed back comments to Strategy Steering Group.			
09/71.2 Membership Committee	<ul style="list-style-type: none"> <li>Minutes/action notes to mention Pida's Ripley's resignation and Jan Thomas joining the committee.</li> <li>Governors to distribute membership forms and newsletters in the community and to recruit at community events.</li> </ul>	Rita/Ria  Governors	Asap  ongoing	complete
09/71.4 PESC	<ul style="list-style-type: none"> <li>Write to CQC informing them of the decision not to provide Governor commentary on the Trust's submission for 2010/11.</li> <li>Clarify why 'mini PEAT' inspections have been cancelled.</li> <li>Invite Governors to participate in "Go &amp; See" visits</li> <li>Discuss how communication with Governors on quality issues can be improved.</li> </ul>	T Duffy  A Toumadj  J Bush  G Walters/ T Duffy		complete
09/76 Stakeholder Governor	<ul style="list-style-type: none"> <li>Amend constitution accordingly and submit to Monitor for approval</li> </ul>	Rita	asap	Complete
09/77 Lead Governor	<ul style="list-style-type: none"> <li>Undertake agreed process to appoint Lead Governor.</li> </ul>	Rita	March	complete

**Board of Governors - Strategy Working Group**

**Time:** 15.00  
**Date:** Thursday, 28 January 2010  
**Venue:** Cutcombe Room

<b>Present:</b>	Ann Mullins (AM)	Public Governor (Chair)
	Andy Alatise (AA)	Public Governor
	Rashmi Agrawal (RA)	Public Governor
	Michael Mitchell (MM)	Public Governor
	Tom Duffy (TD)	Patient Governor
	Pida Ripley (PR)	Patient Governor
	Jan Thomas (JT)	Patient Governor
	Rowenna Hughes (RH)	Staff Governor
	Prof. Bruce Hendry (BH)	Staff Governor
	Brady Pohle (BP)	Staff Governor

<b>In attendance:</b>	Sally Lingard (SL)	Associate Director Communications & Marketing
	Mike Joyce (MJ)	Acting Head of Service Development
	Peter Fry (PF)	Assistant Director of Performance and Contracts
	Maria Fitzpatrick (MF)	Consultant Nurse, Stroke
	Prof. Lalit Kalra (LK)	Professor of Stroke Medicine
	Ria Vavakis (RV)	Board Committee Assistant (Minutes)

<b>Item</b>	<b>Subject</b>	<b>Action</b>
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**1 Apologies**

None.

**Minutes of the previous meeting held on 21 October 2009**

The minutes of the last meeting were approved subject to the following –

- Delete words “and ALOS” in the first bullet point under “Matters Arising”.
- Amend the last sentence of the second paragraph under “KHP Strategy” to read “RA advised the need for a targeted consultation in the future for each of the five specific propositions identified in the strategy development paper”.

**Matters Arising**

None.

**2 Early priorities for the annual plan**

Peter Fry presented the report.

He noted that in 2010/11 there will be a 0% uplift in national tariff prices. There will also be a change to the way in which the Trust is able to charge for emergency activities, so that any emergency activity above the value of the contracted baseline at the 2008/09 level will only attract 30% of the relevant

emergency tariff.

AM queried the scope of “emergency activity”. PF noted that “emergency” in this context meant any non-planned admissions. The Trust had received confirmation that trauma, maternity, stroke and blue light into cardiac would not be included as “emergency activity” for these purposes.

PF indicated the Trust would be aiming to make a 10% saving over the coming financial year. Previous savings targets had been in the region of 3% (and this was the maximum saving the Trust had actually achieved in the past). The lack of increase in the tariff is problematic, particularly as Agenda for Change increases the Trust’s wage bill for the coming financial year.

PF stressed that the safety of patients would remain the priority. The Trust would be looking at providing joint services through King’s Health Partners. All divisions were in the process of putting together proposals to reduce costs and streamline services with GSTT. Roland Sinker, Simon Taylor and Eileen Sills would be meeting on 1 February 2010 to discuss these proposals.

MM noted that salaries were a large cost to the Trust and queried whether discussions were being held with the relevant unions. PF noted that the Agenda for Change was a national pay system and it was therefore difficult to implement changes.

JT emphasised the need to develop quality retention packages for staff. **PF agreed to raise this issue with the executive plans group.**

**PF**

BP queried whether the situation might change if a new government was elected. PF commented that the operating framework should stay the same, but the uplift position might change.

**It was agreed that the Executive should report to the Board of Governors at the meeting on 11 February 2010 on the Trust’s plans for improving its financial position and the Trust’s prospects of success in improving its financial position.**

**Exec  
11/2/10**

### **3 Strategy implementation update and engagement process**

MJ presented the report.

MJ foreshadowed that site reconfiguration may be necessary to meet the savings target. Tim Smart and Roland Sinker were likely to address this further at the Board of Governors meeting on 11 February 2010.

MM queried whether polysystems might be a way forward for KCH. MJ responded that polysystems might be a way forward, but there would still be a cost consequence to the Trust.

MJ noted that the Trust would be looking to reduce costs by 10% in each of the next three years.

RA commented that the financial position might push the Trust into entering into more PFI contracts. Historically, this has ended up costing the Trust more than if the Trust operated the project itself. He suggested that any PFI contract should include a clause which allows for control of the project to return to KCH if the expected cost savings do not materialise. MJ stated that there were no plans to enter into any new PFI contracts.

SL noted that she was working with Angela Huxham on a communication plan for staff setting out the cost reduction measures which would be disseminated imminently. Staff would be invited to contribute to the process. An IT infrastructure is being set up so that ideas may be shared.

It was noted that this meeting would be MJ's last as he was moving to GSTT. Tony Johnson will be taking over MJ's role on the Strategy Committee.

**4 Stroke centre presentation and discussion**

MF delivered a presentation on stroke services at KCH.

LK noted that the number of stroke patients being treated at KCH was rising exponentially notwithstanding the existence of well defined triage protocols which direct ambulance drivers to hospitals other than KCH in particular circumstances. This is putting huge pressure on the services run at KCH. Approximately half of KCH's stroke patients come from South East London. In respect of the remainder, where there is no contract with the relevant PCT, costs are recovered on a patient by patient basis.

**5 King's Health Partners update**

MJ noted that each partner had spent approximately £400,000 on getting the partnership up and running to date. However, significant sums of money would be saved by rationalising the group structure. Robert Lechler had previously anticipated that KHP could result in a 20-25% saving.

**6 Any other business**

None.

**9 Date of next meeting:**

**Thursday, 22 April 2010, 3-5pm**

**Key discussion and action points arising from  
Strategy Working Group meeting on 22 April 2010**

<b>Issue</b>	<b>Action</b>	<b>Lead</b>
<p><u>Annual plan</u> The Trust's strategic priorities for annual plan (which covers the next three years) are currently being prepared and a full working draft will be available in early May.</p>	Any comments on the draft circulated with the strategy committee papers should be emailed to Jacob West ( <a href="mailto:jacob.west@nhs.net">jacob.west@nhs.net</a> ). Final proposal to BoG on 20/05/10 with submission to Monitor by 28/05/10	All
<p><u>Strategy Committee</u> Revised Strategy Governance for KCH was shared based on revised operational groups reporting to the BoD. It is proposed that a quarterly board level Strategy Committee be implemented which will coincide with the timing of Governor Strategy Committee meetings. This will allow the Governor Strategy Committee to receive a quarterly update on how the Trust is meeting its strategic priorities.</p>	None.	n/a
<p><u>Major Trauma Centre</u> Progress update on new Trauma Centre at KCH provided that went Live from 6 April 2010.</p>	Detail discussion to be scheduled for Director's surgeries for Governors.	RV
<p><u>KHP</u> KHP Director of Performance and Delivery appointed. Four teams of CAG leaders have been appointed. It is envisaged that most CAGs will be accredited in the next 12 months.</p>	None	n/a
<p><u>Chair Appointments to KHP Board</u> The lack of consultation, nomination and endorsement by governors in respect of the appointment of Lord Butler as Chair of KHP was discussed. This is to be raised at the next Board of Governors meeting.</p>	Add to agenda for meeting on 20 May 2010	RV

## Governor - Membership Committee

**Time:** 14:30  
**Date:** Tuesday, 19 January 2010  
**Venue:** Dulwich Committee Room, Ground Floor, Hambleton Wing

**Present:**

Brady Pohle	Staff Governor (Chair)
Ann Mullins	Public Governor
Rowenna Hughes	Staff Governor
Michael Mitchell	Public Governor
Jan Thomas	Patient Governor

**In attendance:**

Jane Walters	Director of Corporate Affairs
Sally Lingard (part only 2.30-3.45pm)	Associate Director, Communications and Marketing
Jessica Bush	Head of Patient and Public Involvement
Jane Kartupelis (part only 3.15-3.45pm)	Head of Marketing
Ria Vavakis	Committee Assistant (minutes)

Item	Subject	Action
1	<p><b>Apologies</b></p> <p>None.</p> <p>It was noted that Pida Ripley and Betty Evans-Jacas had resigned from the committee. The Committee thanked them for their past efforts.</p>	
2	<p><b>Election of Chair</b></p> <p>Brady Pohle was elected as the Chair of the Committee.</p>	
3	<p><b>Minutes of last meeting and matters arising</b></p> <p>The minutes of the last meeting were approved.</p> <p><b>Matters arising</b></p> <ul style="list-style-type: none"> <li>• Members' News (item 5) – BP noted that he had met with Staff Governors Dr Mark Monaghan and Fiona Hunter to discuss staff engagement and involvement in membership. He indicated that they intend to approach JW to discuss ideas arising out of that meeting.</li> </ul>	
4	<p><b>Membership update report</b></p> <p>JW indicated that the Trust was focusing on cost neutral ways of recruiting new members to address the projected annual attrition rate of 10% (approximately 7% at the end of Quarter 3).</p> <p>Changes to the recruitment initiatives have meant that the membership application forms are reaching between 50,000 and 60,000 patients per year.</p>	

AM queried whether potential members were actually spoken to about membership. She noted that it should be emphasised that membership is free, that the member will not be required to actively participate in the membership and that the hospital needs as many members as possible to be able to demonstrate to its regulator that it has a representative membership base.

JW noted that two to three volunteers had been recruited by the Volunteer Services Manager to identify and approach potential members. These volunteers would start this role in the coming week, however, it was questionable whether attrition rates could be addressed through this method, let alone achieving the membership targets previously agreed.

JW indicated that it was likely Monitor would want the Trust to act responsibly regarding its finances, rather than spending money on member recruitment. MM stated that the Trust would need to know what view Monitor was going to take in relation to member recruitment to meet projected targets. The key issue is that the membership of the Trust is representative, rather than numbers per se. **JW confirmed she would discuss Monitor's position in relation to member recruitment with the Trust's Client Relationship Manager and feedback Monitor's response at the next meeting of the Membership Committee.**

JW

**It was agreed that, provided Monitor's response was compatible, the committee should recommend to the Board of Governors that the membership target for the year be deferred due to financial constraints and that April Membership Committee meeting should review the membership recruitment targets for the coming three years.**

## 5 Community events planning

SL indicated that member community events had been arranged for 11, 13 and 17 May 2010. These dates will be highlighted in the next edition of *Members' News*. She requested input from the Governors as to the types of presentations which might attract member interest. Topics suggested included:

- Stroke;
- KHP research breakthroughs (clinical implications for patients and what they mean in practice);
- Annual plan (although it was emphasised that discussion on this topic should be in user friendly language).

The importance of an interactive forum (so that members can be more involved and discussion is encouraged) was noted. JW suggested that more attendees might be attracted by offering free tests, such as blood pressure and cholesterol tests. It was agreed that the KCH values DVD should also feature at the member community events.

## 6 Members' News

JK noted there had been a change of format to *Members' News*. The next edition will include items on:

- System wide sustainability and the challenges it brings;
- Member of staff profile (possibly Brady Pohle?);
- Going green and helping King's (this will continue to be pushed in future editions).

She asked whether Governors had anything to add or to feedback on for the next edition.

AM suggested that the next edition of *Members' News* should contain an article about the member community events scheduled to take place in May.

AM noted that the membership application form did not state that membership was free and did not state that members could be as involved as they wanted to be. **It was agreed that the membership application form should be amended to reflect that membership was free.**

JB

BP noted that many staff did not understand that they were Trust members. He suggested that making *Members' News* available to staff members might act to remind and educate them about membership. **It was agreed that a link to Members' News would be set up on Kingsweb.**

JB

## 7 Membership Involvement

JB reported that the "In Your Shoes" event had been well received, as had the call for patient stories to train future health professionals.

The partnership with Lambeth College has also been successful and, provided the resources and time are available, the Trust may look to extending the project to Southwark College. Currently, teams from Lambeth College are competing in a challenge to design guides and posters for chlamydia and gonorrhoea self-testing kits. It was noted that the local press would be invited to participate in the prize giving ceremony. AM stressed the importance of reporting this kind of activity to the Board of Governors.

In terms of attracting new members:

- AM noted that the member seminars were a good opportunity to attract new members. **It was agreed that somebody should be stationed at the door to sign members up as they arrive.**
- BP noted that membership fliers had been forwarded to Lambeth Voluntary Action Council for distribution amongst their network. In this respect, JB advised that membership fliers were now being coded so that it was clear from which source they had originated. It was noted that Phil Boorman was actively involved in a number of similar community networks. BP noted that there are numerous community/residents associations which we might 'tap into' in terms of attracting members. **It was agreed that Phil Boorman should be asked to report on what opportunities to distribute membership fliers and attract membership might be available through those community networks.**

JB

BP

The meeting discussed amendments to the membership flier. **It was agreed the following amendments should be made:**

- **The heading "Become a member of King's...and help shape our future" should be amended to be more positive such as "Join us today and as a member you can help shape our future".**
- **The flier should indicate that the ethnicity information is required for representation purposes.**
- **The "Join us today" section of the flier should be moved to the top, and that section should start by setting out how to join.**

JB

**8 Member/Governor interaction (action arising from Board to Board workshop)**

JW noted that a number of issues had come out of the Board to Board workshop and the membership committee had been tasked with considering ways in which Member/Governor interaction might be improved.

BP indicated we need to avoid any misunderstanding amongst members as to the role of governors. Governors cannot act as advocates for constituents, nor can constituents expect governors to solve their problems.

AM suggested a joint email "Governors@Kings" be set up. However, it was noted that this may set up an expectation that governors will do more than represent the interests of members.

BP suggested it may be possible to conduct surveys or questionnaires which are less personal.

The meeting agreed that the Trust should be maximising the costs involved with *Members' News*. **A half page in each edition should be dedicated to issues requested by members. Members should be asked what their interests are.**

JK

BP urged the governors to think privately about other ideas to discuss at the away day/next meeting.

**9 Any other business**

There was no other business.

**10 Date of Next Meeting:**

Tuesday, 13 April 2010 between 2.30pm and 4.30pm. Location TBA.

**Key discussion points / actions arising from the  
Membership Committee meeting on 13 April 2010**

<b>Issue</b>	<b>Action</b>	<b>Lead</b>
Membership targets 2010/11	It was noted that, whilst the Trust was unlikely to meet the membership target which had been set for 2010/11, it was likely that the Trust would be able to achieve half of the target (a net increase of 500 members) through cost neutral membership mailings accompanying the HRWD surveys. It was agreed that this was a reasonable approach to member recruitment for 2010/11.	JB
Draft membership survey	RC will update the data which is missing from the membership report and recirculate. A further opportunity will be provided to comment on the membership report before it goes to the Board of Governors.	RC
Community events	RC is to contact governors and ask them to specifically indicate which community events they will be attending.	RC
Staff governor involvement – FTN report	BP to circulate the FTN report on staff governor involvement to membership committee members.  Update to be provided to next membership committee meeting	BP
'Governors Only' forum	RC to email governors, noting the amount of times the forum had been used since it had been set up, and inviting comments on whether it should be retained/redesigned.	RC
<i>Members' News</i>	RC to email governors prior to each edition of <i>Members' News</i> going out so that any relevant activities which they have been involved in can be reported.	RC
Membership committee membership	The need for additional governors to become members of this committee should be raised at the next meeting of the board of governors.	BP



Governors' Transport Working Group

21 January 2010

Attendees: Andy Glyn (Chair)  
Tom Duffy  
Michelle Pearce  
Brady Pohle  
Phil Boorman (Stakeholder Relations)  
Robin Freestone (Facilities)

Apologies: Rashmi Agrawal  
Jonathan Burns (SLaM)

Notes: Rita Chakraborty

**Actions**

1. Thanks to Anne Macnaughton and Betty Evans-Jacas, who have recently left, for their contribution, and to Tara Adefope for supporting the group.

2. Minutes

Approved.

Data has just been received from TfL on accessibility to King's for staff and patients using rail services. The analysis compares the existing South London Line with the proposed East London Line and the Victoria-Bellingham service.

**Phil to circulate information to group.**

- **Phil to request similar data analysis based on bus usage to King's.**

3. South London Line campaign

Campaign continues to save SLL but a fall back position needs to be considered. Passenger numbers for SLL are the lowest for all London Bridge services by a large margin.

Options on the table in the event of SLL closure:

- Victoria-Bellingham via Denmark Hill - Rail Minister has offered to fund from 2014 if London Mayor is willing to fund 2012-2014.
- Continue with East London Line extension (ELLX2)

Both will result in the loss of a direct service to London Bridge station

Continue to remind TfL of patient needs and maintain pressure to retain SLL. Val Shawcross has agreed to write to 4,500 SLL petitioners asking them to write to London Mayor to urge retention of line.

- **Arrange meeting with TfL early/mid February, members of Transport Working Group and, invite Tim Smart/Michael Parker. (Phil B/ Andy Glyn)**
- **Contact KCH staff and members and KCL student union to encourage them to write to the Mayor. (Phil B/Rita C)**
- **Explore options for supporting Val Shawcross writing to SLL petitioners**

#### 4. Denmark Hill Rail Station

Formal applications have been submitted to Southwark Council. Plans were shown at the meeting. These include a ticket hall and toilets. Plans have been accepted by Conservation team at Southwark.

Lifts will be located at the Victoria end of the platform away from the main station entrance accessed via a walkway on Champion Park.

King's can write in support of the planning application and this will be reflected in the report to the Planning Committee.

- **Andy Glyn to write to Southwark in support of the station development plan but acknowledging that the location of the lifts will mean a long walk for rail users.**

#### 5. Car Parking

A consultation had been issued by the Department of Health on hospital parking charges. The suggestion was to phase out charges for inpatients and fairer arrangements for outpatients too. However, these changes would be issued as guidance and, therefore, at the discretion of individual trusts.

King's would be responding to the consultation stating its concerns at the loss of income from introducing free parking (£500k) and the costs of managing a concession system. With very limited parking at King's, it would also result in greater congestion.

The Group discussed concessions for all day or several days' parking. Currently, the Security Team uses discretion on a case by case situation. Robin Freestone explained that introducing standard concessions would have practical implications that needed consideration eg back office costs.

The group also discussed how widely the trust publicises reimbursement of public transport costs. **Report back on current figures (Phil)**

- **Transport Group to review the trust's policy on reimbursement of public transport costs (April 2010)**

6. Information for Patients

- **Invite PC Graham Aldus to attend next Transport Group meeting to discuss patient safety on transport and publicising public transport options. (Phil/Rita)**

It might be possible that TfL could provide funding for information screens on travel at the hospital exits.

7. AOB

During the recent heavy snow, staff experienced major problems with First Capital Connect services from Denmark Hill station. There was a petition on the No. 10 Downing St website to withdraw this franchise.

8. Next meeting:

Tues 27 April 2010, 2.30pm – Ferguson Room, Ground Floor, Hambleden Wing

**Actions arising from Transport Working Group meeting  
on 27 April 2010**

<b>Issue</b>	<b>Action</b>	<b>Lead</b>
Reimbursement of travel expenses for patients on income support	RF & JB to investigate the policies and practices of their respective trusts regarding patients on income support who would be affected by the reimbursement policy for discussion at next meeting.	RF JB
South London Line	Once the post-election situation is clear regarding office holders with powers over the South London Line contact to be named and congratulations offered with a view to re-opening the debate and seeking clarification on any changes on policy.	AG
Last minute platform changes at Denmark Hill station	JB to explore the possibility of an assessment study on this issue for the disabled at the next meeting of the Camberwell Travel Group.	JB
Postcode analysis - buses	PB will follow up with Emma Shannon (TfL).	PB
Countdown screens	PB will raise the issue with Emma Shannon and find out how the Trust could go about obtaining the countdown screens.	PB
	The use of countdown screens to be discussed at the next TWG meeting.	RV
Commuter centre	A presentation to be made to representatives from the councils, TfL and Network Rail.	JB
	Planning of the presentation to be included as an agenda item at the next TWG meeting.	RV

	An outline of the presentation should be emailed to TWG members.	JB
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+ PC Graham Alldous to be invited to the next meeting for consultation regarding the relevant elements of the transport infrastructure from his position.

