

King's College Hospital NHS Foundation Trust Board of Directors

Minutes of the meeting of the Board of Directors
 Held at 14.00 hrs on Tuesday, 30th January 2007 in the Dulwich Committee Room, King's College Hospital

Present:	Michael Parker (MP) Rita Donaghy (RD) Robert Foster (RF) Caroline Hewitt (CH) Maxine James (MJ) Alan McGregor (AM)	Chair Non-Executive Director Non-Executive Director Non-Executive Director Non Executive Director Non Executive Director
	Malcolm Lowe-Lauri (MLL) Jacqueline Docherty (JD) Michael Griffin (MG) Professor John Moxham (JM) Simon Taylor (ST)	Chief Executive Executive Director of Nursing and Operations Executive Director of Human Resources Executive Medical Director Executive Director of Finance and Information Systems
In Attendance:	Ahmad Toumadj (AT) Jane Walters (JW) Judith Seddon (JS) Martin Lowthian (ML) Rita Chakraborty (RC)	Director of Facilities Director of Corporate Affairs Head of Governance Interim Risk Consultant Assistant Board Secretary
Members of the Public:	Sally Lingard	Head of Communications

Item	Subject	Action
07/01	Apologies Roland Sinker.	
07/02	Declarations of Interest Caroline Hewitt announced that she will be Chair designate of Lambeth PCT from 01 February and will assume the substantive post on 01 April. Her term of office at King's will end on 31 March. The Board congratulated CH on her new appointment and wished her success in the role.	
07/03	Chair's Action None.	

07/04 Minutes of the meeting held on 05 December 2006

The minutes of the meeting held on 05 December 2006 were agreed as a correct record of the meeting.

Minutes of the meeting held on 19 December 2006

The minutes of the meeting held on 19 December 2006 were agreed as a correct record of the meeting subject to the following amendment:

06/229 (2nd bullet point) – replace ‘tertiary’ and with ‘pairs of (DGHs)’

07/05 Matters Arising

06/233 – JM had written to Andy Leather with information on overseas projects. A THET reception was held the previous Saturday and was well attended. Details of other projects would become clearer once there was more information on funding from the Department for International Development.

To circulate to the Board:

Timetable for reporting, update on Somaliland project and Lancet article.
Presentation from last Saturday’s meeting.

JM
MP

07/06 Board Assurance Framework Update

JS and ML tabled updated versions of the Descending Risk Report and Board Assurance Framework. The internal auditors would shortly begin their assessment of the BAF. One of the issues would be how the Trust ensures that risks are escalated through the governance process commensurate with the level of risk. The update on net risks at level 15+ showed an improvement since the last report with 19 risks moving from red to amber. There were two new red risks concerning PACS and the A&E system; the latter was being addressed with additional funding. The 2006 completion dates would be revised.

CH commented that the Audit Committee were satisfied with the process by which appropriate risk issues come to the Board.

The Board noted the tabled reports on the Board Assurance Framework and verbal update.

07/07 Chair & Non-Executive’s Report

Caroline Hewitt tabled an update.

Alan McGregor provided the following verbal update:

19 December 2006 Attended Board of Directors
20 December Attended liver transplant investigation
07 January 2007 Attended medical manpower meeting
23 January Attended R & D strategy
30 January Attended clinical directors’ meeting

Maxine James provided the following verbal update:
19 December 2006 Chaired Equality & Diversity Committee
 Attended NEDs meeting
 Attended Board of Directors
16 January 2007 Attended Finance Workshop
18 January Attended Governance Committee
30 January Attended Board of Directors

Robert Foster pointed out that he had attended, not chaired, consultants' interview training on 18 January.

The Board noted the Chair and Non-Executive's Report, the tabled report and verbal updates.

07/08 Chief Executive's Report

MLL presented his report highlighting the following:

Finance

I & E position at month 8 is a surplus of £1.8m, a £400k adverse movement from month 7, and an adverse variance of £782k from the planned month 8 surplus target of £2.5m. These adverse movements need to be covered by achieving the additional £4m CIP target.

Performance

As the Performance Committee had not met in January, this month's formal report would be included with the February Board agenda.

Strategy

Now that Care Groups had presented their plans, the Strategy Development Team was identifying the cross-cutting themes. These fall into two broad areas; firstly, developments across the sector and clinical networks and, secondly, operational enablers such as marketing, public, patient and governor involvement. Corporate departments were responding to these as well as the push for income diversification. A draft strategy would be presented to the Board in February.

Events

BBC1 have been filming a documentary about Chris Chandler replacing batteries in a patient's spinal stimulator. Channel 4 had filmed Nigel Heaton performing a living related donor transplant for a science documentary.

Andy Burnham, Health Minister had visited King's MND Clinic in December. Tessa Jowell made her annual visit to the Emergency Department.

The Trust's quarterly newsletter for members had been published. Members' consultations would take place in March across the constituencies. King's was now a member of Network Rail's local project group to make Denmark Hill station more easily accessible.

Research and Development

The King's/KCL partnership had secured funding for the Patient Safety and Quality Research Centre, which Naomi Fulop will lead. It will have an innovative approach to translating high quality research into improving patient safety and quality; workforce, risk, innovations and organisation governance. AM congratulated MLL on his personal contribution to the bid for a Patient Safety and Quality Centre.

Modernising Medical Careers

The current programme of postgraduate medical training is undergoing major change. The traditional structure of Pre-registration Officer, Senior House Officer and Specialist Registrar will be replaced with a two-year general foundation programme and specialist training.

The re-mapping of existing posts to the new categories will not create significant cost pressures. However, the process of competition for specialist training posts due to take place between February and April could pose a challenge for service delivery. A significant number of staff grade and junior doctors will need time off for interviews, whilst consultants will be required to sit on interview panels for new posts. HR was working closely with General Managers to ensure that arrangements were in place to minimise disruption.

International Development Unit

The IDU was launched in December to facilitate and sustain links with healthcare and academic institutions in less developed countries. Although a major link had developed with Somaliland in recent years, King's had also been working with colleagues in several African countries, including Tanzania and Ethiopia.

Action:

The Board requested that Andy Leather, Lead for the IDU be invited to present **RC** more fully to a future meeting on the work of the unit.

Chief Executive's Brief

The correct name of the new building was 'The James Black Centre'.

The new format of King's News was welcomed and, in response to suggestions of wider circulation, it was pointed out that the magazine is aimed at Trust staff. The first members' newsletter had also been dispatched to public and patient members. Paper copies were available throughout the site for staff members.

The Board noted the Chief Executive's Report.

07/09 Finance Report (month 8)

ST presented the report and explained this is the last time it will appear in this format.

The key points noted were:

- I&E at month 8 is £1.8m, a £400k adverse movement from month 7.
- The accounts will be shortly closed showing a deficit as at 30 November 2006 under Corporate Services, mainly due to the top slicing of EFL funding.
- Deficits remain in Critical Care & Surgery, Cardiac & Neurosciences and General Medicine but there is confidence that the Wave 2 CIPs will be met.
- It was proving difficult to recoup outstanding payments from some PCTs and there is a knock-on effect on creditors. The 30-day payment terms remain valid under the FT regime.

The Board noted the content of the Finance Report.

07/10 Monitor Q3 Financial Returns

ST presented the report. This was the first time that the Trust has submitted a Monitor return and, although King's became authorised in the last month of the quarter, it is required to report on the full quarter (01 Oct – 31 Dec 2006). The annual rating is built up using the quarterly information.

The recommendation was that the Trust should declare a finance risk rating of 3, a 'green' rating for mandatory services and a 'green' rating for governance. The Board queried whether there was sufficient assurance to sign a declaration of full compliance against the governance submission and it was agreed that the Performance Team would check the tolerances before the submission was signed. There were concerns around performance in relation to the 62-day cancer wait and MRSA targets, where the trust was currently below the target position.

Action:

- | | |
|---|----------------------|
| 1. Confirm Trust position on all governance targets before signing declaration. | JD |
| 2. Inform Monitor that deficit will diminish as CIP impact increases towards the year end. | ST |
| 3. Email Board members with status of final declaration. | JD |
| 4. Review dates of the Finance and Performance Committees in relevant months to ensure these coincide as far as possible with Monitor's quarterly reporting deadlines. | RC |
| 5. Provide clarification of the reporting process and timetable at the next Board meeting. | JD/ST/
RC |

The Board authorised the Chief Executive to sign off the quarterly declaration subject to confirmation of the target position. If partial compliance is achieved, the declaration will indicate this with supporting information.

07/11 Consultation on changes to Monitor's compliance regime

MLL introduced the report and the main points noted were:

- King's ABC system places it in a unique position in terms of the quality of its service- line reporting.
- The planned cap at a finance risk rating of 2 for any FT that generates an annual deficit is an extreme response.
- The full assessment process prior to a decision to merge is dependent on the financial position of the two parties, and should be relaxed in the case of a merger of 2 FTs.
- An FT can take reasonable steps to achieve representative membership but cannot ensure that it happens.

The Board noted and approved the response to Monitor's consultation on changes to the compliance regime.

Information items

07/12 SEL Project Board and Council Minutes 15 December 2006

MLL reported that the main discussion had centred on the concerns of UHL pairing with QEH. BHT was also worried about the implications of the pairing model. Progress was likely to be slow. There was also opposition to the opening of an ISTC in the area.

King's and GSTT Board members had met since the last Board meeting and were continuing their discussions about working together in a number of areas.

The Board noted the SEL Project Council and Board minutes.

07/13 Committee minutes (confirmed)

- Finance Committee – 12/12/06
- Governance Committee - 16/09/06
- Equality & Diversity Committee – 6/09/06. The 19 December 2006 minutes will be circulated at the next meeting.

07/14 Any other Business

Resignation of Caroline Hewitt

CH announced that March will be her last Board of Directors' meeting. The Chair asked the Board to consider who should assume the position of Vice-Chair.

Following discussion, the Board agreed the appointment of Robert Foster as Vice-Chair effective from 01 February 2007.

07/15 It was resolved that the public should be excluded from the meeting whilst the remaining business was under consideration as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

07/16 Date of Next Meeting:

Tuesday 27 February 2007 at 2.00 pm in the Dulwich Committee Room.

