

King's College Hospital

NHS Foundation Trust

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, 26th June 2007 in the Dulwich Committee Room, King's College Hospital

Present:	Michael Parker (MP)	Chair
	Rita Donaghy (RD)	Non-Executive Director
	Robert Foster (RF)	Non-Executive Director
	Maxine James (MJ)	Non-Executive Director
	Malcolm Lowe-Lauri (MLL)	Chief Executive
	Jacqueline Docherty (JD)	Executive Director of Nursing and Operations
	Michael Griffin (MG)	Executive Director of Human Resources
	Simon Taylor (ST)	Chief Financial Officer
	John Moxham (JM)	Executive Medical Director
Non-voting Directors:	Jane Walters (JW)	Director of Corporate Affairs
	Roland Sinker (RS)	Director of Strategic Development
In attendance:	Rita Chakraborty (RC)	Assistant Board Secretary
	Sally Lingard (SL)	Head of Corporate Communications

Item	Subject	Action
07/100	Apologies Prof. Alan McGregor, Ahmad Toumadj	
07/101	Declarations of Interest None.	
07/102	Chair's Action None.	
07/103	Minutes of the meeting held on 22nd May 2007 JW tabled an amended version of the minutes of the meeting held on 22 nd May 2007 and highlighted the main changes. The minutes were agreed as a correct record of the meeting subject to the following amendments: <i>07/75 (Infection Control Annual Report)</i> – p.3, Board comments, 2 nd bullet point - expand explanation of challenges posed by mixed specialty wards. <i>07/75</i> – end of minute – change initials from EL to IE <i>07/82 (2006 National Staff Survey)</i> <ul style="list-style-type: none">- Remove existing action. It has been clarified that the question refers to all hand cleaning materials including alcohol gel rubs.- Add action: “Highlight broader context of hand washing question to staff completing the survey.” <i>07/86</i> – Ron Kerr will join as Chief Executive of GSTT in October (not September)	

07/104 Minutes of the meeting held on 5th June 2007

The minutes of the meeting held on 5th June 2007 were agreed as a correct record of the meeting subject to the following amendments:

07/92 – correct spelling is “Carnall”

07/94 – recommendation – add Chairman to delegated authorisation

07/105 Matters Arising

Trust Open Day – this year’s open day will take place on 1 July.

Labour Party appointments – the Board congratulated Gordon Brown on his new role of Prime Minister, and Harriet Harman, the new Deputy Leader.

07/106 Chair & Non-Executive’s Report

The following amendments were noted:

Chair

24th May – Opened RCN Institute (remove ‘office’) in Oxford

6th June – add DoH SES launch

7th June – Chaired (remove ‘attended’) NHS Employers Core Reference Gp

15th June – change ‘Professor’ to ‘Doctor’

The Chair will be reducing his external commitments in coming months.

Robert Foster

5th June – add ‘met with DoH Team re. Infection Control’

The recent appointment of a part-time consultant neuro-radiologist, who is also employed at GSTT, will aid partnership working.

The Board NOTED the Chair and Non-Executive’s Report.

07/107 Chief Executive’s Report

Finance

The Month 2 Finance Report will be circulated with July Board papers. At present, financial performance is in line with projections.

Performance

- Cancer 62 day wait and MRSA targets remain within their respective tolerances, therefore the Trust expects to report a ‘green’ governance rating for Quarter 1.
- The Trust was slightly off target for C difficile in month 1. The change in measurement has led to varied reporting across the country.
- CIPs will be factored in from month 3 for most care groups.

Crisis mental health services

- There have been some differences in interpretation by service users of the agreement between the Trust and SlaM.
- JD and JM are dealing with the issue of full access to medical records.
- The Trust will ensure that changes to facilities are flexible and appropriate.

Strategy

- Following several Board-level meetings with GSTT, further work is being undertaken to explore the potential for developing an Academic Medical Centre (AMC) for SE London.
- There is, generally, a positive view of the opportunities of this model.
- AMC is a working name and subject to change.

Research and Development

- 12 titles have been submitted to the DoH R& D grant programme following a peer review process with GSTT.
- Patient Safety and Service Quality Centre – key appointments are being finalised.
- The Trust's R & D strategy will be presented to the Board in due course.

Media and Events

- The official launch of 100 Denmark Hill (Sexual Health Centre) will take place in the autumn.
- SL will ensure that Board members are sent email reminders of key events.

SL/RC

AOB: Health & Safety Executive investigation

The HSE has concluded its investigation of a fatal incident on Lonsdale Ward last year. Their final letter to the Trust raises some issues that will be addressed by the Director of Nursing & Operations and the Head of Governance. The HSE has confirmed that it does not intend to take any further action.

The Board NOTED the Chief Executive's Report and CE Brief.

07/108 How is the First Choice Programme progressing?

David Dawson gave a presentation focussing on:

- What is First Choice trying to do and how?
- What work has been done and what are the results?
- How should First Choice develop to achieve large-scale impact?

DD emphasised the need for a debate on the next stage in the process based on evidence and observation, and to strive for perfection through improving quality and reducing the degree of error.

The Board's main observations were as follows:

- The varying levels of take-up and, therefore, impact in different areas, e.g. General Medicine are drilling down to the clinical specialty level and applying the performance management system with clear results. However, in CCS, for example, it has been a more difficult journey.
- Recognition that large-scale change will take several years
- The need to create more informal time within busy care group schedules

- The improved atmosphere due to increased team working; an example being the discussions between medical and nursing staff to prepare for the EU Working Time Directive.
- The need to ensure engagement at all levels and across all professions
- The importance of employing sufficient numbers of capable managers
- The challenges of applying the performance management system to a smaller organisational unit, e.g. at ward level.
- The need to publicly recognise both individual and group achievements
- The value of interaction between Board members and front line staff.

The Board thanked DD and NOTED the First Choice presentation.

07/109 MMC/MTAS

MG presented the report.

Overall, the new system of recruitment and training for post-foundation year doctors will not have an adverse impact on the Trust. However, there are still a few vacancies in Anaesthetics, Emergency and O & G.

All training posts will commence on 1 August, which presents logistical challenges for induction and payroll and, where necessary, occupational health and mandatory training. Care groups are putting measures in place to ensure minimal disruption to patient care.

JM commented that morale is low amongst those doctors who have not yet received confirmation of their next post impacting on performance and absence levels.

JD noted that the arrival of the new cohort coincides with growing pressures associated with the 18-week target.

The Board NOTED the MMC/MTAS report and thanked Mary Currie and her team for their efforts in ensuring a smooth transition to the new system.

07/110 NED appointment

MG gave a verbal update. From the 27 applications received, 5 candidates were interviewed by the Nominations Committee. The Committee's recommendation will be presented to the Board of Governors for approval at their meeting on 10 July. All interviewed candidates will then be advised of the outcome.

KMC are gathering feed back on the recruitment process.

MP noted that Governors will need to consider an appraisal process for the Chair and NEDs at their November Board meeting.

The Board NOTED the verbal update.

07/111 Memorandum of Understanding

ST presented the report. The Trust fits well strategically with NHG Singapore. Both organisations have similar turnovers and core services, although NHG employs considerably more staff reflecting the relative salary costs. NHG follows the British healthcare model but with a strong commercial focus.

NHG are keen to develop links with King's, which could take a variety of forms such as a 'hub and spoke' model, telemedicine or vertical integration.

ST clarified that, under 15.4 of the Memorandum, the place of arbitration will be the country where the alleged breach has occurred. Regardless of location, the process will be governed by UK law.

Action: establish international standing of University of Singapore	JM
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The Board NOTED the report and APPROVED the signing of the Memorandum of Understanding by the Chief Executive on behalf of the Trust.

07/112 Monitor Q4 performance

The foundation trust sector's cash surplus of £995m was drawing considerable attention. Improving liquidity is the Trust's paramount concern in the coming year.

07/113 Confirmed Minutes of Committee Meetings

The Board noted the following confirmed minutes:

- Governance – 15th March 2007
- Performance – 12th April and 10th May 2007

The Board noted the following unconfirmed minutes:

- Equality & Diversity – 24th April 2007
- Audit – 15th May and 5th June 2007
- Finance – 8th May 2007

07/114 Service Redesign and Sustainability Project

Minutes of the Project Board held on 27th April 2007 were tabled.

07/115 AOB arising from minutes of the Committee meetings

- Gender equality issues have been submitted via the LNC to the Consultants' Committee.
- Trading subsidiaries are not included in 2006/07 FT accounts, as no transactions occurred, but will be reported in 2007/08 accounts.

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.

Date of Next Meeting:

Tuesday 31 July 2007 at 2.00 pm in the Dulwich Committee Room.