

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, 25th September 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
	Martin West (MW)	Non-Executive Director
	Malcolm Lowe-Lauri (MLL)	Chief Executive
	Michael Griffin (MG)	Executive Director of Human Resources
	Simon Taylor (ST)	Executive Director of Finance & Information Services
Non-voting Directors:	John Moxham (JM)	Executive Medical Director
	Roland Sinker (RS)	Director of Strategic Development
	Ahmad Toumadj (AT)	Director of Facilities
	Jane Walters (JW)	Director of Corporate Affairs
In attendance:	Rita Chakraborty (RC)	Assistant Board Secretary
	Peter Fry (PF)	Head of Performance
	Sally Lingard (SL)	Head of Corporate Communications
	Cathy Warwick (CW)	General Manager, Women & Children's Services
	Carrol Henry (CH)	Head of Nursing, Child Health / Named Nurse for Child Protection
FT Members/ Public	Ben Clover	South London Press

Item	Subject	Action
07/139	Apologies Jacqueline Docherty and Alan McGregor.	
07/140	Declarations of Interest None.	
07/141	Chair's Action None.	

07/142 Minutes of the meeting held on 31st July 2007

The minutes of the meeting held on 31st July 2007 were AGREED as a correct record of the meeting subject to the following amendments:

07/124 (p.2) – Academic Health Sciences Centre – remove ‘partnership’ from first sentence.

07/124 (p.3) – change heading to ‘Modernising Medical Careers’

07/143 Matters Arising

Action tracking lists to be circulated for Board of Directors and all Board Committees.	RC
--	-----------

07/144 Chair & Non-Executive’s Report

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

07/145 Chief Executive’s Report

Malcolm Lowe-Lauri (MLL) introduced the report and provided the following additional information:

Healthcare Commission – unexpected visit

The unexpected visit in early August included visits to wards selected by the inspection team and detailed enquiries about Trust policies and procedures relating to the Hygiene Code. No breaches were found. A draft report had been received and the Trust now awaited the final report. No major recommendations were expected.

There was a query about the likely impact of deep cleaning on the Trust’s ability to achieve the 18-week target because other trusts had been closing wards during this process. The Trust cannot easily work with the reduced capacity required. MLL and Roland Sinker (RS) assured the Board that King’s was on track to meet this challenging target with additional measures, such as performing surgery on a Saturday, to help increase capacity. Regular updates enabled the Trust to track progress and identify gaps; most areas were under control.

RS added that, although the tolerances and possible penalties were unclear at present, it was estimated that failure to meet the 18-week target could cost the Trust £3m.

Modernising Medical Careers

The Board congratulated Mary Currie (HR Planning Manager) and Tunji Lasoye (A&E Consultant) on their able handling of this large-scale project, which had ensured a smooth transition during the changeover of trainee doctors during the summer.

A national enquiry was under way to assess the impact and effectiveness of MMC. King’s had forwarded its comments.

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

07/146 Finance Report – Month 4

Simon Taylor (ST) introduced the finance report, which included data from months 3 and 4. The Trust's financial results indicated that King's was on track to achieve the full year I & E surplus target of £7.3m. Liquidity remained a key concern as this prevented us achieving a risk rating of more than 3 under Monitor's rules. £3.04m of the drawdown facility had been accessed at month 4 and capital expenditure was £4.2m against a total annual plan of £20.84m.

ST commented on the significant reduction in outstanding levels of PCT payments for over-performance. This would help to ease the liquidity position. In response to Martin West's (MW) query, ST confirmed that a write-off was likely against unpaid charges for overseas visitors.

There were some care groups which had long-term financial challenges. In these cases, additional funds toward the 18-week target were being released post-activity.

The Board NOTED the finance report (month 4).

Action: Feed back Trust comments on tariff to Department of Health.	MLL/ ST
--	--------------------

07/147 Trust Strategy Update

RS introduced the report on Trust strategy. The report focussed on 3 areas:

- Overview of the work done last year
- Reminder of the Trust's current strategy
- Changing context and proposed process for 2007

RS confirmed that the care group plans were being kept under review and, if felt necessary, further work would be done to support individual plans.

John Moxham (JM) commented on the importance of keeping both the Trust's objectives and those of the Academic Health Sciences Centre in mind.

There was discussion around opportunities for taking on work from neighbouring DGHs and options for providing these services off site given the capacity challenges at King's. It was stressed that growth in market share must be of the right type and profitable.

The Board APPROVED the Trust strategy.

Action: <ul style="list-style-type: none">• p.8 (1st point) – change to “be providing secondary services through new opportunities...”• p. 9 – Partnership & sector relationships (3rd point) - change to “Work towards greater collaboration with GSTT, SlaM and others”	RS
---	-----------

07/148 Safeguarding Children and Young People – Annual Report 2006/7

Cathy Warwick and Carrol Henry presented this report.

The Trust had seen significant progress since the last annual report including:

- establishment of a Safeguarding Committee to bring relevant staff together
- enhanced training
- Trust-wide audit (to take place in October) to see how staff are implementing safeguarding practices.

Two new NHS-wide policies had resulted in significant adjustments to the Trust's systems. Firstly, a new system of child death reviews (including all premature deaths) will require careful planning, increased resources and enhanced co-operation with Lambeth and Southwark PCTs. Secondly, the introduction of a common assessment framework will enable medical staff to identify vulnerable children regardless of which trust they present at.

The Board commented on the following issues:

- supporting parents with mental health problems – joint training would be provided for King's, SlaM and social services staff to explore this
- The process for sharing information on children presenting with head injuries was relatively patchy across London.
- The current online system for recording child protection issues was reliant on referral by social services teams therefore, there was a potential gap concerning those families who regularly visit the Trust but avoid seeing social services workers. Staff need guidance on how to be mindful of and, if necessary, how to report vulnerable cases that are not already on the radar of social services. It was recommended that the Safeguarding Committee explore response options.

The Board congratulated the authors on an excellent report and APPROVED the Safeguarding Children and Young People – Annual Report 2006/7.

Action:

- **Safeguarding Committee to develop guidance for staff on reporting cases that social services are not already aware of.**

JD

07/149 Research and Development Strategy

RS introduced the report, which set out the background and context for R&D, proposed a Trust R&D strategy and a new governance and performance management framework for R&D across the Trust.

The Board discussed how to ensure that existing and in-coming staff could be encouraged to undertake research. A combination of greater rewards, ensuring sufficient programmed time and internal peer review would improve the research environment.

The Chair commented on the distinct KCH feel to the strategy document and welcomed this emphasis. At the same time, it was important for the Trust to keep in step with the parallel strategies being developed at KCL and GSTT.

The Board congratulated RS and his team on the strategy, which was APPROVED.

07/150 Joint R & D Arrangements with Guys' and St Thomas' NHS Foundation Trust and King's College London

RS presented this report. GSTT and KCL were seeking commitment from KCH to proceed with the development of a joint R&D office. The Board was being asked to agree to the principle of becoming a full partner, thereby helping to shape the development of detailed proposals.

3 successful research centre bids had been developed through the joint R&D strategy group and there was analysis under way of how other organisations, such as Imperial, were handling R&D funding applications.

The Board AGREED the principle of becoming a full partner, thereby helping to shape the development of detailed proposals.

07/151 Joint Clinical Trials Office (JCTO) Collaboration Agreement

RS and MLL introduced this item. The documentation had been scrutinised already by KCL and GSTT and approved by their Boards.

It was suggested that the agreement be presented at the Consultants' Committee, as it had already been presented to the Clinical Directors.

The Board APPROVED the signing of the JCTO Collaboration Agreement.

Action: agreement to be discussed at Consultants' Committee
--

JM

07/152 The Board NOTED the following:

Unconfirmed Minutes of Committee Meetings

Finance Committee – 11th September 2007

A recent Performance Committee had been postponed and the last Governance Committee was cancelled, therefore, minutes would be circulated, when available.

A Picture of Health

Project Board Minutes – 29th June 2007

Project Council Minutes – 25th May 2007

Project Council Minutes – 29th June 2007

07/153 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.

07/154 **Date of Next Meeting:**

Tuesday 23rd October 2007 at 2.00 pm in the Dulwich Committee Room.