

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, 18th December 2007 in the Dulwich Committee Room, King's College Hospital

Present:	Michael Parker (MP)	Chair
	Robert Foster (RF)	Non-Executive Director
	Rita Donaghy (RD)	Non-Executive Director
	Dr Martin West (MW)	Non-Executive Director
	Dame Jacqueline Docherty (JD)	Deputy Chief Executive/Executive Director of Nursing and Operations
	Michael Griffin (MG)	Executive Director of Human Resources
	Prof John Moxham (JM)	Executive Medical Director
Non-voting Directors:	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 (minutes)
	Simon Dixon (SD)	Deputy Director of Finance
	Sally Lingard (SL)	Ass. Director of Communications and Marketing

Item	Subject	Action
07/192	Apologies Malcolm Lowe-Lauri, Maxine James, Prof Alan McGregor and Simon Taylor.	
07/193	Declarations of Interest None.	
07/194	Chair's Action None.	
07/195	Minutes of the meeting held on 27th November 2007 The minutes of the meeting held on 27 th November 2007 were APPROVED subject to the following amendments. 07/174 – Declarations of Interest <ul style="list-style-type: none"> • First sentence - change "Director" to " Partner" 	

07/184 - Healthcare Commission Investigation into outbreaks of Clostridium difficile at Maidstone and Tunbridge Wells NHS Trust

- P.6 (Isolation/cohorting) - change final sentence to “JD responded that Tuberculosis was still considered a more serious infection and a TB patient who had contracted C diff would be isolated.”
- P.7 (Environment and cleaning) – 3rd bullet point – change “fines” to “deductions”

07/196 Matters Arising

Actions on the list

07/168 – Grievance Procedure

2nd bullet point - add “Discuss wording change with Joint Consultative Committee and then bring to BoD.”

Actions 3 and 4 completed.

07/187 – Trust Disciplinary Procedure – add “Maxine James to suggest names.”

Add item “PFI benchmarking process” and action “Ahmad Toumadj to circulate timetable with December Board minutes.”

07/197 Chair & Non-Executive’s Report

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

In addition, there was an update on the recent “Picture of Health” meeting concerning services in outer south east London. Rita Donaghy reported that the presentation was informative and demonstrated considerable progress.

Robert Foster had met with Andrew Purkis from THET who was complimentary about KCH’s involvement. It was suggested that more academic involvement could improve the quality of project evaluation and raise their profile.

07/198 Chief Executive’s Report

Jacqueline Docherty introduced the report and provided the following additional information:

18 Weeks

The trust continued to achieve its trajectories for delivering the 18 week milestones for March 2008 for both admitted and non admitted patients, although these remained challenging targets. A successful 18 week workshop had been held on 30 November 2007, which demonstrated a high level of commitment from management teams and clinicians to delivering against the targets.

Infection Control

Infection Control remained high on the agenda. As at month 7, the trust remained ahead of target on MRSA, and for the second month in succession had achieved a downturn in numbers of VRE and C Difficile toxin.

Strategy

Work was underway with Care Groups to review their 2006/07 strategies to inform 2008/09 business plans, and this work would feed into a review of trust strategy and the Annual Plan for 2008/09 by the Board in Spring 2008.

First Choice

Wide internal consultation was underway on plans to refocus the First Choice programme around the themes of patient experience and safety. John Moxham noted the high level of interest and enthusiasm across the Trust to undertake further work in these areas. A report would be presented for approval by the Board at its April meeting. .

A Picture of Health

The impact of re-configuration in outer south east London was already being felt. There was a noticeable increase in the number of patients being brought to King's instead of, for example, Lewisham via ambulance. Concerns were raised about the ability of the Trust to cope with a continued increase in A & E admissions.

Roland Sinker summarised the next steps. King's and GST will be submitting a joint proposal to provide services at OSEL sites. Secondly, King's will be discussing provision of other services, such as pathology, on Trust premises.

JD added that Ruth Carnall, Chief Executive of NHS London, was supportive of a hub-spoke model for stroke services and had suggested linking King's with Queen Mary's Sidcup. Collaboration would also involve GST to ensure an integrated service.

It was noted that, following the next general election, the boundaries of Tessa Jowell's (MP for Dulwich and West Norwood) constituency will change.

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

07/199 Finance Report – Month 7

Simon Dixon (SD) introduced the Finance Report which included data from month 7. The Trust's financial results indicated that King's was still on track to achieve the full year I&E surplus of £7.3m. The final surplus may be higher as a result of 18-week activity. Consequently, £2.8m has been set aside to cover possible increases in associated costs.

Liquidity remains a key issue as this currently prevents the Trust from achieving a risk rating of more than 3 under Monitor's rules. The outstanding payments of £4.1m due from PCTs for over-performance were a major hurdle to improving the Trust's liquidity position. However, the Finance Team has recouped a substantial proportion and is confident of securing further payments from SEL PCTs in due course.

SD asked the Board to note the following:

- £1.7m outstanding debts from diagnostic services
- £2m part year and £6m full year effect of BRSG schemes which will be mostly funded through additional income.

It was noted that care groups are being asked to prioritise equipment replacement and present their proposals to BRSG.

The Board NOTED the Month 7 finance report.

07/200 LINKs Consultation

Jane Walters introduced this item.

A national consultation was underway on proposed changes in mechanisms for patient and public involvement in Health and Social Care. Patient Forums would be replaced by LINKs, Local involvement Networks with effect from April 2008. LINKs will be based in every local authority area. A draft response to the consultation was presented for comment and approval by the Board.

The key aspects of the Trust's response were as follows:

- A recommendation that governance arrangements for LINKs should be more clearly defined and that LINKs organisations and health/social care providers should draw up jointly agreed protocols, governing matters such as visits and the process for requesting information.
- In the case of tertiary providers, the new system could potentially lead to requests for visits to the Trust from LINKs in different parts of the country. Therefore, the suggestion is for a lead commissioner to co-ordinate requests.
- King's PPI Forum has a governor representative on the Trust's Board of Governors, therefore changes will impact on Board membership.

JW had received feedback from the Trust's Patient Carer Experience Group and from the Trust's Executive Team on the draft response to the consultation.. She welcomed further comments from the Board. The final version would also be forwarded to the Foundation Trust Network.

The Board provided the following comments:

- There was a risk of overlap between the responsibilities of Governors and LINKs organisations.
- LINKs would need to be properly resourced and supported in order to carry out their role effectively.
- The relationship between LINKs and Overview and Scrutiny Committees was unclear;

Subject to these comments, the Board APPROVED the draft response to the consultation.

07/201 Information Items

The Board NOTED the following:

Unconfirmed Minutes of Committee Meetings

- Performance Committee – 08 November
 1. An additional meeting had taken place since then and minutes would be circulated with the next Board agenda
- Audit Committee – 22 November
 1. RF explained that the external auditor selection panel had agreed the tender specification document via email.
 2. Catering contract – progress had been made especially following the arrival of a new Sodexo manager. AT added that the quality of services had improved but the price had not changed. MW suggested a SMART objective to enable the committee to establish completion of the task. The Board welcomed the prospect of on-site competition, which could be included in any new tender specification in preparation for market testing and benchmarking.
- Finance Committee – 04 December

Confirmed Minutes of Committee Meetings

- Finance Committee – 06 November

Declaration of Directors' Interests

JD and MP would provide up to date information outside of the meeting.

A Picture of Health – Draft Project Board minutes, 29 October

07/202 Any other Business

AT informed the Board that the trust's contract with McColls, the current store located on the ground floor of Hambleden Wing, was due for re-negotiation in 2008. This offered an opportunity to invite other retailers to tender for the service.

The staff Christmas party was to take place later that day in the Board Room from 5.00pm and all Board members were welcome to attend.

Lonsdale Ward was congratulated on displaying the best ward decorations this year.

07/203 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.

07/204 Date of Next Meeting:
Tuesday 29th January 2008 at 2.00 pm in the Dulwich Committee Room.