

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, 29th January 2008 in the Dulwich Committee Room, King's College Hospital

Present:	Michael Parker (MP)	Chair
	Robert Foster (RF)	Non-Executive Director (Vice Chair)
	Rita Donaghy (RD)	Non-Executive Director
	Maxine James (MJ)	Non-Executive Director
	Prof Alan McGregor (AM)	Non-Executive Director
	Dr Martin West (MW)	Non-Executive Director
	Malcolm Lowe Lauri (MLL)	Chief Executive
	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:	Simon Taylor (ST)	Executive Director of Finance
	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)
	Naomi Fulop (NF)	Director, Patient Safety and Service Quality Centre
	Sally Lingard (SL)	Ass. Director of Communications and Marketing
	Ann Mullins (AMu)	Governor
	Clive Stringer (CS)	Systems Delivery Manager

Item	Subject	Action
08/01	Apologies None.	
08/02	Declarations of Interest None.	
08/03	Chair's Action None.	

08/04 Minutes of the meeting held on 18th December 2007

The minutes of the meeting held on 18th December 2007 were APPROVED subject to the following amendments.

07/197 – Chair/NEDs Report

- Final sentence – add “and raise their profile.”

07/198 – Chief Executive’s Report
(Infection Control)

- Change “bacteraemias” to “toxin”.
(A Picture of Health)
- Para 3 – “Ruth Carnall...was supportive [add] **of** a hub-spoke model...”

08/05 Matters Arising/Action Tracking

All actions are complete.

08/06 Patient Safety and Service Quality Centre

Naomi Fulop, Centre Director, presented an update on progress to date.

This included an overview of the structure, programmes and objectives. The Centre has received funding of £4.5m from NIHR for a 5 year period from April 2007. Using a multidisciplinary approach KCH and KCL aim to develop and test interventions on a wider scale to improve safety and quality. The four programmes will focus on risk, workforce, organisational governance and innovations.

NF went on to summarise the governance and management arrangements. A management board and steering group oversee the Centre. A scientific advisory board is planned for June 2008. Several research staff had been appointed and are supported by a manager and administrator. The Board requested a visual version of the governance structure.

Work is underway on all programmes. NF gave examples of topics, including staff bullying/harassment, the ‘pantheon chain’, infection control and the role of members and governors in patient safety and quality.

NF concluded by outlining the forward plan for 2008-09. These include creation of a PSSQ forum; developing training opportunities for KCH staff; a series of working papers and applications for further research grants to facilitate expansion.

Alan McGregor asked who would sit on the Management Board following the Chief Executive’s departure. Malcolm Lowe Lauri responded that he will remain a member of the Scientific Advisory Board, and that John Moxham would take over as KCH lead.

JM noted the opportunities available for funding from the European Union. NF informed the Board that she had today received confirmation of £30k from the NIHR to develop a joint bid with Imperial College.

The Chairman thanked NF for presenting the update.

Circulate PSSQ governance structure to Board.
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RC

08/07

Chair & Non-Executive's Report

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

08/08

Chief Executive's Report

A media and events update is appended to the minutes.

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

08/09

Finance Report – Month 8

Simon Taylor asked the Board to note that the following agenda item featured more up to date information on the trust's finances.

The Board NOTED the Finance Report Month 8.

08/10

Monitor Return – Q3 2007-08

MLL and ST presented the item. They were pleased to report that, in addition to green ratings for mandatory services and governance targets, the trust had exceeded the 15 days liquidity requirement and, thereby, achieved a risk rating of 4 for the first time. Furthermore, there was no evidence of PCT demand management.

MP commended staff for the turnaround in the trust's financial position. This affirmed the Board's decision to reduce the frequency of Finance Committee meetings.

The Board NOTED the Q3 submission to Monitor and APPROVED the Chief Executive to sign Declaration 1.

Circulate the most recent report from Monitor on foundation trusts' performance.

RC

08/11

Healthcare Commission Report under the Hygiene Code

JD and JM presented the item. A full copy of the HCC report was tabled for reference.

A team from the Healthcare Commission had visited the trust in August to undertake an unannounced inspection under the Hygiene Code.

The report from the inspection team confirmed King's full compliance with the Hygiene Code and commented that King's had placed infection control at the centre of its governance and performance framework. The team also complimented the trust on the quality of data and the leadership of the Infection Control Team.

Although the trust was on the right course, it was important to remain vigilant and avoid complacency. MW enquired whether there were plans to celebrate this success with staff directly involved. JM responded that positive feedback had been shared.

Some care groups had remained free of infection for several months. The Department of Health would be re-visiting the trust on 12 February as a follow up to their 2007 MRSA inspection.

In response to MJ's query on the changes since last year that could explain the improvement in IC levels, JD and JM suggested several elements. These included regular audits; better guidance on the insertion of canula lines; changes to uniform policy; an increase in the number of hand basins, and the arrival of specialist staff to the IC team, namely a consultant microbiologist and pharmacist.

RF asked for clarification of the progress in installing hand basins. AT responded that the shortages were being addressed with more basins not only being installed inside wards but also at ward entrances. AT added that the newly-refurbished Davidson Ward comprised mainly of single ensuite rooms.

MP enquired how the trust was progressing with efforts to reduce VRE. JM explained that the cases were almost exclusively located in Specialist Medicine, particularly Haemato-oncology because patients receiving immuno-suppressant drugs were at greater risk of developing an infection.

The Board NOTED the report.

08/12 Members' Community Events

Jane Walters introduced the report, which outlined the objectives and proposed format for this year's community events.

As last year's meetings were so well-attended, larger venues have been selected this time to ensure that there is adequate space for members and governors to mingle, and for information displays. SL added that, in addition to those stands listed, there will also be a Fundraising stand.

In order to raise governors' profiles amongst their constituencies, each public and patient governor has been asked to provide a brief description of their role, interests and contribution. These will be circulated with the next edition of 'Members' News' and at the community events.

JW thanked directors for agreeing to participate; details of which Board members will be required at each meeting would be circulated shortly. JW welcomed any further suggestions on the proposed format.

The Board NOTED the report on Members' Community Events.

08/13

CSC Update

Clive Stringer, Systems Delivery Manager, gave a presentation on the recent transfer of PIMS from I-Soft to CSC.

King's was the first trust within its group to transfer to the CSC data centre in December 2007. There had been a number of technical problems since going live. The Trust had informed senior staff at Connecting for Health who had urged CSC to resolve issues more swiftly.

Recently, there had been some improvements. CSC had implemented a service improvement programme with a 1 month turnaround time to fix existing problems.

JD added that coding completeness, although still off target, was improving due to CSC technical support on site and further improvement was expected in the next month.

MW queried whether the contract with CSC included performance clauses and suggested that withholding payment could be considered.

CS explained that the contract is with both CSC and Connecting for Health. Payment is reliant on a completion of the deployment verification phase – a 45 day glitch-free period. ST added that, in order to ensure there is no service loss, the trust has continued payment; however, there is a payback mechanism linked to server downtime.

RF suggested that, given CSC's reputation in the global IT solutions market, senior politicians should be made aware of the trust's experiences to encourage CSC to take up appropriate action. MLL commented that these problems illustrated a disconnect between the corporate level and the sections delivering client services.

Although they have been allowed some independence, foundation trusts were mandated to use Connecting for Health. However because of King's Isoft system development, it was deemed more appropriate to negotiate a separate deal without BT. Therefore, King's had chosen not to use BT - the London IT supplier.

Board members asked how the trust's experience with CSC affected future decisions about supplier switching. The Trust was not currently considering moving the Electronic Patient Records system to CSC. AM asked how the Choose and Book system will be affected. CS recommended an acceleration of the system rollout.

The Board thanked CS for his presentation and NOTED the update on CSC.

08/14 Information Items

The Board NOTED the following:

Unconfirmed Minutes of Committee Meetings

- Equality and Diversity Committee – 11 December 2007
- Finance Committee – 08 January 2008

Confirmed Minutes of Committee Meetings

- Performance Committee – 08 January 2008

08/15 Any other Business

Cllr Liz Atkinson

MJ informed the Board that, sadly, Cllr Liz Atkinson, Lambeth Council's representative on the Board of Governors, died on 24 January. Her funeral will be held on Monday 03 February at Southwark Cathedral. MP will be writing to her family on behalf of both Boards to express condolences.

HpC benchmarking process

A timetable for the forthcoming benchmarking exercise and DH guidance on this process had been circulated to the Board previously. AT confirmed that the specification will come to the Board. MW will be invited to a meeting with Sodexo due to take place shortly.

Board Away Day

MP thanked Board members for contributing to the recent away day, which generated many issues that will be taken forward.

08/16 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.

08/17 Date of Next Meeting:

Tuesday 26th February 2008 at 2.00 pm in the Dulwich Committee Room.

Press & Broadcast coverage highlights

6th December – Director of Headache Studies Dr Andrew Dowson interviewed in The Mirror about living with migraine.

7th December – problems faced by patients who are frequently fined for parking in residential roads adjacent to King's was raised in the South London Press.

9th December - Emergency Department consultant Dr Emer Sutherland interviewed in the Observer Magazine about her experiences of treating people affected by alcohol.

10th December – story promoting the CHAVI HIV vaccine study which is being run jointly at King's and St Mary's in The Voice. Further coverage in the South London press followed in January.

11th December – King's cardiac patient Margorie Gibbs featured in the Daily Mail's "Me and my operation" page, talking about her recent groundbreaking heart valve replacement which was performed at King's.

21st December – South London Press feature on their visit to the Variety Club Children's Hospital to donate presents to patients and their families.

December 24th and 26th – reports of Malcolm Lowe-Lauri's appointment as CEO of Leicester Hospitals in the Leicester Mercury.

Forthcoming

February 5th and 18th - infection control study days planned for primary care colleagues.

February 14th and 15th – emergency planning exercise for key staff across the Trust.