

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 March 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:	Roland Sinker (RS)	Director of Strategic Development
	Ahmad Toumadj (AT)	Director of Capital, Estates and 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
08/33	Apologies Simon Taylor.	
08/34	Declarations of Interest None.	
08/35	Chair's Action None.	
08/36	Minutes of the meeting held on 26th February 2008 The minutes of the meeting held on 26 th February 2008 were APPROVED.	
08/37	Matters Arising/Action Tracking All actions complete.	

08/38 Chair & Non-Executive's Report

CEO Recruitment

Russell Reynolds has informed MP that interest has been expressed in the CEO vacancy from several senior individuals within the NHS, as well as from outside the sector and overseas. David Nicholson, Chief Executive of the NHS, has indicated interest in an external assessor role.

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

08/39 Chief Executive's Report

The Trust's financial position remains strong. Work on meeting the 18-weeks target is progressing well.

There was positive feedback from the recent members' community events. The turnout was lower than last year possibly as a result of bad weather and, in the case of the event held at KCL, the location of the venue. JM thanked Sally Lingard for preparing the presentation delivered at each event.

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

08/40 Finance Report – Month 10

SD presented the report.

Month 10 activity suggests that the full year surplus will exceed £12m. The current risk rating remains at 4 and there is confidence that will be the overall annual rating.

Looking forward to 2008/09, income forecasts are based on maintaining a lower level of 18-weeks activity compared with current levels. It was recognised that CIPs should be set at a level that staff consider achievable. JD reminded the Board that corporate departments do not generate income, therefore there may be an element of re-charging costs to divisions.

Issues have arisen with the pace of implementation of Agenda for Change across the Sodexo staff group. Of the two unions involved, Unison has confirmed their satisfaction with proposed arrangements but T&G/Unite have voiced concern and raised the possibility of strike action. A meeting is due to take place tomorrow (19th March) between the management of Sodexo and regional union representatives.

In addition, the costs associated with implementation of A4C are awaited; the Trust anticipates a large rise and is seeking assurance from Sodexo that these increases will be justified through raised productivity.

The Board NOTED the Finance Report Month 10.

08/41 Trust Business Plan 2008/09 (draft)

RS presented the item. The Business Plan provides the basis of the Annual Plan that will be submitted to Monitor in May.

The plan combines 3 elements; Trust strategy, Division strategies and strategic corporate strategies, such as Human Resources. Exhibit 8 was an example of a Divisional strategic review process, which will be replicated by all Divisions and considered by the Performance Committee. Objectives will then be expressed in terms of activity and finance data.

The Board recognised the importance of communicating plans to staff clearly and promptly. An event is being organised and this will give Trust managers an opportunity to also articulate the AHSC vision. King's is keeping GST aware of the key issues arising from the planning process. There was less clarity around KCL's response to business planning in the context of the AHSC.

The Board NOTED the Trust Business Plan 2008/09 (draft).

08/42 Trust Annual Report 2007/08 – theme and structure

SL presented the item.

The forthcoming annual report will reflect the Trust's role in leading change in the NHS. This will be reflected in the design of a strong, modern, forward thinking branding. Some initial design boards were shown from the selected agency. SL asked the Board to note the timetable for production, approval and submission, including an opportunity for Board members to comment on the copy.

The Board gave the following suggestions:

- A high profile for the AHSC – this will be reflected in the Chair's and CEO's statements.
- Quotes from high profile visitors should be included.
- The equality and diversity section should mention the Pacesetters programme.

JW asked the Board to note that 3 versions will be produced this year in recognition of the various target audiences; Monitor, other partners and stakeholders, and King's members. This approach will be reviewed next year.

The Board NOTED the Trust Annual Report 2007/08 – theme and structure.

08/43 Board workshop topics

RS introduced the item. The report listed proposed topics for the three remaining Board sessions scheduled during 2008. As suggested at the January event, short 'think' papers on initial ideas can also be discussed at the sessions.

RF commented that the 15 July event might be too soon for a newly-appointed CEO to attend.

The Board noted the change to a combined Finance and Investment Committees on a bi-monthly basis, and the reduction in the number of Performance Committees to 8 per year.

The Board NOTED the proposed topics for forthcoming Board workshops.

01 May session will include a report on options and limitations to development of the Trust estate.	AT – 01 May
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08/44 Monitor consultation on amendments to the Compliance Framework

JW introduced this item. The proposed changes concern the measurement of service performance and demonstrating how representative is the Trust's membership. None of the changes are considered to be major in nature.

JD expressed concern at the proposed change from annual to quarterly monitoring of CDT and MRSA rates because it will involve reassessing targets that are less predictable over a shorter period.

On the question of representative membership, the trust already collects and analyses constituency data by gender and recommends a wider measure of equality, e.g. ethnicity, which King's collects at present but is not required to report to Monitor.

The Trust NOTED the Trust's response to the Monitor consultation on amendments to the Compliance Framework.

Trust response to include observations on proposed changes to measurement of CDT and MRSA and on demonstrating representativeness of membership.	JW – 20 March
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08/45 Information Items

The Board NOTED the following Committee meeting minutes:

Confirmed

- Finance Committee – 12 February 2008

Unconfirmed

- Equality and Diversity – 26 February 2008
- Performance Committee – 14 February 2008

RF updated the Board on discussions at the March meeting of the Performance Committee.

- It was agreed that the number of meetings should be reduced from 11 to 8.
- There are good links between Divisions and operations and strategy functions, although Neurosciences has further work to do in this area.
- The committee would like to see a boost in the research capability of the Dental Institute on the Denmark Hill site. The recent appointment to the Ophthalmology Team of a consultant with strong research skills would help.

- JM noted that local demand for NHS dental work has doubled to 70% changing the balance, sources of income and the Institute's academic profile.
- The Trust will work to strengthen its ties with the Institute.

08/46 Any other Business

From April, part 2 of the Board meeting will commence at 2.00pm, followed by part 1 at 3.00pm.

08/47 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.

08/48 Date of Next Meeting:

Tuesday 22 April 2008 at 3.00 pm in the Dulwich Committee Room.