

King's College Hospital NHS Foundation Trust BOARD OF DIRECTORS

Minutes of the meeting of the Board of Directors held at 15.00 hrs on
Tuesday, 22 April 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
	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
	Simon Taylor (ST)	Chief Financial Officer
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)
	Judith Seddon (JS)	Ass Director of Governance

Item	Subject	Action
08/49	Apologies Malcolm Lowe Lauri.	
08/50	Declarations of Interest None.	
08/51	Chair's Action MP informed the meeting that he had requested postponement of the process for the recruitment of a Deputy Medical Director so that he and the Non-Executive Directors could understand the rationale for appointment to this post and the role of the postholder. JM outlined the background behind the decision to recruit a deputy Medical Director due to the workload associated with his clinical commitments, executive responsibilities and more recently, his key role in the development of the AHSC.	

Therefore, it was recommended that additional support should be secured through the appointment of a Deputy Medical Director, a vacant post which already existed. JM emphasised that there was no automatic succession to the position of Executive Medical Director for the postholder.

RF commented on the wording in the job description and suggested that this was clarified in relation to the deputising role. This was agreed and a revised job description would be circulated to Non Executive Directors.

Following clarification on the role of the postholder, the Board agreed that the recruitment process should be concluded without further delay.

The Chair requested a chronology of events to be sent to him.

It was agreed that:

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| a) an amended job description would be circulated to Board members clarifying the role of the Deputy Medical Director. | JW/MG |
| b) a chronology of events would be sent to the Chair. | JD |
| c) the appointment would be announced as soon as possible. | MG |

08/52 Minutes of the meeting held on 18th March 2008

The minutes of the meeting held on 18th March 2008 were APPROVED subject to the following changes:

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

Para 2, line 2 – change to “This will be reflected in the design...”

08/45 Information Items, March Performance Committee

Change 3rd bullet point to:

“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 Dental Team of a consultant with strong research skills would help.”

08/53 Matters Arising/Action Tracking

08/40 Finance Report, Month 10

(AfC and Sodexho staff)

The proposed strike by Sodexho staff had been called off.

08/43 Board workshop topics

The 3 topics planned for discussion on 01 May were:

- core KCH strategy
- diversification
- group discussion on issues arising from first 2 topics

Papers would be circulated in advance of the workshop.

08/44 – Monitor consultation on amendments to Compliance Framework

Trust response had been submitted within the deadline.

08/54 Chair & Non-Executive's Report

Alan MGregor tabled an update on meetings attended in the previous month:

- March 14 Clinical Excellence Awards Committee Meeting
- March 18 Board of Directors Meeting
- March 25 Clinical Directors Meeting
- April 1 Long listing for CEO Meeting
- April 15 Meeting with Anil Dhawan re: Consultant Funding for R&D
- April 16 Meeting re: the future of academic epilepsy
- April 16 AHSC Workstream Meeting

AHSC

- Following a public announcement about the AHSC, a series of staff events were scheduled in forthcoming months (the first would be held on 23 April). In addition, executive directors were attending Consultants' Committee regularly to present updates and answer questions.
- All agreed AHSC documents will be available on the internal AHSC website.

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

AHSC Partnership Board minutes to be circulated to Board of Directors.	RC
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08/55 Chief Executive's Report

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

The Trust would be accepting an award later that day from CHKS benchmarking.

The Board congratulated the Counter Fraud Team on their national commendation, and on the immense progress achieved in recent years.

Board members expressed disappointment at Network Rail's decision to proceed with the removal of the direct link between Denmark Hill and London Bridge, despite the overwhelming support for its retention. Although the Trust would continue lobbying for the line to remain open, alternative arrangements were also being developed; namely, a dedicated bus service between the AHSC sites (KCH, KCL, GST and SLaM). AT was investigating the potential cost before a funding proposal was drawn up.

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

AHSC website hits to be added to the Board minutes.	SL
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08/56 Finance Report – Month 11

Simon Taylor presented the item.

As the Board would shortly consider the Q4 submission to Monitor with more recent financial information, ST did not propose to take the Board through the month 11 report in detail.

A full year surplus of £12m was still predicted with a risk rating of 4 for the year.

It was noted that the outstanding balance of £500k from PCTs for over-performance was considerably lower than in previous years.

The Board congratulated staff on 97% CIP achievement.

The Board NOTED the Finance Report Month 11.

08/57 Refocusing First Choice: the programme

Roland Sinker presented the item.

The themes for the refocused programme over the course of the next 3 years will be:

- Patient experience
- Patient safety
- Staff development

These have been developed through dialogue with internal stakeholders with further defining by the executive and First Choice Steering Group. As with the previous approach, there were some cross-cutting themes.

The document was welcomed as being both practical and achievable. Board members were asked to forward any further comments to RS.

The Board NOTED the refocused First Choice programme.

08/58 Response to a consultation on ‘A Picture of Health’

The response had been previously circulated to the Board.

The Trust was working with Tim Higginson, Chief Executive of Lewisham NHS Trust, to develop an effective DGH structure for Lewisham.

The Board NOTED the consultation on ‘A Picture of Health’.

08/59 Performance Review 2007/08

Jacqueline Docherty introduced this item. This had been a successful year for a variety of reasons, including a series of high profile visits from opinion formers and politicians; improvements in meeting government targets including infection control; increased efficiency to meet the 18 weeks target, and a surplus of £12m well above the projected level. Further reductions in infection control in year may require quarterly targets.

JM commented on the tension created by capacity constraints at a time of increased demand due to targets and extraneous factors. The refurbishment programme and development of the estate was helping to ease this pressure, along with provision of more off-site services, such as more maternity services at Lewisham Hospital and the nearby newly planned Foundation for Fetal Medicine.

He added that full occupancy leads to a greater risk of infection control; therefore, the challenge was to maintain a virtuous cycle of efficiency and infection control.

There were issues concerning the accuracy of clinical coding which potentially impacted on trust income. Clinicians were supportive of the trust's efforts. These included a closer working relationship between clinicians and coders, and rollout of the Clinical Documentation Project.

Looking ahead to 2008/09, the trust aimed to move from 'Good' to 'Excellent' in the HCC ratings system for Use of Resources; to continue to deliver a strong financial surplus; to invest in cancer, critical care, emergency, stroke and trauma; to support further efficiency improvements, and to develop the King's brand.

The Board NOTED the Performance Review 2007/08.

08/60 2008 Declaration of Compliance with the Standards for Better Health Core Standards

Judith Seddon introduced the item.

The Board was required to complete and submit its declaration of performance against the Standards for Better Health core standards to the Healthcare Commission by 30 April 2008.

The declaration, which covered the period April 2007 to March 2008, was the culmination of a systematic and ongoing process of review by the trust's directors and staff. Evidence had been presented to the Governance Committee in full on 17 January with further information considered by the committee on 3 April.

Following a verbal report by the internal auditors to the Audit Committee held on 13 March, a draft review of the trust's Standards for Better Health process had been received recently and circulated to Board members. The review concluded there was 'substantial assurance' in the trust's process.

The declaration consisted of a general statement of compliance, a statement on the trust's adherence to the Hygiene Code, and third party statements provided by the Board of Governors, Lambeth and Southwark Safeguarding Children Boards and Southwark Overview and Scrutiny Committee. Comments from the Health and Adults Services Scrutiny Sub Committee of Lambeth Council were tabled.

The Board of Directors RECEIVED and APPROVED the recommendations of the Governance Committee and the considerations of the Audit Committee as follows:

- i) To confirm that the Board of Directors has received reasonable assurance that there have been no significant lapses in-year (2007/2008) and that the Trust is compliant with all the core standards.
- ii) In light of i) above, that the General Statement of Compliance, and information provided for each standard, are a true representation of the Trust's compliance.
- iii) That the Statement on the measures to meet the Hygiene Code are a true representation of the Trust's position as recommended by the Governance Committee.
- iv) That the third party commentaries will be submitted verbatim within the Trust's Declaration.
- v) That the names of the directors present at the meeting will be registered electronically as approving the Trust's Declaration.

08/61 Monitor submission – Quarter 4, 2007/08

Once again this quarter, the trust would be declaring a financial risk rating of 4, and 'green' for mandatory services and governance.

The process of closing the annual accounts was now complete. The outstanding report from the District Valuer had been received. The revaluation had resulted in an impairment of £3.3m being charged to the income and expenditure account. This value was well below estimate and would not affect the final risk rating.

The trust anticipated compliance with the government's 18 weeks targets.

Appendix D – compliance with Terms of Authorisation - was attached as a means of assurance to the Board and would be included with every quarterly return report.

The Board APPROVED the signing of Governance Declaration 1 by the Chief Executive.

08/62 Workforce Strategy

Mike Griffin introduced the report. The Workforce Strategy, which mapped key areas for development over the next five years, had been developed over several workshops with relevant managers. The AHSC will be a major influence on the direction and pace of that change. Furthermore, the strategy will need to remain closely aligned with developments in the Trust's Service Strategy.

RD asked that both efficiency and effectiveness be given emphasis in the strategy, particularly in relation to patients' experience. MG agreed with the comment.

The strategic objectives were being developed to support the strategy, a number of which were included in the Trust's Business Plan.

The Board NOTED and APPROVED the Workforce Strategy subject to objectives to be circulated in July.

08/63 Information Items

1. The Board NOTED the Pay Awards report.
2. The Board NOTED the Finance Committee minutes of 11 March 2008.

08/64 Any other Business

The performance reporting cycle will be adjusted to reflect the reduction to 8 Performance Committee meetings per year.

08/65 Date of Next Meeting:

Tuesday 20th May 2008 at 3.00 pm in the Dulwich Committee Room.