

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 15.00 hrs on Tuesday, 29 July 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
	Dr Martin West (MW)	Non-Executive Director
	Dame Jacqueline Docherty (JD)	Acting Chief Executive
	Michael Griffin (MG)	Executive Director of Human Resources
	Simon Taylor (ST)	Executive Director of Finance & Information Services
Non-voting Directors:	Ahmad Toumadj (AT)	Director of Capital, Estates & Facilities
	Jane Walters (JW)	Director of Corporate Affairs
In attendance:	Sally Lingard (SL)	Ass. Director of Communications & Marketing
	Peter Fry (PF)	Asst Director of Performance and Contracts
	Judith Seddon (JS)	Ass. Director of Governance
	Rita Chakraborty (RC)	Assistant Board Secretary (minutes)
Observers:	Ann Macnaughton	Public Governor
	Betty Evans-Jacas	Stakeholder Governor – Lambeth Council
	Paul Meurisse	Member of the public + 2 members of the public

Item	Subject	Action
08/105	Apologies Prof Alan McGregor, John Moxham and Roland Sinker.	
08/106	Declarations of Interest None.	
08/107	Chair's Action Since the last meeting, the Chair had signed two financing facility loans for £10.4m and £4.4m in connection with the Combined Heat and Power Scheme.	

08/108 Minutes of the meeting held on 03 June 2008
The minutes of the meeting held on 03 June 2008 were APPROVED subject to the following change:

- Add Maxine James to attendance list.

08/109 Minutes of the meeting held on 24 June 2008
The minutes of the meeting held on 24 June 2008 were APPROVED subject to the following change:

- Add Maxine James to attendance list.

08/110 Matters Arising/Action Tracking

08/101 – completed

08/94 (Memorandum of Understanding with a university in Zimbabwe) – Mike Griffin had written to the DoH. They had responded that, in the current political climate, regrettably they could not endorse such an agreement at the present time. A policy on MoU was on this meeting agenda.

08/111 Chair & Non-Executive's Report

MJ gave a verbal report.

15 June - Attended service at Ruach Church to celebrate Bishop Francis 25 years of ministry with Harriet Harman, Equalities Minister

18 – 20 June Attended NHS Confederation conference in Manchester

24 June - Attended NEDs meeting re appraisal of Chair

- Attended meeting with Mike Griffin, Monika Kalyan & Keith Loveridge re progressing work on disciplinaries
- Attended Board follow-up workshop on Equalities
- Attended Board meeting

11 July - Attended NHS Confederation Core Reference Group meeting

17 July - Attended meeting with Carol Baxter NHS Employers lead on Equality and Diversity, Monika Kalyan re their work with Bradford University on the Representation of BME staff in NHS Disciplinary Procedures

23 July - Chaired Maxillofacial and Dental Radiology Consultant Interview Panel

24 July - Attended meeting with Audit Commission on Board evaluation

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

08/112 Chief Executive's Report

Jacqueline Docherty presented the report. In addition, JD highlighted the following:

AHSC –

- The focus was moving towards how to develop a shared culture and ethos across the partner organisations.
- A workshop was planned for 10 October to bring together key clinical, allied health and managerial staff from across the 4 organisations. A larger public event was planned for early 2009 as an official AHSC launch.
- A draft R & D strategy was due from KCL shortly. Partners anticipate that this will place greater emphasis on clinical services.

King's Open Day – Rita Donaghy congratulated staff who had organised the recent Open Day, which had been well attended and thoroughly enjoyed by visitors of all ages.

08/113 Finance Report – Month 2

Simon Taylor presented the item. Month 2 results showed a surplus in line with plan and continued improvement in the liquidity position. The Trust was on target for a risk rating of 4. 91% of the planned CIP was currently being achieved.

The Board NOTED the Finance Report, Month 2.

08/114 Performance Report - Month 2

JD and PF introduced the item. The following issues were highlighted:

- Although the Trust continued to perform well against the 18 week targets, there were some delays in response to innovative ideas from the main PCTs due to their limited capacity.
- Infection Control targets are being achieved across all the main areas.
 - MRSA – in addition to the national target, a second local target has been agreed with Southwark PCT. 5 cases were reported in month 2, which is on track for national performance but above the previous year's level.
 - C-Difficile – on target in month 3.

- VRE bacteraemia – improvement in month 2; however concerns in Liver Division who have now introduced a 7 point action plan for all aspects of infection control, including:
 - No staff member to wear jewellery going onto a ward
 - No patient notes in rooms for all ALERT patients
 - Introduction of antibiotic ward rounds
 - All patients to be swabbed on a regular basis
- Following the introduction of additional precautions for colonised or infected patients, and those staff who treat them, clinical directors were discussing a new policy for visitors.
- ‘How Are We Doing?’ Survey – the Trust achieved the benchmark of 71% for environment for the first time.

The Board noted the Performance Report for month 2.

08/115 Infection Control 2007/08 Annual Report and 2008/09 Programme

JD presented the annual report.

During the last year, the Trust had made significant progress in reducing the risk to patients of developing Hospital Acquired Infections, including a 60% reduction in MRSA levels, through a variety of measures:

- The introduction of strong governance arrangements
- Deep cleaning
- Cohorting infected patients in isolation areas within General Medicine

A recent conference hosted by the trust at the request of the DoH had been very well received by attendees from trusts across the country.

In the previous week, the Healthcare Commission had conducted a 2 day unannounced inspection to assess the Trust’s performance against the DoH Hygiene Code. Inspectors had targeted wards, decontamination areas, endoscopy and waste management systems. The initial feedback was very positive with inspectors reporting that it had been a “real privilege” to visit King’s noting the co-operation shown by staff. A final report would be issued in the autumn with an opportunity for the Trust to correct any factual inaccuracies ahead of this.

The Board noted the Infection Control 2007/08 Annual Report and 2008/09 Work Programme.

All NEDs to receive papers from JCC meetings.	RC
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08/116 Estates Strategy

Ahmad Toumadj tabled the 2008/09 Estates Strategy, which had previously been presented to the Board at the BoD workshop on 15 July.

MP was keen to alert local authorities, the GLA and local MPs to the unique challenges faced by Trust as a result of its landlocked location and Transportation challenges in terms of access to the hospital by public transport and private cars.

AT confirmed that the Trust was hopeful of a positive outcome from 2 planning applications lodged with Lambeth Council. There was, however, difficulty in resolving the dedicated Heli-Pad landing site in Ruskin Park. AT has commissioned work to develop two alternative plans for Heli-Pad Site in Ruskin Wing. The Aviation Advisors had also suggested that the Heli-Pad could be installed on the roof of the new Infill Block 4.

MW drew the Board's attention to Monitor's framework for risk evaluation for capital schemes and whether this guidance was being used. AT and ST responded that none of the Trust's capital projects fell within the stated criteria, which concerned projects that could potentially affect the Trust's risk rating.

RF congratulated AT on the presentation given at the last Board workshop and asked that he continue to provide updates to the Board on the developments proposed. RF also welcomed similar broad approaches to other topics.

The Board NOTED and adopted the Estates Strategy.

08/117 Annual Report 2007/08 – Patient Complaints

Jane Walters presented the annual report. This year's approach differed from the previous report as a second patient experience report encompassing themes from complaints, PALS, patient comments and the 'How are we doing?' Survey would be presented later in the year.

Overall, numbers of complaints had increased since last year but the increase was in line with a growth in activity. Inpatient complaints had remained stable, whilst complaints from outpatients had fallen as a proportion of overall activity. The causes of complaints reported on remained similar to previous years.

It was noted that, from 2009, the Healthcare Commission will no longer be involved in investigating complaints, therefore there will be 2 stages only, local resolution by the Trust and referral to the Ombudsman.

In response to a question from Betty Evans-Jacas about the process followed for dealing with complaints, Judith Seddon explained that these are gathered centrally; the relevant division is informed and involved; any associated risks are recorded on the risk register, and meetings are held to share observations and learning from the outcomes.

The Board NOTED the Annual Report 2007/08 on Patient Complaints.

p. 8, section 8 – last line of paragraph – change “clinical staff complaints” to “complaints about doctors/dentists”.	JW
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08/118 Monitor Return – Q1 2008/09

JD introduced the report. The Trust was reporting a risk rating of 4, and “green” for governance and mandatory services.

The current MRSA level was off target for the quarter but within target for the year.

The Board APPROVED the Q1 2008/09 Monitor submission and its sign off by the Acting Chief Executive.

08/119 Patient Safety First Campaign

JD introduced this report.

All NHS acute trusts had been invited to sign up to the Patient Safety First Campaign by September 2008. It was explained that the aim of the national campaign was to make patient safety the priority of Trust Boards and all staff. It was noted that the campaign was aligned with the Trust’s approach and initiatives on improving patient safety and the quality of care at King’s.

The campaign team had begun the process of developing tools and resources which would be available from September 2008. It was not possible at this time to assess definitely whether they would be useful to King’s, however the clinical areas selected included areas already identified as a priority for the Trust.

The Board APPROVED the Trust signing up to the Patient Safety First Campaign. It was agreed that the impact of the implementation would be subject to review in 12 months.

08/120 Workforce Strategy Objectives

Mike Griffin introduced this report. Following discussion and approval of the Workforce Strategy at the May Board, a set of 3-year rolling objectives had been developed in consultation with Board colleagues.

The following amendments were noted:

- 2b – include all aspects of the Single Equalities Scheme
- 3c – amend objective to specify that training should be completed within a manager’s first year of employment.

The Board APPROVED the Workforce Strategy Objectives.

08/121 Governor Elections

JW introduced this report, which had been presented at the Board of Governors’ meeting in the previous week.

Following that meeting, several Governors had confirmed to JW that they intend to stand for re-election. The suggestion to hold hustings was also welcomed and these would take place on site.

RD asked whether any summary of benefits of membership was available. It was confirmed that these are listed on the membership form itself, and that this would be circulated to NEDS for information

The Board NOTED the paper on Governor Elections.

08/122 Memoranda of Understanding Policy

JW introduced this item. The policy had been approved in principle by King’s Executive.

It was suggested and agreed that a lengthy approval process should be avoided. In order to aid interpretation of the policy, it had been agreed to add a flowchart to the policy.

The Board NOTED the Memoranda of Understanding Policy.

08/123 AOB

Malcolm Lowe-Lauri’s Directorship of KCH Commercial Services
ST confirmed that MLL had resigned as a Director of KCH Commercial Services.

08/124 Date of Next Meeting:

Tuesday 30 September 2008 at 3.00 pm in the Dulwich Committee Room.