

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, 28 October 2008 in the Dulwich Committee Room,
 King's College Hospital

Present:	Michael Parker (MP) Robert Foster (RF) Rita Donaghy (RD) Maxine James (MJ) Dr Martin West (MW) Dame Jacqueline Docherty (JD) Michael Griffin (MG) Prof John Moxham (JM) Simon Taylor (ST) Tim Smart (TS)	Chair Non-Executive Director (Vice Chair) Non-Executive Director Non-Executive Director Non-Executive Director Acting Chief Executive Executive Director of Human Resources Executive Medical Director Executive Director of Finance & Information Services Chief Executive (designate)
Non-voting Directors:	Roland Sinker (RS) Ahmad Toumadj (AT) Jane Walters (JW)	Joint Strategy Director Director of Capital, Estates & Facilities Director of Corporate Affairs
In attendance:	Sally Lingard (SL) Rita Chakraborty (RC)	Ass. Director of Communications & Marketing Assistant Board Secretary (minutes)
Observers:	Anne Macnaughton Paul Meurisse	Public Governor Member of the public

Item	Subject	Action
08/140	Apologies Alan McGregor.	
08/141	Declarations of Interest None.	
08/142	Chair's Action None.	

08/143 Minutes of the meeting held on 30 September 2008
The minutes of the meeting held on 30 September 2008 were APPROVED subject to the following change:

- Maxine James was present at the meeting

08/144 Matters Arising/Action Tracking
08/115 – Replace “JCC” with “ICC” (completed).
08/131 – completed
08/135 – date BAF workshop to be confirmed

08/145 Chair & Non-Executive’s Report
The Board NOTED the Chair & Non-Executive’s Report.

08/146 Chief Executive’s Report
Jacqueline Docherty presented the report and, in addition, highlighted the following:

Strategy and AHSC

1. Trauma Network bid – panel visit

The recent visit by a panel assessing the trust’s bid with GSTT to become a designated London trauma centre, was very successful. A tour of relevant areas was followed by a meeting with the trust’s network partners and a panel discussion with trust staff.

Martin West queried progress on expansion of ICU capacity. JD responded that, once construction of the cancer building begins, there will be the opportunity to progress other projects, including those to address ICU capacity.

2. AHSC

The positive responses to the 10 October AHSC workshop were spreading throughout the trust. In the coming weeks, the governance arrangements will be considered by the Partnership Board and then the trust’s Board of Directors. Robert Foster emphasised the need for fleshed out scenarios with detailed delegations. JD confirmed that scenario testing would take place shortly.

Media

The Anthony Nolan cord blood bank was a unique service and its launch had received much press coverage.

Liver transplantation – although the Healthcare Commission was not pursuing any investigation, the trust had requested that its internal auditor (KPMG) carry out an independent report. The outcome, which suggested a few minor improvements to existing internal processes, was circulated to the Audit and Governance Committees.

JD had written to UK Blood and Transplant suggesting that, in view of King's position as the largest liver unit in Europe, both organisations should look at developing a closer relationship.

Canadian visit – a delegation from St Michael's Hospital, Montreal visited the trust recently to learn about Emergency Department performance and targets.

Michael Parker thanked Jacqueline Docherty, on behalf of the Board, for fulfilling the role of Acting Chief Executive so ably in recent months.

The Board NOTED the Chief Executive's Report.

08/147 Finance Report – Month 6

Simon Taylor presented the item. Month 6 results showed a surplus slightly above plan. Following discussion at the last Finance Committee, the year end internal target surplus had been raised from £12.5m to £15m. However, the external target will remain as before.

The continued improvement in cash flow was largely due to faster receipt of PCT over-payments. A combination of factors had led to this change including a more stable financial environment, more streamlined processes and effective debt chasing. The Finance Team was commended on its achievement.

It was noted that public sector organisations were, at present, being encouraged to settle invoice payments within 10 days in an effort to ease financial pressures on smaller creditors. This was likely to impact on cash flow.

Delays were likely in capital spending; in particular, planning permission to begin constructing the cancer building was delaying other projects. Some work had been brought forward but none would release the space required. The transfer of some services to Lewisham Hospital will help to ease some of the pressure. However, there were substantial increases (15%) in patient numbers across London, including KCH.

The Board NOTED the Finance Report, Month 6.

08/148 Performance Report – month 5

Peter Fry introduced the item and highlighted the following issues:

- Infection rates continue to fall
- Patient experience feedback – there were 2 aspects where several divisions were not achieving the benchmark score – noise at night and food scores. The first issue was being addressed in a variety of ways to challenge ward culture and replace noisy equipment.

These include regular matron checks, reminding staff to lower their voices at night, discouraging the use of mobile phones by patients, providing earplugs, an 'electronic ear' that detects noise levels and introduction of quiet bins.

- Low food scores – although Sodexo had improved food quality considerably, the trust was looking at how other trusts achieve better ratings. Specialist Medicine now has a kitchen where fresh food can be prepared specifically to meet patients' individual needs.
- Sickness and absence rates continue to fall and this is a useful barometer of organisational wellbeing.

The Board NOTED the Performance Report – month 5.

08/149 Annual Health Check 2007/08

Jacqueline Docherty presented the report. The trust had improved from 'Good' to 'Excellent' for Use of Resources. However, its rating for Quality of Services had dropped from 'Excellent' to 'Fair'. This had been a huge disappointment in a year when all key national targets had been achieved and the government had recognised the trust's outstanding work in infection control, stroke and cardiac services.

The scoring methodology was explained. The trust had fully met all core standards and existing national targets but had not met two new national targets – both of which concerned data recording and not quality of care. This had given an overall rating of 'fair'. In the first case, a minor programming error had led to data on ethnicity being wrongly recorded, therefore a collection rate of 92% had been recorded on PCT database as 53%. A corporate data quality scorecard was being developed and would be discussed on a regular basis at executive meetings.

The second error involved a change in the process of signing off CDT data collection during the year. The Executive Team will receive regular assurance of data accuracy.

Like several others, the trust was appealing against its rating and the inappropriate weighting. It was noted that no comparable trust had received an 'excellent' score.

The section of the trust responsible for collecting and reporting on corporate data – the Business Intelligence Unit – was under considerable pressure due to the specialist nature of their work, high turnover, and a constant stream of information requests from divisions. The trust would be reviewing skills, capacity and remuneration structures for the team.

It was noted that, although the Healthcare Commission was being replaced by the Care Quality Commission, the current system of assessment would continue in 2008/09.

The collective effort behind achieving 'excellent' for Use of Resources was also acknowledged.

The Board NOTED the report on the Annual Health Check 2007/08.

08/150 Monitor Return – Q2 2008/09

Jacqueline Docherty introduced the report. For the quarter from 01 July to 30 September 2008, the trust was declaring a financial risk rating of 4 (forecast 4) and 'green' for Mandatory Services and for Governance.

The Board was asked to note the appendix showing changes to the Board of Directors and Board of Governors.

The Board NOTED the report and APPROVED the signing of Governance Declaration 1 stating that the Board confirmed that all targets had been met over the period.

08/151 Draft AHSC Response to Lambeth PCT's 'Fit for the Future' Discussion Document

Roland Sinker introduced this item, which was for information. The AHSC welcomed the main proposed change – the emphasis in PCTs as commissioners and a shift away from direct service provision. This could lead to trust involvement in service delivery.

It was noted that the value directly provided PCT services was relatively small.

The change was part of a wider programme of change arising from Sir Ara Darzi's work including the development of polyclinics, which could ultimately provide many services currently controlled by PCTs. The trust was likely to participate directly, along with GPs and social services, in the development of polyclinics.

The Board NOTED the Draft AHSC Response to Lambeth PCT's 'Fit for the Future' Discussion Document.

FOR INFORMATION

08/152

Equality and Diversity Annual Report 2007/08

Maxine James asked the Board to note the progress achieved in 2007/08. Areas for attention in 2008/09 will be the review of the Equalities Scheme, reducing disciplinary numbers and encouraging the further development of staff networks.

The Chair reminded the Board that all committees should complete an annual report and these should be forwarded to the Board for information.

The Board NOTED the Equality and Diversity Annual Report 2007/08.

08/153

Committee Minutes

The Board NOTED the following minutes:

- Performance Committee 11 September 2008
- Governance Committee 11 July 2008

08/154

AOB

The Unite Union was balloting members on strike action in opposition to the NHS pay settlement.

08/155

Date of Next Meeting:

Tuesday 25 November 2008 at 3.00 pm in the **Board Room**.