

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, 25th November 2008 in the Dulwich Committee Room,
King's College Hospital

Members	Michael Parker (MP) Robert Foster (RF) Maxine James (MJ) Dr Martin West (MW) Dame Jacqueline Docherty (JD) Michael Griffin (MG) Simon Taylor (ST)	Chair Non-Executive Director Non-Executive Director Non-Executive Director Acting Chief Executive/Executive Director of Nursing & Operations Executive Director, Human Resources Executive Director, Finance & Information Services
Non-voting Directors	Roland Sinker (RS) Jane Walters (JW)	Joint Strategy Director Director of Corporate Affairs
In attendance:	Rita Chakraborty (RC) Sally Lingard (SL)	Assistant Board Secretary (minutes) Ass. Director Communications & Marketing
Observers:	Jacqueline John Ann Mullins Paul Meurisse	Senior Finance Manager (Corporate) Public Governor Member of the public

Item	Subject	Action
08/156	Apologies Apologies from Rita Donaghy, Prof. John Moxham, Prof. Alan McGregor and Ahmad Toumadj.	
08/157	Declarations of Interest None.	
08/158	Chair's Action The Chair referred to the appendix to the agenda listing tender ratification documents signed since the last Board meeting. It was noted that 1. and 2. were the same tender.	

The Board ratified the Chair's signing of the tender documents.

08/159 Minutes of the meeting held on 28th October 2008
The minutes of the meeting held on 28th October 2008 were APPROVED.

08/160 Matters Arising/Action Tracking
08/115 – Replace “JCC” with “ICC”.
08/135 – date BAF workshop to be confirmed – likely to be February.

Minutes 08/146 (p.3) – UK Blood and Transplant had written to thank the Trust for their full response to the issues raised. John Moxham and Jacqueline Docherty will be meeting with the UKBT Medical Director and Directors of Transplantation and Organ Donation.

08/161 Chair & Non-Executive’s Report
Maxine James gave the following verbal update:
20 Oct Breaking Through programme
23 Oct Disciplinary project
BoD workshop
28 Oct Remuneration & Appointments Committee
Board of Directors
29 Oct NHS Employers Board meeting

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

08/162 Chief Executive’s Report
Tim Smart’s presented his first Chief Executive’s report and highlighted the following:

Initial Observations

There was a high level of enthusiasm and commitment amongst staff. This comes through clearly in the BBC ‘Hospital Heroes’ programme.

Strategy and AHSC

1. The Trust was at full capacity and it was imperative that the current estate was used to maximum efficiency and that discussions with Lewisham Hospital regarding capacity for King’s patients were expedited. Mike Marrinan, Deputy Medical Director, was leading on this.
2. The AHSC accreditation process will consist of an initial submission in January, final submission in February, interviews in March and a final decision in April. As the panel Chair, Sir Alan Langlands, had recently accepted the post of Chief Executive at the Higher Education Funding Council, there was a potential conflict of interest. If a new panel Chair was required this might affect the timing of the accreditation process. There were 19 potential applications.

Media

The Communications Team was congratulated on the volume of media coverage, as shown in the media report.

An article in the 6 November Southwark News concerning NED remuneration had been followed by a Freedom of Information request on a similar issue. A letter had also been received from Simon Hughes MP following representation from Alan Hughes, a former member of King's Board of Governors.

TS was pleased to note that the Trust's Pacesetters project had received an award last week.

There was a discussion on the scope for relocating existing work to Lewisham and associated considerations. A winter decamp facility was being organised with 15 beds planned for relocation in January. This would be followed by the non-acute Rehabilitation Ward in April (stroke, neuro and general rehab). An Equality Impact Assessment would be undertaken to gauge the effects, particularly on elderly patients, who are the largest group receiving rehabilitation.

Patients and clinicians would seek assurance that quality was not being compromised; use of the 'King's @' model would alleviate these concerns.

In addition to supporting Lewisham NHS Trust, KCH would be working with the outer South East London Trusts with more 'King's @' services likely. Ruth Carnall was supportive of this approach.

The Board NOTED the Chief Executive's Report.

08/163

Finance Report – Month 7

Simon Taylor presented the item. Month 7 results showed a continued surplus above plan. There was confidence that the Trust would meet the £15m revised surplus target. Sufficient re-investment of the current surplus was needed to address the capacity constraints.

Performance against CIPs also remained strong. It was noted that the original targets has allowed for a 50:50 split between cost reductions and income generation. However, the increase in activity had resulted in higher than expected income generation. Faced with capacity constraints, future improvements would therefore be problematic without additional investment.

Trusts were waiting for confirmation of 2009/10 tariffs but the efficiency element of 5% was likely to be adjusted to allow for the market forces factor, which equates to 29% increase on tariff in London. HRG4 – the new grouping of tariff categories was also awaited.

The AHSC Finance work stream would be meeting shortly to discuss the creation of a common set of assumptions across all 4 organisations.

There were concerns that FT surpluses may be drawn on by the Treasury for re-investment in the wider sector. MW added that the FT Financing Facility were considering adjustment of the Public Dividend Capital rate to claw back surpluses from FTs. The Trust would lobby against such a decision as Trusts had not started on an equal footing at the point of authorisation.

The Board NOTED the Finance Report, Month 7.

08/164 Performance Report – month 6

Jacqueline Docherty introduced the item and highlighted the following issues:

- Cardiac cases had risen significantly from 600 to 1,000 in year.
- With strong cardiac surgery and cardiology services, the Trust was facing capacity challenges in theatres and critical care.
- There had been an increase in the number of A&E breaches although the annual number remains well within the national target.
- The Trust was looking at methods used in Leeds to reduce 'day before' cancellations and discussing with the divisions.

The Board NOTED the Performance Report – month 6

08/165 Care Quality Commission consultation

Tim Smart presented the report.

The CQC was successor to the Healthcare Commission. The Trust was required to register with the CQC by 01 April against Healthcare Acquired Infections.

TS would be meeting with Baroness Young and would be advocating a supportive regulation framework. The Trust executive would respond formally to the consultation, and consult with the Board, as necessary.

The Board NOTED the Care Quality Commission consultation.

08/166 Board Focus on Quality

Tim Smart introduced the report, which was originally scheduled for the private session. Patient quality must always be at the heart of the Board of Directors' agenda.

Although KCH was a flagship organisation in this area, from April 2010 the Trust would be required to publish quality accounts. The Board needed to consider its approach in this area, and a further report would be presented at the next meeting.

The Board NOTED the report and that, in the future, Quality will appear as a regular agenda item.

FOR INFORMATION

08/167 Auditor's Management Letter 2008/09 and Self-Governance Arrangements

Simon Taylor introduced this item. The Auditor had raised two issues during the last audit – fixed asset accounting and the Trust process for adopting IFRS standards from 2010.

The Audit Committee will approve the audit plan 2009/10 shortly.

The process for adopting IFRS will be considered by the Audit Committee followed by the Board of Directors for approval.

**ST – 16
Dec**

The Board NOTED the Auditor's Management Letter 2008/09 and Self-Governance Arrangements.

08/168 Public Consultation process for the Emergency Department redevelopment - update

The Board NOTED the update on the process.

08/169 Committee Minutes

The Board NOTED the following confirmed minutes:

- Performance Committee 09 October 2008
- Finance Committee 09 September 2008

08/170 AOB

1. The Board of Governors elections results were noted.
2. Governors' photos will be taken following their Board meeting on 4th December.
3. Tim Smart will be taking over from Mike Griffin as Equality and Diversity lead.
4. Hospital Heroes – a summary of the programmes had been printed and circulated to staff; episodes will be available on BBC I-Player after broadcast, and limited copies will be available to staff on request. The Board thanked all those at the Trust involved in this excellent production.

08/171 Date of Next Meeting:

**Tuesday 16 December 2008 at 3.00 pm in the Dulwich
Committee Room.**