

## 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 31<sup>st</sup> March 2009 in the Dulwich Committee Room, King's College Hospital

<b>Members</b>	Michael Parker (MP)	Chair
	Robert Foster (RF)	Non-Executive Director
	Rita Donaghy (RD)	Non-Executive Director
	Prof Alan McGregor (AM)	Non-Executive Director
	Dr Martin West (MW)	Non-Executive Director
	vacancy	Non-Executive Director
	Simon Taylor (ST)	Chief Financial Officer
	Michael Griffin (MG)	Executive Director, Human Resources
	Prof John Moxham (JM)	Executive Medical Director
	Paula Townsend (PT)	Acting Director of Nursing
	John Watson (John W)	Acting Director of Operations
<b>Non-voting Directors</b>	Ahmad Toumadj (AT)	Director of Capital, Facilities & Estates
	Jane Walters (Jane W)	Director of Corporate Affairs
	Zoe Lelliott (ZL)	Acting Director of Strategy
<b>In attendance:</b>	Rita Chakraborty	Assistant Board Secretary (minutes)
	Peter Fry	Acting Director of Performance
	Andy Leather	Clinical Director, General Surgery and Director, THET
	Sally Lingard	Associate Director, Communications and Marketing
	Jenny Yao	Assistant Director, Quality Improvement
	Betty Evans-Jacas	Governor
	Ann Mullins	Governor
	Paul Meurisse	Member of public
	Saurabh Goyal	Member of public

<b>Item</b>	<b>Subject</b>	<b>Action</b>
<b>09/22</b>	<b>Welcome and Apologies</b> Apologies - Tim Smart and Maxine James.	

This was Mike Griffin's last Board meeting as well his last day at King's. On behalf of the Board of Directors, the Chair thanked him for his considerable contributions to the trust and wished him the best for his new role at Imperial Healthcare.

09/23

**Declarations of Interest**

The Chair declared that he was a trustee of THET, which was an item on this agenda.

09/24

**Chair's Action**

6<sup>th</sup> March 2009 – tender ratification for the supply of IP Telephony Services.

09/25

**Minutes of the meetings held on 27 January 2009 and 26 February 2009**

The minutes of the meeting held on 27 January 2009 were **Approved** subject to the following amendment:

09/10 (p.4) – final paragraph

Change to *“Finally, there was an expectation from the Welcome Trust that the trust Clinical Research Facility would link with other facilities across the country.”*

The minutes of the meeting held on 26 February 2009 were **Approved**.

09/26

**Chair/NEDs Report**

The Chair/NEDs Report was noted.

09/27

**Chief Executive's Report**

Simon Taylor presented the Chief Executive's Report.

Issues highlighted were as follows:

- The finance report for month 11 would be considered by the Finance Committee before coming to the Board of Directors in April. The trust continued to achieve a financial risk rating of 5 (against a target plan of 4). The trust surplus of £16.57m was £4.16 above plan.
- The accreditation of King's Health Partners as an AHSC was a tremendous achievement.
- A sample of the trust's new surgical checklist was circulated. This was modified from a model developed by the World Health Organisation.
- Additional information was given on the project to develop King's values. The trust would be publishing a quality report in the Annual Report for 2008/09.
- An independent audit of Sodexo prices in the trust was under way. It was clarified that Sodexo (not the trust) would be market testing soft Facilities Management Services.
- Feedback was very good following the recent visit of the Prime Minister, Secretary of State for Health, and Minister for Health.

SL also updated the Board on a meeting in February between the trust and some local MPs to discuss the plans for re-development of the Emergency Department. A further meeting would be held with Simon Hughes, MP in the near future.

The Board noted the Chief Executive's Report.

**09/28 Performance Report - month 10**

Peter Fry presented the performance report for month 10.

Despite capacity challenges, the trust continued to achieve the 98% A&E 4-hour waiting target. This had had some impact on elective activity since Christmas and resulted in some cancellations. John W confirmed that a new ward was due to open shortly but a 16% increase in GP referrals and rising A&E attendances presented huge challenges for 2009/10. JM noted the link between performance, efficiency, profit and quality. The impact of pressures on both patients and staff was recognised. Despite the current situation, 18 week targets had been achieved in February.

MRSA and C Difficile targets had also been met.

The average length of stay had risen from 4.6 to 4.9 days and the Board requested further analysis of this data.

The Board also requested trendlines and 12 month graphs to show the direction of travel of infection control performance. The Performance Committee would consider this as part of the performance report.

<ul style="list-style-type: none"><li>• <b>Board to receive further analysis of data on rise in average length of stay</b></li><li>• <b>Performance Committee to receive additional information on trendlines and a 12 month running graph for infection control.</b></li></ul>	<b>PF – April</b>
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**09/29 Board Focus on Quality**

John Moxham introduced a report on preparations for publication of trust quality accounts for 2008/09. The various data sets were being gathered for analysis and benchmarking.

RF suggested that the trust should prepare for media interest in this new publication.

The Board was asked to forward any comments to Jenny Yao and noted the Board Focus on Quality.

09/30

### THET Update

Andy Leather gave a verbal update on THET.

King's support for THET's work in Somaliland, including financial assistance for the International Development Unit (IDU), was the biggest link by a UK hospital with a developing country. The Dept of Health and Dept for International Development were very impressed by the project.

AL explained the progress achieved in Somaliland since 2000.

- A grant from the Dept of Health in 2006 was helping THET to strengthen the country's health system along with NGO partners
- Security assessments had been complete and strict clear rules were in place to govern the involvement of overseas workers, including adequate insurance
- The pilot phase was coming to an end and the future was not entirely clear.

AL went on to outline THET's future plans including:

- Educational support by King's medical school for the IDU
- Establishment of a global health institute under the umbrella of an AHSC. This could consist of a virtual school embracing KCL and the other partners to encompass all health professionals.
- Across the UK, there was growing interest in global health issues and a structured post-graduate qualification was imminent; it could be based at this medical school.
- Strategic partnering with an AHSC, possibly KHP at the Denmark Hill site
- An intercollated BSc for medical students had attracted a large number of applicants

The Board was greatly impressed by THET's achievements and ambitions. However, there were concerns at the reliance of the programme on AL's own energy, time and commitment. THET's ambitions required more sustained resourcing.

The Board thanked Andy Leather for the update.

**09/31**

**Annual Report/Annual Review 2008-09**

Sally Lingard presented an outline of the trust's plans for producing this year's annual report and annual review. 'Hospital Heroes' was the theme following on from the BBC One series about King's broadcast last winter.

This year, there would be 3 separate documents as follows:

1. Annual report and accounts – a word processed document to fulfil Monitor's mandatory requirements, including governance, for annual reporting. This would be presented to Parliament and then placed on Monitor's website for public viewing.
2. Annual review – a published document highlighting the trust's achievements and future plans with summary financial information. This would be a shorter printed document than in previous years to keep costs in check and would be circulated to stakeholders as well as being available on the trust's website.
3. A summary 8-page document would be printed and distributed to all trust public and patient members with further copies available around the hospital and for distribution at events.

The impact of the AHSC would be featured in a 2 page spread including standard wording to appear in each partner's document as well as specific information relevant to the individual organisation.

SL would ensure that information on the IDU was incorporated.

Ann Mullins suggested that the summary version for members include a tear-off slip to sign up as a new member.

The Board noted the update on the Annual Report/Annual Review 2008-09.

**09/32**

**2009 Community Events**

Jane Walters outlined the purpose and programme for this year's community events, 5 of which would be held during April and May. These were an opportunity to outline the trust's achievements and future plans, gather members' feedback; for members to meet with governors and directors, and to visit various information stands covering a range of trust services.

Each event would be chaired by a non-executive director, with 2 executive directors to give a formal presentation and answer questions. Clinicians and senior nursing staff would be present at each event to respond to any medical queries from the audience.

The Board noted the update on 2009 Community Events.

**09/33**

**Board Report Format**

A revised cover sheet and report template would be introduced from April for reports to both Boards of Directors and Governors. A guide had been written to help report authors ensure correct completion.

The Board made the following suggestions:

- Guidance on completing the report key implications – contact numbers for relevant staff in Legal, Risk, Equality and Diversity etc.
- Report template – Options section should include pros and cons of recommended option.

**09/34**

**Information Governance Update**

Simon Taylor introduced this update. He outlined the governance framework and reporting structure; aims of the Information Policy; main areas of work in 2008; IG toolkit results and main issues going forward.

There were similar protocols and designated roles across the AHSC partners to consider sharing data and a common approach, but the priority was to conform to statutory requirements.

Areas for improvement in the trust's systems included audit, testing of policy adherence and paper records management. The toolkit for 2009 was being scored to identify areas of progress and development.

An update by the Caldicott Guardian was considered yearly by the Governance Committee. AM suggested that clinicians' appraisals should assess how effectively they carry out their duties in the area of information governance.

**09/35**

**Minutes**

Confirmed Minutes of Committee Meetings

The following unconfirmed minutes were received for information:

- Finance – 04 November 2008
- Audit – 04 December 2008
- Performance – 08 January 2009
- Performance – 12 February 2009
- Equality & Diversity – 12 December 2008

**09/36**

**AOB**

- Negotiations continued with PCTs for commissioning contracts in 2009/10
- Mike Griffin wished KCH and KHP all the best for the future. The Chair reciprocated good wishes for Mike Griffin in his new role at Imperial.

**09/37**

**Date of Next Meeting: Tues 28<sup>th</sup> April, 3.00 pm - Dulwich Room.**