

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 28th April 2009 in the Dulwich Committee Room, King's College Hospital

Members	Michael Parker (MP)	Chair
	Robert Foster (RF)	Non-Executive Director
	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
	Vacancy	Non-Executive Director
	Tim Smart (TS)	Chief Executive
	Angela Huxham (AH)	Executive Director, Workforce Development
	Prof John Moxham (JM)	Executive Medical Director
Simon Taylor (ST)	Chief Financial Officer	
Paula Townsend (PT)	Acting Director of Nursing	
John Watson (John W)	Acting Director of Operations	
Non-voting Directors	Zoe Lelliott (ZL)	Acting Director of Strategy
	Ahmad Toumadj (AT)	Director of Capital, Facilities & Estates
	Jane Walters (Jane W)	Director of Corporate Affairs
In attendance:	Jessica Bush	Head of Patient and Public Involvement
	Rita Chakraborty	Assistant Board Secretary (minutes)
	Peter Fry	Assistant Director of Performance & Contracts
	Sally Lingard	Associate Director, Communications & Marketing
	Jenny Yao	Assistant Director, Quality Improvement
	Prof Naomi Fulop	Director, PSSQ
	Hedi Argent	Public Governor

Item	Subject	Action
09/56	Welcome and Apologies Apologies – none.	
09/57	Declarations of Interest None.	

09/58

Chair's Action

THET grant application – the Trust received a late request to endorse an application to the EU for funding of its Africa project. Simon Taylor contacted as many directors as possible to seek approval and this was given unanimously. As the Chair is a Trustee of THET, the application was signed by the Vice-Chair (Robert Foster). The action of the Vice-Chair was approved.

09/59

Minutes of the meetings held on 28th April 2009

The minutes of the meeting held on 28th April 2009 were approved subject to the following amendment:

09/50 Staff Pay Awards 2009/10 – p.6, para 4

Change “3 tiered” to “4 tiered”.

09/60

Matters Arising

09/49 Update on Progress for Trauma and Stroke Centre developments

Clarity has been provided concerning financial reimbursement but the Trust is not content with the details and will respond to Healthcare for London.

09/61

Chair/NEDs Report

In addition to his report, the Chair had ratified the appointment of Roland Sinker as Executive Director of Operations effective from 6th July. He thanked John Watson for his support and contribution in the intervening period.

Maxine James gave the following verbal update:

17th April	Attended BME Councillor Dinner
23rd April	Attended Governance Committee
28th April	Attended Board of Directors meeting
29th April	Attended NHS Employers event
30th April	Attended McKinsey Board Effectiveness on Quality Workshop
5th May	Attended Director of Operations and Director of Nursing Short-listing meeting
6th May	Attended KCH Volunteers Reception
7th May	Chaired KCH Community meeting at Lambeth Accord

It was clarified that individual reports should cover the period from the previous Board meeting up to the date that information is submitted.

The Chair/NEDs Report was noted.

09/62

Chief Executive's Report

Tim Smart (TS) presented the Chief Executive's Report. An updated version was tabled and the following issues were highlighted:

King's Health Partners

- Interviews for the Executive Director of KHP would be taking place on 02 June. The search for a substantive Chair had also started.
- A pilot Clinical Academic Group in Cardiology had been launched.
- A revised partnership agreement was now due to be considered by the KHP Partnership Board in October with subsequent circulation to sovereign organisations' Boards for formal approval.

Executive Director recruitment

Tim Smart thanked John Watson for his continued help and support as Acting Director of Operations until the arrival of Roland in July 2009.

The panel would be interviewing the final candidate for the role of Executive Director of Nursing and an announcement would follow shortly.

The Trust would soon begin the search for a substantive Director of Strategy.

Interviews for a new Non-Executive Director would be held by the Nominations Committee on 15 July and a preferred candidate would be submitted for approval by the Board of Governors on 30 July.

Surgery Live

Channel Four would be televising live neurosurgery from King's on 28 May, 11.00pm performed by Nick Thomas with Chris Chandler commentating at a different location in front of an audience.

Correction: 7. Sodexo Services – change “penalty” to “performance”

The Board noted the Chief Executive's Report.

09/63

Finance Report - month 12

Simon Taylor (ST) introduced the report. The overall risk rating at month 12 was 5 against a target plan of 4. The Trust had recorded a surplus of £15.573m, which was £3.072m above plan.

The audit of year end accounts was complete and the auditors would publish an Annual Governance Report shortly including any issues arising from the audit. The Audit Committee was due to consider the Annual Report and Accounts on 04 June followed by Board of Directors' approval later that day.

The Chair thanked divisions for over-achieving their CIPs. The Board noted the Finance Report, month 12.

09/64 Performance Report Month 12

Peter Fry (PF) presented the report.

The Trust had achieved 98.39% against the 4-hour wait target of 98% for all A&E type services. TS noted a strong correlation between non-achievement of the A&E target and recent departures of NHS trust chief executives in London.

Sickness and absence rates had fallen to 3.1 against a target of 3.2.

Martin West (MW) sought assurance that the fall in data quality would not lead to the problems experienced in 2008-09 during the Annual Healthcheck. TS responded that the Care Quality Commission had introduced a new process for checking data, which included an opportunity to appeal in advance of final assessment.

The Board noted the Performance Report Month 12.

09/65 2008 National Inpatient Survey

Jessica Bush gave a presentation on the results of the National Inpatient Survey.

This was an annual postal survey conducted by the Care Quality Commission in July 2008. From a sample of 850 inpatients, the Trust had achieved a response rate of 49%.

King's had slightly improved its overall performance and its position against its peers in London; it was ranked second – an improvement from fourth position in 2007. King's College Hospital, along with Guy's and St Thomas', were the top performing AHSC in London from a patient perspective, ahead of the UCLH and Imperial groups. Nationally, however, King's position had fallen to 61st.

CQC presented the information using a traffic light system where green indicated "above average"; amber – "about the same" and red – "below average".

The following were areas of improvement; admission to hospital, doctors, nurses and leaving hospital.

However, there continued to be areas where King's performed less well and these needed to be addressed. Areas where we had scored less well were care and treatment, operations and procedures, and overall views. However, there were no sections where the Trust scored lower than amber.

Doubts were expressed about the representativeness of the sample group, given that the results were not adjusted for ethnicity. CQC had confirmed that 98% of the respondents nationally were white, which was in stark contrast to the ethnic diversity of King's patients.

It was also noted that the Trust's own "How Are We Doing?" survey (HRWD) received twice as many responses per month as the annual survey from a cross-section of ethnic groups. However, there was some concordance between the 2 surveys. John Moxham noted that HRWD results had remained flat during the year and this suggested a need to look at the factors that were preventing staff from delivering better care.

Next steps would be to disseminate the results to the Trust and to key stakeholders; developing and actions plan; linking in with the Trust's work on values; review HRWD and prepare for the 2009 inpatient survey.

The Board noted the National Inpatient Survey.

09/66 2008 NHS Staff Survey

Angela Huxham introduced the report. Staff survey results were used to monitor and to identify areas for improvement in relation to the Trust's public duty to promote race, gender and disability equality.

King's overall performance had not changed since 2007 but its overall position compared to other English acute trusts and London teaching hospitals had fallen slightly.

The survey was carried out by the Care Quality Commission to measure 36 key findings, of which King's scored among the best 20% nationally in 11 scores and among the worst 20% nationally in 10 scores.

Areas where staff perception had improved since 2006 included work pressure felt by staff; Trust commitment to work-life balance and availability of hand washing materials. Areas where the Trust had scored worse included support from immediate managers; well structured appraisals, and violence and bullying from staff.

It was apparent that the data revealed a complex picture.

The results would be analysed to identify any significant differences in staff experience. Action plans would be drawn up involving staff to improve scores in priority areas. The values work currently under way would be key to driving improvement in these areas.

The Board noted the report on the 2008 NHS Staff Survey.

09/67 Clinical Excellence Awards

AH introduced this report. Eligible consultants were entitled to be considered for an award on an annual basis. The report showed how this year's awards were allocated with supporting data.

Rita Donaghy (RD) was thanked for her time and support for this process.

TS noted that some staff did not apply because of the detailed forms requiring completion. RD offered to help applicants complete their forms.

Alan McGregor (AM) noted that women were under-represented and this could be linked to their higher numbers of part-time and job-shares.

The Board noted the report on the Clinical Excellence Awards.

09/68 King's Patient Safety and Service Quality Research Centre update

Professor Naomi Fulop gave a presentation on the Centre's progress – a partnership between KCH and KCL. The Centre had secure funding of £4.5m until April 2012. A renewal process would begin prior to this date. Given the current economic situation, the future funding environment was not entirely clear.

Four research programmes were under way:-

- Risk – 5 projects
- Organisational Governance – 5 projects
- Workforce – 5 projects
- Innovations – 3 projects

The Centre's staff capacity had increased with a number of secondments from KCH as well as PhD researchers. Five Open Forum seminars had been run so far with over 60 attendees at each event.

Partnership working was a key part of the Centre's work. This included contribution to the AHSC accreditation and feedback on the KCH quality scorecard.

The Centre was developing cross-cutting themes across its programmes; widening partnership working, admitting new secondees in the autumn, and applying to work on an EU-wide project.

The Board noted the PSSQ update and thanked Prof Fulop for her presentation.

09/69

King's Strategy and Implementation Plans

Tim Smart and Zoe Lelliott introduced the report.

The report set out the recommendations of the strategic review, and the mechanisms by which the Trust would manage delivery of the work programmes in order to achieve the Trust's strategic goals.

The two strong themes emerging from this exercise were the need to focus on world class delivery, whilst addressing local needs. The Strategic Review Group had worked to shape a number of areas of development, which now formed the basis of six proposed workstreams with specific objectives, to be overseen by the executive leadership.

The Board's observations included the following:

- Workforce retention was as important as recruitment
- The completion of the wider KHP strategy was crucial. However, this was moving at a slower pace than individual Trust strategies.
- Service re-design across the KHP acute trusts was necessary where this would clearly lead to world-class services. The development of cancer services across KHP would be an early test of this approach. JM commented that the aim was to create "distributed excellence" across KHP.
- A more rigorous definition of "world class" would be developed with evidence-based analysis.
- Demand continued to grow due to higher A&E admissions and GP referrals. Therefore, the opening of an extra ward on Lewisham would be brought forward by 3 months.

ZL fed back comments received from the Governors' Strategy Committee:

- The risk of discharging patients too soon in order to reduce average length of stay.
- More emphasis on training and education.

The Board noted the report and APPROVED the Trust Strategy 2009-10.

09/70

Annual Plan 2009-10

Peter Fry introduced the Annual Plan and reminded the Board that a draft version of the plan had been discussed at the previous Board of Directors meeting on 28 April and the meeting of the Board of Governors on 24 April. The Governors' Strategy Committee had also considered the final draft of the plan at their meeting on 21 May and fed back comments to the Trust. In addition, the plans had been shared with members at a series of community events in April and May and comments incorporated, as appropriate.

Prior to the meeting, Jane Walters had circulated a schedule of assurance to Board members in order to inform the process of self-certification.

The membership report would also be submitted along with the main document.

The final point on p.37 of the main plan was queried for accuracy ("artificial") and this would be checked before submission.

ZL fed back a comment received from the Governors' Strategy Committee suggesting clearer mitigation of the risks listed.

The Board APPROVED submission of the Annual Plan to Monitor and the signing of the self-certification statements.

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| <ul style="list-style-type: none">• Circulate schedule of assurance at July BAF workshop for reference. | Jane W |
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09/71

Trust response to consultation on trauma and stroke services

John Watson informed the Board that this document reflected the comments received when an earlier draft was circulated. The document had been submitted to Healthcare for London earlier in May.

The Board noted the Trust response to consultation on trauma and stroke services.

09/72

Confirmed Minutes of Committee Meetings

The Board noted the following confirmed minutes:

- Performance Committee - 12 March 2009
- Finance Committee – 2 April 2009

09/73

AOB
None

09/74

Date of Next Meeting: Tues 04 June, 12.30 pm - Dulwich Room.