

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 30th June 2009 in the Dulwich Committee Room, King's College Hospital

Members	Michael Parker (MP) Robert Foster (RF) Rita Donaghy (RD) Maxine James (MJ) Dr Martin West (MW) Vacancy Tim Smart (TS) Angela Huxham (AH)	Chair Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Executive Director, Workforce Development Executive Medical Director Chief Financial Officer Acting Director of Nursing
	Prof John Moxham (JM) Simon Taylor (ST) Paula Townsend (PT)	Acting Director of Strategy Director of Capital, Facilities & Estates Director of Corporate Affairs
Non-voting Directors	Zoe Lelliott (ZL) Ahmad Toumadj (AT) Jane Walters (JW)	
In attendance:	Rita Chakraborty Peter Fry Nicky Hayes [09/92] Emma Ouldred [09/92] Monika Kalyan [09/93] Jenny Yao Michelle Pearce Saurabh Goyal	Assistant Board Secretary (minutes) Assistant Director of Performance & Contracts Nurse Consultant Clinical Nurse Specialist Equality and Diversity Manager Assistant Director, Quality Improvement Public Governor Member of the public

Item	Subject	Action
09/83	Welcome and Apologies Apologies – Prof Alan McGregor and John Watson.	
09/84	Declarations of Interest [09/89] Martin West is a Partner in Drivers Jonas, which advised the Trust on the acquisition of Coldharbour Lane Industrial Estate. He was not involved personally.	

09/85

Chair's Action

1. Tender Ratification Document for the provision of Total Bed Management Services
2. Tender Ratification Document for Cardiac Catheterisation Laboratory Consumables.

The Board approved the Chair's signing of these documents.

09/86

Minutes

09/86.1

Meeting held on 26th May 2009

The minutes of the meeting held on 26th May 2009 were approved subject to the meeting date being changed to 26th May.

09/86.2

Meeting held on 4th June 2009

09/78 – Auditor Annual Governance Report (fourth bullet point) – change to “The Auditor had made observations on issues such as correct estimation of the life of fixed assets in depreciation calculations, and the accounting treatment of private patients’ income.” Ensure 4 June Audit Committee wording is amended accordingly.

09/87

Matters Arising

None.

09/88

Chair/NEDs Report

Amendments:

- Robert Foster – Board Meeting to sign off accounts should be dated 4th June.
- Martin West – 4 June – change last event to “Chaired Cancer Charity **Golf** Day Committee”

The Chair/NEDs Report was noted.

09/89

Chief Executive's Report

Tim Smart presented the Chief Executive's Report and the following issues were highlighted:

Risk Rating

The Trust's risk rating had changed from a maximum of 5 to 3. This was due largely to the recent acquisition of Coldharbour Lane Industrial Estate. This would bring benefits to the hospital through opportunities for expansion and easier access to Coldharbour Lane. There were also £0.5m p.a. rental savings for the Trust. External valuation had been sought and the Trust was confident that a good price had been achieved.

Performance

The current volume of patients presenting at the Emergency Department was 20% higher than at the winter peak and the acuity of patients had also increased. This had increased emergency admissions and, as a result, some elective admissions had been cancelled. More people were presenting with flu-like symptoms.

Measures had been introduced to reduce these numbers including:

- A 'meet and greet' system in the Emergency Department
- Publicity for patients on what they should do if they have flu-like symptoms
- Approaching Lewisham and Bromley to increase their admission of non-urgent patients

Hygiene Code

Following recent Hygiene Code inspections by the Care Quality Commission the Trust was initiating a range of actions, including more training and an email address for staff to report any concerns regarding hygiene. This was intended to complement existing mechanisms including incident reporting.

Quality

David Nicholson, Chief Executive of the NHS has commented positively on the Trust's Quality Report.

Values

This was an important project which it was hoped would effect wide-ranging change from treating patients and staff with respect and dignity to reducing bullying and harassment.

Sodexo

A new management team was in place.

The Board made the following observations:

Increased activity

The impact of significantly increased demand had been discussed with Southwark PCT and NHS London. There were no indications that levels of care and quality would be affected by current financial pressures. There were clear signs across divisions that quality was the absolute priority.

CQC visits

The Trust was disappointed by some of the findings of the recent visits but there was a clear resolve to continue to improve hygiene at ward level and to take a multi-disciplinary approach.

Infection Control

John Moxham added that the Deputy Director of Infection Prevention and Control at GSTT had visited King's and there were some useful lessons from the meeting including briefing all staff about infection control issues.

Tim Smart and Paula Townsend had visited Frimley Park Foundation Trust recently where only 1 case of hospital acquired MRSA occurred last year. The Trust had begun screening all inpatients 3 years ago. At present, King's screens all elective patients but not emergency admissions. From January 2010, all King's inpatients will be screened for MRSA. Again, there were useful lessons for King's; however, it was acknowledged that Frimley Park's patient profile and population demographics were markedly different.

John Moxham went on to explain that the main cause of MRSA was the insertion of intravenous lines and, with a large number of patients at King's being treated for serious conditions, this was inevitably higher than average. However, it was felt that King's could learn from comparable trusts, such as St George's, and King's clinicians had acknowledged the need to drive down infection rates.

Tim Smart assured the Board that, although the Trust was not complacent, there was confidence that a situation similar to Mid-Staffordshire could not happen here.

Values

In response to a query from Maxine James about the involvement of staff in the project, Jane Walters informed the Board that the 'listening' phase of the Values project had included an open invitation to staff to participate. A good cross section of staff had attended the focus groups and interviews. The next stage – the 'engaging' phase – would involve more staff as well as governors and patients.

Angela Huxham added that the comments gathered during the 'listening' phase had revealed many common themes that the challenge would be to capture these meaningfully and succinctly.

The Board noted the Chief Executive's Report.

09/90 Performance Report and Scorecard - month 1

Peter Fry presented the report.

In Month 1, the Trust achieved 98.4% against the 4-hour wait target of 98% for all A&E type services. Performance against the 18 weeks referral to treatment target also remained strong.

There were 3 cases of MRSA bacteraemia which was on trajectory.

Sickness and absence rates fell further to 3% compared to 3.5% a year ago.

Martin West asked about measures were being used to reduce Average Length of Stay. Visual management boards were in wide use. It was also pointed out that the data was skewed by 2 or 3 long-stay patients who had now been discharged.

There was confidence that the 90% target for coding completeness was achievable. Coding depth would become more important because of the nature of HRG4 - the new tariff.

The Board noted the Performance Report Month 1.

09/91 Developing Trust Scorecard to Incorporate Quality Indicators

Peter Fry presented the report. He thanked Jenny Yao for her work on the scorecard.

The Quality and Performance Scorecard, which would replace the current version, had been discussed at the Performance Committee; however, it was an evolving set of metrics. Several new indicators had been introduced to reflect the 3 aspects of quality – clinical effectiveness, safety and patient experience. Each division will receive Quarter 1 data on 10 July.

John Moxham congratulated staff on the development of the scorecard. In his view, it was critical that the Trust worked with GSTT towards alignment of performance management systems.

Peter Fry added that he had delivered a workshop at GSTT about the journey of performance management at KCH and there was a keenness to understand the process at King's and growing cross-organisational contact.

Maxine James queried the appropriateness of the metrics focussed on equality and diversity. In view of the limited time, Peter Fry and Maxine James would discuss this issue outside of the meeting.

The Board noted the Trust Quality Scorecard.

09/92

Caring for People with Dementia at King's College Hospital

Nicky Hayes and Emma Ouldred presented an update on dementia care at the Trust following a report to the Board in July 2007.

Currently, 700,000 people suffer from dementia in the UK, a figure that will double in the next 30 years. Approximately 30% will have a formal diagnosis and contact with any specialist services. A 5 year National Dementia Strategy aimed to increase awareness, ensure early diagnosis and radically improve the quality of care of people with dementia.

Key issues for King's were to continue to improve existing memory services; improve treatment and care in hospital; provide better information for people with dementia and their carers, and improve end of life care.

A steering group was supporting implementation of the National Service Framework for Older People. Proposals were being developed for a memory service and a mental health liaison service. A project on advanced care planning and end of life care was under way in collaboration with the Modernisation Initiative.

The Board made the following observations:

- Co-ordination was needed with the development of the CAG focussed on dementia, which is in the first wave development. A key aspect of the KHP strategy was integration of physical and mental health.
- The need for liaison with PCT community teams. A resource group has been established by the PCT to focus on older people and dementia.
- Reducing inappropriate admissions which may be due to lack of communication with the primary care providers.
- The need for nursing staff to be more involved in the CAG focussed on dementia, and improving general awareness of the issue amongst all staff.

Michelle Pearce, Public Governor, commented that this was an issue of equality and considered that resources would be needed to help staff to deal with the increasing numbers of patients with dementia.

The Board noted the update on dementia.

09/93

Single Equality Scheme

Tim Smart introduced the item. He thanked Monika Kalyan and Angela Huxham for drawing the scheme together.

Although the scheme addresses a number of legal requirements, it had not been developed as a box-ticking exercise. The equality vision and aims shown on p.8 underline the moral and ethical duty of the Trust to treat everyone fairly and without discrimination. A more accessible form of the document would be circulated to staff.

The attached action plan consisted of 6 sections, each led by an executive director, with progress tracking via the Equality and Diversity Committee.

The data on p.48 concerning inpatient attendances was incorrect and would be rectified before publication. Martin West sought assurance that this would not re-occur. Tim Smart and Peter Fry gave assurance that the cause of the error was not data quality but an isolated incident.

The following observations and suggestions were offered by the Board:

- Incorporating the equality and diversity vision/aims into the Trust's project on values.
- Including an introductory letter from the chief executive with the scheme when circulated to staff.
- Aiming the launch at other stakeholders, in addition to staff.
- More promotion of the scheme at community events to encourage a larger number of responses.
- Further investigation was needed of the reasons for a reduction in take-up of nursing and midwifery training. It was agreed that Angela Grainger would be invited to give an update to the Equality and Diversity Committee on her work in this area with London South Bank University.

The Board approved the Single Equality Scheme.

09/94

Monitor Consultation on a Guide for NHS Foundation Trust Governors

Jane Walters introduced the report.

The Foundation Trust Network's comments were useful and Jane Walters had added to these, and would also include comments from the Board.

The main observations were that the draft document focuses on the statutory role of governors but provides little guidance on their wider role, which is the area in particular need of clarification. Secondly, the Code of Governance – published by Monitor in 2006 – is intended to be best practice, whereas the tone of this guide could be interpreted as fact leading to confusion.

Jane Walters thanked Robert Foster for forwarding his comments. He noted that the guidance on the role of the Board of Governors in preparation of the Annual Plan could be mis-interpreted and could risk conflict between the boards. He commented that, at King's, directors and governors had worked very hard to develop a shared understanding of respective roles and wished to avoid unnecessary confusion.

Tim Smart commented that the guidance indicated confusion about the respective roles of non-executive directors and of Governors. He suggested that the role of the Board of Governors, as described in the guidance, could affect the ability of the NEDs to discharge their accountabilities appropriately.

Michelle Pearce, Public Governor, commented that, given its length and style, the guidance could discourage potential governor candidates altogether.

Jane Walters thanked the Board for their comments, which would be incorporated in to a response and sent to both the Foundation Trust Network and to Monitor.

The Board noted and approved the response to the consultation.

09/95 Confirmed Minutes of Committee Meetings

The Board noted the following confirmed minutes:

- Equality and Diversity Committee – 26 February
- Audit Committee – 12 March
- Performance Committee – 14 May

09/96 AOB

- NED involvement in the next round of 'Go and See' visits would be circulated in July.
- Sir Ara Darzi and Sir David Nicholson will be visiting the Trust on 21 July to celebrate the first anniversary of the publication of the Darzi Report.
- King's Open Day will be held on Sunday 05 July, 11.00-3.30pm

09/97 Date of Next Meeting: Tues 28 July, 3.00 pm - Dulwich Room.