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, 14 December 2010 in the Dulwich Committee Room, King's College Hospital.

Members	Michael Parker (MP)	Non-Executive Director (Chair)
	Robert Foster (RF)	Non-Executive Director
	Marc Meryon (MM1)	Non-Executive Director
	Prof. Alan McGregor (AM)	Non-Executive Director
	Dr Martin West (MW)	Non-Executive Director
	Maxine James (MJ)	Non-Executive Director
	Tim Smart (TS)	Chief Executive
	Michael Marrinan (MM)	Executive Medical Director
	Roland Sinker (RS)	Executive Director of Operations
	Simon Taylor (ST)	Chief Financial Officer
	Angela Huxham (AH)	Executive Director of Workforce Development
	Dr Geraldine Walters (GW)	Executive Director of Nursing & Midwifery
Non-voting Directors	Jane Walters (JW)	Director of Corporate Affairs
	Jacob West (JW1)	Director of Strategy
In attendance:	Rita Chakraborty	Assistant Board Secretary (Minutes)
	Sally Lingard	Associate Director Communications & Marketing
	Christopher Forster	Head of Asset Management
	Kim Ng	Darzi Fellow
	Dominic Dickinson	Primary Care Liaison Manager, St George's Healthcare NHS Trust

Item	Subject	Action

010/187 **Welcome and Apologies**
Apologies - Prof. Sir George Alberti and Ahmad Toumadj
(Christopher Forster deputising).

010/188 **Declarations of Interest**
None.

010/189 **Chair's Action**
None.

010/190 **Matters Arising**
010/183 – action complete

010/191 **Chair and NEDs Report**
The report was noted.

010/192 **Chief Executive's Report**
TS gave a verbal update including the following issues:

Patients' Association report – the case of a KCH patient which had been included in a recent publication by the Patients' Association had been discussed at length by the Senior Leaders Team earlier the same morning. The trust was committed to learning from such events, and there had been a very useful discussion. The lessons and insights were varied and would be captured for further consideration by the executive team.

Review of self-certification process - Monitor has invited the trust to employ external consultants to review its process for self-certification following a breach of the full year MRSA limit in quarter 2. This has resulted in an amber-green governance rating and subsequent red rating under Monitor's compliance framework. The trust has engaged KPMG to carry out the review, which needs to be completed by 14 January 2011.

Care Quality Commission visit – an unannounced CQC inspection had taken place on 10 December The CQC invite ongoing feedback from a range of stakeholders, and also review trust performance on an ongoing basis through a variety of metrics, which inform their inspection process.

A number of ward areas were visited including the Friends Stroke Unit, Healthcare of the Elderly wards and Medical Assessment Unit, Maternity/Midwifery and there was also discussion with groups of staff including HR, PALS/Complaints/PPI and Safeguarding staff as well as with many patients. Formal feedback was expected in January 2011, and informal feedback had been circulated to Board members and to Governors.

There was positive feedback overall; infection control systems were broadly compliant, although some issues were noted concerning dust levels in some linen cupboards and some mattresses.

Robert Foster asked whether the findings will be conveyed to stakeholders who forwarded comments to the CQC. Tim Smart responded that this was a matter for the CQC.

Geraldine Walters added that the visit was based not just on anecdotal evidence, but also because of the trust's Quality and Risk Profile, which is compiled from a variety of sources including patient and staff surveys.

It was noted that the Board of Governors had recently submitted their commentary to the CQC but it was unclear whether this had been received prior to the unannounced visit.

Assistant Medical Director – 5 applications had been received for 3 posts. The panel may not appoint to all 3 vacancies unless candidates are considered to be of a sufficient calibre.

The verbal update was noted.

010/193 **Winter Pressures**
The Emergency Department was experiencing very high volumes and high acuity cases.

The trust's focus on MRSA continues and there have not been any further cases.

010/194 **Business Continuity Update**

Roland Sinker (RS) presented the Winter Resilience Plan 2010. The paper outlines key actions on how the trust will respond to the changing needs during the winter months. It also aims to provide assurance to the Executive and the Board that the trust has robust escalation policies in managing capacity and surges in numbers of admissions during the winter months.

RS highlighted that a series of actions have already been initiated:
- Relocation of admissions and discharge lounge has been delayed, releasing an extra 12 beds.
- Weekly meetings are held with ED and Divisions.
- Daily 5pm bed meetings led by RS, and attended by senior divisional staff and ED consultant.
- The electronic bed management systems giving visual representation of real-time bed capacity.
- Monitoring of the Bed management system by the Clinical site manager team over the winter.

TS commented on the tremendous work of Liz Wells, Head of Emergency Planning and Clinical Site Management, to ensure the smooth running of the trust's services.

The report was noted.

010/195   King's Health Partners update

Prof Lechler had asked if his agenda slot could be moved slightly because of a diary clash, but that was not possible because of the early running of the meeting.

FOR INFORMATION

010/196 • **Quarterly Energy Report**

  • **Confirmed Committee Minutes**
    o Finance and Performance Committee 26 Oct 2010
    o Audit Committee 23 September 2010

  • **Register of Directors' Interests**
    o Changes were noted and an updated version will be placed on the website.

  • **2011 Board of Directors' Work Plan**

010/197   AOB
None.

010/198   Date of Next Meeting:
Tues 25 January 2011, 3.00 pm - Dulwich Room.