

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, 19 April 2011 in the Dulwich Committee Room, King's College Hospital.

Members	<p>Michael Parker CBE (MP) Prof. Sir George Alberti (GA) Prof. Alan McGregor (AM) Maxine James (MJ) Marc Meryon (MM1) Dr Martin West (MW) Tim Smart (TS) Angela Huxham (AH) Michael Marrinan (MM) Roland Sinker (RS) Simon Taylor (ST) Dr Geraldine Walters (GW)</p>	<p>Non-Executive Director (Chair) Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Executive Director of Workforce Development Executive Medical Director Executive Director of Operations Chief Financial Officer Director of Nursing & Midwifery</p>
Non-voting Directors	<p>Ahmad Toumadj (AT) Jane Walters (JW) Jacob West (JW1)</p>	<p>Director of Capital, Estates & Facilities Director of Corporate Affairs Director of Strategy</p>
In attendance	<p>Rita Chakraborty Sally Lingard Mary Bishop</p>	<p>Assistant Board Secretary (Minutes) Associate Director of Communications Chief Executive, KCH Charity</p>
Governors/ Members of the public	<p>Tom Duffy Jan Thomas Michelle Pearce Robert Lee Reza Rahman</p>	<p>Patient Governor Patient Governor Public Governor King's College London Account Manager, GSK</p>

Item	Subject	Action
011/56	Welcome and Apologies Apologies – none.	
	The Chair welcomed Mary Bishop to the meeting.	
	This was AT's final meeting before retirement. However, his involvement in KCH Commercial Services will continue.	
011/57	Declarations of Interest None.	
011/58	Chair's Action The Chair had signed a tender ratification document for the Supply of External Defibrillators. The Board ratified this signing.	
011/59	Minutes from the meeting held on 29 March 2011 Approved.	
011/60	Matters Arising <u>011/33 PSSQ Update</u> It had been agreed that JW1 will have early sight of PSSQ publications. It was agreed that those clinicians and Executive Directors who express an interest will also receive publications in early draft. (JW1) <u>011/47 Patient Experience Report</u> There was greater clarity of responsibilities for hand gel dispensers; however, further consideration would be given to the current model. RS to report again in May. AM noted that he had written to RS concerning nutrition for patients who are unable to feed themselves. <u>11/51 Estates Strategy</u> Adequate time was needed to fully discuss the estates strategy at the Strategy Committee or a future Board seminar.	
011/61	Chair and NEDs Report The report was noted.	

011/62 Chief Executive's Report

In addition to the report, TS drew the Board's attention to the following issues:

- The financial outturn was materially better than in month 11. A surplus of £2.5m before impairments had been achieved; CIPs were over-achieved for the year. All but 1 of the operational targets were achieved.
- The NHS reforms was subject to a 'pause/listening' period. Trusts should take this opportunity to relay their views to the government.
- London trusts were finding the current environment difficult.
- A Channel 4 series filmed at the trust's A&E department will be broadcast from Weds 11 May in 14 episodes. All programmes will be viewed in advance to ensure there are no issues of clinical governance.
- The trust's new website will be launched in May.

011/63 Finance Report - month 12

ST presented the month 12 finance report, which had been discussed at the Finance and Performance Committee the same morning.

The draft accounts will be submitted to Monitor this week showing an operating surplus.

Changes since month 11 were primarily the reduction in the bad debt provision as a result of improved credit control with regards to PCT payments. Secondly, the rephrasing of the capital programme had resulted in some projects shifting into 2011/12.

Quarter 4 submission

The financial summary for quarter was tabled. Given the early timing of the Board meeting, the Board agreed to delegate authority to TS for the approval of the Q4 submission to Monitor later in the month.

The Board offered the following comments on the finance report:

- The installation of the CT scanner in the Emergency Department will reduce costs and speed up treatment.
- Extra beds in BMT had been opened the previous day.
- Prior to renewal of the working capital facility, MW suggested that alternative arrangements should be explored with the Department of Health.

011/64 Performance Report - month 12

RS presented the performance report for month 12, which was a summary report given the early timing of the meeting.

- Operational performance was outlined.
- Regulatory and contractual performance was outlined.

The Board noted the Performance Report, month 12.

011/65 Annual Plan 2011/12 (draft)

JW1 presented a summary of the draft annual plan, which had been discussed by the Executive and at the Board Strategy Committee. Discussions with members and governors at a community event, and a further planned event, will also be reflected in the final document.

JW1 drew attention to the feedback received:

- A stronger reference was needed to estates and capital plans
- Quality is a key aspect
- Community involvement needs further consideration
- The trust's responsibilities in terms of education and training for staff should be included.

Further discussion of the detailed document will take place at the Finance & Performance Committee; Quality and Governance Committee and at the Board of Directors on 24 May.

A summary version is being produced for circulation to staff.

The Board offered the following observations:

- Inclusion of a 5 year view including commercial implications.
- 'Hospital without walls' was an important goal.
- Further details of quality objectives were needed.

011/66 Patient Experience Report March 2011

JW introduced the report and drew attention to the following.

- There had been major improvements in 4 divisions
- Issues remain around communication between staff and patients, and between staff
- Ward 20/20 was being piloted on 5 wards offering intensive support to improve communication, patient and staff satisfaction.

The Board offered the following observations:

- Communication scores echo the observations from Go See visits.
- Although patient comments at ward level were not measured against activity levels, it was possible to triangulate data with complaints and PALS information.
- How Are We Doing survey issued some time after patient discharge from hospital might elicit more frank feedback. However, the cost of this approach, which is used by the national patient survey, was considerable.
- The patient perception of staff attitudes was measured within HRWD.

The report was noted.

011/67 Quarterly Update from DiPC

GW introduced the report, which summarised infection and prevention control activity from January to March 2011.

There were a total of 16 MRSA cases during 2010/11. The trust had exceeded the internal stretch target for C Difficile, which will become an external target in 2011/12.

The Board offered the following observations:

- Implications for the workforce should include training and potential disciplinary action
- Under the reputation category, 'could' should be replaced with 'will'
- Regular checking and disposal of supplies and equipment is required. There was very limited storage space and pressure to convert any to clinical use.
- AM noted that a leading microbiologist had identified that most infections are new, therefore, hospital cleanliness was not the key solution and a different approach was needed.
- Consultants were prioritising infection control issues.

The Board noted the report.

011/68 NHS Pay Awards and Pensions Update

AH introduced this report.

On the issues of pay awards, it was noted that a 2 year pay freeze on pay scales was in place but this did not cover progression through a payscale. Secondly, the final process of implementing Agenda for

Change was almost complete.

AH drew attention to the following aspects of NHS pensions changes:

- An imposed increase on employee contributions will have a significant impact on decisions to opt out and on retirement plans, especially for senior medical staff. However, the full implications were not yet clear.
- Tax changes will change the annual allowance limit on pension benefits.
- Recommendations from the Hutton Report on public sector pensions will impact in 2014/15.
- Automatic enrolment to the NHS pension scheme will impact employers' contributions, given that 21% of staff currently opt out of the scheme. This contribution was 14% - the same under both schemes.

TS suggested that links with the 'end of working life' project should be considered. AH responded that advice was being sought by KHP partners.

The Board noted the report.

011/69 King's Health Partners update

John Moxham had sent his apologies. The next update was due on 29 June.

FOR APPROVAL

011/70 Committee Terms of Reference

In response to KPMG's recommendations in their self-certification review, several Board committee terms of reference were presented for the Board's approval.

The following committee terms of reference were approved:

- Quality and Governance
- Strategy
- Finance and Performance

The terms of reference of the Board of Directors were discussed and approved as follows:

- Ensure consistency with inclusion of all categories.
- The Standing Financial Instructions determined the schedule of decisions reserved for the Board, as included in its terms of reference

It was clarified that only those committees with a locus in Board self-certification and the annual plan were listed here, therefore Equality and Diversity, Audit and Remuneration and Appointments committees ToRs were not included.

MP suggested that the Equality and Diversity Committee terms of reference should be reviewed at the next committee meeting on 7 June, given its role in monitoring harassment and bullying issues.

**E&D
Cttee -
07 June**

011/71 FOR INFORMATION

- Confirmed Board Committee Minutes
- Finance & Performance 22 Feb 2011
- Quality and Governance Annual Report and Self Assessment 2010/11

011/72 AOB

- Dr Paul Donohue had been appointed as a third Deputy Medical Director with responsibility for medical productivity and infection control.
- TS thanked AT for his considerable contribution to the trust.
- ST, TS and JW1 will meet with Monitor on 20 May to discuss the Medium Term Financial Strategy.

- The Board wished MP and his wife best wishes for the imminent arrival of their baby.

011/73

Date of Next Meeting:

Tues 24 May 2011, 3.00 pm - Dulwich Room.