

**King's College Hospital NHS Foundation Trust Board of Directors - PUBLIC**

Minutes of the meeting of the Board of Directors held at 14:30 on Tuesday, 27 March 2012 in the Dulwich Committee Room, King's College Hospital.

**Members:**

Prof. Sir George Alberti (GA)	Chair
Graham Meek (GM)	Non-Executive Director, Vice Chair
Maxine James (MJ)	Non-Executive Director
Prof. Alan McGregor (AM)	Non-Executive Director
Marc Meryon (MM1)	Non-Executive Director (Agenda Item 1-2.7 and 4)
Chris Stooke (CS)	Non-Executive Director
Tim Smart (TS)	Chief Executive
Angela Huxham (AH)	Director of Workforce Development
Dr. Michael Marrinan (MM)	Medical Director
Roland Sinker (RS)	Director of Operations
Simon Taylor (ST)	Chief Financial Officer
Dr. Geraldine Walters (GW)	Director of Nursing & Midwifery
Jane Walters (JW) - <i>Non-voting Director</i>	Director of Corporate Affairs
Jacob West (JW1) - <i>Non-voting Director</i>	Director of Strategy

**In attendance:**

Sally Lingard (SL)	Associate Director of Communications
Tamara Cowan (TC)	Assistant Board Secretary (minutes)
Anthony Merrifield (AM1)	KCH Charity
Prof. Robert Lechler	Executive Director (KHP)
Adam Davies	Johnston and Johnston Ltd
Andreas De Marchis	Johnston and Johnston Ltd

**Apologies:**

Faith Boardman (FB)	Non-Executive Director
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<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/17	<u>Apologies</u>  Apologies for absence were noted.	
012/18	<u>Declarations of Interest</u>  There were no declarations of interests raised.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/19	<b><u>Chair's Action</u></b>	
	<p>It was agreed that as the Trust's Quarter 4 Monitor Submission was due on the 30 April 2012, the day before the next Board meeting, the Chair would approve the final version before submission. To provide assurance, however, the report would be circulated to the Board by email for comment.</p> <p>The submitted report would be provided for information at the next Board meeting.</p>	
012/20	<b><u>Minutes from the meeting held on 28 February 2012</u></b>	
	<p>The minutes of the meeting held on 28 February 2012 were approved as a correct record.</p>	
012/21	<b><u>Matters Arising/Action Tracker</u></b>	
	<p>The action tracker was noted.</p>	
012/22	<b><u>Chairman and Non-Executive Directors' (NEDs) Report</u></b>	
	<p>The report of Chairman and NED activity for the period was noted.</p>	
012/23	<b><u>Update of Council of Governors Activities</u></b>	
	<p>The Chair provided an update on the Governors activities:</p> <ul style="list-style-type: none"> <li>• Following further consultation with Governors, the Transport and Environment Committee agenda has now been subsumed into the remit of the Membership and Community Engagement Committee, supported by an informal transport feeder working group. The feeder working group membership will include a mix of internal and external community stakeholders interested in the transport agenda.</li> <li>• The Membership and Community Engagement Committee met and fed into the plans for the annual open day which will be presented at the Council of Governors meeting in May;</li> <li>• The three Chairs/designates of the Sub-Groups were pivotal to the discussions about KHP at the Joint Council of Governors/Board of Directors meeting on 20 March. The Governors took informal soundings from patients, public and staff and presented their views.</li> <li>• Tom Duffy has volunteered to represent the Council of Governors on the new London Governors' Network until a Lead Governor is appointed.</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
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<b>012/24</b>	<b><u>Chief Executive's Report</u></b>	
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The Board noted the Chief Executive Report.

TS advised that the:

- 24hrs in A&E programme filmed at the Trust, had won the Royal Television Society Documentary Series of the Year award and has been long-listed for a BAFTA. The next series will air from 9 May onwards;
- Trust continues to work with key stakeholders regarding future arrangements for South London Healthcare Trust (SLHT)
- Clinical research facility will open shortly and Professor McGregor is to be thanked for all his support; and
- King's Health Partners' Board has begun work on developing the Strategic Outline Case (SOC) which it is expected would be completed in June/July and brought to the Board for approval.

The programme office led by senior members of the KHP Partners' Board has established a series of work streams with teams from each organisation. The programme office will ensure that all work is managed well. The Trust is leading on legal and regulatory, shared services and clinical and academic reconfiguration.

In addition, the programme office has developed a communication work stream led by Madeliene Long who has in mind the important role the Governors of the respective organisations will play and as such is developing an engagement strategy to keep them informed and involved.

The underlying ethos for more integrated working stems from the partner organisations desire to create better health care in the community through an integrated academic healthcare organisation.

<b>012/25</b>	<b><u>Finance Report – Month 11</u></b>	
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The Board noted and discussed the financial performance for the period.

The Chair advised that the Finance and Performance Committee had conducted an extensive review and discussion around the finance report earlier.

It was reported that:

- The Trust financial position has improved in month 11 and it is now forecast the Trust will achieve break-even by year-end;
- The Trust had achieved 90% of CIP delivery target and most schemes were amber/green rated;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> <li>• Work had begun to develop the Cost Improvement Plans for 2012/2013 with the assistance of Ernst and Young but the Trust is yet to confirm final details and</li> <li>• Capacity remains a significant challenge and as such the Trust will have to revisit its capital plan.</li> </ul>	
	<p>The Board noted that if capacity is increased the Trust would be in a better position to achieve CIPs. However, it is recognised that capacity is only a part of the bigger picture which includes driving medical productivity and efficiency.</p>	
<b>012/26</b>	<b><u>Performance Report – Month 11</u></b>	
	<p>The Board noted and discussed the Trust’s performance for the period.</p>	
	<p>The Chair advised that the Finance and Performance Committee conducted an extensive review and discussion around the performance report earlier.</p>	
	<p>It was reported that:</p>	
	<ul style="list-style-type: none"> <li>• The Trust maintained strong performance on health care acquired infections (HCAI). It was still below the MRSA quota and although it had breached the C. Difficile quota, the robust systems and measures in place to manage HCAI has produced better results than in previous years;</li> <li>• There had been a 10% increase in emergency admissions which is disrupting elective work; and</li> <li>• The referral to treatment (RTT) target had been met in February, but March remains fragile despite the significant levels of provisions being put in place to improve the position.</li> </ul>	
	<b>QUALITY AND SAFETY FOCUS</b>	
<b>012/27</b>	<b><u>Quarterly Patient Outcomes Report</u></b>	
	<p>The Board noted and discussed the quarterly patient outcomes report.</p>	
	<p>It was reported that the next report would focus on a particular priority or area of work and the Clinical Effectiveness Committee would be asked to focus on issues related to equality.</p>	
<b>012/28</b>	<b><u>Eliminating Mixed Sex Accommodation (EMSA) Updates</u></b>	
	<p>The Board noted the update on improvements to eliminating mixed sex accommodation, the reduction in declared breaches and the outstanding plans and timetable to achieve full compliance.</p>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/29	<b><u>KHP Update: Life Sciences Strategy</u></b>	

The Board received an extensive report on the London Life Sciences Strategy from Professor Robert Lechler.

Professor Robert Lechler reported that:

- The drivers for developing and enhancing a London Life Sciences Strategy stem from the inherent need for pharmaceutical companies to change the industry's failing model for drug development and the need for London to secure and increase the level of commercial investment in biomedicine which would result in growth across the life sciences sector and better patient care;
- The best solution is to adopt a tri-partite working model which includes collaborative working and partnership between the NHS, Health Education Innovation Cluster and the Pharma/Biotech Industry;
- This would involve all parties working in partnership to make London the centre for Life Sciences in the same way as in Boston or San Francisco;
- London is best placed to be the centre of the Life Sciences because of its:
  - Innovative collaborations such as the Francis Crick Institute and Imanova;
  - Highly diverse population of 8.5m;
  - Potential to integrate patient-level data;
  - 3 of the world's top 30 universities;
  - Leading teaching hospitals;
  - 2 regulators (MHRA, EMA), and a leading HTA;
  - 7 of the UK's 12 Biomedical Research Centers dedicated to driving progress on innovation and translational research; and
  - Special initiatives in disease areas and technology platforms such as rare diseases (through GMEC) and stem cell research (through the Catapult Stem Cell Therapy initiative).

The Board noted that this was a tremendous initiative to which KHP should be a party. However sight should not be lost of the significant challenges which lay ahead such as embedding the collaborative and partnership working model and overcoming competition from emerging markets such as China, India and Singapore.

Going forward the Board also noted that KHP should ensure that, where feasible and appropriate, it recruits people with knowledge of the Biotech/Pharma industry to support this direction of travel

The Board thanked Professor Lechler for his presentation.

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/30	<b><u>Carbon Reduction Update</u></b>  The Board noted the Carbon Reduction Update for the period April – October 2012.	
012/31	<b><u>Any Other Business</u></b>  <b>Change of Executive Director Portfolio</b> TS advised that as of the 1 <sup>st</sup> April RS would become Chief Operating Officer. He would assume responsibility for Facilities and aspects of Commercial Services development in addition to his current responsibilities.  <b>Maxine James</b> The Board noted that this would be the last Board meeting Maxine James would attend, as her second term of office has come to an end. The Board extended its gratitude for everything she has brought to the Trust and the Board.	
012/32	<b>Date of Next Meeting</b>  <b>Tuesday, 01 Mary 2012 14:30 – Dulwich Committee Room.</b>	