

**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, 26 June 2012 in the Dulwich Committee Room, King's College Hospital.

**Members:**

Graham Meek (GM)	Non-Executive Director, Vice Chair
Marc Meryon (MM1)	Non-Executive Director
Faith Boardman (FB)	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:**

Tamara Cowan (TC)	Assistant Board Secretary (minutes)
Sally Lingard (SL)	Associate Director of Communications

**Apologies:**

Prof. Sir George Alberti (GA)	Chair
Prof. Alan McGregor (AM)	Non-Executive Director
Chris Stooke (CS)	Non-Executive Director

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/83	<u>Apologies</u> Apologies for absence were noted.	
012/84	<u>Declarations of Interest</u> There were no declarations of interests raised.	
012/85	<u>Chair's Action</u> There were no chair's actions.	
012/86	<u>Minutes of previous meetings</u> The minutes of the following meetings were approved as a correct record: <ul style="list-style-type: none"> <li>• 22 May 2012; and</li> <li>• 29 May 2012.</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/87	<b><u>Action Tracking/Matters Arising</u></b>	
	The action tracker was noted.	
012/88	<b><u>Chair's and Non-Executive Directors' (NED)Report</u></b>	
	The report of Chairman and NED activity for the period was noted.	
012/89	<b><u>Update on Council of Governors Activities</u></b>	
	The Chair provided an update on Governor activities:	
	<ul style="list-style-type: none"> <li>• The election for Lead Governor has started and will close on 13 July. Three candidates are standing for the post: <ul style="list-style-type: none"> <li>○ Nicky Hayes –Staff Governor;</li> <li>○ Tom Duffy-Patient Governor; and</li> <li>○ Andrew McCall-Public.</li> </ul> </li> </ul>	
	The Lead Governor will be an important liaison between the Board of Directors and the Council of Governors;	
	<ul style="list-style-type: none"> <li>• Governor Patient Experience and Safety Sub-Committee met on 21 June.</li> </ul>	
	The Committee received a presentation on Ward 20:20 and supported the continuation of this initiative. Governors also received a presentation about food and nutrition reiterating its importance in patient care. The Committee were pleased that the Trust has a patient experience training programme attended by staff and consultants;	
	<ul style="list-style-type: none"> <li>• Governor Strategy Committee also met on 21 June which GM and TS attended. A number of Governors, not normally on the Committee also attended this meeting.</li> </ul>	
	The main topic of discussion at this meeting was the KHP SOC. Governors had a very thoughtful discussion and shared concerns about the direction of travel, having particular regard for;	
	<ul style="list-style-type: none"> <li>○ the practical impact on patients, staff and the local community;</li> <li>○ how KHP are communicating with these stakeholders and the benefits messages; and</li> <li>○ what Governors are being asked to do at this stage and future timelines.</li> </ul>	
	A meeting has been organised for the evening of the 18 July in order for the Board to consult with Governors before a final decision on SOC is made.	

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- The next joint KHP Governors meeting has been moved from the 18 July to the 26 July. It will be held at St Thomas' Hospital and hosted by South London and Maudsley.

<b>012/90</b>	<b><u>Chief Executive's Report</u></b>	
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The Board noted the Chief Executive's report for the period.

TS reported:

- The Board and the Trust would like to thank GM for taking on the duties of Chair in the absence of GA;
- GA would also like to record his appreciation for the expressions of support received from the Board;
- Performance is going to plan and the Trust continues to work hard on referral to treatment times and prioritising long waiters;
- Outpatients redesign is underway and further details will be provided to the Board in due course;
- There will be some significant changes in KHP personnel in the coming months, namely:
  - Stuart Bell, Chief Executive of SLaM has taken a new post at Oxford Health NHS Foundation Trust; and
  - Frances O'Callaghan, Director of Performance and Delivery for King's Health Partners will join Barts Hospital as Director of Strategy.
- GSTS will sign off the year-ends accounts at a Board meeting on 27 June. The year-end figures are as expected. The core pathology services are now on a more stable ground;
- The Board had agreed to sign up to a Memorandum of Understanding to join the 16 other organisation already signatories to the London Cancer Alliance (LCA) agreement. LCA is an integrated cancer care system which promotes collaborative working between patients, providers, academia and the voluntary sector driving change and improvements in order to provide better outcomes and experience for cancer patients and the local population; and
- From recent press releases it is evident that that it is more likely than not that the Secretary of State will invoke the unsustainable provider regime in relation to South London Healthcare Trust.

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<b>012/91</b>	<b><u>Finance Report – Month 2</u></b>	
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The Board noted and discussed the finance report for the period.

It was noted that the Finance and Performance Committee had conducted an extensive review and discussion around the finance report earlier.

The following key points were noted:

- Finances broadly on plan but it is very early in the accounting period and more information will be available in month 3;
- CIP planning programme underway and will be reflected in month 3's report;
- Divisions have identified CIP schemes and GW/MM have looked at higher risk CIPs to ensure there will be no adverse safety implications;
- The Trust is ensuring that CIP plans are adhered to and managed properly in order to keep financial plans on targets; and
- The main change in the 3 year capital plan is the site development of infill blocks 4 and 5 to provide extra bed capacity as a result of increases in activity.

<b>012/92</b>	<b><u>Performance Report – Month 2</u></b>	
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The Board noted and discussed the performance report for the period.

It was noted that the Finance and Performance Committee had conducted an extensive review and discussion around the performance report earlier.

The following key points were noted:

- The Trust continues to meet all access target and referral to treatment (RTT) plans;
- Incidents of healthcare acquired infection (HCAI) are on a good trajectory and in comparison to the same time last year C-difficile trajectory is better;
- Continued excessive demand in the emergency department still represents a significant challenge for the Trust;
- As planned the Trust will not achieve its waiting list target for incomplete pathways waiting less than 18 weeks;
- GW/MM are addressing the issue with pressure sores; and
- The Trust has submitted action plans for HCAI and RTT to Monitor.



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	<ul style="list-style-type: none"> <li>• Level 2 training remains an issue which the Trust is working tirelessly to address;</li> <li>• The Trust, as with other health organisations has a close liaison with the Police and agencies such as the multi-agency safeguarding hub (MASH).</li> </ul>	

**012/96**      **KHP Update**

The Board welcomed Frances O’Callaghan who provided an update on the development of KHP Strategic Outline Case (SOC).

The following key points were noted:

- The vision and ambition of KHP Partners remain the same, to respond effectively to patient need through a more joined up Academic Health Sciences Centre;
- In developing the SOC great regard has been given to:
  - how to effectively communicate/demonstrate the benefits for patients, staff and stakeholders;
  - consistency of messages;
  - how proposals in the SOC respond to patient needs;
  - understanding the risks, such as, distraction from business as usual, regulatory, financial implications, risks for staff , change in organisational form, to name a few;
  - the recent changes in regulation, i.e. the Health and Social Care Act 2012;
  - impact on the local economy, partnerships and position in the healthcare sector and networks;
  - the cost of proceeding to full business case and the organisational and financial cost and manpower required.
- The SOC is the starting point for the development of a full business case if each organisation’s Board decides this should be the direction of travel;
- The final draft of the SOC will be considered by the KHP Partners Board on 11 July and recommendations forwarded to each of the Partner’s Boards; and
- The respective Boards will be asked to consider the recommendations from the Partners Board based on benefits/risk analysis.

The Board discussed the development of the SOC and the following key observations were made:

- The following should be included/reflected in the SOC :
  - clear transparent information about the benefits and risks;
  - information on where KHP sits in the healthcare market;
  - the benefits narrative should be consistent and reflect the shared view;
  - the level of downside risk for options being considered;
  - practical/tangible examples of upside benefits;
  - quantitative data to support the qualitative narrative;
  - criteria for potential upside and downside in the form of a comprehensive list;

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	<p style="text-align: center;">and</p> <ul style="list-style-type: none"> <li>○ clear details about what the Board is being asked to do.</li> <li>• There is a clear need to build strong partnerships as the organisations cannot continue operating in silos;</li> <li>• SOC should not only focus on the internal benefits but be more outward looking; and</li> <li>• It is recognised that the SOC is the starting point for the possible development of a full business case, if agreed, and as such may not be able to answer all the questions at this stage. These unanswered questions should be highlighted in the SOC.</li> </ul> <p>The Board thanked FO for her support and wished her well in her new role.</p>	
<b>012/97</b>	Confirmed Board Committee Minutes	
	The Board noted the following Committee minutes:	
	<ul style="list-style-type: none"> <li>– Finance &amp; Performance Committee – 01/05/2012; and</li> <li>– Equality &amp; Diversity Committee – 27/03/2012</li> </ul>	
<b>012/98</b>	<b><u>Any other business</u></b>	
	There were no other items of any other business raised for discussion.	
<b>012/99</b>	<b><u>Date of next meeting</u></b>	
	Tuesday, 24 July 2012, 14:30, Dulwich Room, King’s College Hospital.	