

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, 25 September 2012 in the Dulwich Committee Room, King's College Hospital.

Members:

Graham Meek (GM)	Non-Executive Director, Vice Chair
Prof. Alan McGregor (AM)	Non-Executive Director
Marc Meryon (MM1)	Non-Executive Director
Faith Boardman (FB)	Non-Executive Director
Sue Slipman (SS)	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:

Prof. Simon Lovestone (SL1)	Director of Research, KHP
Marion McKay	KCH Charity Representative
Tamara Cowan (TC)	Assistant Board Secretary (minutes)
Sally Lingard (SL)	Associate Director of Communications
James Eales	Graduate Management Trainee
Liam Greene	Novartis
C. McNeure	BT Account Director

Apologies:

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

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/119	<u>Apologies</u> Apologies for absence were noted.	
012/120	<u>Declarations of Interest</u> SS advised that she was a Non-Executive Director at the National Employment Saving Trust (NEST) a UK employer's pension scheme.	
012/121	<u>Chair's Action</u> There were no chair's actions.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/122	<u>Minutes of previous meetings – 24 July 2012</u>	
	The minutes of the meeting held on 24 July 2012 were approved as a correct record.	
012/123	<u>Action Tracking/Matters Arising</u>	
	There were no items on the action tracker or any additional matters arising raised for discussion.	
012/124	<u>Chair's and Non-Executive Directors' (NED) Report</u>	
	The report of Chairman and NED activity for the period was noted.	
012/125	<u>Update on Council of Governors Activities</u>	
	The Chair provided an update on Governor activities:	
	<ul style="list-style-type: none"> • Governors met on 13 September and noted that they wanted further opportunities to engage with NEDs. NEDs have agreed to participate in each of the Governor Sub-committees and Groups, starting with effect from the next round of meetings. • John Coutts of the Foundation Trust Network will attend the Governor Development Day on 18 October 2012 to provide further insights the impact, the provisions of the Health and Social Care Act 2012 will have on their role. • Nanda Ratnaval was appointed Vice Chair of the Nominations Committee. • Chris Mottershead will serve another term on the Council as KCL representative. • Forthcoming meetings of the Governors include : <ul style="list-style-type: none"> ○ Membership and Community Engagement (MCE) – 10 October ○ Patient Experience and Safety (PESC) – 24 October ○ Strategy – 26 October 	
012/126	<u>Chief Executive's Report</u>	
	The Board noted the Chief Executive's report for the period.	
	TS reported:	
	<ul style="list-style-type: none"> • Finance and performance continue to be a challenge for the Trust with activity levels still on the increase; 	

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- Operational performance is on an upward trajectory;
- The Trust was disappointed by the results of recent National Cancer Survey and the Board will have a report in October;
- KHP is aiming to play a full role in ensuring there is a good outcome for the South London healthcare landscape whilst trying to make progress and maintain momentum on the KHP agenda;
- The Board will have an opportunity to consider and approve a detailed budgetary proposal for the development of the KHP Full Business Case in October; and
- Stuart Bell has now left South London and Maudsley (SLaM). Gus Heafield, Director of Finance will be acting Chief Executive of SLaM until a new CEO is appointed.

012/127 **Finance Report – Month 5**

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:

- In month 5, the Trust had a small deficit, due to the continuing capacity constraints which have led to a fall in income. In addition there has been a downturn in private patient activity;
- The Trust is looking into how it can release more capacity so that the Trust can bring in all of its tertiary patients; and
- The Trust capital development schemes are planned meticulously and contingency plans are put in place to mitigate against any adverse risks.

012/128 **Performance Report – Month 5**

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:

- Although the Trust's emergency performance improved in August the position remains fragile given considerable pressures in the A&E department in September;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> • Similarly, the Trust achieved its 4-hour ED waiting time standard in August but the position for Q2 also remains fragile; • The Trust expects to improve its performance for endoscopy in November when the new expanded facility is opened; and • Health care acquired infections performance is much improved in comparison to last year. 	
	QUALITY AND SAFETY FOCUS	
012/129	<u>Quarterly Patient Safety Report</u>	
	The Board noted the quarterly patient safety report.	
012/130	<u>Safeguarding Children Report</u>	
	The Board noted and discussed the annual safeguarding children report which was considered in detail at the Quality and Governance Committee on 6 September 2012.	
	The following key points were raised:	
	<ul style="list-style-type: none"> • Over the past year there is a continued increase in the number of referrals; • The two areas of high activity are maternity services and A&E; • There is a new disclosure process in place; • The Trust is working proactively with others to address safeguarding issues; and • Following inspections from CQC and Ofsted, which highlighted that Trust recording of its training was an issue, the Trust has implemented a new training record system WIRED to track training receive by staff. 	
012/131	<u>Safeguarding Adults Report</u>	
	The Board noted and discussed the annual safeguarding adults report which was considered in detail at the Quality and Governance Committee on 6 September 2012.	
	The following key points were raised:	
	<ul style="list-style-type: none"> • Adult safeguarding is a newer national initiative to increase the importance of recognising safeguarding issues for vulnerable, disabled and older patients; • Currently a small team manages adult safeguarding issues for the Trust and reports into the Quality and Governance Committee; and 	

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	<ul style="list-style-type: none"> The Trust is working with SLAM and other to link up patient treatment and flagging safeguarding issues using initiatives such as the patient passport. 	
012/132	<p data-bbox="297 369 954 407"><u>Eliminating Mixed Sex Accommodation (EMSA)</u></p> <p data-bbox="297 438 1300 537">The Board noted and discussed the report on eliminating mixed sex accommodation which was considered in detail at the Quality and Governance Committee on 6 September 2012.</p> <p data-bbox="297 575 776 613">The following key points were raised:</p> <ul style="list-style-type: none"> <li data-bbox="297 617 1110 655">• There have been real improvements in general ward areas; <li data-bbox="297 690 824 728">• There had been 25 breaches to date; <li data-bbox="297 764 954 802">• The Trust monitors EMSA on a daily basis; and <li data-bbox="297 837 1341 940">• The Trust is working to further address issues with EMSA breaches and it is hoped that the expansion of critical care will go some way to alleviating some of these challenges. 	
012/133	<p data-bbox="297 978 1256 1016"><u>Infection Control Annual Report 2011-12 and Annual Plan for 2012-13</u></p> <p data-bbox="297 1047 1349 1213">The Board noted the annual infection control report for 2011-12 and the annual plan 2012-13. There has been significant progress over the year as a result of initiatives implemented by the Trust and reinforcing key messages. Going forward the Trust has robust plans to further improve its infection control process and practices.</p>	
012/134	<p data-bbox="297 1251 651 1289"><u>Annual Workforce Report</u></p> <p data-bbox="297 1320 1321 1419">The Board noted the annual workforce report. AH also provided an extensive update on the changing infrastructure of the national education programme and future funding arrangements.</p> <p data-bbox="297 1457 1349 1587">The Board commented that it would be useful to see some further analysis and benchmarking around staff turnover and to gain greater insights into how staff are feeling. It was noted that the Trust was currently reviewing its processes for accessing the impact of the volunteer group.</p> <p data-bbox="297 1625 1341 1816">It was agreed that the Trust would look, with the leadership of AH, at how best to have regular engagement with staff about how they are doing which would supplement the annual review and allow the Trust to better understand and address any emerging issues. It was suggested that this could be by way of a regular staff survey, which would enable correlation with patient survey results.</p>	AH

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/135	<p><u>KHP Update</u></p> <p>The Board received an extensive update from Simon Lovestone (SL1) of KHP which included and update on the grand challenges, research infrastructure and external outreach.</p> <p>Some of the key points raised are as follows:</p> <ul style="list-style-type: none"> • Grand Challenges – KHP developing four strategic paths for further development in the Academic Health Sciences Centre research. They are drug development and discovery, research informatics, personalised medicine and individualised therapies and new public health, primary care and prevention. <p>Work is currently underway to identify where KHP is excelling and where there is room for further development. KHP is also utilising informatics in the form of the electronic medical records to conduct research.</p> <ul style="list-style-type: none"> • Research infrastructure – KHP is looking at how to change its processes and infrastructure to best promote research. • External Outreach – KHP has been offered a joint legacy with Imperial to have access to the 2012 Olympics drugs testing lab which is now the National Phenome Centre. This is a significant achievement for KHP because the facilities are state of the art and host latest technology. KHP has also received a grant from the MRC and NHIR. <p>SL also advised that scientific catalysis, the economic climate, funding opportunities, initiatives such as the Francis Crick Institute and the working climate in London are all drivers to promoting and enhancing research potential in London.</p> <p>The Board thanked the SL1 for his update.</p>	
012/136	<p><u>Board of Directors Terms of Reference</u></p> <p>The Board approved the Board of Directors Terms of Reference, subject to changing the description of the Director of Corporate Affairs and the Director of Strategy as non-voting directors.</p>	
012/137	<p><u>Finance & Performance Terms of Reference</u></p> <p>The Board approved the Finance & Performance Terms of Reference.</p>	
012/138	<p><u>Complaints Annual Report</u></p> <p>The Board noted the Complaints Annual Report.</p>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/139	<u>Finance & Performance Committee Annual Report and Self-Assessment</u> The Board noted the Finance & Performance Committee Annual Report and Self-Assessment.	
012/140	<u>Confirmed Board Committee Minutes</u> The Board noted the following Committee minute: – Finance & Performance Committee – 22/05/2012.	
012/141	<u>Any Other Business</u> <u>Volunteers Programme – No. 10 Visit</u> The Board noted that a King's delegation consisting of JW, JW1, Sam Block former Head of Volunteering and Sarah Bunn current Head of Volunteering had been invited to meet with one of the Prime Ministers Policy Advisor at No. 10 Downing Street to discuss volunteering in healthcare.	
012/142	<u>Date of Next Meeting</u> Tuesday, 30 October 2012 at 14:30 in the Dulwich Committee Room.	