

# King's College Hospital

NHS Foundation Trust

## 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, 29 November 2012 in the Dulwich Committee Room, King's College Hospital.

### Members:

Prof Sir George Alberti (GA)	Trust Chair
Graham Meek (GM)	Non-Executive Director, Vice Chair
Marc Meryon (MM1)	Non-Executive Director (until item 12/174)
Chris Stooke (CS)	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)	Chief Operating Officer
Simon Taylor (ST)	Chief Financial Officer
Jane Walters (JW) – <i>Non-voting Director</i>	Director of Corporate Affairs

### In attendance:

Prof John Moxham (JM) – item 012/148	Chief Executive, KHP
Sally Lingard (SL)	Associate Director of Communications (until item 12/176)
Paula Townsend (PT)	Deputy Director of Nursing (Deputising for GW)
Tamara Cowan (TC)	Assistant Board Secretary (Minutes)
Nanda Ratnavel	Public Governor
Gavin Ward	3M
Dermot Martin	3M
Tim Killen	Astellas Pharma
Joseph Cheng	
Graham Neill	

### Apologies:

Prof. Alan McGregor (AM)	Non-Executive Director
Dr. Geraldine Walters (GW)	Director of Nursing & Midwifery
Jacob West (JW1) - <i>Non-voting Director</i>	Director of Strategy

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/165	<u>Apologies</u>	
	Apologies for absence were noted.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	GA reported that Professor McGregor's term of office as Non Executive Director on the Board comes to an end on 30 November. The Board extended its gratitude to him for his enormous contribution to the Board over the last 9 years.	
012/166	<b><u>Declarations of Interest</u></b>	
	There were no declarations of interest.	
012/167	<b><u>Chair's Action</u></b>	
	There were no chair's actions.	
012/168	<b><u>Minutes of previous meetings – 30 October 2012</u></b>	
	The minutes of the meeting held on 30 October 2012 were approved as a correct record.	
012/169	<b><u>Action Tracking/Matters Arising</u></b>	
	The action tracker was noted and there were no matters arising.	
012/170	<b><u>KHP Update</u></b>	
	Professor John Moxham gave a verbal update on matters relating to King's Health Partners reporting the following key points:	
	<ul style="list-style-type: none"> <li>• One of the areas of major focus for KHP partners have been the issues related to South London Healthcare Trust. KHP partners have not only been working on the KHP response to the consultation but have been supporting KCH in its development of its proposals to acquire the Princess Royal University Hospital (PRUH);</li> <li>• The Academic Health Science Network (AHSN) interview process will begin in January 2013. AHSNs have been set up to drive collaborative working.</li> </ul> <p>AHSNs will be the vehicle for linking Academic Health Sciences Centres throughout South London with other health bodies.</p> <ul style="list-style-type: none"> <li>• KHP continues to support the work of the Health and Wellbeing Boards and a number of their areas of focus link in with KHP strategies, such as the reduction of smoking and alcohol intake; and</li> <li>• KHP has various projects in progress to strengthen its public health agenda.</li> </ul>	

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012/171	<b><u>Chair's and Non-Executive Directors' (NED) Report</u></b>	
	The report on the activities of the Chairman and non-executive directors for the period was noted.	
012/172	<b><u>Update on Council of Governors Activities</u></b>	
	The Chair provided an update on Council of Governor activities:	
	<ul style="list-style-type: none"> <li>• An extraordinary meeting of the Council, convened at short notice, on 8 November gave the Board the opportunity to engage with Governors about the TSA's Consultation on South London Healthcare Trust (SLHT) and the Trust position;</li> <li>• The next Council meeting is on the 5 December where the Trust will take the opportunity to further engage with Governors about SLHT. Governors will also be considering the recommendations from the Nominations Committee which met on 21 November to interview the successor to AM as KCL nominee to the Board;</li> <li>• A Joint Governors meeting of the Governors from the 3 Foundation Trusts will be held at 5.30 pm, Boardroom at King's on 12 December; and</li> <li>• There is a Governor Surgery on the 13 December with a number of informal discussions around particular topics of interest. Part of the time that day may be devoted to an extra private Council of Governors meeting regarding SLHT.</li> </ul>	
012/173	<b><u>Chief Executive's Report</u></b>	
	The Board noted the Chief Executive's report for the period.	
	TS highlighted the following key points:	
	<ul style="list-style-type: none"> <li>• The Trust is still as busy as it has ever been but this is the same story across the sector and only a small number of trusts managing to stay ahead of the national targets;</li> <li>• The financial situation remains challenging because of the continuing capacity and increasing emergency pressures;</li> <li>• The Trust has been working on its response to the Trust Special Administrator's South London Healthcare Trust Consultation in addition to conducting preliminary due diligence regarding the proposals that the Trust acquires the Princess Royal University Hospital;</li> </ul>	

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	<ul style="list-style-type: none"> <li>• The Trust has a plan to increase maternity capacity on this site. In the short-term the Trust has increased the number of staff and technical support workers in these areas; and</li> <li>• The Integrated Care Programme (ICP) is work in progress and the appointment of a Director to lead the project is imminent;</li> </ul> <p>It is recognised that there is some correlation between reductions in social care provision and the increased attendances of frail older people to emergency departments across the sector. It is hoped the ICP programme will support the refinement of pathways and relieve some of the pressures in the system.</p> <p>It is unlikely that the Trust will see any significant changes for the coming winter period but over a longer period of time, it is hoped that it will have a noticeable impact in reducing avoidable hospital admissions for this patient group.</p>	
<b>012/174</b>	<b><u>Finance Report – Month 7</u></b>	
	<p>ST presented the finance report for month 7.</p> <p>It was noted that the Finance and Performance Committee had conducted an extensive review and discussion around the finance report earlier.</p> <p>The Board noted the report and the following key points:</p> <ul style="list-style-type: none"> <li>• The Trust was slightly off-plan because of its inability to complete its elective activity as a result of the capacity pressures exacerbated by increasing emergency activity. The tariff for emergency activity over and above the Trust's quota is paid at a lower premium; and</li> <li>• Although income is ahead of plan there has not been as much increase in the Trust's margins.</li> </ul>	
<b>012/175</b>	<b><u>Performance Report – Month 7</u></b>	
	<p>RS presented the performance report for month 7.</p> <p>It was noted that the Finance and Performance Committee had conducted an extensive review and discussion around the performance report earlier.</p> <p>The Board noted the report and the following key points:</p> <ul style="list-style-type: none"> <li>• Month 7 performance has been strong with all access, referral to treatment (RTT) and cancer wait targets achieved; and</li> <li>• Performance challenges going forward include continued delivery of RTT admitted and incomplete targets, Emergency Department and diagnostic wait times.</li> </ul>	

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**QUALITY AND SAFETY FOCUS**

**012/176 Quarterly Patient Experience Report**

JW presented the patient experience report.

The Board noted the report and the following key points:

- Preparations are underway to implement the new national 'Friends and Family Test' initiative which asks patients whether they would recommend the hospital to their friends or relatives.

The initiative will be introduced in April 2013 via NHS Choices and the Trust is starting this process in December by introducing an additional question in its How are we doing questionnaire.

Where possible, the Trust will try to align its approach with KHP Partners;

- The Trust is working with KHP partners to develop a set of joint patient experience indicators to improve the quality of patient experience across King's Health Partners;
- The results of the National A&E Department Survey will be publicised next week but preliminary results indicate that the Trust's results are encouraging;
- In response to a question, the Medical Director confirmed that the Trust's end-of-life practices are sound and the Liverpool Care Pathway is a methodically collaborative approach which is conducted in conjunction with the patient, friends and family; and
- During this quarter, positive feedback from inpatients has continued with the overall *How are we doing* score achieving target scores for the first half of the year, although scores dipped by 1 point in October.

**012/177 GMC Revalidation – Medical Staff**

MM presented the report on the Trust preparations and readiness for the implementation of the GMC revalidation process.

The Board noted the following:

- The revalidation arrangements begin in December 2012;
- Trust personnel have undergone the necessary training to provide the enhanced appraisals;
- MM is the Responsible Officer;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"><li>• Ed Glucksman has been engaged to conduct the necessary administration of the appraisal system;</li><li>• The Trust has identified the relevant doctors which need to be appraised; and</li><li>• If doctors fail the appraisal process they can retain their registration but will not be issued with a licence to practice.</li></ul> <p>MM advised that he can provide assurances to the Board that the Trust is fully compliant with all that is required to complete these 360 appraisals and the relevant doctors have been advised.</p>	
<b>012/178</b>	<b><u>Foundation Trust Constitution</u></b> <p>The Board noted the proposed changes to the Trust's constitution which have been mandated by Monitor in response to the commencement of some of the provisions of the Health &amp; Social Care Act 2012.</p> <p><b>The Board:</b></p> <ol style="list-style-type: none"><li><b>1. Approved the proposed changes and recommended that the Council of Governors consider and approve the revised Constitution on 05 December 2012; and</b></li><li><b>2. Noted that the Trust Secretary continues to review the Trust's Constitution, as the other provisions of the Act come into force also taking into account any future transactions which may necessitate further changes, for approval, in due course by the Board of Directors and Council of Governors.</b></li></ol>	
<b>012/179</b>	<b><u>Confirmed Board Committee Minutes</u></b> <p>The Board noted the Finance and Performance Committee minutes 25 September 2012.</p>	
<b>012/180</b>	<b><u>Any Other Business</u></b> <p>There were no other items of any other business raised for discussion.</p>	
<b>012/181</b>	<b><u>Date of Next Meeting</u></b> <p><b>Tuesday, 18 December 2012 at 14:30 in the Dulwich Committee Room.</b></p>	