

**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, 18 December 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)
Faith Boardman (FB)	Non-Executive Director
Sue Slipman (SS)	Non-Executive Director
Prof. Ghulam Mufti (GM1)	Non-Executive Director
Tim Smart (TS)	Chief Executive
Roland Sinker (RS)	Chief Operating Officer
Simon Taylor (ST)	Chief Financial Officer
Dr. Michael Marrinan (MM)	Medical Director
Dr. Geraldine Walters (GW)	Director of Nursing & Midwifery
Angela Huxham (AH)	Director of Workforce Development
Jane Walters (JW) – <i>Non-voting Director</i>	Director of Corporate Affairs

**In attendance:**

William McKee (WM)	Transformation & Transition Director
Sally Lingard (SL)	Associate Director of Communications
Tooba Ahmadi (TA)	Corporate Governance Officer (Minutes)
James Eales	NHS Graduate Management Trainee
Gas McNewie	BT

**Apologies:**

Chris Stooke (CS)	Non-Executive Director
Jacob West (JW1) - <i>Non-voting Director</i>	Director of Strategy

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/182	<b><u>Apologies</u></b>  The Chair welcomed Prof Ghulam Mufti, William McKee and all public attendees.  Apologies for absence were noted.	
012/183	<b><u>Declarations of Interest</u></b>  There were no declarations of interest.	
012/184	<b><u>Chair's Action</u></b>  There were no chair's actions	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/185	<b><u>Minutes of previous meetings – 29 November 2012</u></b>	
	The minutes of the meeting held on 29 November 2012 were approved as a correct record.	
012/186	<b><u>Action Tracking/Matters Arising</u></b>	
	<u>C12/134 - Annual Workforce Report</u> AH reported that a review of staff engagement activity had been undertaken. It was identified that the Trust's approach is in line with KHP partners and a range of staff surveys and engagement tools are in place to help understand and address staff issues.	
012/187	<b><u>KHP Update</u></b>	
	William McKee (WM) provided a verbal update on matters relating to King's Health Partners reporting the following key points:	
	<ul style="list-style-type: none"> <li>• As Director of Transition and Transformation, WM is tasked with assisting the process for developing a full business case (FBC) for the creation of a single academic healthcare organisation;</li> <li>• Firstly a review of the progress to date will be undertaken and work will begin to identify merger visions to develop momentum in some areas that are critical to move forward;</li> <li>• A series of stakeholder events is being developed to look at the wider health economy across London and to engage with the stakeholders;</li> <li>• Structures, in particular internal structures, will be populated by February 2013, bearing in mind the legal and regulatory requirements;</li> <li>• Subject to the decision of the Secretary of State (SoS) on South London Healthcare Trust (SLHT), KHP, with KCH, will continue to engage with the process of securing sustainable healthcare provision for the population of south east London</li> <li>• To drive clinical excellence and high performance, the FBC will sponsor clinical, research and education leadership</li> <li>• The Integrated Care Programme (ICP) will be an area of major focus and KHP is looking to appoint a highly skilled individual to lead the it;</li> <li>• Strong executive leadership from the all the partners will be necessary to support the KHP agenda and progress with various KHP projects.</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/188	<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.	
012/189	<b><u>Update on Council of Governors Activities</u></b>	
	The Chair provided an update on Council of Governors activities:	
	<ul style="list-style-type: none"> <li>• At the Council meeting on the 5 December the Trust took the opportunity to further engage with Governors about SLHT. Governors also considered the recommendations from the Nominations Committee and approved the appointment of Ghulam Mufti successor to Alan McGregor as the KCL representative on the Board.</li> <li>• An extraordinary meeting, convened at short notice, on 12 December gave the Board the opportunity to engage with Governors about the proposal and arrangements for the Trust to acquire the PRUH as laid out in the TSA's report.</li> <li>• A Joint Governors meeting of Governors from the 3 FTs was also held on 12 December which provided the opportunity to engage with Governors from all 3 FTs about the TSA's Consultation on SLHT and KHP's position.</li> <li>• On 07 January, Governors will hold their first governor led development day where they have set the agenda and will lead the day supported by the Foundation Trust Team.</li> <li>• Governors have a series of other meetings early in the New Year and the Board will take every opportunity to engage with them about SLHT/KHP and other matters.</li> </ul>	
012/190	<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 and going through the winter, actions are being put in place to deliver the targets;</li> <li>• The financial situation remains challenging due to the continued high levels of activity and the 30% marginal tariff on re-admissions;</li> <li>• The South London Healthcare Trust (SLHT) and the King's Health Partners (KHP) developments will make significant differences to the Trust. There was an extensive discussion on the acquisition of the Princess Royal University Hospital (PRHU) at the private Board meeting this morning and interest remains positive;</li> </ul>	

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	<ul style="list-style-type: none"> <li>• There has been good progress in the stakeholder engagement with regards to the PRHU proposal. A number of MPs and Councillors in the South East sector have been consulted and their views on the PRUH remain supportive;</li> <li>• The King's Fund review by the commissioners was completed and a final version of the report will be circulated early in 2013; and</li> <li>• The Integrated Care Programme (ICP) is work in progress and the recruitment process to appoint a Programme Director to lead the project is in its final stage.</li> </ul>	
<b>012/191</b>	<b><u>Finance Report – Month 8</u></b>	
	<p>ST presented the finance report for month 8.</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>• It was advised that the year-to-date pattern has been repeated in November with income over performing but not as much increase in the Trust's margins due to the capacity pressures and extra activity in emergency and specialist services.;</li> <li>• The figures show a £2m deficit position but the Trust still remains in operating surplus with a financial risk rating of 3.</li> </ul>	
<b>012/192</b>	<b><u>Performance Report – Month 8</u></b>	
	<p>RS presented the performance report for month 8.</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 8 performance has been strong in the A&amp;E department with all access, referral to treatment (RTT) and cancer wait targets being achieved;</li> <li>• Performance challenges include continued delivery of RTT admitted and incomplete targets, diagnostic and 4-hour waiting time in for A&amp;E;</li> <li>• Five other areas of concern are slips, trips and fall, complaint response times, mixed sex accommodation (MSA) and Maternity. Actions are in place to manage these; and</li> <li>• Tighter controls are being put in place to improve complaints response rates. These include providing adequate responses as opposed to perfect responses and timely responses to complex complaints by senior clinicians and nurses.</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/193	<b><u>Winter Resilience Plan</u></b>	
	<p>The Board noted and discussed the Winter Resilience Plan. The plan sets out how the Trust is planning to manage the expected seasonal increase in emergency activity and change in patient flow over the winter period.</p> <p>The plan incorporates the winter action plans for each division and comprises escalation polices to optimise patient turnaround, agreed changes to patient pathway management and additional capacity that becomes available from mid-December to manage both emergency demand as well as to protect elective activity.</p> <p>The Board noted that everything is being done to support the delivery of the Winter Resilience Plan and to mitigate against the risk of delayed discharges.</p>	
012/194	<b><u>Quarterly Patient Safety Report</u></b>	
	<p>MM presented the patient safety report.</p> <p>The Board noted the report and the following key points:</p> <ul style="list-style-type: none"> <li>• The Trust had a CQC inspection of its renal satellite units and Frank Cooksey Rehabilitation Unit. Initial feedback from the inspector was positive, the Trust awaits formal feedback;</li> <li>• The Francis Inquiry report is due to be published in January 2013. The remit of this inquiry includes the role of the commissioning, supervisory and regulatory bodies and it will consider a range of issues with more regulation and financial challenge expected;</li> <li>• The Safety Quality Priorities for 2013-14 are being developed in consultation with relevant stakeholders. The final safety quality priorities will be selected from a long-list, which includes implementation of the Safer Surgery Checklist;</li> <li>• A KHP patient safety event was held on 11 and 12 October. Good attendance from all partner organisations was reported; and</li> <li>• The Committee noted specific patient safety issues and actions in the report around patient falls, pressure ulcers, venous thromboembolism (VTE), management of acutely ill-patients, infection control and medication safety.</li> </ul>	
012/195	<b><u>Confirmed Board Committee Minutes</u></b>	
	<p>The Board noted the Finance and Performance Committee minutes 30 October 2012.</p>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
012/196	<u>Any Other Business</u> There were no other items of any other business raised for discussion.	
012/197	<u>Date of Next Meeting</u> Tuesday, 29 January 2013 at 14:30 in the Dulwich Committee Room.	