

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

Minutes of the meeting of the Board of Directors held at 14:00 on Tuesday, 28 January 2014 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 (part)
Chris Stooke (CS)	Non-Executive Director
Sue Slipman (SS)	Non-Executive Director
Faith Boardman	Non-Executive Director
Prof. Ghulam Mufti (GM1)	Non-Executive Director
Tim Smart (TS)	Chief Executive
Pedro Castro (PC) – <i>Non-voting Director</i>	Interim Director of Strategy
Angela Huxham (AH)	Director of Workforce Development
Dr. Michael Marrinan (MM)	Medical Director
Simon Taylor (ST)	Chief Financial Officer
Roland Sinker (RS)	Chief Operating Officer
Dr. Geraldine Walters (GW)	Director of Nursing & Midwifery
Jane Walters (JW) – <i>Non-voting Director</i>	Director of Corporate Affairs

In attendance:

Professor Robert Lechler (RL)	Executive Director - KHP
Sally Lingard (SL)	Associate Director of Communications
Tamara Cowan (TC)	Board Secretary (Minutes)
Michelle Pearce	Public Governor
Jan Thomas	Patient Member
Joe Onabaworin	Public Member
Phil Warn	Member

Apologies:

Dr Marion MacKay (MMk)	KCH Charity Representative
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<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/01	<u>Apologies</u> Apologies for absence were noted.	
14/02	<u>Declarations of Interest</u> There were no declarations of interests made.	
14/03	<u>Chair's Action</u> There were no Chair's actions to report.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/04	<u>Minutes of Previous Meeting</u> The minutes of the meeting held on 17 December 2013 was approved as a correct record.	
14/05	<u>Matters Arising/Action Tracking</u> The matters arising were noted.	
14/06	<u>KHP Update</u> The Board welcomed Professor Robert Lechler who provided an update on KHP activities. The following key points were raised and noted: <ul style="list-style-type: none"> • The KHP Partners' Board have to focus on developing the clinical academic site strategy which will highlight the patient benefits; • In order to accelerate progress a revised interim governance structure has been put to each of the partner organisations Board to approve; • The revised structure also calls for a refresh of the Clinical Academic Groups (CAGs) and empower them to take more responsibility; • There is too much commonality between the membership of the Supervisory and Executive Boards; • There needs to be more independency and transparency on the Boards ensuring there is not conflicts; and • The minutes and papers of the Supervisory Board will be put on the KHP website to create greater transparency. 	
14/07	<u>Chair's and Non-Executive Directors' Activity Report</u> The Board noted the report on the activity of the Chair and non-executive directors.	
14/08	<u>Update from Board Committee Chairs</u> <u>Audit Committee</u> CS reported that there were no matters to raise from the Audit Committee and the next meeting will on be held on 14 March 2014. <u>Board Integration Committee (BIC)</u> CS reported that BIC met on 16 January 2014 and welcomed the new interim Transformation Integration Director. Progress is being made on the various workstream and the Committee received a very good presentation from AH on the cultural side and how engagement is measured.	

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Finance & Performance Committee

GM reported that the Committee considered the current financial and operational performance of the Trust at its meeting held earlier today. The operational and financial position has not changed significantly since the last meeting and the Board would hear more from ST and RS under item 13/219 and 13/220.

Quality & Governance Committee

The next meeting of the Committee will be on 13 February 2014.

Strategy Committee

The next meeting of the Committee will be on 13 February 2014.

14/09 **Update on Council of Governors' Activities**

A minutes silence was held in remembrance of Christine Klaassen (deceased) one of the Trust' governors and volunteers.

The Board noted the following update on the Council's activities since the last Board meeting:

- Staff governor Brady Pohle, who also served as the chair of the Governor Membership and Community Engagement Committee has now left the Trust to take up a senior post at the Royal Free Hospital;
- The elections for governors in the Bromley, Lewisham and from the staff group that joined us as part of the acquisition started on 06 January and the results will be announced on 31 January;
- From the staff side - Deputy Head of Nursing, Helen Mencia and CV Praveen, Associate Specialist in adult and paediatric ear, nose and throat medicine were elected uncontested as governors to serve an interim term;
- The turnout for the Bromley and Lewisham governors has been very good with 35.8% (822 ballot papers) in Bromley and 21% (238 ballot papers) in Lewisham;
- The cycle of governor sub-committee started last week with the Membership & Community Engagement Committee on 23 January. The Committee welcomed Andrew McCall as its new chair and begun planning for the community events and the next round of elections in the summer;
- The next governor sub-committee meetings are:
 - Transport Feeder Group – 04 February 2014
 - Patient Experience & Safety Committee – 11 February 2014
 - Governor Strategy Committee – 11 February 2014
- The Governors will also hold a development day on 11 February; and
- Non-executive and executive directors are strongly advised to attend council and governor sub-committee meetings.

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14/10	<u>Chief Executive's Report & KHP Update</u>	
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TS provided a verbal report on the activities of the Trust during the period. He in particular wanted to acknowledge the Board's appreciation for the huge effort and commitment of King's staff and in particular, at the Denmark Hill site who has been in internal incident mode. This has reaped improvement in performance.

The following key points were noted:

- The Trust is under great pressure operationally, which is not sustainable in the long run and will necessitate a change from the system which will only succeed through collaborative working;
- The Trust had received and responded to the Care Quality Commission's (CQC) report on the inspection of the Princess Royal University Hospital;
- The contents of the report was not unreasonable and flagged a lot of things raised in the Trust's due diligence at the onset of the acquisition discussions;
- KHP has to make strategic choices going forward which is sustainable financially and practically. The Trust cannot do everything and the Board will have to look at its operational strategy; and
- A recent highlight for the Trust is the visit of Their Royal Highnesses the Prince of Wales and the Duchess of Cornwall. This was a semi-private visit hence no public announcement was made.

In particular, the Prince of Wales invited a select group of people to discuss the Trust's volunteers programme and explore ways to get younger people to become volunteers.

14/11	<u>Finance Report</u>	
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The Board received the month 09 finance report presented by ST which was discussed at length at the Finance & Performance Committee, held earlier.

The following key points were noted:

- The financial story is very familiar with the continued high level of emergency department activity driving displacement of tertiary elective activity which is resulting in more money being spent on staff and drugs;
- There was a small improvement in the financial position in month to the tune of £800k because the winter pressure funding was finally agreed with commissioners;
- The current position will be maintained until year-end;
- Capital and facilities projects continue with the final theatres in Centenary Wing due to be released next week; and

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> The winter pressure funding received by the Trust this year will not be recurrent in the coming years. Therefore, the level of cost improvement is projected at £66m for the next financial year. <p>This very challenging target will necessitate changes in the way the Trust operates and careful consideration of the major themes of work will be required.</p>	
14/12	<p><u>Performance Report</u></p> <p>The Board received the month 09 performance report presented by PF which was discussed at length at the Finance & Performance Committee held earlier.</p> <p>The following key points were noted:</p> <p><u>Denmark Hill</u></p> <ul style="list-style-type: none"> As detailed in the full report the key areas of challenge include RTT admitted completed pathway and the Trust is working with commissioners to revise the trajectory; The Board needs to have a wider discussion about the Trust's operation strategy; As a result of the pressures on the hospital the Trust initiated an internal incident to help improve efficiency of operations by getting, for example, people repatriated back to other hospitals or social care provisions. At least 16 beds were taken up by patients waiting to be repatriated to one hospital. <p>The internal incident resulted in an improvement in A&E trajectories and a longer-term step change in some of the Trust's processes; and</p> <ul style="list-style-type: none"> Healthcare Acquired Infection (HCAI) remains a key area of challenge for the Trust with c-difficile cases marginally above where it should be, in addition to the continuing challenge around CRE. <p>It was agreed that GA would write to the local councils to highlight the importance of protecting local social care infrastructure and the detrimental knock on effect diluting key community services have on the local hospitals services.</p>	RS/GA
	<p>The Board noted key areas of concern and endorsed the action plans for Denmark Hill.</p> <p><u>Princess Royal University Hospital (PRUH)</u></p> <ul style="list-style-type: none"> The Trust is broadly where it wants to be but there are challenges in with the number of acute admissions, changes in leadership and the discharge teams; The Trust will change the structure of the acute team to match the divisional structure at Denmark Hill in A&E in order to drive improvement; and 	

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	<ul style="list-style-type: none"> Similar to the process initiated at the Denmark Hill site a two week internal incident will be initiated at the PRUH at the end of February. 	
	<p>The Board noted the key areas of concern and endorsed the action plans for the PRUH.</p>	
14/13	<p><u>Annual Planning Process</u></p> <p>The Board noted the report on the Annual Planning Process for the development of the 5-year strategy presented by PC.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> The report outlines the plan for engagement and the timeline; This is an opportune time to refresh the Trust’s vision, looking at the external, internal and financial environment identifying what it means for the organisation and what needs to be done; The second phase of this work is to priorities each initiative; and The Trust is developing and will devise its strategic plans taking into account the integrated care ensuring it encompasses initiatives such as AICO. 	
14/14	<p><u>Quality and Safety Focus</u></p>	
14/14.1	<p><u>Quarterly Patient Safety Report</u></p> <p>The Board noted and considered the quarterly patient safety report.</p> <p>The following key points were raised and noted:</p> <ul style="list-style-type: none"> Work is ongoing through the divisions to ensure that the clinical governance structure is embedded into new sites; Extra resources have been put into the Princess Royal University Hospital (PRUH) to improve outcomes; KHP will hold another patient safety day in May; The mobile health care assistant service at Denmark Hill is working very effectively and there is a short-term plan to expand this to care for emergency department (ED) patients; Patient falls is down at the Denmark Hill site and the same at the PRUH; The mobile staff will look after patients that are at very high risks of falls; Pressure ulcers are down and any graded 3-4 are subject to a full investigation; 	

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	<ul style="list-style-type: none"> • The Safer Surgery Checklist is being reinvigorated across the sites in an effort to eliminate the numbers of never events; • The Trust had 3 never events at the Denmark Hill site between October and December 2013. In each case every significant safety protocol was followed and the reviews have noted actions to improve the processes; • The Trust ultimate aim is to have zero-never events which will be a signal that the Trust's improved processes are working; and • The Trust reports any never events involving a doctor to the General Medical Council. 	
14/15	<p><u>Quarterly Submission to Monitor – Q3</u></p> <p>The Board approved the quarterly submission to Monitor for Q3 and agreed that GA and TS would sign on behalf of the Board.</p>	
14/16	<p><u>Equality & Diversity Committee</u></p> <p>MM1 presented the proposal from the Equality & Diversity Committee to dissolve the Committee as set out in its terms of reference.</p> <p>The monitoring of equality and diversity issues have been mainstreamed with the introduction of the equality diversity system.</p> <p>TS would take on direct responsibility for the equality and diversity agenda and his job description has been amended accordingly. The board would also receive an annual report sponsored by TS and another non-executive director.</p> <p>Some of the key elements of the Committee would be integrated into the Finance & Performance and Quality & Governance Committees.</p> <p>The Board noted its determination that this very important area is delivered and monitored effectively and thanked all the members of the Committee for their contribution.</p> <p>The Board:</p> <ol style="list-style-type: none"> 1) Approved the dissolution of the Committee; 2) Noted that the CEO would provide 6 month reports in his CEO report to the Board; and 3) Noted that the Board would receive an annual report sponsored by the CEO and a non-executive director. 	

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14/17	<p><u>Confirmed Board Committee Minutes</u></p> <p>The Board noted the confirmed minutes of the Finance & Performance Committee on 26 November 2013.</p>	
14/18	<p><u>Any Other Business</u></p> <p><u>Question from public attendees</u></p> <p>In response to a question from a Member, GW advised that temporary nursing staff are sourced through the national agency NHS professionals who the Trust believes has a rigorous vetting regime.</p> <p>The Trust wants to become less reliant on temporary staff and have more permanent staff who have gone through the Trust's mandatory training programme. However this will take some time and in the short-term to secure standards of patient care the Trust must buffer its establishment with temporary staffing.</p> <p><u>Director of Strategy</u></p> <p>The Board noted and congratulated Jacob West on being accepted to Harkness Fellowship at Harvard University.</p> <p>Jacob is currently on secondment to the Mayors' London Health Commission and the Trust will be exploring next steps.</p>	
14/19	<p><u>Date of Next Meeting</u></p> <p>Tuesday, 25 February 2014 at 14:00 in Dulwich Room.</p>	