

## 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, 24 June 2014 in the Trust Headquarter, PRUH

### Members:

Prof Sir George Alberti	Trust Chair
Graham Meek	Non-Executive Director
Marc Meryon (MM1)	Non-Executive Director
Ghulam Mufti (GM1)	Non-Executive Director
Chris Stooke (CS)	Non-Executive Director
Sue Slipman (SS)	Non-Executive Director
Faith Boardman (FB)	Non-Executive Director
Tim Smart (TS)	Chief Executive
Angela Huxham (AH)	Director of Workforce Development
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
Pedro Castro (PC) – <i>Non-voting Director</i>	Interim Director of Strategy
Jane Walters (JW) – <i>Non-voting Director</i>	Director of Corporate Affairs

### In attendance:

Jill Lockett	Director of Performance and Delivery, KHP
Sally Lingard (SL)	Associate Director of Communications
Tamara Cowan (TC)	Board Secretary (Minutes)
Non Owen (NO)	Corporate Governance Officer
Penny Dale (PD)	Public Governor
Tom Duffy (TD)	Patient Governor
Sue Gallagher (SG)	Stakeholder Governor
Fiona Clark	Public Governor
Jim Gunner (JG)	Stakeholder Governor
Phil Warn (PW)	Member

### Apologies:

Caroline Hewitt (CT)	KCH Charity Representative
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<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/89	<u>Apologies</u>  Apologies for absence were noted.	
14/90	<u>Declarations of Interest</u>  There were no declarations of interest noted.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/91	<b><u>Chair's Action</u></b>	
	There were no Chair's actions to report.	
14/92	<b><u>Minutes of Previous Meeting</u></b>	
	The minutes of the meeting held on 27 May 2014 were approved as a correct record subject to removing the word 'first' from the first bullet on page 5.	
14/93	<b><u>Matters Arising/Action Tracking</u></b>	
	The matters arising were noted.	
14/94	<b><u>King's Health Partners' (KHP) Update</u></b>	
	The Board welcomed Jill Lockett (JL) to the meeting. JL provided a verbal update on the activities of KHP.	
	The following key points were noted:	
	<ul style="list-style-type: none"> <li>• KHP has been busy working with partner organisations to develop the series of outcome books to demonstrate KHP's commitment to providing accurate and timely information about patient care;</li> <li>• The series of outcomes books should drive up the quality of the care and help patients and referring clinicians make informed decisions. Of particular note is the outcome book on Medicine which is the anchor for key services such as the emergency pathway;</li> <li>• It is important that KHP leaders encourage the diabetic and cardiac Clinical Academic Groups to begin production of outcomes books for these services. It is also equally important that the local trust patient outcome data is included in these books i.e. hip fracture data;</li> <li>• Working together on the publication of these books have promoted team building and a sense of achievement within the Clinical Academic Groups;</li> <li>• The books will be available, primarily in electronic format and it is expected the first 6 will be available by the end of July;</li> <li>• The restructuring of the King's College London (KCL) continues. This restructure process is a vital part of the changes KCL has to make to ensure it can drive its objectives in a dwindling financial funding environment; and</li> <li>• The process has been undertaken at an accelerated pace and the Chief Executives and Medical Directors of the foundation trust partners have been consulted.</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
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**14/95**      **Update from Board Committee Chairs**

Audit Committee

CS reported that since the last Board meeting there had been no Audit Committee meetings and no material internal or external audit matters to report to the Board.

Board Integration Committee (BIC)

CS reported that BIC met on 19 June and considered the progress on integration workstreams and the comprehensive 6-month review of performance against the Trust's integration plan. BIC agreed that given the challenges facing the Trust finance is a key factor which is governing how the Trust can progress effectively. The Trust will also conduct interviews for a Transformation Integration Director on Friday, 27 June.

Finance & Performance Committee

GM reported that finances took the centre stage of the discussions at the Finance & Performance Committee meeting held earlier today. The Committee also received and considered action plans for addressing the challenges facing the emergency and operations of the Trust. This is an important juncture for the Trust and the Committee is playing its role in making sure there are robust integration of financial and operation plans to improve the Trust's position.

Quality & Governance Committee

GM1 advised that the Committee has not met since its last meeting. The next meeting will take place on 22 July 2014.

Strategy Committee

SS reported that the Committee has not met since May. Outside of formal meetings Committee members have been heavily involved in the process for developing the 5 year strategic plans which was discussed at the private Board meeting held earlier on the agenda for approval at this meeting.

**14/96**      **Update on Council of Governors' Activities**

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

- A number of governors participated in the recent (05 June) Governor Awareness Session for prospective governor candidates. 12 prospective governors attended the event;
- The next Governor Awareness Session will be held on 04 July and to date 30 candidates have signed up to attend;
- The governors met to discuss the Trust' draft 5 year strategy last week and they provided some valuable feedback. Namely, that:
  - The Trust should provide a higher level and more concise version of the document for wider public dissemination;
  - The Trust should increase its communication with the wider community as many local people are concerned about the future of local healthcare services and the Trust needs to play a role in informing them about its plans;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> <li>○ Improving IT systems and patient information and communication should be a key factor in the Trust's strategy;</li> <li>○ The document should include more high-level public financial information;</li> <li>○ The document should flag some of the issues which has driven the changes in the Trust's strategy. Reflection the wider system changes and that the Trust's strategy is more about being a new kind of healthcare provider as opposed to a new kind of hospital.</li> </ul> <ul style="list-style-type: none"> <li>● The governors also reviewed the proposed self-certification against the required corporate governance statements and were invited to provide comments.</li> </ul>	

**14/97**      **Chief Executive's Report**

The Board noted the Chief Executive's report presented by TS.

The following key points were noted:

- The operations of the Trust are beginning to stabilise but this is by no means the end of the story and the Trust has a long way to go;
- The Trust and Guy's and St Thomas' (GSTT) have agreed to disaggregate its joint vascular services. The Trust decision to take this step is predicated on protecting patient experience;
- On behalf of King's Health Partners' (KHP), Matthew Patrick is pursuing the integrated care agenda as part of the Southwark and Lambeth Integrated Care organisation. KHP is keen to ensure that the integrated care pathway is delivered robustly and effectively; and
- The Trust is progressing development of plans to ensure that there is effortless inclusion in everything the Trust does and delivers. The Board would receive a full report on equality and diversity actions in December 2014.

**It was noted that news story on the laser surgery carried out on twins would be featured in wider reporting.**

**JW/SL**

**14/98**      **Finance Report**

The Board received the month 02 finance report presented by ST which was discussed at length at the Finance & Performance Committee, held earlier.

The following key points were noted:

- The Trust's performance in month 02 was very poor;
- Expenditure is at higher levels compared with last year;
- The increased areas of expenditure include temporary staff and drugs (on/off tariff);

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> <li>The temporary staff expenditure relates to usage of agency and bank staff to cover shortfalls in establishment, particularly at the Princess Royal University Hospital (PRUH). This expenditure is to ensure the correct, safe levels of staffing are available to meet the increasing levels of activity for acute patients; and</li> <li>The current position is not sustainable hence ST is meeting with divisions to address the key issues and actions plans have been outlined in the finance report.</li> </ul>	

**14/99**      **Performance Report**

The Board received the month 02 performance report presented by RS which was discussed at length at the Finance & Performance Committee, held earlier.

The following key points were noted:

- The Trust can demonstrate some areas of strong performance which supports the delivery of high quality and safe care to patients;
- However there are some performance challenges around:
  - Healthcare acquired infections (HCAI) such CRE and C.Difficile at the Denmark Hill (DH) site and at the Princess Royal University Hospital (PRUH) diagnostic waiting times;
  - Ensuring a safe level of staffing is maintained especially at the PRUH, so that income generating activities can be conducted and drug expenditure is brought in line;
  - Continued failure of national targets, such as referral to treatment (RTT) and emergency department (ED).

ED performance at DH is 93% (2% off where the Trust needs to be) and there are robust actions plans to improve performance and these include bringing on line additional capacity and improving the repatriation processes and system.

PRUH ED performance is also stabilising at the 80-83%. Implementation of the week long 'safer, faster, hospital (SFH) initiative at the PRUH, last week, has resulted in the biggest improvement in the PRUH ED at 90%.

To improve the performance of RTT, action plans include to reduce long waiters through a combination of off-site working etc.

- The Trust has plans to improve theatre utilisation but this is merely a small part of the challenges facing the Trust;
- The Trust is a neurosciences centre. This combined with a growth in activity levels have resulted in high numbers on the waiting list. The issues with the neurosciences list is also a result of the challenges the Trust faces repatriating patients back to their local hospitals;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> <li>• Two years ago, the Trust use to reach ED targets of 98%, now it is struggling to achieve 95%. Consideration has to be given about the long term sustainability of this position given the challenges around 7-day services and the continued pressures around driving productivity and efficiencies;</li> <li>• The 'safer, faster hospital' initiative provides the Trust with some comfort about what can be achieved when all energies are diverted to improve ED performance in this focus area, however this is not a long-term sustainable format;</li> <li>• The Trust agreed to let Oxley's retain the use of Green Parks House. If it had not done so Oxley's would have had to relocate which would have had implications across the wider system; and</li> <li>• At present the Trust does not foresee a future without Orpington Hospital despite the contract being only for 3 years. The Trust is committed to making Orpington Hospital work.</li> </ul>	

**14/100 Quality & Safety Focus**

**14/100.1 Quarterly Patient Experience Report**

The Board noted and considered the quarterly patient experience report which was discussed in detail at the Quality Governance Committee.

The following key issues points were noted:

- Patient experience scores are showing signs of overall improvement. This is a very encouraging sign given the significant activity levels and challenges facing the Trust;
- Complaints and concerns raised through the Patient Advise Liaison Services have risen and are predominately related to access to services. The Trust is streamlining its complaints management processes to ensure that complaints are dealt with quickly and efficiently.

The Trust needs to ensure complaints are used as a platform for promoting learning and development for staff. In addition, the responses to complaints should be monitored to ensure that consistent messages are being sent across the Trust.

It is also important that the Trust staff feel that they are supported in those instances where individuals with vexatious malicious complaints become aggressive;

- The friends and family test (FFT) scores are improving. The introduction of text messaging submissions has also helped increase the responses to the FFT;
- 'How are we doing' (HRWD) survey scores are improving and is one of the good news stories for the Trust;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> <li>• The Trust has received further support from the Charity for the volunteering programme. This support has afforded the Trust the opportunity to expand the programme to the Princess Royal University Hospital (PRUH) site;</li> <li>• In conjunction with the National Endowment for Science, Technology and the Arts, the Trust has commissioned the King's Fund to conduct an analysis of the value added from volunteers;</li> <li>• It is evident that patients with access to volunteers rate their experience at least 3% better on the 'HRWD' survey;</li> <li>• The 'Hospital to Home' initiative is going very well and the Trust is looking to expand the programme; and</li> <li>• Health Ambassadors are volunteers who are provided with specialist training by Public Health professionals to spread key public health messages around such issues as smoking cessation for example.</li> </ul>	

#### 14/100.2 Monthly Staffing Levels Report

The Board noted and received the monthly report on nurse staffing levels.

The following key points were raised:

- The Trust is required to publish monthly reports on the number of nursing staff on duty by ward;
- With support from internal audit, KPMG, the Trust has undertaken a process for validating the data;
- There are a handful of areas where the nurse staffing data is below 85%;
- The information will be publicised nationally along similar data from other Trusts;
- The Trust has some way to bottom out appropriate staffing levels for the newly acquired sites but overall the Trust is meeting 1:8 ratio;
- The information in the report has to be submitted nationally and the Trust will be rag-rated; and
- This type of reporting is not new to the Trust. Nurse staff performance reports are regularly reviewed at the Quality & Governance Committee and at the Board in the monthly performance reports.

The Board agreed that the nursing staff level data should be publicise in line with guidance in addition to the cover report.

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/101	<b><u>FOR APPROVAL</u></b>	
14/101.1	<b><u>5-year Projections &amp; Strategy (Annual Plan)</u></b>	
	The Board noted and considered the comments from the governors and the discussions conducted at the finance and performance committee and the private Board meetings held earlier.	
	<b>Having given due consideration the Board approved the 5-year projections and strategy.</b>	
14/101.2	<b><u>Compliance Certification – Schedule of Assurance</u></b>	
	The Board noted and considered the comments from the governors and the discussions conducted at the finance and performance committee and the private Board meetings held earlier.	
	<b>Having given due consideration to the schedule of assurance the Board agreed to respond confirmed to the 6 corporate governance statements and the other statements on academic health sciences centre and training of governors.</b>	
14/102	<b><u>FOR INFORMATION</u></b>	
14/102.1	<b><u>Chair’s and Non-Executive Directors’ (NED) Activity Report</u></b>	
	The Board noted the Chair’s and NEDs activity report for the period.	
14/102.2	<b><u>Confirmed Board Committee Minutes</u></b>	
	The Board noted the confirmed minutes of the Finance & Performance Committee (29/04/2014).	
14/103	<b><u>Any Other Business</u></b>	
	There were no matters of any other business raised for discussion.	
14/104	<b><u>Date of Next Meeting</u></b>	
	Tuesday, 29 July 2014, Dulwich Room, Denmark Hill site.	