

## 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 April 2015 in the Boardroom, Princess Royal University Hospital

### Members:

Lord Kerslake (BK)	Trust Chair
Graham Meek (GM)	Non-Executive Director, Vice Chair
Chris Stooke (CS)	Non-Executive Director
Sue Slipman (SS)	Non-Executive Director
Faith Boardman (FB)	Non-Executive Director
Prof. Ghulam Mufti (GM1)	Non-Executive Director
Roland Sinker (RS)	Acting Chief Executive Officer
Angela Huxham (AH)	Director of Workforce Development
Dr Trudi Kemp (TK) – <i>Non-voting Director</i>	Director of Strategic Development
Dr. Michael Marrinan (MM)	Medical Director
Simon Taylor (ST)	Chief Financial Officer
Jeremy Tozer (JT)	Interim Chief Operating Officer
Dr. Geraldine Walters (GW)	Director of Nursing & Midwifery
Jane Walters (JW) – <i>Non-voting Director</i>	Director of Corporate Affairs
Ahmad Toumadj (AT) – <i>Non-voting Director</i>	Interim Director of Capital, Estates & Facilities

### In attendance:

Tooba Ahmadi (TA)	Corporate Governance Officer (Minutes)
Chris Rolf (CR)	Deputy Director of Communications
Robert Lechler (RL)	KHP Executive Director
Caroline Hewitt (CH)	Trust Charity Representative
Eniko Benfield (EB)	Public Governor
Ross Lydall (RL2)	Evening Standard
Ryan Reed (RR)	Xerox Representative
Richard Boys-Stones (RBS)	PwC – Governance Review
John Morris (JM)	PwC – Governance - Review

### Apologies:

Tim Smart (TS)	Chief Executive
Steve Leivers (SL1) – <i>Non-voting Director</i>	Director of Transformation & Turnaround

<u>Item</u>	<u>Subject</u>	<u>Action</u>
15/34	<u>Apologies</u> Apologies for absence were noted.	
15/35	<u>Declarations of Interest</u> There were no declarations of interest reported.	
15/36	<u>Chair's Action</u> There were no Chair's actions to report.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
15/37	<b><u>Minutes of Previous Meeting</u></b>	
	The minutes of the meeting held on 31 March 2015 were approved subject to a minor typographical error on page 3.	
15/38	<b><u>Matters Arising/Action Tracking</u></b>	
	There were no actions recorded on the action tracker.	
15/39	<b><u>King's Health Partners' (KHP)</u></b>	
	The Board welcomed Robert Lechler (RL) to the meeting.	
	RL provided the following update on KHP activity:	
	<ul style="list-style-type: none"> <li>• Mental &amp; Physical Health – There are a number of well-developed outpatient services that are exemplars of integrating mental and physical healthcare;</li> <li>• Public health – Numerous initiatives are being developed, including the smoke free and comprehensive alcohol strategies;</li> <li>• Outcomes Books – The last CAG book – on Cancer - was launched at the Annual KHP Conference on 15 April 2015;</li> <li>• Informatics – ‘KHP online’ is progressing well with plans in place to roll out the portal to primary and secondary care. The Informatics Group will be holding a workshop on software that supports improvement programmes for hospitals;</li> <li>• Local healthcare - There is now a pressing need to make some decisions about delivering integrated healthcare solutions;</li> <li>• Global Health - KHP played an extraordinary central role in recent Ebola outbreak and the team is continuing to focus on rebuilding a sustainable health system in the countries affected. KHP also presented at the launch of the Lancet Global Surgery Commission on 26 April 2015, where the key focus was on access to safe surgery;</li> <li>• Income Generation – Work is ongoing in relation to the production of a KHP brochure, which will set out the education and training opportunities; and</li> <li>• Institute Development Plans –There has been positive progress with the key focus on institute working and development in relation to cardiovascular, transplantation and child health.</li> </ul>	
	The following key points were raised in discussion:	
	<ul style="list-style-type: none"> <li>• The Trust Board in its earlier meeting discussed the emerging KHP picture. The</li> </ul>	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<p>Trust is pleased with KHP progress. However, the Board is keen to have sight of the total package for the development of the institutes;</p> <ul style="list-style-type: none"> <li>• Crystallising the debate around cardiovascular, paediatrics, transplantation and Haemato-oncology are important and how agreements would be achieved between partners by mid-June also requires consideration;</li> <li>• It is vital that integrated care is in the first phase of the deal;</li> <li>• The fundraising issues illustrate the importance of sustaining momentum and providing clear recommendations around institute working; and</li> <li>• RL highlighted that there needs to be discussion and interaction between KHP Chairs and CEOs on processes to obtain clarity on institute issues and the whole plan going forward.</li> </ul>	

**15/40 Update from Board Committees and Council of Governors**

Audit Committee

CS advised that the Audit Committee had not met since the last meeting of the Board.

Education & Workforce Development Committee (EWDC)

FB advised that the Education & Workforce Development Committee had not met since the last meeting of the Board.

Finance & Performance Committee

GM reported that the Committee met earlier today and discussed the one year forward plan in depth. Improving RTT and ED performance remains a key area of focus. More detail about the operational and financial performance of the Trust will be provided under agenda items 2.3.3 and 2.3.4.

Quality & Governance Committee (QGC)

GM1 advised that the Quality & Governance Committee had not met since the last meeting of the Board and that the next meeting will be held on Wednesday, 13 May 2015.

Strategy Committee (SC)

SS advised that the Strategy Committee had not met since the last meeting of the Board.

Council of Governors Activities

The Board noted the report on Council of Governors activities since the last meeting and BK advised that his first meeting as Chair of the Council of Governors will be held on 14 May 2015.

<u>Item</u>	<u>Subject</u>	<u>Action</u>
15/41	<b><u>Capacity &amp; Resources</u></b>	
15/41.1	<b>Monitor – Enforcement Action</b>	
	<p>The outcome of the Monitor investigation was announced at the beginning of April. The key requirements for the Trust are to produce a one year and a two year financial recovery plan, and a five year sustainability plan.</p> <p>The Trust is required to submit the one year plan to Monitor by the end of May and the two year plan the end of October 2015.</p> <p>The Board noted that work is underway to produce the one, two and five year financial plans, which covers the steps needed to reach financial sustainability and achieve the Cost Improvement Plan (CIP) savings targets.</p>	
15/41.2	<b>Chief Executive’s Report</b>	
	<p>The Board noted the Chief Executive’s report presented by RS.</p> <p>The new report structure focuses on the seven key areas in the forward plan. The following key points were noted:</p> <ul style="list-style-type: none"> <li>• RS thanked all the staff for their work in preparation for and during the CQC inspection week, which took place from 13 -17 April 2015. The initial feedback from the CQC has identified some strong areas of performance as well as some areas of improvement;</li> <li>• The Trust is on track to deliver on the required one year and two year financial plans as well as the five year sustainability plan;</li> <li>• A savings target of £86m (8%) has been identified as the 2015/16 CIP. All the CIPs will undergo a rigorous quality impact assessment process to ensure decisions will not affect quality of care;</li> <li>• Improvements continued to be progressed in all areas of quality, access targets, staffing, finance and productivity. The key priority area will be the emergency pathways at both DH and PRUH sites and the referral to treatment times (RTT);</li> <li>• The evolution of King’s Values to ‘my promise’ , and the ‘senior leaders’ away day’ on 11 May 2015 are current key initiatives to provide staff the opportunity to reflect on the challenges and plan for the future;</li> <li>• The Board will consider a comprehensive plan in relation to organisational development and leadership in due course;</li> <li>• Work continues with KHP and the development of key institutes. A memorandum of understanding will be considered and discussed at the KHP Board meeting on 16 June 2015;</li> </ul>	

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	<ul style="list-style-type: none"> <li>• The Trust has commissioned PwC to undertake a governance review to ensure arrangements continue to be fit for purpose given the current regulatory challenges facing the trust;</li> <li>• Meetings with a wide range of stakeholders have commenced and there are positive interactions to help deliver the emergency care pathway at the PRUH;</li> <li>• The Trust, Bromley CCG, NHSE and Monitor have commissioned a six week diagnostic called 'one-version of truth'. A Steering Group has been established to deliver the diagnostic transformation initiatives; and</li> <li>• The Board noted that the CIP planning and delivery is robust and there is reasonable degree of comfort to achieve the deliverables. However, the Trust may consider the high risk and intense options to improve financial performance of the organisation but these may be subject to commissioner agreement.</li> </ul>	

### **15/41.3 Consolidated Finance Report (month 12)**

The Board received the month 12 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 ended financial year 2014/15 with a deficit of £47.5m;
- The deficit position was in part driven by the need to invest more heavily at the PRUH to meet the demands in the ED as well as to manage the large vacancy factor;
- During the second half of the year the increase in ED activities at both sites and the difficulty in repatriation of patients required additional investment in capacity;
- Due to new systems put in place during 2014, a downward trend in the run rate of temporary staff has been noted since December 2014;
- The Trust has agreed a working capital facility with the Department of Health for the first quarter of 2015/16 to manage the Trust's cash position; and
- The second half of the 2015/16 cash position will depend on the Trust's ability to deliver its savings target and managing the ran rates to reflect in cash flows;

#### Recovery Plan

- The Trust will be submitting the year one recovery plan to Monitor this week;
- Majority of the CIPs for the year has been identified and progressing through the process to identify any potential implications on quality and safety before they are finally implemented in July-August 2015; and

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- Agreements have been reached with majority of the Commissioners and NHSE in relation to contracts position for specialised services.

The Board noted the finance report and recognised the scale of challenge faced by the Trust.

#### **15/41.4 Performance Reports (Month 12)**

The Board received the month 12 performance report presented by JT which was discussed at length at the Finance & Performance Committee held earlier.

The following key points were noted for other Trust sites and services:

- The Trust has generally performed well against the cancer wait targets but not to the extent to reduce the 62 day cancer wait position for Q4;
- There were some improvements in the 18 week RTT backlog, but challenges remain due to pressures on capacity and the cost of off- site working;
- Improved performance in 4-Hour access target both at DH and PRUH during March;
- The overall Trust performance for Q4 remains in line with the annual self-certification for Monitor;
- The three key area of focus remain the DH ED, PRUH ED and the RTT targets. Improvement plans in relation to these areas were discussed in depth at the Finance & Performance Committee meeting earlier today;
- The C.difficile target has been breached by 19 cases across both sites with the only definable trend being the increase in intensive care cases;
- The Trust had a very tight c.difficile target of 58 cases last year and this year's target is set at 72 cases;
- The Board noted that separate reporting for both sites will continue for the rest of this financial year; and
- The performance report will provide more information on some of the operational KPIs that are leading indicators of financial issues.

#### **15/42 Improving Quality of Care for Patients**

##### **15/42.1 Quarterly Patient Experience Report**

The Board noted and received the quarterly patient experience report.

The following key points were raised and noted:

- Overall, good performance in patient experience scores in Q4;

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- The downward trend in patient complaints has continued with a reduction of over 10% in the number of complaints for Q4;
- There has been improvement in the response rate to complaints but further improvement is required to achieve the targets. A number of initiatives such as the introduction of the twin tracking system to respond to less serious or complex complaints are in place. FB is also overseeing a programme of work in her capacity as the Chair of Serious Complaints Committee;
- The Trusts 'how are we doing?' scores improved at DH, meeting or exceeding the benchmark but the PRUH scores dipped for months two and three;
- Friends and Family Test (FFT) results were positive for inpatients, with the Trust scoring at or above the averages for both London and England but less positive scores for emergency FFT. Action plans are in place to address patient concerns; and
- The volunteering service is continuing to develop and support patients both within the hospital and at home. A new volunteering initiative, 'the Saturday Social Club' was launched in December 2014.

**15/42.2 Monthly Nursing Staff Levels Report**

The Board noted and received the monthly nurse staffing levels and agreed that the nursing staff level data should be publicised in line with guidance.

**15/43 King's College Hospital Charity – Monthly Update**

The Board welcomed Caroline Hewitt (CH) to the meeting and thanked the Charity for organising the Long-Service Award ceremony, which was held recently. CH provided a short update on the Charity's activities.

The following key points were noted:

- CH thanked the Estates and Facilities team for the move of the Fundraising Team to the new office;
- The key focus this month has been on the soft launch of the charity champions initiative, with the aim of encouraging staff to be advocates and champions for the Charity;
- The second Charity Futures Steering Group meeting will be chaired by CS and a recommendation presented to the Board in July 2015;
- In May, there will be a number of engagement opportunities with various stakeholders; and
- The Charity is now working more closely with the Trust's Communication Team to promote and advertise its initiatives more widely.

<b><u>Item</u></b>	<b><u>Subject</u></b>	<b><u>Action</u></b>
15/44	<b>FOR APPROVAL</b>	
15/44.1	<b><u>Monitor Submission Quarter 4, 2014/2015</u></b>	
	The Board received and approved the Quarter 4 submission to Monitor.	
15/45	<b><u>FOR INFORMATION</u></b>	
15/45.1	<b><u>Chair's and Non-Executive Directors' Activity Report</u></b>	
	The Board noted the Chair's and NEDs activity report for the period.	
15/45.2	<b><u>Confirmed Board Committee Minutes</u></b>	
	The Board noted the confirmed minutes of the Finance & Performance Committee (24/02/2015).	
15/46	<b><u>Any Other Business</u></b>	
	There were no matters of any other business raised for discussion.	
15/47	<b><u>Date of Next Meeting</u></b>	
	Tuesday, 26 May 2015, Dulwich Room, Denmark Hill site.	