

**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, 25 November 2014 in the Dulwich Room, Denmark Hill

**Members:**

|  |                                   |
|--|-----------------------------------|
| Prof Sir George Alberti (GA)                   | Trust Chair                       |
| Graham Meek (GM)                               | Non-Executive Director            |
| Marc Meryon (MM1)                              | Non-Executive Director            |
| Chris Stooke (CS)                              | Non-Executive Director            |
| Faith Boardman (FB)                            | Non-Executive Director            |
| Ghulam Mufti (GM1)                             | Non-Executive Director            |
| Tim Smart (TS)                                 | Chief Executive                   |
| Angela Huxham (AH)                             | Director of Workforce Development |
| Trudi Kemp (TK) – <i>Non-voting Director</i>   | Director of Strategic Development |
| Dr. Michael Marrinan (MM)                      | Medical Director                  |
| Roland Sinker (RS)                             | Chief Operating Officer           |
| Simon Taylor (ST)                              | Chief Financial Officer           |
| Dr. Geraldine Walters (GW)                     | Director of Nursing & Midwifery   |
| Jane Walters (JW) – <i>Non-voting Director</i> | Director of Corporate Affairs     |

**In attendance:**

|                               |                          |
|-------------------------------|--------------------------|
| Prof. Sir Robert Lechler (RL) | Executive Director – KHP |
| Marion Mackay (MK)            | Trustee – KCH Charity    |
| Tamara Cowan (TC)             | Board Secretary          |
| Penny Dale ( )                | Public Governor          |
| Fiona Clark                   | Public Governor          |
| Raoul Pinnell                 | Bromley Healthcare       |

**Apologies:**

|                  |                        |
|------------------|------------------------|
| Sue Slipman (SS) | Non-Executive Director |
|------------------|------------------------|

| <u>Item</u> | <u>Subject</u>   | <u>Action</u> |
|-------------|--|---------------|
| 14/153      | <b><u>Apologies</u></b><br><br>Apologies for absence were noted.   |               |
| 14/154      | <b><u>Declarations of Interest</u></b><br><br>There were no declarations of interest reported.                     |               |
| 14/155      | <b><u>Chair's Action</u></b><br><br>There were no Chair's actions to report.                                       |               |
| 14/156      | <b><u>Minutes of Previous Meeting</u></b><br><br>The minutes of the meeting held on 28 October 2014 were approved. |               |

| <u>Item</u> | <u>Subject</u>   | <u>Action</u> |
|-------------|--|---------------|
| 14/157      | <b><u>Matters Arising/Action Tracking</u></b>  |               |
|             | The action tracker was noted with no outstanding actions.  |               |
| 14/158      | <b><u>Update from Board Committee Chairs</u></b>   |               |
|             | <p><u>Audit Committee</u><br/>CS reported that the Audit Committee had not met since the last meeting of the Board.</p> <p><u>Board Integration Committee (BIC)</u><br/>CS reported that the Committee met on 06 November to consider the various workstreams of work being conducted to deliver the integration programme, CIPs and recovery plans.</p> <p><u>Finance &amp; Performance Committee</u><br/>GM reported that the Committee met earlier today and considered the continued trend of high activity, marginal improvement in quality and progress on recovery plans actions. More details about the operational and financial performance of the Trust will be provided under agenda items 2.5 and 2.6.</p> <p><u>Quality &amp; Governance Committee</u><br/>GM1 reported that the Committee had not met since the last meeting of the Board.</p> <p><u>Strategy Committee</u><br/>SS reported that the Committee is due to meet next on 04 December.</p> <p><u>Education &amp; Workforce Development Committee</u><br/>MM1 reported that the Committee will have its next meeting on 08 December.</p>             |               |
| 14/159      | <b><u>Update on Council of Governors' Activities</u></b>   |               |
|             | <p>The Board noted the following update on the Council's activities:</p> <ul style="list-style-type: none"> <li>• The current Council, although coming to the end of its term on 30 November, continued to be very active with the following events: <ul style="list-style-type: none"> <li>○ Two sub-committees of the Council met in October;</li> <li>○ The KHP Governor Event, held on 04 November, was well attended by governors across all three foundation trusts. The presentations were very informative and welcomed.</li> </ul> </li> <li>• New governors had their first formal induction on 12 November 2014;</li> <li>• The current Council also met on 12 November to hear more about the Trust's current financial and operational position. The governors welcomed this meeting and agreed that the format would continue; and</li> <li>• On 27 November many of the Trust's new and re-elected governors will participate in the GovernWell core skills training course which will be delivered by the Foundation Trust Network. Governors from KHP partners will also participate in the event.</li> </ul> |               |

## Confirmed Minutes

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|-------------|---|---------------|
| 14/160      | <b><u>King's Health Partners' (KHP)</u></b> <p>The Board welcomed Prof. Sir Robert Lechler (RL) to the meeting.</p> <p>RL provided an overview of a recent presentation he made on the future of medicine and the role of KHP. He highlighted that despite the pressures on the health system medicine is on the cusp of a biomedical revolution.</p> <p>KHP is participating in this medical revolution and some initiatives include:</p> <ol style="list-style-type: none"><li>1. Precision medicine such as the 100k Genomes project which is using technology to unpick the way cells work;</li><li>2. Regenerative medicine being conducted through KHP initiatives including the link with the Crick Institute;</li><li>3. Cell therapy involving bone marrow transplantation which has lots of interest as applied in cancer and autoimmune disease medicine;</li><li>4. Biologicals which are the basis of 50% of all new drugs on the market; and</li><li>5. Gene therapy work such as gene replacement exemplified by the KHP joint project with UCL partners for Pfizer; and</li><li>6. Digital health which facilitates the process for patients being remotely monitored giving them more control of their care and resulting in less time in hospital.</li></ol> <p>This work is however predicated on getting the integrated care pathways embedded.</p> <p>The following key points were noted in discussion:</p> <ul style="list-style-type: none"><li>• KHP's unique selling points are in the areas of regenerative medicine, cell therapies, biologicals and gene therapy;</li><li>• With people living longer and presenting with more complex medical issues KHP needs to get to grips with the real challenges and embed the integrated care framework to support the changing health economy; and</li><li>• KHP needs to up its focus on digital health given the increased focus on technological transfers.</li></ul> |               |
| 14/161      | <b><u>Chief Executive's Report</u></b> <p>The Board noted the Chief Executive's report presented by TS.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"><li>• It is important that the Trust reflects on the current challenges facing the NHS, in particular, the accuracy of reporting ED performance across the system;</li><li>• There are very few trusts achieving the 95% target and this issue looms large in the political arena.</li></ul>  |               |

## Confirmed Minutes

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|             | <ul style="list-style-type: none"><li>• The Trust Emergency Department (ED) performance has become one of the best performing in London in recent weeks. The Trust staff have to be commended for their hard work;</li><li>• The performance at the Princess Royal University Hospital (PRUH) has improved significantly in the last 10 days;</li><li>• The combined Trust ED is running at 92% of the 95% target;</li><li>• There is a broad level of stakeholder support and engagement;</li><li>• The Care Quality Commission has advised that the Trust will have a planned inspection in the first quarter of 2015;</li><li>• The introduction of KHP Online is a great development which supports effective treatment of patients across multiple sites and organisations; and</li><li>• The Trust is enormously supportive of patients with cystic fibrosis and are frustrated by the delays to the provision of facilities for these patients.</li></ul> |               |

### 14/162 Finance Report

The Board received the month 07 finance report presented by ST which was discussed at length at the Finance & Performance Committee, held earlier.

The following key points were noted:

- Due to unprecedented levels of activity, the Trust is spending more money on staff to ensure high quality and safe levels of care continue to be delivered;
- The continuity of risk rating dropped to two in the last month;
- The Trust is working hard to stabilise the financial position and the Trust has been mobilised to focus on recovery plans;
- Cash is tracking slightly above forecast position;
- The Trust has commissioned PriceWaterhouseCoopers (PWC) to provide additional assurance around the deliverability of the Trust's CIP plans and support with the development of a forward sustainable model;
- PWC will also help manage the relationships with stakeholders and information requests;
- The challenge to deliver access targets with the high levels of activity is contributing to the current financial position;
- The Trust is having good dialogue with its commissioners and discussions about recurrent funding continues; and

## Confirmed Minutes

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- Monitor recognises the core of the Trust' financial challenges however, it would be useful to distil out the key themes around these challenges. This would assist in discussions with stakeholders.

### 14/163 Performance Report

The Board received the month 07 performance report presented by RS which was discussed at length at the Finance & Performance Committee held earlier.

The following key points were noted:

#### Denmark Hill (DH) site

- There are numerous areas of strong performance at the DH site;
- Emergency department (ED) performance has improved with targets reaching 96% attributed to the tremendous work of the staff;
- There has also been good performance for access targets with improvement in outpatients, referral to treatment (RTT) targets and cancer although 62 day cancer waits remain at risk;
- A number of actions are being taken to ensure resilience funding for activities such as using offsite working to clear the RTT backlog is maintained;
- Infection control is off trajectory with the performance of c.diff;
- There have been 4 suspected cases of Ebola at the Trust. None of these cases were positive for Ebola;

#### Princess Royal University Hospital (PRUH) and other sites

- There was strong performance for infection control and nationally the site came eighteenth out of 180 in the recent Stroke Audit;
- The Trust has managed to integrate its patient information system across all its sites;

Since the Trust acquired the PRUH, it has focused on improving the ED performance. The Trust has seen significant improvement reaching the mid-80s. However, as the Trust moved into September 2014 the ED became much more challenged and unfortunately performance fell, albeit briefly, from 80-83% to 50% at its lowest point.

This position however moved again to 86% last week and went as high as 96% last night. This illustrates the tenuous situation with the PRUH ED performance despite significant effort on the part of the Trust.

The Trust has focussed on redirecting the number of medically fit patients waiting for discharge working with community partners. The key to longer term sustainability is to reinvigate the pathways.

## Confirmed Minutes

| <u>Item</u>     | <u>Subject</u>   | <u>Action</u> |
|-----------------|--|---------------|
|                 | <p>The Trust has also moved a number of senior doctors from the DH ED to the PRUH ED;</p> <ul style="list-style-type: none"><li>• Other areas of challenge includes RTT which is marginally off trajectory as a result of bed capacity;</li><li>• The Trust continues to focus on the challenges around medical records. The service is improving but there is a long way to go, ahead of the proposed re-location of the records library to Orpington Hospital, which is delayed due to issues with planning permission;</li><li>• The Trust had not originally anticipated that it would have the current level of services at the Queen Mary Sidcup site therefore it is now exploring putting in place appropriate site based leadership structures;</li><li>• The Trust has developed action plans to address its main issues. In relation to RTT commissioners fund elements of the plan however ED action are more complex. The point of care system is not currently funded; and</li><li>• The weekend discharge process at the PRUH differs from the DH. The difference relates to the patient numbers and local population profile. The Trust is working hard to identify what is the right model for the PRUH including 24/7 working.</li></ul> |               |
| <b>14/164</b>   | <b><u>Quality &amp; Safety Focus</u></b>   |               |
| <b>14/164.1</b> | <b><u>Quarterly Patient Safety Report</u></b>  |               |
|                 | <p>The Board noted and considered the quarterly patient safety report.</p> <p>The following key issues and points were noted:</p> <ul style="list-style-type: none"><li>• The Care Quality Commission (CQC) has advised that the Trust will have a planned inspection in early 2015;</li><li>• The Trust is appointing a 'duty of candour' guardian and disclosures will be tracked on Datix;</li><li>• The Trust is concerned by the three reported recent never events. Detailed investigations have been undertaken and immediate actions have been taken to address the issues around these events such as tightening up the safer surgery checklist processes.</li></ul> <p>The Trust protocols and expected levels of practice will be reiterated to all clinicians and MM will meet with Ophthalmologists on 12 December.</p> <p>The Trust has reported these never events to the CQC;</p> <ul style="list-style-type: none"><li>• The overall number of falls has decreased but the number of high severity falls has increased as a proportion. The number of pressure ulcers has also slightly increased;</li></ul>  |               |

## Confirmed Minutes

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|-------------|---|---------------|
|             | <ul style="list-style-type: none"><li>• The increase in the number of falls can be correlated to the increase in the number of older patients coming to the hospital; and</li><li>• KHP will hold its safety conference on 08 December.</li></ul>   |               |
| 14/164.2    | <b><u>Doctors Revalidation Report</u></b> <p>The Board noted and considered the doctors revalidation report.</p> <p>The following key issues and points were noted:</p> <ul style="list-style-type: none"><li>• The Trust has made good progress with the revalidation system;</li><li>• The revalidation process requires clinicians receives a 360° multi-source feedback. Clinicians such as pathologists are not necessarily patient facing therefore it is difficult to complete the process;</li><li>• The PRUH is firmly part of the revalidation process; and</li><li>• Nurses will be required to start revalidation next year.</li></ul>  |               |
| 14/164.3    | <b><u>Monthly Nurse Staffing Levels Report</u></b> <p>The Board noted and received the monthly nurse staffing levels.</p> <p><b>The Board agreed that:</b></p> <ol style="list-style-type: none"><li><b>1) For completeness all the comments sections should be completed; and</b></li><li><b>2) The nursing staff level data should be publicised in line with guidance.</b></li></ol>   | <b>GW</b>     |
| 14/165      | <b><u>King's College Hospital Charity (KCHC) Update</u></b> <p>The Board welcomed Marian McKay (MM) to the meeting. MM provided a short update on the Charity's activities.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"><li>• The Charity has increased its visibility at the Princess Royal University Hospital (PRUH) site;</li><li>• Peter Gluckman is meeting with GW to support the leadership development programme;</li><li>• A grant of £19k was provided to refurbish the changing facilities in the A&amp;E department;</li><li>• The Charity has begun considering its legal status given the impending regulatory changes for NHS charities. The Charity will meet with the Trust Board on 17 December and in the March 2015 to discuss this with a view of having the new structure in place by December 2015;</li></ul> |               |

## Confirmed Minutes

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|                 | <ul style="list-style-type: none"><li>• The Charity will hold a showcase event following the Trust's Board meeting in February; and</li><li>• The fundraising for the helipad is going better and more funding has been dedicated from London Ambulance Services. The Trust has made provisions in its capital programme to fund any shortfall.</li></ul> |               |
| <b>14/166</b>   | <b><u>FOR INFORMATION</u></b>   |               |
| <b>14/166.1</b> | <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.  |               |
| <b>14/166.2</b> | <b><u>Confirmed Board Committee Minutes</u></b>   |               |
|                 | The Board noted the confirmed minutes of the Finance & Performance Committee (30/09/2014).  |               |
| <b>14/167</b>   | <b><u>Any Other Business</u></b>  |               |
|                 | There were no matters of any other business raised for discussion.  |               |
| <b>14/168</b>   | <b><u>Date of Next Meeting</u></b>  |               |
|                 | Tuesday, 16 December 2014, Dulwich Room, Denmark Hill site.   |               |