

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, 16 December 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
Sue Slipman (SS)	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
Linda Smith (LS)	Trustee – KCH Charity
Tamara Cowan (TC)	Board Secretary
Ross Lydall (RL)	Evening Standard

Apologies:

Faith Boardman (FB)	Non-Executive Director
Ghulam Mufti (GM1)	Non-Executive Director

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/169	<u>Apologies</u> Apologies for absence were noted.	
14/170	<u>Declarations of Interest</u> There were no declarations of interest reported.	
14/171	<u>Chair's Action</u> There were no Chair's actions to report.	
14/172	<u>Minutes of Previous Meeting</u> The minutes of the meeting held on 25 November 2014 was approved.	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/173	<u>Matters Arising/Action Tracking</u> The action tracker was noted.	
14/174	<u>Update from Board Committee Chairs</u> <u>Audit Committee</u> CS reported that the Audit Committee had not met since the last meeting of the Board. <u>Board Integration Committee (BIC)</u> CS reported that the Committee continues to meet on a monthly basis to consider the integration programme and the work of PwC. <u>Finance & Performance Committee</u> GM reported that the Committee met earlier today and heard more about the work to recover the Trust's financial position. The Trust's is still very challenged with the increase attendances in the emergency department. More details about the operational and financial performance of the Trust will be provided under agenda items 2.5 and 2.6. <u>Quality & Governance Committee</u> GA reported that at its meeting on 04 December the Committee heard yet another valuable patient story which is being used as part of nurse training, considered the recent reviews of the nursing workforce and discussed the recent challenges with medical records and the action plans to address these issues. <u>Strategy Committee</u> SS reported that the Committee met on 04 December and looked at the forward plan for the Trust considering the external environment. The discussions about KHP and the healthcare sector were very informative and useful. <u>Education & Workforce Development Committee</u> MM1 reported that the Committee met on 08 December. The Committee considered the annual workforce reports and the improved results of the staff friends and family test.	
14/175	<u>Update on Council of Governors' Activities</u> The Board noted the following update on the activities of the Council of Governors: <ul style="list-style-type: none"> • The new Council had its first formal meeting on 10 December 2014; • The Council agreed to retain the Membership and Community Engagement, Strategy and Patient Experience and Safety Committees; and • The governors will elect a lead governor and chairs of the Committees during the first quarter of 2015. 	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/176	<u>King's Health Partners' (KHP)</u>	
	<p>The Board welcomed Prof. Sir Robert Lechler (RL) to the meeting.</p> <p>RL reviewed some of the developments and thinking going on in KHP around developing centres of excellence based on the institute models. He flagged that KHP needed to take bolder steps to progress public health and the integrated care agenda. The timeframe for KHP and the different projects for example, diabetes or cardiac, are variable.</p> <p>The Board advised the following:</p> <ul style="list-style-type: none"> • The Trust shares the vision and ambitions of KHP; • It knows that KHP is greater than the sum of its individual parts, and is the vehicle through which these ambitions will be realised; • The partners need to work hard on developing the relationships between the partners; • The Trust will engage actively and constructively in the detailed consideration of all the clinical and academic options in the KHP priority areas without prejudging the outcomes; • The default assumption is collaboration over competition; and • The delivery of clinical excellence to our patients is of paramount importance, and cannot be compromised. 	
14/177	<u>Chief Executive's Report</u>	
	<p>The Board noted the verbal update from TS.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> • The Trust is in a similar position to the other trusts with challenges around capacity and meeting performance targets; • Work continues on the KHP institutes; and • Madeline Long steps down as Chair of South London & Maudsley (SLaM). SLaM welcomed Roger Paffard as her successor. Roger will also be appointed as vice chair of KHP. 	
14/178	<u>Finance Report</u>	
	<p>The Board received the month 08 finance report presented by ST which was discussed at length at the Finance & Performance Committee, held earlier.</p> <p>The following key points were noted:</p> <ul style="list-style-type: none"> • The financial performance of the Trust was the main focus of the finance and performance committee meeting held earlier today; 	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> • There is some movement on the run rate but progress is very slow. This position is being driven by the continued high levels of temporary and agency staff to cover increased activity levels and to ensure there are safe levels of staff to provide high quality care to patients; • The Trust is reflecting on its nursing establishment and expenditure on nurses; • Increased activity levels are impacting on the capacity and therefore the ability of the Trust to earn income on elective activity; • 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; • The Trust is putting additional focus on its cash position; • There is a growing mis-match between the demands from the centre to maintain save levels of care and the lack of additional financial resources and support for providers such as the Trust; • Although the Trust had been advised that it would receive additional funding from the centre these funding streams have yet to materialise which presents a risk; • TS attended a meeting of the 'star chamber' which focused on the performance of the Emergency Department but not on finances; and • There is definitely a step change in the number of attendances to the hospital which is reflected across all trust in south east London. 	

14/179 **Performance Report**

The Board received the month 08 performance report presented by RS which was discussed at length at the Finance & Performance Committee held earlier.

The Board noted the extensive verbal report from RS who flagged the key performance issues in the reports for the Denmark Hill and Princess Royal University Hospital sites.

The Board also noted the extensive action plans contained in the performance reports

The following key points were noted in discussion:

- The number of patients waiting for repatriation is up to 40 in month;
- NHS England and the centre recognise that the repatriations issue is substantive but it is not a matter that can be progressed on a trust by trust basis. The issue requires a systematic joined-up approach;

<u>Item</u>	<u>Subject</u>	<u>Action</u>
	<ul style="list-style-type: none"> • The Trust should ensure that repatriation issues are considered as part of the future strategy; and • The Trust is doing a lot on recruitment but it is evident that there is a significant challenge across the system as a result of the lack of nursing staff. 	
14/180	<u>Quality & Safety Focus</u>	
14/180.1	<u>Quarterly Patient Outcomes Report</u>	
	The Board noted and received the quarterly patient outcomes report which was discussed and considered at the recent Quality & Governance Committee.	
14/180.2	<u>Annual Inclusion Report</u>	
	The Board noted and received the annual inclusion report presented by TS. The report outlines the initiatives being conducted by the Trust over the equality and diversity dimension.	
14/180.3	<u>Monthly Nurse Staffing Levels Report</u>	
	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.	
14/181	<u>King's College Hospital Charity (KCHC) Update</u>	
	The Board welcomed Linda Smith (LS) to the meeting. LS provided a short update on the Charity's activities.	
	The following key points were noted:	
	<ul style="list-style-type: none"> • A successor to Peter Gluckman has been appointed. The Charity and the Board thanks Peter for his very valuable contribution; • The Charity has been working with TK and extends their appreciation for her support to develop a mechanism for assessing proposals for funding; • 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; • The Charity will hold a showcase event following the Trust's Board meeting in February which directors and governors are invited; and • The Charity is working with GW to progress the nurse leadership project and proposals to revamp the ward 20:20 initiatives. 	

<u>Item</u>	<u>Subject</u>	<u>Action</u>
14/182	<u>FOR INFORMATION</u>	
14/182.1	<u>Chair's and Non-Executive Directors' (NED) Activity Report</u>	
	The Board noted the Chair's and NEDs activity report for the period.	
14/182.2	<u>Confirmed Board Committee Minutes</u>	
	The Board noted the confirmed minutes of the Finance & Performance Committee (30/09/2014).	
14/183	<u>Any Other Business</u>	
	There were no matters of any other business raised for discussion.	
14/184	<u>Date of Next Meeting</u>	
	Tuesday, 27 January 2015, Dulwich Room, Denmark Hill site.	