

ASHFORD & ST PETER'S HOSPITALS NHS TRUST

Minutes of the Ashford and St Peter's Hospitals NHS Trust Board Meeting Held on Thursday 27th January 2005 in the Lecture Theatre, Ramp, St Peter's Hospital

Present: Mr Clive Thompson, Chairman

Mr Glenn Douglas, Chief Executive

Dr Mike Baxter, Medical Director

Ms Jayne Connelly, Director of Strategic Development

Mr Keith Mansfield, Director of Finance and Information Services

Ms Sian Thomas, Director of Human Resources

Mrs Joyce Winson Smith, Director of Nursing

Mr Michael Bailey, Non-executive Director

Mrs Liz Brooks, Non-executive Director

Mr Peter Field, Non-executive Director

Mrs Jenny Murray, Non-executive Director

Mrs Mary Riley, Non-executive Director

Mr Rodney Gritten, North Surrey PCT Representative

Mr Graeme Carman, Patient and Public Involvement Forum Representative

In attendance: Mrs Shirley Sikora, Board Secretary

Part 1:

1. Apologies for absence

Apologies for absence were received from Mr Graham Worsfold, Woking PCT representative,

2. Minutes of the Public Trust Board Meeting held on 25th November 2004

Page 5, second paragraph, second line – “structured” be amended to “structural”.

The Minutes of the meeting held on 25th November 2004 were then **AGREED** as a correct record.

3. Matters arising

There were none.

4. Chairman's Report

The Chairman reported of an article in the Times newspaper which details hospital performance in various specialities over the whole country and remarked how well Ashford and St Peter's is performing against other Trusts. The full Dr Foster report is expected to be published shortly

The Christmas period had been an extremely busy time with an unprecedented demand for emergency services seeing a 75% increase in the inpatient admission rate. He paid tribute to all staff that worked over this period, commending their hard work and dedication.

The annual Appreciation Awards had taken place in November at Royal Holloway College with Sarah Webb, Olympic gold medallist, presenting the awards and certificates.

The Chairman had attended two meetings of Acute Trust Chairmen and Chief Executives where the main areas of discussion were finance.

A meeting of the Hounslow and Surrey Joint Overview and Scrutiny Committee had taken place which looked at the Trust's actions following the reconfiguration consultation process. The Committee was

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very supportive of the Trust's plans and the consultation process as a whole.

Mr Thompson, together with Mr Bailey and Mrs Brooks, Non-executive Directors, had attended a governance conference earlier in the week.

A new Consultant Neonatologist has been appointed to the Trust.

Mr Thompson had chaired the selection process for the appointment of a new Non-executive Director at the Royal Surrey County Hospital.

The Chairman advised that the Trust's Patients Panel had reached its first anniversary and commended Mrs Diana Manthorpe for her involvement in setting up and establishing the group.

The Trust had held two Carol Services, one on each site, best decorated ward/area competitions, and the nursery performed a nativity plan. The Chairman, joined by the Mayor of Runnymede, had visited the wards on Christmas Day. The local fire brigade had also visited with presents for the patients.

The Chairman announced that Mr Dick Moore had retired as President of the St Peter's Hospital League of Friends and commended his hard work and enthusiasm over the years.

5. Non-executive Directors' Reports

Mrs Brooks had attended a Board Meeting of Surrey Heath and Woking PCT, where they had commended this Trust for achieving 98% for A & E targets at the end of December 2004.

6. Chief Executive's Report

The Chief Executive presented the agenda attachment at Enclosure B.

Mr Douglas remarked on the unprecedented number of patients seeking emergency attention over the Christmas period and thanked those members of staff who came into work from leave to help cope with the demand.

The Chief Executive announced of the joint appointment with North Surrey PCT of three Consultant Geriatricians.

The Chief Executive had attended a business review of the Blanche Heriot Unit to hear of their issues and the significant pressures they face with the launch of a national sexual health campaign. He was very impressed with the commitment of all those who provide the service.

The Abbey Wing faced a major electrical failure before Christmas, the Chief Executive commended the staff in handling a potentially dangerous situation speedily and efficiently.

Work has commenced on the refurbishment of the Main Outpatients Entrance at St Peter's Hospital. Much of the funding for the scheme is being provided by the League of Friends and the "Choose and Book" project.

7. Agenda for Change (AFC) – an update

Anne Edwards, Assistant Director of Human Resources, and Simon Bhadye, Clinical Site Nurse Practitioner/Staff Side Chair, presented to the Board an overview of the Trust's current status with regard to implementation of Agenda for Change.

A national decision was made to implement AFC across the whole country, to bring into line all terms and conditions of service nationally. It will be applied to all staff with the exception of Doctors, Dentists and Executive Directors, thereby affecting 2,700 members of staff at Ashford and St Peter's. Mr Bhadye explained the issues that need to be decided locally, for example, overtime rates and pay protection. Communication with staff is seen as vital. This takes the form of roadshows, booklets distributed with payslips and articles in the Aspire bulletins. Mrs Edwards detailed the benefits for staff and which will ultimately improve services to patients.

The recruitment and retention premium is seen as a major risk, and a terms and conditions group has been formed to address this issue. A huge amount of work is being undertaken by the job matching and evaluation panels and the need for consistency of checking job descriptions was highlighted.

The costs associated with AFC, implementation of the Consultants Contract and increase in pensions costs, were discussed by the Board, much of which must be met by the Trust as they are only partly funded by the Government.

Mrs Riley, Non-executive Director, commended the partnership between staff and management in handling the AFC process.

Mr Gritton, North Surrey PCT representative, commented that the current costing model does not reflect the high costs associated in the West Surrey area.

8. Neonatal Intensive Care Unit – an update

Dr Paul Crawshaw, Clinical Director for Paediatric Services, presented to the meeting, progress made by the Neonatal Intensive Care Unit with regard to progression of services.

He explained that the unit at St Peter's Hospital is classified as "Level 3", which occurs mostly in teaching hospitals, thereby indicating the high level of services offered to local babies and their relatives. It is planned to increase intensive care facilities to provide care to 95% of all West Surrey babies. The current provision is 4 intensive care and 3 high dependency costs, these are to be increased to 8 intensive care and 4 high dependency cots. A new nursery is being built within the existing footprint of the unit by conversion of the existing facility.

Dr Crawshaw commended the work being undertaken, the project is well managed, is keeping to timetable, the contractors are working well with the unit's staff, and the project is set to be finalised early Summer 2005. Noise and disruption has been kept to a minimum.

Activity has been maintained during the rebuilding process. The first extra cot will be available from February. There will be an eventual 70% increase in intensive care and high dependency activity

The Trust is part of a network which includes Brighton, Redhill, Guildford and Frimley, with links to St George's Hospital in London for specialised surgery.

Mrs Riley thanked staff on the unit for their fundraising efforts, and advised of the Ball shortly to be held at Wentworth Golf Club in aid of the Early Births Fund.

The Chairman commended the level of expertise provided by the staff which has helped the unit become a "Level 3" centre.

9. Patient panel – evaluation

The Director of Nursing presented the paper at Enclosure C and **APPROVED** the recommendations contained in the report.

The Director of Nursing advised that the Panel had met on 13 occasions and had a very enthusiastic membership, many of whom sit on other committees within the Trust. The panel has been formed from patients who had used the Trust's services with the intention to review and change services. Members have been involved in initiatives which have resulted in direct service improvements, PEAT assessments, the spending of additional monies in A & E, taken part in communication audits with patients, and contributed to the development of the Uniform and Dress Code Policy. No budget has been allocated to the Panel, members give their time freely, however, the Director of Nursing advised that some costs that require reimbursement will need to be met shortly.

The Director of Nursing commended Mrs Diana Manthorpe, Chairman of the Panel, and Ms Jill Down, Head of Customer Affairs, for their work in setting up the Panel.

10. Finance Report

The Director of Finance presented the report at Enclosure D which was **NOTED** by the Board.

Finance

The Director of Finance announced that the Trust was overspent by £2.6m at the end of December 2004 and reminded the Board that the Trust reaches the end of its statutory 5 year break even duty this year. The Trust has billed the PCTs for additional activity undertaken but it is not known how much reimbursement will be received.

Activity has continued to rise, the Trust has not been able to close capacity as anticipated. The high cost of drugs, x-ray film, and delay in the introduction of a PACS system (due to external factors) has contributed to the high overspend.,

The Director of Finance reported on the financial situation across the West Surrey area and the serious situation that is faced by all Trusts. Mr Mansfield tabled a letter from KPMG (the Trust's internal auditors) to all Board members across Surrey and Sussex reminding them of their remit to break even at the end of March 2005.

National underfunding for implementation of the Consultants Contract, and changes to pension costs, together with escalating drug costs as a result of NICE guidelines, all of which are outside the Trust's direct control were discussed by the Board.

Temporary staffing costs still remain high, but to make savings in this area would compromise activity and the Trust's ability to cope with current demand,

Mr Bailey, Non-executive Director, expressed confidence that the Trust is doing its utmost to treat patients efficiently and manage the financial situation.

Performance

The Director of Finance presented to the Board, the Trust's current standing with regard to key targets, identifying performance against national standards.

Mr Bailey asked that this information be placed on the Trust's website.

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11. A&E targets report

The Director of Nursing provided the Board with an update regarding the Trust's performance against A&E targets.

The Director of Nursing advised of the two key reporting periods: the last week of December 2004, and January to the end of March 2005. She highlighted that the Trust achieved 98% for the measured week in December, commended all staff in helping to achieve this figure, but expressed concern at maintaining sustainability during the current period. The Trust is in advance of the national and Surrey & Sussex averages and is on course to reach the Quarter 4 incentive scheme. All of which is extremely positive and good news.

The Trust has received Modernisation Agency and Health Authority support since November and has made internal secondments to provide focussed management. Weekly action planning and review meetings are held attended by Trust, multi agency, PCT, intermediate care and social services staff. More detailed analysis is to be undertaken as to why breaches occur, gaps in the system, medical reasons, time of day, age trends etc. This information will enhance planning and seek to change practice.

12. Human Resources Performance Report

The Director of Human Resources presented the report at Enclosure E which was **NOTED** by the Board.

13. Items to note/approve:

13.1 Discharge Policy and Referral Guidelines and Procedures

The Director of Nursing presented the document at Enclosure F which was **APPROVED** by the Board.

13.2 Minutes of Audit Committee Meeting held on 17th January 2005

The Director of Finance presented the Minutes of the Audit Committee Meeting held on 17th January 2005 which were **NOTED** by the Board.

13.3 Minutes of Finance Committee Meeting held on 17th January 2005

The Director of Finance presented the Minutes of the Finance Committee Meeting held on 17th January 2005 which were **NOTED** by the Board.

14. "Clean your hands" campaign launch

Ms Jacky Bush, Non Clinical Risk Managers, presented to the Board the Trust's launch of the national "Clean your hands" campaign.

There are three key elements to the campaign; posters around the two sites, alcohol hand rubs in every patient area and for individual members of staff who work in multiple areas, and tools for the involvement of patients, eg. posters, leaflets, badges and stickers.

The savings of reducing cross infection were highlighted; financial and reduction in length of patient stay.

The Trust has three Control of Infection Nurses who will remind staff to focus on the campaign. All areas will also have their own individual "champions".

The Board confirmed its support for the campaign.

15. Any other business

15.1 Dr Lee posed specific questions to the Board, to which the Chief Executive will reply in writing. They relate to:

- sleep apnoea; efficiency of machines
- parking problems at St Peter's; delays in patients attending appointments on time
- loss of Peterbus service on some routes

15.2 The Board's attention was drawn to the infection risk associated with toilet flush handles and broken tiles, and the general untidiness of certain toilets within the Trust. The Medical Director and Director of Nursing will address these issues.

The Director of Nursing advised that the Trust has a maintenance and refurbishment programme in place for all toilets across the two sites.

15.3 Mr Pattinson enquired of the type of patient who had attended the A&E Department over the Christmas period resulting in increased numbers. The Medical Director replied that they were mainly "medical" and not as a result of the season's "excesses". It was also noted that not all local walk-in centres were open.

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15.4 Mr Pattinson enquired whether the current financial situation is the highest that the Trust has faced. This was confirmed, but the Chairman reminded the meeting that the Trust faced a similar situation last year but that it managed to breakeven at the year end.

15.5 The Board were asked whether sub-contracting of staff had resulted in a higher incidence of "superbug" infection. The Director of Nursing replied that the Trust has regular PEAT assessments which have scored highly, together with the appointment of ward housekeepers and Modern Matrons with the intention of raising standards.

15.6 Security and Car Parking Services

The Director of Finance gave notice to the Board of the Trust's intention to cease the current Security and Car Parking contract and operate the service inhouse, following the end of the current contract.

The Board **AGREED** to this proposal.

16. Date of next public meeting:

Thursday 24th March 2005, 2 pm, Dining Room, Education Centre, Ashford Hospital