

**Minutes of the Trust Board Meeting
held on
Thursday 22 January 2009
in the Education Centre, Ashford Hospital**

Present:	Ms Aileen McLeish Dr Mike Baxter Professor Philip Beesley Mr Paul Bentley Dr Paul Crawshaw Mr Norman Critchlow Ms Petra Cunningham Mr Paul Doyle Mrs Ruth Lallmahomed Mr Andrew Liles Mr Terry Price Mr Peter Taylor Mr Jeremy Tozer	Chairman Medical Director Non-executive Director Director of Strategy Acting Medical Director Non-executive Director Acting Director of Human Resources and Organisational Development Deputy Director of Finance Acting Director of Nursing and Governance Chief Executive Non-executive Director Non-executive Director Interim Director of Delivery
In attendance:	Dr Jonathan Morgan Mrs Debbie Roberts	Representative, Surrey PCT Temporary Personal Assistant to Chairman and Chief Executive – Acting Board Secretary

		Action
2008-1-178	Apologies for absence Maurice Cohen	
2008-1-179	Minutes of the Public Trust Board Meeting held on 2008 Mr Bentley asked that the wording in the last paragraph of 2008-1-174 be amended to read ".....would be subject to acquisition <i>or solution</i> ." The minutes of the meeting held on 27 November 2008 were then agreed as a correct record.	
2008-1-180	Matters arising -1 <u>2008-1-175-3 – Health and Safety Report</u> Mrs Lallmahomed will report at a future meeting. -2 <u>2008-1-175-5 – Board Assurance Framework</u> The Board Assurance Framework is an agenda item. -3 <u>2008-1-175-5 – Workforce Report</u> The Workforce Report is an agenda item.	Acting Director of Nursing
2008-1-181	Reports -1 <u>Chairman</u> Ms McLeish welcomed Mr Liles to his first Trust Board as Chief Executive and thanked Mr Bentley for his contributions as Interim Chief Executive. The report was noted by the Board. -3 <u>Chief Executive</u> Mr Liles paid tribute to all staff for their hard work and commitment during the recent increase in emergency admissions.	

The report was **noted** by the Board.

2008-1-182 **Performance**

-1 Activity

Mr Tozer advised the Board that, using the Monitor Compliance Framework, the Trust weighting was 1.5 rated amber. Areas of concern were:

- MRSA. With 16 cases recorded to December, meeting the target of 18 for the year would be a challenge. Over half the cases had been admitted with the infection. Mr Liles stated that he would discuss this with the Chief Executive of the PCT.
- A&E 4-hour target. The recent emergency activity had increased the pressure of meeting the 98% target, with the quarterly target not achieved. The final outcome would become clearer at the end of February

Chief Executive

The Board discussed the report, in particular the A&E figures. It was testament to the staff that Ashford and St Peter's had remained open taking all admissions. Professor Beesley asked how the message that the Board and senior management recognised the hard work and achievement of staff while Mr Price asked if this was also being more widely publicised. The Chairman said that publicity would be arranged both internally and externally. Mr Tozer commented that many of the patients were sicker and had required longer stays. Further work on reducing length of stays and bed modelling was on-going and it should be noted that Fielding ward at Ashford Hospital had reopened this week.

Chairman

The report was **noted** by the Board.

-2 Finance

The Finance Report showed an increase in costs during December. Mr Doyle informed the Board that these were due in part, to increased temporary staff costs to cover staff sickness. Action was being taken to contain these costs for the remainder of the year.

Negotiations on activity/income with Surrey PCT should be concluded shortly which will provide a clearer picture for the outcome of the financial year. It was agreed that the Trust needed to better manage this area of business.

The report was **noted** by the Board.

2008-1-183 **Estates Strategy – Executive Summary**

Presentation Mr Dave Axten Acting Facilities General Manager
 Mr Peter Curtis Capital Projects Manager

Mr Axten and Mr Curtis presented on the work carried out to date on the Estates Strategy. The completed Estates Strategy will be brought to the March Trust Board meeting when approval will be sought.

Director of Strategy

In discussion, in response to a question from Mr Price, Mr Curtis confirmed that the plan was on a like-for-like basis and no growth in capacity had been included. However this would need to be amended with any increase in services or sustained increased demand. The bed modelling exercise, already raised during discussions on Activity, would provide the information on the number of beds that would be required.

With regard to maintenance and in particular backlog maintenance, Mr Critchlow asked about funding. Mr Curtis said there were no ring-fenced

monies, but it was proposed that painting in particular be funded from revenue. It was pointed out that a figure of £35million had been estimated and that both revenue and capital monies should be allocated and that the work aimed to bring the backlog to an acceptable level over the next 10 years.

Mr Liles said that, as a newcomer, those issues that stood out were parking at St Peter's and the activity numbers at Ashford. Over the next two to three years, he expected more services to be moved to Ashford improving the flow of patients and increasing capacity at St Peter's, and to begin a £30million incremental capital programme of demolition/build.

The use of the building/land currently occupied by the Abraham Cowley Unit was also discussed. However this would likely be an expensive option and it was proposed that it should be discussed in more detail at the next meeting.

The report was **noted** by the Board.

2008-1-184

Foundation Trust Update

Dr Baxter advised that the first draft of the IBP, signed off by the Board in December, had been submitted to the SHA. A written report on the draft had been received from the SHA and it was recognised that the Trust had produced an exceptional piece of work. The SHA had put the Trust into the pipeline for Foundation Trust status.

Two further drafts are scheduled for end February and end March, requiring sign off by the Board. A Board to Board with the SHA will be arranged for May prior to Public Consultation, with the expectation that Foundation Trust status will be achieved early 2010. Key dates will be advised shortly.

It was recognised that Public Consultation will entail an increased workload and external support with appropriate expertise would be sought to assist.

2008-1-185

Governance

-1 Board Assurance Framework

From the report, it was apparent that most of the "red" risks came on page 5 and Professor Beesley suggested that this was where the Trust should be concentrating. Mr Liles asked that the wording in 1f and 1g be amended to read "completion" rather than "failure".

In discussion, Dr Baxter reminded the Board that the Framework was the top-level summary document. The Risk Register provided greater detail and the action plan for business centres. This was seen by the Board on a quarterly basis.

The report was **noted** by the Board.

-2 Workforce Report

The Workforce Report relates to items 5 and 6 within the Board Assurance Framework. Ms Cunningham advised the Board of the recruitment strategies that had improved the appointment of new staff. However this was counteracted by similar numbers of staff leaving and work was underway to reduce this turnover. It was essential that reasons for leaving, particularly of staff who have worked for the Trust for under six to nine months, be recorded. The Chairman said that it was particularly concerning that staff should be leaving within their first year. Ms Cunningham said that the details required could be obtained by a question/answer form.

Director of Strategy

Acting Director of Nursing

Acting Director of HR

The recent levels of temporary staff had, in part, been due to higher than normal levels of sickness amongst permanent staff. Mr Tozer said that strategies were required to reduce the level of sickness.

Acting Director
of HR/ Interim
Director of
Delivery

Ms Cunningham commented that there were only about 5 posts that had been vacant for more than three months. Most other vacancies had been filled within this period with other posts then becoming vacant. There was no evidence of a unit/department with higher/lower levels of turnover. However surgical wards, and in particular MAU, were areas of concern, together with Maternity.

The report was **noted** by the Board.

-3 Health and Safety Report

Mrs Lallmahomed advised that there had been an increase in staff manual handling incidents reported in the July – September quarter. However this had reduced during the following quarter. She confirmed that a number of lifting aids were available. She also made reference to the drop in reported inoculation incidents.

The Chairman commented on the excellent progress made over the last quarter. The report was **noted** by the Board.

-4 Quality Report

Mrs Lallmahomed advised the Board that the Quality Report referred to quarter 2 – July-September 2008 with a change to the format. Items of particular note included:

- Extremely low figures for Specialist Surgery
- Falls remain an issue for the Trust particularly in Medicine and Emergency Services – actions from the Falls Group were being implemented in high risk areas
- The high number of clinical incidents reported in Surgery
- High levels of temporary staffing
- Complaints – on average 37 per month

In discussion, the question of comparison with other trusts was raised and how benchmark levels were set. Mrs Lallmahomed advised that it was difficult to measure Trust data against comparable trusts on a like for like basis. The Chairman asked that national benchmarks be produced in the future.

Acting Head of
Nursing

The data included and the format of the report was discussed and it was agreed that Mrs Lallmahomed would prepare a paper for a future Board meeting outlining possible changes to make the report more comprehensive.

Acting Head of
Nursing

The report was **noted** by the Board.

2008-1-186 Business Case Approval

Consultant GUM and HIV Medicine
The business case was approved.

Consultant Anaesthetist
The business case was approved. It was also noted that a further anaesthetist would also be required.

2008-1-0 Items to note/approve

-1 Finance Committee minutes – 17 December 2008
The minutes were noted.

- 2 Audit Committee minutes – 20 October 2008
On the issue of the remit of the Audit Committee, Mr Critchlow asked when the Board and meeting structure would be reviewed. Mr Bentley advised that this would form part of the preparatory work undertaken for Foundation Trust application.

The Chairman asked if Fraud should be an area of concern for the Board. Mr Doyle advised that no instances of fraud had been identified but significant work is undertaken into detecting untoward transactions.

The minutes were noted.

- 3 Annual Audit Letter 2007/08
The Annual Audit Letter was noted.

- 4 Charitable Fund Annual Accounts 2007/08
The Board approved the Charitable Fund Annual Accounts 2007/08.

Mr Doyle advised the Board that the Treasury had proposed that where a Board managed both a Trust and a Charity, the charitable accounts be consolidated within the Trust. However this idea was being resisted by the Charity Commission. It was agreed that it would be more attractive to donors if the charitable funds continued to be administered separately from NHS monies. In the event that the Treasury view prevailed then the Board would consider appointing Trustees to oversee the fund.

**2008-
1-188** **Any other business**

There was no other business.

Date of next public meeting

Thursday 26 March 2009
1400-1600
Education Centre, Ashford Hospital