

**Minutes of the Trust Board Meeting
held on Thursday 27 March 2008, in the Education Centre, Ashford Hospital**

Present:	Mr Clive Thompson	Chairman
	Dr Mike Baxter	Medical Director
	Mr Paul Bentley	Director of Human Resources and Organisational Development
	Mrs Liz Brooks	Non-executive Director
	Mr Norman Critchlow	Non-executive Director
	Mr Ian Mackenzie	Director of Performance, Information and Facilities
	Mr Keith Mansfield	Director of Finance
	Mrs Michaela Morris	Director of Nursing and Operations
	Mrs Jenny Murray	Non-executive Director
	Mr Graeme Carman	Representative, Patient and Public Involvement Forum
	Dr Maurice Cohen	Representative, Patient Panel
	Dr Jonathan Morgan	Representative, Surrey PCT
In attendance:	Mrs Gail Soliman	Personal Assistant to Chairman and Chief Executive – Board Secretary

		Action
2008-1-014	<p>Apologies for absence Ms Aileen McLeish Non-executive Director Mr Glenn Douglas Chief Executive Mr Peter Field Non-Executive Director</p>	
2008-1-015	<p>Minutes of the Public Trust Board Meeting held on 24 January 2008 The minutes of the meeting held on 24 January 2008 were agreed as a correct record.</p>	
2008-1-016	<p>Matters arising There were no matters arising.</p>	
2008-1-017	<p>Presentation to the Board</p> <p>Trauma and Orthopaedics Mr Chris Schofield – Clinical Director Martin Bleazard – Business Centre Manager</p> <p>Mr Schofield presented to the Board on the huge challenge over the last year for the directorate to meet the 18 week milestone which included increasing activity and additional capacity. To improve clinical outcomes patients admitted with a fractured neck of femur should be treated within 48 hours and input from a consultant in care of the elderly will also develop this service. The trauma service continues to be over-stretched with a business case to be presented for an additional consultant and work with theatres to increase trauma lists.</p> <p>The Trust is a member of the Orthopaedic Specialist Alliance and is a regional centre for non-union fractures.</p>	
2008-1-018	<p>Presentation to the Board</p> <p>Maternity Services Mrs Eileen Nolan – Associate Director Maternity Services</p> <p>Mrs Nolan presented on the Healthcare Commission survey into maternity Services 2006/07 published in January 2008. All of the indicators where the Trust received low scores were dependant on adequate staffing.</p>	

		<p>However over the year significant changes have been made in levels and skill mix of staffing. Mrs Nolan outlined the establishment the current levels of activity required and the actions that were being taken to address the issues raised in the survey. However a repeat survey carried out by the department in October showed an improvement in women's perception of the unit.</p> <p>The Board noted the paper prepared by Ms Mary Bell – Consultant Midwife. Unfortunately Ms Bell was unable to attend the meeting.</p>	
2008-1-019	Trust Board Member Reports		
	-1	<p><u>Chairman</u> Mr Thompson informed the Board that he had been granted an extension to his term as Chairman to continue to oversee merger discussions and negotiations with Frimley Park Hospital.</p> <p>He had attended a Chairs Conference which was addressed by the Secretary of State for Health, a South East MHS Confederation meeting addressed by Dame Gill Morgan, just prior to her move to the Welsh Assembly. He had attended, with Mr Andy Hollebbon – Head of Communications, a presentation by IPSOS-MORI. The Orthopaedic Specialist Alliance had held a briefing for MPs at Westminster.</p> <p>With Mr Paul Bentley, the Chairman had attended a meeting with the Chairman and Chief Executive of Hounslow PCT where discussion focussed on exciting developments for outreach services – 'Heart of Hounslow'.</p> <p>Mr Thompson had also had meetings with Mr Graham Eccles, Chairman South East Coast SHA, and Mr Douglas Robertson, Chairman Surrey PCT.</p> <p>Additionally Mr Thompson had participated in an interview panel for a Consultant Dermatologist, attended the opening of the Renal Dialysis Unit in Woking, attended various Mayoral social events, and the Annual General Meeting of the Friends of St Peter's.</p> <p>He had also had the great pleasure to attend the Easter Carol Service where the Archdeacon conferred licence on Mrs Dianne Manthorpe, to whom he passed his congratulations.</p>	
	-2	<p><u>Non-executive Directors</u> Mrs Jenny Murray advised that the patients survey indicated that patients were not aware of how to complain. She had walked Ashford Hospital with Ms Elaine Inglis and St Peter's with Mr Ally Lallmahomed and Ms Sue Brown. Information on PALS and complaints was good; however display racks were poorly positioned. Mrs Murray also commented on the poor condition of outpatients department at Ashford Hospital. She said that the enthusiasm of matrons was very positive.</p> <p>Mrs Murray also advised the Board that the Patients First Group had focussed on patient communication and feedback over the past year. For the forthcoming year, three areas would be targeted, nutrition, patient feedback and cleanliness, and workplans were being written up.</p> <p>Terms of Reference had been agreed for the Workforce Strategy Group whose work would be reported to and inform the Board.</p>	
	-3	<p><u>Acting Chief Executive</u> Mr Bentley advised that, almost at the end of the performance and financial year, the Trust is on schedule to achieve 7 of the 8 key targets, and for MRSA is the best performing Trust in Surrey. The 6-month</p>	

		<p>significant deep clean had been completed on schedule. In respect of cancer, the Trust treats 4 out of 5 patients referred for cancer or suspected cancer and the first meeting of the reformed Cancer Board will be held shortly.</p> <p>The report was noted by the Board.</p>	
	-4	<p><u>Medical Director</u> The report was noted by the Board.</p>	
	-5	<p><u>Acting Director of Human Resources & Organisational Development</u> Ms Petra Cunningham reported that the turnover rate remains over 15%. A reduction from 16% to 11% had been noted for qualified nurses and midwives. However support workers had increased to 24% and work was ongoing to look at the reasons and identify any themes. Exit interviews continued.</p> <p>The report was noted by the Board.</p>	
	-6	<p><u>Director of Performance, Information and Facilities</u> Mr Ian Mackenzie confirmed that the contract with Surrey PCT had been signed before the deadline. Although it may not contain everything that the Trust would have liked, it was important to look towards a positive relationship with the PCT.</p> <p>Mr Mackenzie also confirmed that, as of 26 March, 89% of non-admitted patients had been seen and treated within the 18 week target.</p> <p>The report was noted by the Board.</p>	
	-7	<p><u>Director of Finance</u> The report was noted by the Board.</p>	
	-8	<p><u>Director of Nursing and Operations</u> Mrs Michaela Morris reported that the A&E 4 hour target stood at 98.6% last week, 98.1% across the board, partly the result of reopening medical areas.</p> <p>Mrs Morris also advised that the Trust had received confirmation of achievement of NHSLA Standards Level 2.</p> <p>She also reported that the productive ward project was progressing well with two further wards to join from April.</p> <p>The report was noted by the Board.</p>	
2008-1-020	Performance		
	-1	<p><u>Activity</u></p> <ul style="list-style-type: none"> • In broad terms, the Trust has over performed in all areas • Diagnostics – an action plan is having a positive effect on waiting times • Rapid Access Clinic – for the third month running 100% of target • C.diff performance over the latter two thirds of the year much improved • Waiting list – Mrs Morris was picking issues up with Business Centre Managers – further investigation of cancellations on day as there were concerns of appropriate recording • Average wait times will be printed similar to length of stay • Delayed transfers will be excluded to make data more meaningful • 18 weeks starts from receipt of referral but does not apply to a tertiary referral • New:follow up ratio – the Trust will see and continue to see as required 	

		by clinical need – there is conflict between what the PCT have contracted and what clinicians feel is appropriate	
	-2	<u>Finance</u> Mr Mansfield confirmed that the surplus at month 11 was £1.7 million and that the Trust was on target to achieve £2.5 million at the year end.	
	-3	<u>A&E 4 hour target</u> Mrs Morris had already mentioned the A&E target in her Director report.	
	-4	<u>18 week update</u> 18 week target had already been mentioned by Mr Mackenzie in his Director report.	
		<u>Infection control</u> Mrs Morris confirmed that the Trust reported on a weekly basis to the Strategic Health Authority through a phone call with the infection control nurse.	
2008-1-021		Healthcare Commission Standards The Board discussed the submission for the Healthcare Commission Standards focussing particularly on those areas which the Trust had not considered had been fully met the previous year. The Board noted the paper and approved sign off of all areas that were considered compliant. The remaining four areas will be further discussed at the April Seminar.	
2008-1-022		Financial Forecast 2008/09 Mr Mansfield advised the Board the Payment by Results transitional rates end on 31 March and thereafter the Trust would receive the full Market Forces Factor. This would translate to an increase of £11 million on activity predicted for 2008/09. However Trusts with an historic debt (£8 million for this Trust) must pay this off first. The national tariff had been suppressed by 3% for the year and the Trust must deliver 3% cost improvement savings each year. To continue to sustain and improve the delivery of 18 week target, the Trust needed to improve patient pathways. Mr Mansfield advised that he had undertaken a full review of the Standing Orders and the Board approved the revised version. The Board also approved the base budget for 2008/09.	
2008-1-023		Trust Objectives for 2008/09 The Board discussed the draft paper on Objectives for the Trust. This will be re-presented for formal approval at the May Board meeting.	
2008-1-024		Merger discussions with Frimley Park Hospital Currently work continued in three areas. 1 Discussion between Ashford and St Peter's and Frimley Park on the structure of a future organisation. This Board needs to safeguard this Trust for the future. 2 The document for public consultation required more work. 3 Discussion between Frimley Park and the Strategic Health Authority on heads of terms. Much work was still to be completed.	

2008-1-025	<p>South East Coast Strategic Health Authority Operating Framework – 2008/09-2010/11</p> <p>Mr Bentley advised the Board that this document sets the tone for the next three years and that it will inform development within the Trust.</p> <p>The plans for reduction in healthcare community acquired infections will be challenging and he asked the Board to note that every case of MRSA must be recorded as a Sudden Untoward Incident by January 2011.</p>		
2008-1-026	<p>Berkshire Healthcare – Public Consultation</p> <p>Mr Bentley drew the Board’s attention to the Public Consultation from Berkshire Healthcare. It was important that, as a bordering Trust, we recognise the importance of patient choice.</p>		
2008-1-027	<p>Governance</p>		
	-1	<p><u>Infection Control</u> The ‘talking machines’ and increased gel stations were welcomed by the Board. It was also felt that the difference between using gel and soap should be publicised more widely.</p>	
	-2	<p><u>Health and Safety</u> Two particular areas to note were:</p> <ul style="list-style-type: none"> • following a further delivery the Trust now had 100% electric beds. • needlestick events remain high – root cause analysis continued to identify any themes. 	
	-3	<p><u>Mixed sex bays</u> Although initiatives on privacy and dignity over the last year had a positive effect on the occurrence of mixed sex bays, there was an issue around bed/bay use to meet other targets. Mrs Morris advised that this will be monitored through the SHA Chief Nurse Forum. However she highlighted a forthcoming issue with regard to the increase to the age limit in children’s wards from 16 to 18.</p> <p>The Board reinforced the proposal to make mixed sex bays taboo.</p>	
	-4	<p><u>Patient Comment Card</u> The use of the patient comment card is variable through different wards and areas of the hospitals. All areas should be urged to encourage patients to use the cards and information gained used to inform service/area development.</p>	
2008-1-028	<p>Patient Public Involvement Forum</p> <p>Mr Graeme Carmon advised the Board on the organisation which will replace the Forum. However Links networks through the County Councils will not be in place for six months.</p> <p>Mr Carmon complimented the Trust as being a ‘listening organisation’ but encouraged more use of data.</p> <p>Mr Thompson thanked Mr Carmon for the input and support that he and the Forum had provided to the Trust.</p>		
2008-1-029	<p>Items to note/approve</p>		
	-1	<p><u>Finance Committee</u> The minutes of the Finance Committee meeting on 18 February 2008 were noted by the Board.</p>	

	-2	<u>Audit Committee</u> The minutes of the Audit Committee meeting on 14 January 2008 were noted by the Board.	
	-3	<u>Integrated Governance Advisory Committee</u> The minutes of the Integrated Governance Advisory Committee meeting of 5 March 2008 were noted by the Board.	
	-4	<u>Colorectal Surgeon</u> The business case for a replacement Colorectal Surgeon was approved by the Board.	
	-5	<u>Procurement Strategy</u> The procurement strategy was noted by the Board. The work plan forms part of the cost improvement plan.	
	-6	<u>Trust Fund Expenditure - Haematology</u> The Board approved the expenditure from the Haematology Trust Fund.	
	-7	<u>Trust Fund Expenditure - Breast Care</u> The Board approved the expenditure from the Breast Care Trust Fund.	
	-8	<u>Trust Fund Expenditure - Child</u> The Board approved the expenditure from the Child Trust Fund.	
	-9	<u>Car park policy</u> The Board discussed the proposed car park policy and the proposal to charge staff. The Joint Staff Consultative Committee had been advised of the policy but had not agreed to it. Following the debate where concerns were expressed, the Board gave reluctant approval for the policy.	
2008-1-013		Any other business • From the floor, John Dimond made a wide range of observations which the Chairman acknowledged as being helpful.	
		Date of next public meeting Thursday 22 May 2008 1400-1600 Education Centre, Ashford Hospital	