

Ashford & St Peter's Hospitals NHS Trust

Minutes of the fiftieth meeting of the Ashford & St Peter's Hospitals NHS Trust Board Held on Thursday 9th October 2003 held in the Lecture Theatre, St Peter's Hospital

Present

Mr Clive Thompson	Chairman
Mr Glenn Douglas	Chief Executive
Dr Mike Baxter	Medical Director
Dr Clare Bennett	Director of Medical Education
Mrs Cathy Dennis (for Ms Sian Thomas)	Director of Human Resources)
Mr Nick Hulme	Director of Operations
Mark Jennings	Director of Clinical and Non Clinical Support Services
Mrs Ruth Lallmahomed	Deputy Director of Nursing & Quality
Mr Keith Mansfield	Director of Finance and Information Services
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
Mr Edward Glynn	Community Health Council Representative
Mr Graham Worsfold	Woking PCT Representative

Agenda

1. **Apologies of absence**
2. **Minutes of the Trust Board meeting held on 11th September 2003**
3. **Matters arising**
4. **Chairman's Report**
5. **Chief Executive's Report**
6. **Presentation: Dr Clare Bennett, Director of Medical Education
"Improving the experience for Junior Medical Staff"**
7. **Payment by results – consultation paper**
8. **Finance and performance management**
 - 8.1 Performance Report
 - 8.2 Human Resources Performance Report
 - 8.3 Finance Report
9. **Items to note/approve**
 - 9.1 Minutes of the Finance Committee 29.9.03
 - 9.2 Formation of a Surrey wide Health Informatics Service
 - 9.3 Tender Returns Boiler House Project, St Peter's Hospital
10. **Any other business**
11. **Date of next meeting**

[Top](#)

Part 1

1. **Apologies of absence**

Apologies of absence were received from Ms Sian Thomas, Director of Human Resources, Mrs Mary Riley, Non-executive Director, and Mr Rodney Gritten, North Surrey PCT representative

The Chairman advised that from next Spring, the format of Trust Board meetings will change to public meetings taking place every two months.

The Chairman noted that this was the last meeting for Mr Edward Glynn, CHC representative, following the abolition of Community Health Councils. Mr Glynn was thanked for his contribution to Trust Board meetings.

2. **Minutes of the Trust Board meeting held on 11th September 2003**

Mr Graham Worsfold, Woking PCT representative, advised that his apologies for the meeting held on 11th September had not been recorded.

The Minutes of the Trust Board meeting held on 11th September 2003 were then **AGREED** as a correct record.

3. **Matters arising**

There were none.

[Top](#)

4. **Chairman's Report**

The Chairman advised that he had taken part in the adjudication of staff excellence awards which are to be presented on 13th November. There had been 70+ individual nominations and 20+ nominations for team awards.

Diversity week had taken place in September, there had been many interesting speakers throughout the week, staff lunches, Philippine dancers, and an Indian wedding dance at Ashford. The events had been attended by the Mayors of Woking, Spelthorne and Elmbridge. There are staff of 62 different nationalities employed at the Trust.

All the local Mayors also attended the opening of the refurbished Maternity Unit.

The Trust's Annual General Meeting took place at St Peter's on 18th September at which guests heard a presentation on progress within the hospitals through the year.

The Chairman had attended a meeting of Surrey and Sussex Strategic Health Authority Chairmen where performance and financial issues were high on the agenda.

A working party from the Timberlands clothing company attended St Peter's last Thursday and Friday as part of their community action days. A team of 37 repainted the Ramp corridor, and redesigned the Garden of Remembrance in the Abbey Wing.

A second meeting of the Stephanie Marks Appeal Committee had taken place. Trust Christmas Cards will be produced this year to support the appeal.

[Top](#)

5. **Chief Executive's Report**

The Chief Executive, on behalf of the Board, thanked BBC's Andy Kane who helped the Timberland staff redesign the Abbey Wing Garden. He also thanked Freda Larham, Voluntary Services Co-ordinator and Peter Curtis, Estates Manager, who co-ordinated the whole Timberland event.

Behdad Shambayati will run in the Chicago Marathon this weekend on behalf of the Stephanie Marks Appeal. The Board wished him well.

The Chief Executive had been on a study tour to Canada part of which focused on the effect of the SARS outbreak in Toronto and how health staff reacted to such an event.

A "Job Stop" had taken place in the Peacocks Centre in Woking to recruit all types and grades of staff. It had been a great success.

A party from the Trust is to attend a Health Service Journal award ceremony in London on Monday. The Trust has been nominated for an award for its work on recruitment and retention of staff

The Chief Executive thanked the Courage Brewery for the surplus office furniture delivered to the Trust.

[Top](#)

**6. Presentation: Dr Clare Bennett, Director of Medical Education
“Improving the experience for Junior Medical Staff”**

Dr Bennett, Director of Medical Education, presented to the Board current issues facing junior medical staff.

Of major concern is the introduction of the European Working Time Directive. Doctors are to work a maximum of 58 hours per week with strict rest protocols. The Board discussed the implications of the EWTD.

As from next year, Junior Doctors will keep documentation of professional training received and competencies acquired. These will be assessed on a regular basis. Staff who teaching them will need to ensure that every encounter with a patient becomes a learning opportunity.

The Director of Medical Education explained the necessity of a Clinical Skills Laboratory which is required in order to train doctors. There is a temporary facility on the Ashford site but there is a need to find a permanent location. Such a laboratory will also help attract and retain staff and is needed in order to assess competencies.

A work programme to refurbish the Doctors Mess is scheduled to finish in November. British Airways were thanked for their donation of sofas and armchairs.

Mrs Brooks, Non-executive Director, enquired whether the Trust had formal plans to create a Skills Laboratory. The Chief Executive advised that the Trust needs to identify funding and resources in the region of £500k. An ideal location would be within the existing Post Graduate Education Centre at St Peter's and any plan would need to fit in with all planned developments for the Trust.

The Director of Nursing remarked that all of these pressures apply to nursing and other professions. There is a shift from traditional models of education, eg schools of nursing on site, which places a considerable onus on the service. The Trust does have guidelines for staff working extra hours under NHS Professionals, however, the Trust is presently dependent on staff, often through NHSP, working these extra hours.

The Board **NOTED** the anticipated changes in delivery of education and training and the requirement of a Skills Laboratory within the Trust.

[Top](#)

7. Payment by results – consultation paper

The Director of Finance presented the paper at Enclosure D which was **NOTED** by the Board. The attachment is an abridged version of the consultation document, which is designed to promote efficiency, increase transparency and give more choice of where patients get their treatment

There is still a lot of work to be done nationally on the mechanism of the process as well as a significant amount of work to do locally.

The Director of Operations explained the Patient Choice system to the Board which is seen as a real opportunity for the Trust. It should be used positively, in areas where services need to be developed, in order that the Trust becomes a referral point of choice for the health community.

[Top](#)

8. Finance and performance management:

8.1 Performance Report

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

He advised that there are still problems in meeting the 4 hour access target in A & E. New measures are now in place and the percentage is increasing each week.

The number of day cases is continuing to rise. Bed occupancy remains high, particularly on the medical wards. The average length of stay for some inpatients remains a concern.

Outpatients – the waiting time is aiming to be down to 17 weeks by the end of December, and 13 weeks, by the end of March 2004.

97% of patients with suspected cancer are seen with 2 weeks, and 100% with 31 days.

The Director of Operations announced the planned closure of Fielding Ward at Ashford from the end of October to the end of March. Better technology, changes in working practice, and an increase in day surgery has necessitated this action. Remaining activity will be transferred to Eliot Ward.

The Director of Operations paid credit to staff at all levels in reducing the waiting lists. They have worked incredibly hard towards all access targets. Ashford and St Peter's is ahead of most other Trusts in the Strategic Health Authority and is receiving recognition from the SHA and the PCT.

Mr Field, Non-executive Director, asked that a figure to represent the number of inpatients readmitted within 28 days be reintroduced to the report.

Action: NH

The Chief Executive highlighted an increase in emergency admissions but that the Trust had been able to manage it despite intense pressure on the wards. This year had seen more activity than last year with seen enormous growth in some areas.

[Top](#)

8.2 Human Resources Performance Report

The Recruitment and Retention Programme Manager presented the report at Enclosure E, on behalf of the Director of Human Resources, which was **NOTED** by the Board.

She highlighted the "Job Shop" in September and a recruitment event in Ireland which had secured several applications.

A Senior Nurse in Critical Care has been spending time looking at recruitment and retention within that area, the development of competencies for staff, ways in which to support and upgrade them.

There is to be large intake in November of nurses from Dubai, a multinational group of 23 will also undertake adaptation.

The overall vacancy rate reduced in August, although turnover was slightly up. The overall trend in nursing was down in August compared to last year.

The Board discussed the reasons for staff leaving the Trust and asked for a more detailed breakdown within the monthly report.

Action: ST/CD

[Top](#)

8.3 Finance Report

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

He reported a deficit of £442k to the end of August, which had dropped down slightly in September. The Trust was underspent on pay, but heavily overspent on non pay, mainly due to drugs, blood products, diagnostic and corporate areas. The Finance Committee will receive a more detailed report (half year review) at the end of the month.

The Chief Executive commented on support provided by the PCT. The closure of Fielding Ward will also help to reduce the overspend.

Mrs Brooks enquired whether negotiations with Hounslow had been concluded. She was advised that they are still ongoing.

The Director of Finance advised that a projection of the Trust's intention for the rest of the financial year will be presented at the next meeting.

Mr Worsfield, Woking PCT representative enquired of the fill rate at the Sandgates development. The Director of Clinical and Non Clinical Support Services advised that not all units had been taken but that the project had been regarded as a success and occupancy was now at targeted levels.

[Top](#)

9. **Items to note/approve:**

9.1 Minutes of the Finance Committee 29.9.03

The Director of Finance presented the Minutes of the Finance Committee meeting held on 29th September 2003 which were **NOTED** by the Board.

9.2 Formation of a Surrey wide Health Informatics Service

The Director of Finance presented the paper at Enclosure H.

The Director of Finance summarised the position, that provision of service will go to a central provider, with the need to support existing services until such time. There is uncertainty for the Trust's staff, and the Director of Finance and Head of Information Services are meeting regularly to reassure them.

The Board **ENDORSED** the paper but noted its concern for the implications for Trust staff, and requested that priority is given to keeping them informed at each stage of the development.

9.3 Tender Returns Boiler House Project, St Peter's Hospital

The Director of Clinical and Non Clinical Services presented the paper at Enclosure I.

Mr Field, Non-executive Director enquired of the process for this project. The Chief Executive confirmed that it had been reviewed through the Capital Control Group and that a full and proper process had been conducted.

The Board **NOTED** the anticipated cost of the project, substantial cost reductions made against tendered prices, and that further savings will be made from recovery of VAT. The Board **APPROVED** a revised maximum budget of £3,007,214 and that contracts be let for the three remaining elements of this project.

[Top](#)

10 **Any other business**

Mr Pat Fox advised that he had attended the AGM of Hounslow PCT where the repatriation of services from Ashford to West Middlesex Hospital and Ravenscourt Park had been discussed. He asked what impact this would have on the Trust's reconfiguration plans. He was advised that the Trust is evaluating the total impact of any changes they are proposing. The Chief Executive, together with the Chief Executive of North Surrey PCT, are to meet with the Chief Executive of Hounslow PCT to discuss these issues.

The launch of the Reconfiguration Plan is to take place on 20th October followed by a formal 3 month period of consultation.

11 **Date of next meeting:**

Thursday 6th November 2003, 2 pm, Education Centre, Ashford Hospital

[Top](#)