

Ashford & St Peter's Hospitals NHS Trust

Minutes of the fifty-second meeting of the Ashford & St Peter's Hospitals NHS Trust Board Meeting held on Thursday 11th December 2003, in the Lecture Theatre, St Peter's Hospital

Present

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| Mr Clive Thompson | Chairman |
| Mr Glenn Douglas | Chief Executive |
| Dr Mike Baxter | Medical Director |
| Ms Jayne Connelly | Director of Strategic Development |
| Mr Nick Hulme | Director of Operations |
| Mr Mark Jennings | Director of Clinical and Non Clinical Support Services |
| 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 |
| Mr Rodney Gritten | North Surrey PCT Representative |

Agenda

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Part 1

| **Action**

1. **Apologies of absence**

Apologies of absence were received from Mrs Mary Riley, Non-executive Director and Mr Graham Worsfold, Woking PCT Representative

2. **Minutes of the Trust Board Meeting held on 6th November 2003**

The Minutes of the Trust Board meeting held on 6th November 2003 were **AGREED** as a correct record.

3. **Matters arising**

3.1 Reduction of activity pressures

The Director of Operations reported that, in conjunction with North Surrey PCT, a team was now in place consisting of nursing and physiotherapy staff, to provide support for patients in the community with COPD and respiratory conditions, to prevent admission to A & E.

More support is to be provided to nursing homes over the winter period to help support patients in the community.

3.2 Drugs and blood products expenditure

The Director of Operations advised that it can now identify the twenty most ordered and expensive drugs, on a monthly basis. This information will be fed back to clinicians with a view to monitoring drug expenditure. Multidisciplinary team meetings have been created to review drug expenditure for individual patients to determine whether alternative more cost effective drug regimes can be implemented.

The Blood Transfusion Committee had met recently and discussed an analysis of blood product usage. New protocols are to be created for blood transfusion which will provide more control over blood products.

The Director of Operations advised that there is evidence that much of the increased cost does relate to increased activity.

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4. **Chairman's report**

The Chairman advised that he had attended various reconfiguration consultation meetings in Hounslow, Woking and Addlestone, as well as a presentation to the Joint Scrutiny Committee. Some events had been very well attended by members of the public and others less so; the quality of the questions required a considered response.

A Trust Board Away Day had taken place in November which was primarily concerned with short and long term financial matters.

There had been a further meeting of the Surrey and Sussex Strategic Health Authority Chairmen, which had concentrated on meeting performance targets, the financial position, and relationship between acute Trusts and their respective PCTs. There had also been a debate on a letter from the NHS Appointments Commission on the role of Non-executive Directors.

The Chairman had attended the AGM of the St Peter's Hospitals League of Friends, a meeting of the Stephanie Marks Appeal Committee, a civic reception with the Mayor of Runnymede and met with David Wilshire MP.

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5. Chief Executive's report

The Chief Executive also reported that he had attended many reconfiguration consultation meetings. It had been a very busy month with the first signs of winter beginning to affect activity.

The new car parking arrangements on the St Peter's site had commenced. There was still a way to go but the new changes had already provided considerable improvement.

The Staff Appreciation Awards had taken place at the Royal Holloway College. The Chief Executive thanked Mr Bailey, Non-executive Director for Chairing the event. Many of the awards had been presented by Edward Woodward and Michelle Dotrice. He reported that it had been an excellent evening with many staff being thanked for their hard work and efforts.

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6. Business case for the development of a Staff Social Facility

The Director of Clinical and Non Clinical Support Services presented the papers at Enclosure B and tabled an architect's plan and cost appraisal for the proposed Staff Social Facility to be erected on the St Peter's site.

Mr Jennings advised that a design had been fully developed in conjunction with staff representation. He explained how the facilities would fit together and advised of the need to deliver the project within the agreed budget. Formal planning permission for such a facility will now be applied for.

The Board were advised that the specification was for a single storey unit but that foundations would allow for a second story to be created at a future date. Mr Field and Mr Bailey, Non-executive Directors, asked whether a two story facility could be built in preference at the initial stage if the funding could be sourced.

The Board debated the original specification that the total cost would not exceed £1m and whether cost controls could accommodate an increased budget to create a two storey facility. An extension at a later date would also cost more than an initial two storey build.

The Chairman confirmed that originally the Board had agreed a total spend of £1m and that there must be significant reasons to change this remit. The Director of Human Resources acknowledged that a two storey unit could provide far better facilities.

Mrs Murray, Non-executive Director, expressed concern at the layout of the facilities and their day to day usage, and will meet with Mr Jennings to discuss further.

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The Board acknowledged the need not to delay the process and **AGREED** that:

- The proposal should now go to a 3-way tender: a single story build, a two storey build, and the cost of extending the single storey at a later date.
- Planning permission for each type of build now be sought.
- A confirmed valuation of the housing stock which is to be sold.
- Agreement from North Surrey PCT and the North West Surrey Mental Health Partnership as to their capital contribution.
- Final presentation of costs and plans to the February Trust Board for approval.

The Board confirmed its support for the project, authorised the expenditure for the next phase, and that the aim was to seek the best possible facility from available resources.

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7. **Clinical governance report – Quarter 2**

The Director of Nursing presented the report at Enclosure C which was **NOTED** by the Board.

The Director of Nursing confirmed the revised reporting format, with a continuing emphasis of the follow through of actions, the learning of lessons and making of changes where appropriate. She talked through the agenda attachment highlighting the 100% response rate to complaints, the development of the PALS service on both sites, the development of essence of care and clinical benchmarking, and more awareness of risk reporting.

The Chairman queried the of balance between nursing staff and their ability as carers. The Director of Nursing replied that due to increasing technical advances, eg monitoring equipment, patients now receive more interventions, and it may be necessary to review establishments to take this on board. She advised that this is one reason for poor morale, in that qualified nursing staff do not have as much time for the “art of nursing”; to provide comfort and reassurance, and to reinforce information.

She advised that the recommended ratio of qualified to unqualified nursing staff is 70:30, but that qualified staff are always needed to monitor medical changes in a patient’s condition.

Mrs Winson Smith commended Mrs Pauline Frost, Clinical Risk Manager, for work she has done in bringing risk management and reporting to the highest level in the Trust.

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8. **Review of Access and Transport Travel Action Plan**

The Director of Strategic Development presented the paper at Enclosure D which was **NOTED** by the Board. She also tabled site specific leaflets giving public travel information details. It was emphasised that the transport problem is current and that solutions are being sought in parallel to reconfiguration but are not part of it.

The Director of Strategic Development advised that the agenda attachment was an executive summary and that a full report could be obtained on request.

The review indicated that over 80% of patients and staff come to each hospital by car. Parking is therefore a major problem, and it acknowledges the need to build on existing plans and promote more schemes such as car sharing. It is proposed to improve public transport access, as well as intersite transport and the Peterbus service. Communication of all schemes is seen as vital.

The review will be taken forward by a project group to a timed action plan.

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9. **Child protection**

The Director of Nursing presented the paper at Enclosure E.

The Director of Nursing talked through the paper, explaining the background, and the Trust action plans in response to the Climbié and CHI reports.

The Chairman queried whether there was a clear process in the handing over of patients from the Trust to the community and was advised that is currently work being undertaken to manage this process by the Area Child Protection Committee.

The Director of Human Resources advised that Criminal Record Bureau checks are not always an assurance that there is no criminal record for members of staff. Care should also be taken when recruiting and screening potential candidates.

The Board noted the requirements upon the organisation, the process that had been followed, the progress and the significant issues.

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10. Finance and performance management

10.1 Performance report

The Director of Operations tabled the Performance Report which was **NOTED** by the Board.

The Director of Operations highlighted a busy month in November with regard to inpatient activity, with continued high attendances at A & E. Bed occupancy on the Ashford site was lower and manageable despite closing Fielding Ward.

Outpatients were not as busy as October but still ahead of target. The Trust will achieve a maximum 17 week wait by the end of March 2004.

Significant improvements had also been made in the number of delayed discharges.

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10.2 Human resources performance report

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

The Director of Human Resources was pleased to report that the total number of nurse leavers for November had dropped. There had also been an increase in the number of adaptation nurses. Occupational Therapy was the only area of concern, Physiotherapy was now up to its full establishment.

A Surrey Skills Festival is to take place in February 2004 which aims to bring all local Year 9 schoolchildren to a high profile event to meet potential employers.

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10.3 Finance report

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

The Director of Finance reported an overspend of £765k to the end of October and that the RAB deficit of £280k had been brought into the main stream. There is still an underspend on pay but the overspend on blood, blood products and drugs, continues. He was pleased to announce a reduced spend on agency medical staff for the first time in 4 years.

The Board discussed the current financial situation and the Director of Finance advised that more robust figures will be provided for the next Board meeting with regard to the year end projection.

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11. Items to note/approve

11.1 Charity appeals and donations

The Director of Finance presented the paper at Enclosure H which was **NOTED** by the Board.

The Chairman advised that the Stephanie Marks Appeal does not currently fit into this template and that work will be undertaken to ensure compliance

11.2 Minutes of Finance Committee Meeting 1.12.03

The Minutes of the Finance Committee Meeting held on 1st December 2003 were **NOTED** by the Board.

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Paul Doyle

12. Any other business

12.1 Questions from the public

“Given the ratings of ASPH in the latest information control reports, what is the Trust going to do to raise this rating from the bottom 10% to the high standards ASPH enjoys in other areas?”

The Medical Director replied many actions are already being taken and that the team of Microbiologists at the Trust are very committed to the control of infection within the Trust. The Board had already seen several presentations on prevention of infection and hand care, the use of liquid soaps and other forms of hand washing, and ongoing educational programmes for all staff. He advised that hospital infections are driven by a whole variety of issues and that more understanding of what the national statistics are based on is needed.

The Director of Clinical and Non Clinical Support Services advised that the London hospitals have the highest rate of infection which tends to spread to hospitals outside the London area. The Trust will follow all guidelines, not be complacent and is seeking to appoint a Director of Infection Control. The launch of the CHAIN project has already seen improvements in the level of handwashing.

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13. Date of next meeting

The date of the next public meeting of the Trust Board is Thursday 29th January 2004, 2 pm, Education Centre, Ashford.

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