

**Minutes of the Trust Board Meeting
held on Thursday 22 May 2008, in the Education Centre, Ashford Hospital**

Present:	Mr Clive Thompson	Chairman
	Dr Mike Baxter	Medical Director
	Mr Paul Bentley	Chief Executive
	Mrs Liz Brooks	Non-Executive Director
	Mr Norman Critchlow	Non-Executive Director
	Ms Petra Cunningham	Director of Human Resources and Organisational Development
	Mr Peter Field	Non-Executive Director
	Mr Ian Mackenzie	Director of Performance, Information and Facilities
	Mr Keith Mansfield	Director of Finance
	Ms Aileen McLeish	Non-Executive Director
	Mrs Michaela Morris	Director of Nursing and Operations
	Mrs Jenny Murray	Non-Executive Director
	Dr Paul Crawshaw	Associate Medical Director
	Dr Jonathan Morgan	Representative, Surrey PCT
In attendance:	Mrs Gail Soliman	Personal Assistant to Chairman and Chief Executive – Board Secretary

Action

2008-1-031 Apologies for absence

Dr Maurice Cohen	Patient Representative
Mr Glenn Douglas	Chief Executive

The Chairman paid a formal tribute to Mr Glenn Douglas for his service to the Trust as Chief Executive over the last six years. Mr Thompson wished him success in his new position as Chief Executive of Maidstone and Tunbridge Wells NHS Trust.

Mr Thompson also thanked Mrs Liz Brooks and Mr Peter Field who will be stepping down as Non-Executive Directors before the next meeting in public in July. Their support for the Trust over recent years had been much valued and appreciated.

2008-1-032 Minutes of the Public Trust Board Meeting held on 27 March 2008

The minutes of the meeting held on 27 March 2008 were agreed as a correct record.

2008-1-033 Matters arising

It is believed that Ashford and St Peter's Hospitals NHS Trust have achieved one of the highest 18 week results in Orthopaedics.

2008-1-034 Presentation to the Board

Emergency Services

Dr Heather Clark – Clinical Director
Sister Kath Miles

In the presentation, Dr Clark gave figures for attendance for 2007-8 which are reduced compared with the previous year, as yet for reasons unknown. The 4hour wait target was achieved when the data from the Walk-in centre at Ashford, other Trust emergency services and the Walk-in centres at Woking and Weybridge was included. Dr Clark outlined how this had been achieved together with other priorities and achievements for the year.

She then identified the aims for 2008-9 which included:

- Achieve the 4hour target independent of community support, with a 5 point action plan
- Provide high quality safe clinical care with the appointment of clinical governance and clinical practice educator posts, quality rounds by matron, rolling rota for staff appraisal, and junior doctor training
- Thrombolysis in stroke – pathway developed

The major challenges for the coming year are the number of nursing vacancies particularly in Surgical Assessment Unit, and the middle grade medical vacancies. Longer term plans include a review of medical staffing structure, to achieve costs savings to allow service developments, and a review of physical design to co-locate services.

When asked why the perception of patients that they were waiting longer than 4hours when the data showed this not to be the case, Dr Clark said that the employment of an Emergency Technician able to take blood and insert cannulas would speed progress through the department. There was also the possibility of electronic signage to show current activities that might give rise to a delay.

2008-1-035 Trust Board Member Reports

-1 Chairman

The Chairman sad that since the last Public meeting, merger discussions with Frimley Park Hospital had been called off with agreement from both Trusts and the Strategic Health Authority. The Board Resolution of November 2007 contained conditions which were not met, and a new Board Resolution was made at a Board Seminar in April as follows.

BOARD RESOLUTION

Having considered the strategic review undertaken for the Trust and presented to the Board in November 2007, the Board concluded that the terms of the resolution made on 29 November 2007 have not been met and as such will not pursue a merger with Frimley Park Foundation Trust, at this time.

Having considered all the options detailed in the strategic review, the Board resolved that the preferred option for the Trust is to pursue an application for Foundation Trust status, with the aim of achieving this during 2009.

There are also major changes at Board level, with Mrs Brooks and Mr Field stepping down before the meeting in July. The application process is underway and two new Non-Executive Directors should be in place for the Board meeting in July. Mr Thompson also announced that he would be stepping down after the Board meeting in September.

Following Mr Douglas' departure on secondment to Maidstone and Tunbridge Wells, Mr Bentley was appointed Acting Chief Executive. Following Mr Douglas' subsequent appointment to the substantive post, Mr Bentley has since been interviewed and appointed as Chief Executive with formal Accountable Officer status.

The Chairman had attended the South East Coast SHA Best of Health Awards where the Trust had three nominations, and were successful in one category. He had attended events at, and had discussions with, Royal Holloway College to develop deeper understanding and collaboration

between the two organisations. He had also attended a Chairs meeting of the Specialist Orthopaedic Alliance where there was continued discussion and progress on tariffs for the specialist work. The 'Living with Diabetes' day in Chertsey had been excellent and very well attended. Mr Thompson had also had conversation with David Wilshire MP

-2 Non-executive Directors

Mrs Brooks said that it had been a privilege to be part of the Trust over the last eight years and paid tribute to the staff who had seen the Trust through some difficult times.

Ms McLeish had attended when members of the Surrey Health Scrutiny Committee visited the Trust.

Mrs Murray reported on a Patients First meeting. Three workstreams will be taken forward; cleanliness, nutrition and food, and the patient comment card including feedback on comments and what the Trust is doing to address the issues raised.

-3 Chief Executive

Mr Bentley advised the Board of plans for a Strategic Workshop for senior staff in early June when opportunities for the Trust going forward would be discussed. Separately the final report from NHS Next Steps (Darzi Review) will be published at the end of June.

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

-4 Medical Director

Dr Baxter advised the Board of changes to the consultant appraisal process which includes revalidation and an opportunity for patient feedback.

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

-5 Acting Director of Human Resources and Organisational Development

Ms Cunningham reported that the Trust now has agreement to train Operating Department Practitioners and two staff have been identified to start the programme. There is also an increase in Trust employed bank staff as opposed to NHSP. She confirmed the data for Children's Services was affected by the transfer of Child and Adolescent Mental Health to the Community.

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

-6 Director of Performance, Information and Facilities

Mr Mackenzie advised that the Trust had been successful in achieving the March milestones of the 18 week pathway. He would be relinquishing the lead to Mrs Michaela Morris. The next target was set for January 2009 but the South East Coast Strategic Health Authority had asked that this be brought forward to October 2008.

Mr Mackenzie commented on the Best of Health Awards for which the SMS Reminder Team were a finalist in the Innovative ICT section. He had noted with interest the range of entries, a number of which could also be found working in this Trust and which should be more widely publicised.

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

-7 Director of Finance

Mr Mansfield paid compliment to Mr Paul Doyle, Deputy Director of Finance, for his part in the Trust meeting the target of £2.5million surplus for 2007/08. For the current year, discussion continued on Cost Improvement Plans from all areas. Any savings made can be reinvested.

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

-8 Director of Nursing and Operations

Mrs Morris said that delayed discharges continued to be a source of frustration. She had met with the PCT and other agencies and was awaiting a response and will keep the Board informed. She had attended a meeting of the Surrey Local Resilience Forum with the Non-Clinical Risk Manager and Head of Communications to discuss the ability to react to a flu pandemic. Plans will be shared with other agencies to ensure smooth joint working.

She confirmed that the first stage of the bid to provide the Primary Care Centre to be based at Ashford Hospital was progressing. She was also pleased to be able to report that she had been asked to chair the Productive Ward Collaborative for South East Coast SHA.

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

2008-1-036 Performance

-1 Activity

No report had been published for April. However the successful conclusion of 2007/08 is continuing for the start of 2008/09.

-2 Finance

The first reports for the new year will be available in June. Of the five elements of the ALE score, three are likely to be similar to last year, the remaining two elements will be rated after the auditors have visited with the final result published later in the year.

2008-1-037 Formal approval of final accounts for 2007-08

Mr Mansfield confirmed that the required surplus of £2.5million and the external financing limit had both been met, the capital cost absorption rate and the capital resource limit were met within tolerances.

The Board noted the information and agreed to delegate authority to sign off the accounts to the Audit Committee or a Special Board Meeting to ensure the Department of Health timescales were met.

2008-1-038 Staff survey

Ms Cunningham provided the Board with a summary of the results of the Staff Survey. All eligible staff (2730) were surveyed with a 42% response rate, slightly below average for acute trusts. It was disappointing that the results had showed no significant change over the last four years and the Trust remained just below average against comparable trusts.

Specific areas requiring more work were:

- Performance development review (PDR) – continued training for appraisers and appraisees with information on progress requested at monthly performance meetings
- Inappropriate behaviour at work – a number of Dignity at Work advisors had been appointed and, following appropriate training, will be available to support and provide advice for colleagues
- Communication – programme for the Communication Day to be amended to include staff to staff communication

Ms Cunningham will provide details of how progress will be measured at a future Board meeting.

2008-1-039 Equality and Diversity

Ms Cunningham advised the Board that following discussions on compliance against Standard C8b (Standards for Better Health), work had been undertaken

with an external company and the Equality Steering Committee, chaired by a Non-Executive Director, had been re-established. The Equality action plan will be reviewed to ensure all strands are adequately programmed.

The issue of flashing lights when a fire alarm is activated was discussed, in relation to people with disability. Mr Mackenzie will confirm arrangements.

IM

2008-1-040 Governance

- 1 Corporate Objectives
- 2 Board Assurance Framework
- 3 Integrated Governance Framework

Mrs Sarah Johnston, Head of Quality and Integrated Governance, and Mrs Jacky Bush, Non-Clinical Risk Manager, attended to provide the Board with further information on the Governance structure and the Trust Strategy for Integrated Governance and Risk Management. The Board discussed the issues raised and there was broad agreement that this should form the basis for a Trust Strategy for Integrated Governance and Risk Management.

2008-1-041 Items to note/approve

- 1 Finance Committee minutes – 17 March and 21 April 2008
The minutes of the Finance Committee meetings on 17 March and 21 April 2008 were noted by the Board.
- 2 Audit Committee minutes – 21 April 2008
The minutes of the Audit Committee meeting on 21 April were noted by the Board.
- 3 Register of Interests
The Register of Interests was noted by the Board.
- 4 Register of Gifts and Hospitality
The Register of Gifts and Hospitality was noted by the Board.
- 5 Code of Conduct/Code of Accountability in the NHS
The Code of Conduct and Code of Accountability in the NHS were noted by the Board.
- 6 Business case – A&E Consultant
The Business case for an A&E Consultant was approved by the Board
- 7 Business case – ENT Surgeon
An amendment to one of the PAs was required. Subject to this change, the Business case for an ENT Surgeon was then approved by the Board.
- 8 Expenditure from Trust Funds – Ashford Cancer Equipment
The Board approved the expenditure from Trust Funds for the endoscopic lung ultrasound equipment. However this should link with the PACS system and additional funds were approved should this be required to enhance the equipment use.
- 9 Health and Safety Report
The Health and Safety Report was noted by the Board.
- 10 Library and Knowledge Services Strategy
The Library and Knowledge Services Strategy was approved by the Board.

2008-1-042 Any other business

There was no other business.

Date of next public meeting

Thursday 24 July 2008

1400-1600

Education Centre, Ashford Hospital