

Ashford St Peter's Hospitals NHS Trust

**Minutes of the Ashford and St Peter's Hospitals NHS Trust Board Meeting
held on Thursday 22nd July 2004 in the Dining Room, Education Centre, Ashford Hospital**

Present

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 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
Mrs Mary Riley	Non-executive Director
Mr Graeme Carman	Patient and Public Involvement Forum Representative
Mrs Diana Manthorpe	Patient Panel Representative
Mrs Shirley Sikora	Board Secretary

Agenda

- 1) **Apologies for absence**
- 2) **Minutes of the Public Trust Board Meeting held on 27th May 2004**
- 3) **Matters arising**
- 4) **Chairman's Report**
- 5) **Chief Executive's Report**
- 6) **Improving the patient experience:**
 - 6.1 Annual NHS Acute Trust Survey 2004 – Inpatient and Young Persons Surveys
 - 6.2 Presentation: Communication – Jane Mallett, Head of Nursing Practice, Education and Research
 - 6.3 Presentation: Privacy and Dignity – Marjo van Dijk, Clinical Skills Co-ordinator
- 7) **Clinical Governance Report Quarter 1 (April – June 2004)**
- 8) **Business Plan 2004-2005**
- 9) **Finance and Performance Report**
- 10) **Human Resources Workforce Performance Report Quarter 1**
- 11) **Items to note/approve:**
 - 11.1 Surrey and Sussex Strategic Health Authority – Vision and Strategy
 - 11.2 Annual accounts 2003/2004
 - 11.3 Expenditure from Trust Funds
 - 11.4 Minutes of Finance Committee – 14th June and 12th July 2004
 - 11.5 Minutes of Audit Committee – 26th April and 12th July 2004
 - 11.6 Managing Workplace Pressures Policy
- 12) **Any other business**
- 13) **Date of next public meeting**

Part 1:

Action

1. Apologies for absence

Apologies for absence were received from Mr Rodney Gritten, North Surrey PCT Representative and Mr Graham Worsfold, Woking PCT Representative.

The Chairman welcomed Mrs Diana Manthorpe, Chairman of the Patients' Panel, to her first meeting.

2. Minutes of the Public Trust Board Meeting held on 27th May 2004

The Minutes of the Public Trust Board Meeting held on 27th May 2004 were **AGREED** as a correct record.

3. Matters arising

The Chief Executive confirmed to Mr Dimond that over 30 Consultant led outpatient clinics were held on the Ashford site. The Medical Director explained how the clinics were conducted and what grade of doctor a patient could expect to see. He confirmed that all care is supervised by Consultants.

Mr Dimond requested that he could receive the Trust's evaluation report on the Assessment and Treatment Centre at Ashford in advance of the September Stakeholder Workshop. This was **AGREED**.

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4. Chairman's Report

The Chairman advised that he had attended two Surrey and Sussex SHA Chairman and Acute Chairmans' meetings, which were mainly concerned with performance and the difficult financial situation in which many Trusts find themselves. He had attended a session on clinical systems improvement across the health system, in which the way clinical and booking staff can better allocate their time and how service improvements can be achieved.

A further meeting of the Trust Strategy Group had taken place to determine the future direction of the Trust.

The Chairman had met with David Wilshire MP and Philip Hammond MP, to discuss the proposed orthopaedic treatment centre on the Ashford site.

The Minerva IT Training Centre had been officially opened. Two appeals had been officially launched: Radio Wey to build a new studio, and the Early Births Fund for additional cots to expand capacity. Work for the Stephanie Marks Appeal had continued, a charity concert by the Drifters takes place on 25th July.

Simon Robbins, Chief Executive of Surrey and Sussex SHA had visited the Trust. The Chairman had also met the new Chairman of Surrey Ambulance Service. The annual St Peter's Day Service had taken place as well as the yearly St Peter's Volunteers Thank You Luncheon.

The Chairman commended the Ashford League of Friends for raising £5,500 at their Summer Fete despite appalling weather conditions. He had also attended the Twins Picnic at St Peter's, and civic services for Woking and Elmbridge Borough Councils.

The Non-executive Directors had received their annual appraisals.

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Reports from the Non-executive Directors

Mrs Brooks reported she had attended a meeting of Surrey and Woking PCT at which it was queried how the Trust would achieve a 95% 4 hour target in the Accident and Emergency Department. The Director of Operations replied that it was very disappointing not to achieve 95% for the first quarter of the year but that he was confident of the ability to meet and sustain 98% by December. The Trust had received a visit from the Intensive Support Team of the Modernisation Agency who confirmed that the Trust is doing all that it can and had only minor concerns over the management of the Medical Assessment Unit.

Mrs Brooks and Mrs Riley also commended the Ashford League of Friends for their tremendous

effort at their Fete.

The Chairman congratulated all staff in their achievement to secure 2 stars in the Health Commission's Performance Ratings for 2003/04 and confirmed that the Trust is in a stronger position than last year.

5. Chief Executive's Report

The Chief Executive also commended staff for their tremendous efforts to meet the performance targets and advised that the Trust had been very close to attaining 3 stars.

He confirmed that finance remains at the top of the agenda and progress must be made toward achieving financial objectives. He advised that many of the problems are caused by national initiatives and agendas.

The Chief Executive remarked that the visit by the President of the Royal College of Surgeons to the Trust had been a very positive experience

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6. Improving the patient experience:

6.1 Annual NHS Acute Trust Survey 2004 – Inpatient and Young Persons Surveys

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

The Director of Nursing talked through the agenda attached explaining the areas where more focus is needed. In spite of all efforts made to consolidate the star rating status, she advised that more work needs to be undertaken regarding public perception. She confirmed that since the survey, lots of effort has been made; a Trust Image Group had been created, cleanliness had been improved, increased the role of Modern Matrons, and the Patients Panel was operating in its pilot phase.

The Director of Nursing commented that the results of the Young Persons Survey was disappointing in view of the current paediatric facilities, that 16-17 year old were included in the survey but as they are not nursed within the Paediatric Unit, it adversely affecting the final figures. She confirmed that the Executive Directors will lead the process for action plans resulting from the surveys which will be overseen by the Operations Cttee. The views of the Patients Panel will also be sought.

The Board discussed ways in which "best practice" can be relayed to the health community and use of the balanced score card. It acknowledged the conflicting pressures placed upon all staff, the lessons that could be learnt and practice taken forward.

Problems with communication between staff and patients whose first language is not English was discussed and the need to challenge junior doctors to improve their communications skills during training.

The large gap between the Trust performance and "the best" in some sections was queried. It is obvious that the Trust needs to investigate "best practice" and Pickers have been commissioned to advise us in discharge communications which is seen as in need of improvement.

Mr Field, Non-executive Director, acknowledged the disappointing survey results despite the highest efforts from staff. He remarked that more information is needed to enable the Trust to target and focus on specific areas, and that firm leadership and ownership is required to enable predictive outcomes.

The Director of Operations announced the launch of two new campaigns: "Just a minute" – a questionnaire for patients, and "What can make a difference" – a questionnaire for staff, the results of both will be used to improve service throughout the Trust. The campaigns will be presented to the next meeting of the Trust Board.

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6.2 Presentation: Communication – Jane Mallett, Head of Nursing Practice, Education and Research

Jane Mallett, Head of Nursing Practice, Education and Research, presented to the meeting an overview of work being undertaken within the Trust to improve communication between staff and patients.

She reported that communication issues appear repeatedly within many complaints. The attitude of medical and nursing staff feature highest. The need for better interpersonal skills was acknowledged as these two groups of staff are the main point of contact for patients.

A Communications Group had been formed with members from inside and outside the Trust. Dr Mallett identified the priorities of the group: communications workshop to be incorporated into all Trust induction programmes, all staff to undergo training once a year, undertake a review of the number of patients with communication impairment to determine strategies, and a review of equipment needed to facilitate better communication. The need for better documentation was highlighted but a patient's perception of their problem can sometimes be difficult to agree.

Educational programmes with local organisations, leaflets detailing communication resources, more signage around the Trust, are areas that will be explored further.

Mrs Murray, Non-executive Director, confirmed the need for a corporate strategy for communications and a standard to be adopted by all staff.

6.3 Presentation: Privacy and Dignity – Marjo van Dijk, Clinical Skills Co-ordinator

Marjo van Dijk, Clinical Skills Co-ordinator, presented to the Board initiatives throughout the Trust to promote privacy and dignity for all patients. The patient must benefit from care that is focused upon respect for the individual.

She identified two pilots taking place: one ward on the Ashford site has had Velcro fitted onto all bed curtains to maintain privacy at all times, and the Maternity Unit at St Peter's is looking to create a better birthing environment by controlling who enters the Delivery Room, "knock and wait", closed doors on the Labour Ward room, better sound proofing and more use of soft materials to absorb sound.

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7. Clinical Governance Report Quarter 1 (April – June 2004)

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

The Director of Nursing commented that the number of complaints in the first quarter are decreasing and that a higher number of compliments had been received than complaints.

The Chairman queried how clinical governance is linked to the patient survey report. The Director of Nursing replied that systems are in place to pick up risk issues.

The Board discussed follow up from incident reports and were advised that depending on the type of incident, an action plan may evolve. If any trends are identified, an audit may be undertaken and a forum created to analyse and determine better working practices. The need to provide feedback to staff on all incidents was highlighted.

8. Business Plan 2004-2005

The Director of Strategic Development presented the plan at Enclosure D which was **APPROVED** by the Board.

The Director of Strategic Development confirmed the need to ensure a live working document, which sets out a number of key objectives on which to focus. It pulls together various strategies, taking into account patient and public involvement. A summary document will also be published.

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9. Finance and Performance Report

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

The Director of Finance identified the Trust's position with regard to the key targets.

The Trust was overspent by £909k at the end of the first quarter. Stringent control measures are to be put in place to reduce costs and expenditure to bring budgets back into balance. This is the 5th year of extended statutory duty and it is essential that the Trust delivers a balanced budget. National initiatives of Agenda for Change, the Consultants Contract and increase in pensions pose severe financial implications for the Trust. It was noted that the rate of spending is lower than the first quarter of 2003-04, thus highlighting the funding imbalance.

The Board discussed the balance of increasing performance without adequate funding and how it could be achieved. The Trust may have to determine whether activity is pulled back but that this would interfere with Patient Choice.

The Director of Finance took the Board through the star ratings attainment confirming that the Trust had achieved all 9 of the key indicators.

10. Human Resources Workforce Performance Report Quarter 1

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

The Director of Human Resources advised that the next staff survey will take place at the end of September, the results of which will be part of next year's star ratings.

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11. Items to note/approve:

11.1 Surrey and Sussex Strategic Health Authority – Vision and Strategy

The Chairman presented the paper at Enclosure G which was **NOTED** by the Board.

11.2 Annual accounts 2003/2004

The Director of Finance presented the accounts at Enclosure H which were **APPROVED** by the Board.

11.3 Expenditure from Trust Funds

The Director of Finance presented the paper at Enclosure I which was **APPROVED** by the Board.

11.4 Minutes of Finance Committee – 14th June and 12th July 2004

The Director of Finance presented the Minutes at Enclosure J which were **NOTED** by the Board.

11.5 Minutes of Audit Committee – 26th April and 12th July 2004

The Director of Finance presented the Minutes at Enclosure K which were **NOTED** by the Board.

11.6 Managing Workplace Pressures Policy

The Director of Human Resources presented the policy at Enclosure L which was **APPROVED** by the Board.

12. Any other business

Mr Dimond had, prior to the meeting, presented a letter to the Chief Executive regarding hospital infections. The Chief Executive advised that he will formally reply to Mr Dimond in writing.

13. Date of next public meeting:

Thursday 23rd September 2004, 2 pm, Lecture Theatre, Ramp, St Peter's Hospital

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