

ASHFORD & ST PETER'S HOSPITALS NHS TRUST

Minutes of the Ashford and St Peter's Hospitals NHS Trust Board Meeting Held on Thursday 23rd September 2004 in the Lecture Theatre, the Ramp, St Peter's Hospital

Present: Mr Clive Thompson, Chairman
Mr Glenn Douglas, Chief Executive
Ms Jayne Connelly, Director of Strategic Development
Dr Paul Crawshaw, Deputy Medical Director
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 Rodney Gritten, North Surrey PCT Representative
Mr Graeme Carman, Patient and Public Involvement Forum Representative
Mrs Diana Manthorpe, Patient Panel Representative

In attendance: Mrs Shirley Sikora, Board Secretary

Part 1:

Action

1. Apologies for absence

Apologies for absence were received from Dr Mike Baxter, Medical Director and Mr Graham Worsfold, Woking PCT Representative.

2. Minutes of the Public Trust Board Meeting held on 22nd July 2004

The Minutes of the Public Trust Board Meeting held on 22nd July 2004 were **AGREED** as a correct record.

3. Matters arising

A copy of the report on the Assessment and Treatment Centre had been forwarded to Mr Dimond.

The Director of Operations confirmed that the "Just a minute" campaign will be launched in November. Patients and public will be asked to comment on the Trust's services. It will be an ongoing campaign.

"What can make a difference" will also be launched shortly, asking staff for their ideas as to how they could improve patient care, make improvements to their working lives and suggest financial savings.

4. Chairman's Report

The Chairman advised that Sian Thomas, had been awarded "Human Resources Director of the Year" in the recent Health Service Journal awards.

The Trust had held its Annual General Meeting and open evening to receive the annual report and accounts. At the meeting, the launch of a Membership Scheme was announced for members of the public to apply for membership status and to receive regular information and reports from the Trust.

A panel, which included the Chairman and Chief Executive, had adjudicated the nominations for the annual staff appreciation awards. A ceremony will take place on November 25th at Royal Holloway College, Egham.

The Chairman had met with Surrey County Council and Runnymede Borough Council to continue the

review of local transport provision. He had also attended an Acute Trust Chairs' Forum in London at which foundation status and the implications of Payment by Results were discussed.

A prospectus has been developed for the Stephanie Marks Appeal to attract potential donors.

The Chairman and other Directors had attended a meeting of CREST which aims to set up a cancer counselling centre on the Ashford site.

Reports from Non-executive Directors

Mr Bailey reported that he had attended a meeting of Surrey and Sussex Chairs on the Chairman's behalf. He advised that the meeting was dominated by the financial position of the Strategic Health Authority, reporting that the whole health economy is suffering in meeting financial targets. There had also been a presentation on Agenda for Change where one of the main issues was whether there are sufficient resources to implement and fund the programme.

Mr Bailey had also attended a Board meeting of North Surrey PCT. The Trust had been delighted to receive 2 stars in the recent ratings. The Board made very positive comments regarding delivery against targets for Ashford and St Peter's. The integration of PCT and Acute Trust policies was discussed and it was agreed that more work is needed in this direction.

Mr Field had attended a regional meeting of Chairmen of Trust Audit Committees. He remarked that it had been very encouraging to benchmark the Trust against best practice, that the Trust have set excellent standards on its Finance and Audit Committees.

Mrs Riley commented that the Maternity Department has reached its full staffing establishment and that the Early Births Fund is progressing well.

Mrs Brooks, together with the Director of Operations, had attended a Board meeting of Surrey Heath and Woking PCT where one of the items was A & E targets.

5. Chief Executive's Report

The Chief Executive presented his report at Enclosure B which was **NOTED** by the Board.

The Chief Executive highlighted finance as the Trust's most critical issue, that progress towards achieving the CRES targets must be shown. Tighter control and restrictions will be implemented on the employment of temporary staff.

The hard work by all staff in the Maternity Department is evidenced by the final sign-off from CHI following their recent visit. The department has recently recruited midwives from Germany.

The Trust is still in negotiation with Capio as to whether it will enter into an agreement to create an independent sector treatment centre for orthopaedics at Ashford Hospital. The Chief Executive confirmed his commitment to such a centre whether it is provided by Capio or directly by the Trust. Mr Carman commented that such a centre demonstrates that Ashford Hospital is very much thriving.

6. Presentation: Safety Climate Survey Report June 2004 Ann Spiropoulos, Clinical Effectiveness and Audit Manager

Dr Ann Spiropoulos, Clinical Effectiveness and Audit Manager, presented the results from the Trust's first safety climate survey which was performed in March 2004. She highlighted the increasing emphasis which is placed on safety, that the Department of Health has issued guidance to the use of safety measures found in other safety critical industries. It offers opportunities for the Trust to improve patient and staff safety, to promote and achieve excellence, and manage better clinical and non clinical risk.

Dr Spiropoulos explained the various initiatives to decrease risk and improve safety, eg. the risk register, a system for monitoring and reporting of incidents, Terema training, development of leadership styles and skills, and root cause analysis. The aim of the survey was to provide baseline information on staff views on safety within the organisation to ascertain whether there benefits of training under Terema and LEO.

The survey form was issued to 895 members of staff, of which 255 responded. Feedback will be provided in Aspire, together with individual letters to the 895 members of staff. The survey has identified the need

for more LEO and Terema training to be undertaken by all staff together with a review of procedures and practices in some areas.

Mr Field, Non-executive Director asked whether safety is a standing item at directorate meetings and recommended that it should be documented with written evidence.

The Chairman suggested that safety becomes a regular item on Board agendas and is integrated into the objectives of Board members.

7. **Transport Plan**

The Chairman presented the plan at Enclosure D which was **NOTED** by the Board.

He advised that it had taken two years to finalise the report, but that many items were outside the Trust's control. He advised that Surrey Council have a proposal to provide a transport co-ordination centre for the county. The Chairman had asked Surrey County Council and Runnymede Borough Council to better co-ordinate all schemes, to focus in direction of the needy, and be sympathetic to requests for planning requests for extra car parking at the Trust. The Chairman had also had discussions with Hounslow Borough Council and Transport for London.

The Transport Plan will be presented at the Stakeholder Meeting next week, then to the Joint Overview and Scrutiny Committee.

8. **Finance and Performance Reports**

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

Performance

The Director of Operations advised that the Trust continues to perform well with inpatient episodes and outpatient appointments, 98% of patients with suspected cancers are seen within the two week rule, and E-booking continues to progress well.

However, concern was expressed that during August the A&E 4 target had only averaged 89% against a year end target of 98%. The Trust has become the worst performer throughout Surrey and Sussex. The Director of Operations advised that processes will be put in place to improve and sustain the Trust's position.

Mr Field, Non-executive Director, asked how Surrey Ambulance Service is helping to manage the problem. The Director of Operations announced the Trust is hoping to host a pilot to place Emergency Nurse Practitioners with the ambulance crew which will reduce the number of people attending an emergency department. The Trust is also considering the purchase of its own ambulance to transfer patients between sites and take them home.

Finance

The Director of Finance advised the Board of the serious financial situation facing the Trust and the risk that the 2 star rating will be lost. Month 5 has presented a deficit of £2.2million with 3 main areas of concern: the Consultant Contract, continuing high temporary staffing costs and lack of progress towards the CRES targets. Costs against Agenda for Change are not included but are classified by the Strategic Health Authority as a risk.

The Board discussed the problems and issues being faced the Trust and the need to implement further cost savings.

The Board noted work being undertaken to reduce expenditure: senior nurses are taking more responsibility for budget management, better control of absence sickness leave, closer monitoring of bank and agency usage, and tighter control of medical locum staff.

The Chairman asked that the Director of Finance provide a report at the next meeting identifying an end of year position.

9. 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 advised that the Trust has secured a building on the Ashford site for a play scheme which will be operational by February 2005.

Mr Carman noted that agency staff are not included in the report. The Director of Human Resources replied that these figures will be re-included.

The Board discussed the problems facing D Grade nurse retention and ways in which it could be improved.

Mrs Brooks, Non-executive Director, reiterated the need for staff induction to take place at the commencement of work, and that annual appraisals should be undertaken by everyone.

10. Items to note/approve:

10.1 Retirement Policy

The Board **APPROVED** the amended policy.

10.2 Womens Health Risk Management Strategy

Mr Bailey, Non-executive Director, suggested more evidence of clinician involvement in this type of document.

The Board **NOTED** the Strategy.

10.3 Agenda for Change

The Board **NOTED** the agenda attachment.

10.4 Child Protection

The Board **NOTED** the summary of progress.

10.5 Top Risks Management Control Plan

The Board **NOTED** the Trust's Top Risks.

10.6 Clinical Governance: Quality and Risk Management Strategy

The Board **RATIFIED** the Strategy.

10.7 Chairman's Action – Expenditure from Trust Funds – refurbishment of Neonatal Intensive Care Unit

The Board **NOTED** the Chairman's Action. However, it was suggested that a quorum be formed to agree large amounts of expenditure in future.

10.8 Chairman's Action – Expenditure from Trust Funds – Adolescent Cubicle on Ash Ward

The Board **NOTED** the Chairman's Action.

11. Any other business

There were none.

12. Date of next public meeting:

Thursday 25th November 2004, 2 pm, Lecture Theatre, Ramp, St Peter's Hospital

