

**Minutes of the Trust Board Meeting
held on Thursday, 25 September 2008, in the Education Centre, Ashford Hospital**

Present: Mr Clive Thompson Chairman
Mr Paul Bentley Chief Executive
Professor Philip Beesley Non-executive Director
Mr Norman Critchlow Non-executive Director
Ms Petra Cunningham Acting Director of Human Resources and Organisational Development
Dr David Fluck Associate Medical Director
Mr Ian Mackenzie Director of Performance, Information and Facilities
Mr Keith Mansfield Director of Finance
Ms Aileen McLeish Non-executive Director
Mr Terry Price Non-executive Director
Mr Peter Taylor Non-executive Director
Mr Jeremy Tozer Interim Director of Delivery
Dr Maurice Cohen Representative, Patient Panel

In attendance: Mrs Gail Soliman Personal Assistant to Chairman and Chief Executive – Board Secretary

		Action
	Opening the meeting, Mr Thompson said that he would be handing over the Chairmanship of the Trust to Ms McLeish on 30 September 2008. he also welcomed Terry Price, Non-executive Director and Mr Jeremy Tozer, who joined the Trust as Interim Director of Delivery on a six month contract.	
2008-1-156	Apologies for absence Apologies for absence were received from Dr Mike Baxter, Ruth Lallmahomed, Dr Jonathan Morgan and Michaela Morris.	
2008-1-157	Minutes of the Public Trust Board Meeting held on 24 July 2008 It was agreed to remove reference to 'Interim' from Chief Executive. Mr Bentley asked that, in his reference to discussions between St George's Hospital and Surrey University, St Peter's was also considering an alliance with Royal Holloway University, or stand alone. The minutes of the meeting held on 24 July 2008 were then agreed as a correct record.	
2008-1-158	Matters arising There were no matters arising.	
2008-1-159	Presentation to the Board	
	<p>Anaesthetics and Theatres Fiona Lloyd-Jones – Clinical Director Stephen von Kier – Business Centre Manager</p> <p>Key points from the presentation included:</p> <ul style="list-style-type: none"> • Expansion in interventional radiology support • Utilisation of Main theatres – high, with increased lists • Day case rate although good, there is room for improvement • Increase in pain management service • Pilot of elective Caesarean section list 4 days a week • Increase in inpatient and day cases over the year • Finance – with Critical Care – income over plan but £230k deficit <p>Plans for coming year include:</p>	

		<ul style="list-style-type: none"> • Increase in elective Caesarean list to 5 days a week • Partnership with Surrey PCT for the management of chronic pain • Expansion of paediatric surgery – Outpatient appointments at St Peter’s Hospital, operations carried out at St George’s then transfer for post operational care at St Peter’s Hospital. • Second Laminar Air Flow • Theatre for Trauma <p>Following the presentation, the Board discussed some of the issues raised.</p>	
2008-1-160	Trust Board Member Reports		
	-1	<p><u>Chairman</u> Mr Thompson provided a report to the Board on his activity over the last two months.</p> <p>He had attended the Major Incident Exercise as an onlooker. The Trust was required to carry out these exercises every three years and the plan had been much refined since the last exercise. He complimented Ms Jacky Bush for pulling this work together.</p> <p>The Chairman had attended a presentation at NHS South East Coast regarding the lessons learnt from the recent investigation at Maidstone and Tunbridge Wells NHS Trust. This had highlighted the importance of the relationship between the Chair and Chief Executive and the role of the Board and Non-executive Directors.</p> <p>Mr Thompson had attended a number of events including:</p> <ul style="list-style-type: none"> • Presentation of equipment to measure Glaucoma donated by Mrs Davis and Eyes Right • Volunteers’ evening • Annual General Meeting of Ashford Friends which marked the retirement of Mr Eric Molinari as chairman and his wife, Vi, as Secretary. Mr Thompson paid tribute to their work for Ashford Hospital over the last 15 years. Mr John Belstead, previously a consultant at Ashford Hospital, had agreed to take over the role as Chairman. • Stephanie Marks Appeal – Ian Botham had visited the hospital to announce that sufficient funds had been raised to begin building work. The Steering Committee was therefore standing down. • He had attended a lecture at Surrey University. • Mr Thompson had attended other events in connection with his retirement. <p>Lastly, he had attended the funeral of Mrs Pat Weston, a Borough Councillor and long time friend of Ashford Hospital.</p>	
	-2	<p><u>Non-executive Directors</u> Ms McLeish had met with a number of members of staff and visited various areas of the hospital as part of her induction as Chair Designate.</p> <p>Mr Taylor advises that he, together with Professor Beesley and Mr Price, had attended a two-day induction for Non-executive Directors. They found the event very worthwhile with good, topical sessions, including one from the head of Monitor.</p>	
	-3	<p><u>Chief Executive</u> The report was noted by the Board.</p>	
	-4	<p><u>Medical Director</u> The report was noted by the Board.</p>	

	-5	<u>Acting Director of Human Resources & Organisational Development</u> The report was noted by the Board.	
	-6	<u>Director of Performance, Information and Facilities</u> The report was noted by the Board.	
	-7	<u>Director of Finance</u> Mr Mansfield said that Tesco had advised that applications had been made to expand their premises adjacent to Ashford Hospital. However, there were some issues in particular with regard to traffic movement and congestion. The report was noted by the Board.	
	-8	<u>Associate Director of Nursing</u> In the absence of Ms Lallmahomed, Mr Bentley advised the Board of the attention paid to infection control and hygiene during September.	
2008-1-161	Performance		
	-1	<u>Activity</u> Mr Mackenzie advised that some further changes had been made to the report to add clarity, and included trend data and predicted outcome. Mr Tozer advised that further validation was required on cancelled operations. Delayed transfers of care were complicated by the number of possible providers. Bi-weekly meetings had been set up between the hospitals, the intermediate care team and social care. A number of work plans had been agreed. With regard to MRSA, there had been three cases and had been the best for some months. With 10 cases for the year to date, the target of 15 for the year may not be achievable.	
	-2	<u>Finance</u> <i>It should be noted that the report is complete, the error being in the numbering of paragraphs.</i> Mr Mansfield advised that the report was more detailed and included Monitor metrics. It showed a surplus of £5million year to date for August. However, the year was not linear and some large one-off payments would be made in September. The key risks he identified included: <ul style="list-style-type: none"> • Non-delivery of cost improvement programmes • Penalties of the PCT Contract • Inflation and increase in energy costs • Non funded asset values – Mr Mansfield will be seeking clarification from the external auditors 	
	-3	<u>A&E 4 hour target</u> Data shows that achievement of 4 hour target has gone down. Mr Tozer said that there was a need to look at processes and define responsibilities to ensure the right capacity and resources and the correct and effective streaming. It was important to provide consistency of approach across all hours of every day. Mr Tozer said work was ongoing to develop clinical pathways. Mr Bentley reassured the Board that the situation in A&E was monitored daily.	

	-4	<p><u>18 week update</u></p> <p>Projected data indicates that the 18 week milestone will be met for both inpatients and outpatients.</p>	
2008-1-162		<p><u>Foundation Trust application</u></p> <p>Mr Mackenzie advised the Board of the governance arrangements. The Project Board meets twice a month, chaired by Ms McLeish.</p> <p>The Delivery Group meets weekly and is attended by representatives from Ernst & Young.</p> <p>Work is progressing on the first draft of the Integrated Business Plan which is due to be sent to NHS South-east Coast SHA by 23 October. work has also started on the Risk Management and Integrated Governance documents.</p>	
2008-1-163		<p>NHS constitution– consultation.</p> <p>Mr Bentley said that this had been discussed at the Board meeting in July. It does not override what we are doing now but will impact on how the NHS runs when passed into Law and define the relationship between the patient and the service.</p>	
2008-1-164		<p>Governance</p>	
	-1	<p>Risk Management and Governance Strategy</p> <p>Mr Bentley proposed approval of the Risk Management and Governance Strategy. This was approved.</p>	
	-2	<p>Board assurance framework</p> <p>This document was noted but not approved. This version had been overtaken by work on the Foundation Trust application and a revised framework would be tabled at a later meeting.</p>	
	-3	<p>Infection Control Annual Report</p> <p>The Board was not sure what period the report was for. It was suggested that the Infection Control Committee should be smaller, more focussed, with tighter powers. That the Director for Infection Prevention and Control had direct access to the Chief Executive should be included. If the report was for the year April to March, it should be available for Board earlier than September. It was also noted that although wards and departments were improving, there was only partial compliance. This should be an area of priority.</p>	
	-4	<p>Health and Safety</p> <p>It was confirmed that the Riddor data was reported by the Health and Safety Officer to Director level.</p> <p>The report was noted by the Board.</p>	
2008-1-165		<p>Patient project</p> <p>Mr Bentley advised the Board that he had been discussing details of a project with Mrs Murray to gain a greater insight into the perceptions of patients.</p> <p>From the floor, Mrs Murray said the Trust would remain average in the Patient's survey unless we found out what patients really think and want. It is not measurable as it deals with attitudes and perceptions. The project allowed for Mrs Murray to speak to patients in both clinics and wards, and to talk to and work with matrons and all staff. It would also involve visiting groups in the community to find out what they think and want. Mrs Murray would provide feedback to the Board in April 2009.</p> <p>Points raised in discussion included:</p>	

	<ul style="list-style-type: none"> • Ensuring patients understood what they had been told • Ensure patient leaflets are up to date and appropriate • The connection between patient and staff surveys • Turnover and retention was also important • Although the number of complaints is up, still very small – there is a high level of dissatisfaction of which we are not aware. <p>Dr Fluck said that when he had visited a ward with Ms McLeish, the ward sister had told her it was difficult to ask for feedback. However, uncomfortable it was to publish feedback; it worked well with complaints down by 25% and communication issues greatly improved. This indicated that some things were being done at ward level were making a difference.</p>	
2008-1-166	Items to note/approve	
	-1 Complaints – Annual Report From the floor, Mrs Murray, as former Chair of the Committee, confirmed the number of complaints had dropped considerably. Again from the floor, Ally Lallahomed, Head of Nursing, said that more matrons round the hospital did make a difference. Together with patient action cards and feedback, lessons learnt from complaints and incidents were discussed at a joint meeting of matrons and sisters. The report was noted by the Board.	
	-2 Pals - Annual Report The report was noted by the Board.	
	-3 Safeguarding Children – Annual Report The report was noted by the Board.	
	-4 Register of Interests/Gifts and Hospitality The update to the Register was noted by the Board.	
	-5 Minutes of the Finance Committee Meeting – 21 July 2008 The minutes were noted by the Board	
	-6 Minutes of the Audit Committee Meeting – 21 July 2008 The minutes were noted by the Board	
	-7 Minutes of the Finance Committee Meeting – 18 August 2008 The minutes were noted by the Board	
2008-1-167	Any other business Mr Bentley, on behalf of the Board, wanted to thank Mr Thompson for his years of service to the Trust. Dr Cohen also gave his thanks, together with those of his fellow Patient Panel and representatives. Mr Thompson said he had enjoyed leading the Trust; a very stimulating place to work. There was no other business.	
	Date of next public meeting Thursday, 27 November 2008 1400-1600 Education Centre, Ashford Hospital	