

Ashford & St Peter's Hospitals NHS Trust

Minutes of the fifty-fourth meeting of the Ashford & St Peter's Hospitals NHS Trust Board Meeting held on Thursday 26th February 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
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 Mary Riley	Non-executive Director
Mr Rodney Gritten	North Surrey PCT Representative
Mr Graham Worsfold	Woking PCT Representative

Agenda

1. Apologies of absence
2. Minutes of the Trust Board Meeting held on 29th January 2004
3. Matters arising
4. Chairman's Report
5. Chief Executive's Report
6. Agenda for Change
7. Clinical Governance
 - 7.1. Trust Clinical Governance Action Plan 2004-05
8. Finance and performance management
 - 8.1. Performance Report
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 - 8.3. Finance Report
9. Items to note/approve
 - 9.1. Finance Committee minutes
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Part 1

1. Apologies of absence

Apologies of absence were received from Dr Mike Baxter, Medical Director, and Mrs Jenny Murray, Non-executive Director.

2. Minutes of the Trust Board Meeting held on 29th January 2004

9.2 Mrs Riley, Non-executive Director, asked that the Minutes note that difficulty still exists in

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filling all vacancies in midwifery rotas.

- 9.3 Last paragraph be amended to “Mrs Brooks commended the Trust Management for its work in addressing the situation and highlighted that underfunding remains the key issue

The Minutes of the Trust Board Meeting held on 29th January 2004 were then **AGREED** as a correct record.

3. Matters arising

The Chairman reminded the meeting of the Extraordinary Trust Board at 6.30 pm on Tuesday 9th March to receive the Trust’s report on the public consultation of reconfiguration of services.

A proposal for the staff social facility, and a report of recent staff and patient surveys will be presented to the March meeting.

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4. Chairman’s Report

The Chairman had attended the opening of the new extension at the First Steps Nursery at Ashford Hospital by Baroness Ashton. She had commended the Trust for its child care development and enhancement of staff support facilities.

The Chairman had attended the Surrey and Sussex Strategic Health Authority and Acute Trust Chairs meetings. High on the agenda was the approach to the year end targets and finance. He advised that many Trusts have significant financial problems. The Acute Chairs meeting had discussed the number of conflicts that have arisen, including the significant increase of demand in A & E services which had contributing to Trust overspending.

The Chairman had attended the last public reconfiguration meeting, and advised that the final stakeholders workshop last Tuesday was a very useful meeting. There had been much interaction by all participants and had been a considerable learning experience for all.

Mr Thompson had chaired a meeting of the Stephanie Marks Appeal Committee and announced that a prospectus is to be produced regarding all fundraising activities. The Director of Finance had now taken over the role of Chairman of the working group from Mark Jennings, who has left the Trust.

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Report from Non-executive Directors

Mr Field, Non-executive Director, had met with the lead GP for his local health practice to debate reconfiguration. He advised that it had been a very positive meeting. Mr Field is shortly to meet with the Surrey County Council Director responsible for transportation, also to discuss reconfiguration issues.

Mr Bailey, Non-executive Director had attended the last Board meeting of North Surrey PCT, which had been very positive, but reported two areas of concern: difficulty with meeting the 90% 4 hour A & E target and the implications for the end of March star ratings, and the Trust rating for hospital acquired infections.

The Director of Operations explained how the daily figures are calculated and reiterated the need to achieve 90% week on week for the remainder of the financial year.

Mr Gritten, North Surrey PCT representative stressed the importance of public perception and the need for reassurance for patients. He commented that it is currently very high on the public agenda. The Director of Nursing advised that a Director of Infection Control will shortly be appointed and until that time she had been temporarily designated that role. She explained the joint approach with North Surrey PCT that is to be pursued and is meeting with representatives of the Trust and the PCT at the end of April to look at shared governance issues with regard to clinical care.

The Director of Nursing will report to the May meeting developments within the Trust.

The need to monitor trends in infection control was requested by Mr Field.

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5. Chief Executive's Report

The Chief Executive had attended a national Chief Executives' conference addressed by John Reid, MP, Secretary of State for Health.

The Chief Executive advised that the Trust is maintaining good and steady progress within the Strategic Health Authority.

Mr Douglas formally announced that Mark Jennings, Director of Clinical and Non Clinical Support Services had secured a permanent position with the Modernisation Agency. The Board wished Mr Jennings well for the future on an excellent career opportunity.

There had been a joint meeting of the Trust's Management Board and North Surrey PCT Professional Executive Committee to discuss the Consultant and GMS contracts. There had been a valuable exchange of ideas and information as to future working patterns.

The Chief Executive that work will shortly commence to improve the Main Entrance Lobby at St Peter's Hospital.

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6. Agenda for Change

The Director of Human Resources presented the paper at Enclosure B.

The Director of Human Resources summarised the agenda attachment identifying work already undertaken and future plans.

Roadshows and staff presentations had been taking place to ensure that all staff understand how Agenda for Change (AFC) will work and how it will affect them personally.

An AFC Interim Steering Group, chaired by the Director of Operations has been created to identify the benefits to be gained from AFC. The Director of Human Resources advised that the project involves an immense amount of work, and that the early implementers had experienced significant problems which hopefully the Trust can avoid.

The Director of Operations advised that AFC offers the best opportunity of modernising and re-engineering service provision and care of patients for a considerable time. The working day is now recognised at 7 am – 7 pm. He reported that early evening outpatient appointments are appreciated by patients. It is hoped to commence early morning clinics in the future.

New pay arrangements under AFC will apply from 1st October. The Trust will evaluate all job descriptions.

The Board **NOTED** the report. **ENDORSED** the approach of the Interim Steering Group and **AGREED** the AFC Project structure.

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7. Clinical Governance:

7.1 Trust Clinical Governance Action Plan 2004-05

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

The Director of Nursing explained the evolution of the Action Plan, highlighting the key areas: patient and public involvement, information leaflets, privacy and dignity. She advised that the Plan draws on all key strategic elements, both nationally and locally.

Mr Bailey, Non-executive Director, thought the Plan to be a very comprehensive document, reiterating that patients want the best possible clinical outcome. The Director of Nursing advised that many of the actions are already in place.

The Director of Human Resources advised how the new Consultant job plan will fit into the Action Plan and the need to ensure that audit is included in all job plans.

Mr Field, Non-executive Director, remarked on the importance of clinical governance and queried how the Trust will benchmark against its priorities. He asked how the Trust can use indicators to highlight those points that need immediate action. The Board discussed the areas identified in the Action Plan and expressed concern at the volume of work involved, and debated the reporting mechanisms.

Mrs Riley stressed the importance of public and patient involvement groups in the formation of Trust priorities and policies.

The Board **ENDORSED** the Clinical governance Action Plan.

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8. **Finance and performance management:**

8.1 Performance Report

The Director of Operations presented the report at Enclosure D which was **NOTED** by the Board. He advised of an error – 88% for the percentage within 4 hours time spent in A&E from arrival to leaving. Not 86%.

The Director of Operations reported that January had been a very busy month and that there were now only 11 patients waiting longer than 9 months for admission. Occupancy on the surgical wards had increased to 99% during January. There had been a significant decrease in the number of delayed discharges.

Mr Worsfold, Woking PCT representative, reported on an article in the Woking News and Mail regarding reimbursement for delayed discharges. The Chairman confirmed that the Trust would support 50% reimbursement.

The Chairman remarked on the incredible performance levels achieved by all staff and the hard work in getting the numbers down.

The Director of Operations advised that the Trust could be awarded £100k if the Trust achieves 94% in A & E throughput in March.

The Director of Operations confirmed that plans are in place for capacity work to be continued until the end of May, together with a detailed sustainable capacity plan for the whole of 2004/05.

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8.2 Workforce Performance Report

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

The Director of Human Resources will present to the next meeting an analysis of the results of the NHS Staff Survey. She advised that of the 25 key indicators, the Trust had scored average or better on 21 of them. An action plan will be devised.

The Surrey Skills Festival had been an overwhelming success involving local school children looking at careers within the NHS.

The Improving Working Lives Group have devised an action plan to determine whether what they are doing is improving the working lives of staff. They aim to address practical issues that affect everyone.

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8.3 Finance Report

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

The Director of Finance advised that the Trust was overspent by £1.6m at the end of January but it is anticipated that this will decrease to under £1m by the year end.

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9. **Items to note/approve:**

9.1 Finance Committee minutes

The Board **NOTED** the Minutes of the Finance Committee Meeting held on 16th February 2004.

10. **Any other business**

There was none.

11. **Date of next public meeting:**

Thursday 25th March 2004, 2 pm, Dining Room, Education Centre, Ashford Hospital

Extraordinary Public Meeting: Tuesday 9th March 2004, 6.30 pm, Lecture Theatre, the Ramp, St Peter's Hospital, to receive the report on the public consultation on the reconfiguration of services.

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