

Ashford & St Peter's Hospitals NHS Trust

Minutes of the Ashford and St Peter's Hospitals NHS Trust Board Meeting held on Thursday 27th May 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
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 Graeme Carman,	Patient Forum Representative
Mrs Shirley Sikora,	Board Secretary
Mrs Michaela Morris,	General Manager, Womens and Childrens Services, Sexual Health
Mrs Mary Bell,	Consultant Midwife

Agenda

- 1) **Apologies of absence**
- 2) **Minutes of the Public Trust Board Meeting held on 25th March 2004**
- 3) **Matters arising**
- 4) **Chairman's Report**
- 5) **Chief Executive's Report**
- 6) **Presentation: CHI investigation action plan – progress made**
- 7) **Draft financial results 2003/04**
- 8) **Procurement business case**
- 9) **Governance:**
 - 9.1 Clinical Governance Report
 - 9.2 Controls Assurance Summary Report 2003/04 submission
 - 9.3 Risk Register Update Report
- 10) **The Protection of Vulnerable Adults: Annual Report 2003-04**
- 11) **Items to note/approve:**
 - 11.1 Summary of Register of Interests
 - 11.2 Summary of Register of Gifts and Hospitality
 - 11.3 Agenda for Change
 - 11.4 Chairman's action expenditure from Trust Funds (K)
 - 11.5 Chairman's action expenditure from Trust Funds (L)
 - 11.6 Minutes of the Finance Committee Meeting 26th April 2004
- 12) **Any other business**
- 13) **Date of next public meeting**

Part 1

The Chairman introduced Mr Graeme Carman, newly appointed Chairman of the Patient's Forum, to the meeting.

Action

1. Apologies of absence

Apologies for absence were received from Mrs Jenny Murray, Non-executive Director, Mr Michael Bailey, Non-executive Director, Mr Graham Worsfold, Woking PCT Representative and Mrs Diana Manthorpe, Patient Panel Representative

2. Minutes of the Public Trust Board Meeting held on 25th March 2004

The Minutes of the meeting held on 25th March 2004 were agreed as a correct record.

3. Matters arising

A presentation to the Board by Capio, the Department of Health's preferred provider of the Independent Sector Treatment Centre, had been postponed. (See item 5)

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4. Chairman's Report

The Chairman advised that he had attended the NHS Confederation South Eastern Chairmen's meeting where a number of discussions had taken place which highlighted that all 3 political parties are broadly following the same approach to health. However, there are conflicts in terms of delivery, with more emphasis on patient choice.

The Chairman reported that the Trust had completed a successful year, meeting all access targets, some with notable successes, however the A & E Department did not achieve the required 90% for 4 hour waits, but obtained a cumulative wait of around 87%.

The Trust had broke even financially, which is a tremendous tribute to the hard work of staff. Tight controls will remain in place for the current financial year.

The Chairman attended the Surrey and Sussex Chairmen's meeting, where it was acknowledged that in common with all other local Trusts, Ashford and St Peter's is performing an average of 8% above predicted emergency admissions, much work is being undertaken to determine how this has arisen.

A Board Seminar and Board Strategy Group had taken place to pull together long term objectives. All Acute Trusts are expected to obtain foundation status from 2008.

A further meeting of the Transport and Access Group had taken place, with input from the Hounslow and Surrey Councils. The Trust has gone out to consultation on the re-routings of the Peterbus, letters of protest have already been received for some of the changes. The timings of the intersite bus will also be increased. Leaflets explaining the new systems are out for comment. A final version will be printed next month. Plans for improved car parking on both sites are progressing.

The Chairman and Chief Executive, together with the Chairman and Chief Executive of North Surrey PCT, had met with local MP's at the House of Commons to discuss constituency matters.

The Chairman had had an introductory meeting with Mr Carman, Chairman of the Patient's Forum, further meetings with the Chairman of both League of Friends, attended a farewell to Mark Jennings, Director of Clinical and Non Clinical Support Services, and a civic reception by the Mayor of Woking.

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Reports from Non-Executive Directors

Mrs Riley advised that she had attended a coffee morning held by the Ashford League of Friends where they had raised many concerns and questions regarding the Ashford site; the orthopaedic treatment centre, outpatients department, Heathrow Airport, maternity unit, transport, consultants and beds. Mrs Riley reminded the Board of the need for constant communication to the Friends as well as staff. The Friends had enquired of a system whereby opticians can refer direct to hospital avoiding the need to see a GP. The Chief Executive advised that Woking PCT are currently running a pilot scheme to determine its effectiveness.

Mrs Brooks had attended a Clinical Benchmarking Celebration Day at Ashford Hospital where she had been very impressed by the quality of the presentations and the commitment to improve patient care. She suggested presentations to the Board of some of the key issues. This was agreed.

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5. Chief Executive's Report

The Chief Executive advised that following the department of Mr Mark Jennings, Director of Clinical and Non Clinical Support Services, the Trust has published a new structure, splitting the remit of Mr Jennings amongst the existing Executive Directors. The Director of Operations will have full responsibility for all operations within the Trust, clinical and non clinical risk will transfer to the Director of Nursing, supplies and procurement to the Director of Finance, capital planning to the Director of Strategic Development and communications to the Chief Executive. The Ashford Hospital Director role will be covered in two ways; a new role will be created to co-ordinate responsibilities on the Ashford site and all Executive Directors will spend more time at Ashford.

The Chief Executive also welcomed Mr Graeme Carman, Chairman of the Patient's Forum, advising that he had already attended one of their meetings. Mr Douglas stated that he was looking forward to working with the patient groups to help improve services for all people using the hospital.

Independent Sector Treatment Sector (ISTC) – The Chief Executive stated that the Trust had announced that as part of its reconfiguration plans, an orthopaedic treatment centre would be created on the Ashford site. He confirmed that the Department of Health had announced that Ashford had not been named as an ISTC. Mr Douglas advised that the Trust, together with North Surrey PCT, had expressed significant concerns over formally signing a contract whilst detailed negotiations had still to be concluded. The Trust is one of three locations where work still needs to be completed before any agreement can be signed. The Trust and Capio have 120 days to negotiate to determine whether agreement is possible. If agreement with Capio cannot be reached, a treatment centre will still be on the Ashford site under the direct management of the Trust. It is the Board's intention to ensure that the best decision for the local health economy is made in an informed way.

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Assessment and Treatment Centre – The Chief Executive advised that part of the reconfiguration plan was to undertake a 3 month pilot of a Medical and Assessment Treatment Centre to determine whether there was a cohort of patients that did not require full admission to an acute hospital bed. These patients would present mainly in chronic disease, eg. respiratory problems, who did not need access to an A & E department, and who could be fast-tracked through the system. The pilot finished at the end of April and the University of Surrey are commissioned to evaluate the pilot with a comparative study for the month of May to determine its effectiveness. A full report will be available in August which will be shared at the Stakeholder Workshop on 28th September 2004 to inform decision making for the PCT's who would commission any such service from the Trust.

Mr Dimond advised that the service had been very well received in the Feltham area and urged that the Trust continues with the service. He also asked that the Trust relays these details to the Overview and Scrutiny Panel.

The Chief Executive agreed that the Trust should have made it clearer that the ATC was a pilot

and that it would close for evaluation after a 3 month period.

Mr Dimond reported that he had been informed that only 7 Consultants regularly hold outpatient clinics on the Ashford site. The Chief Executive disputed this remark and confirmed that the Trust could provide accurate information with a comparison of recent years.

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6. Presentation: CHI investigation action plan – progress made

Michaela Morris, General Manager, Womens and Childrens Services, Sexual Health
Mary Bell, Consultant Midwife

The Chairman reminded the meeting of an incident within the Maternity Unit at St Peter's Hospital which resulted in the death of a baby, and to satisfy a public need for reassurance, the Trust invited the Commission of Health Improvement (CHI) in to carry out an investigation into maternity services at the Trust.

There were 35 recommendations from CHI that the Trust needed to action which have been grouped into 7 themes:

- Information and user involvement
- Quality of service
- Consent and record keeping
- Staffing
- Team working and communication
- Management and leadership
- Internal Trust monitoring of Maternity Services

Michaela Morris and Mary Bell presented each recommendation and explained what improvements have been put in place.

The Chairman commended the tremendous amount of work undertaken, and expressed his confidence in the service that the Trust provides. Recruitment and retention of midwifery staff remains a high issue but the situation is steadily improving.

Mrs Riley, Non-executive Director, enquired how often the unit had restricted access. Mrs Morris replied that during April, services were restricted for 6 days, and Fridays can be particularly heavy days, with midwifery managers helping to staff the unit on occasions.

The Director of Nursing commended Mrs Morris and Mrs Bell for their professional leadership which has resulted in midwives working in much closer partnership.

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7. Draft financial results 2003/04

The Director of Finance presented an update of progress made towards all key targets. He confirmed that all targets had been met with only two marginally missing target – access and booking, and A & E 4 hour waits. Mr Mansfield was pleased to announce that none of the results were in the “red” category.

The Director of Finance presented the paper at Enclosure B which was NOTED by the Board. The Trust has reached a break-even position as at 31st March 2004 with an actual surplus of £5,000. The total deficit across the Surrey and Sussex Strategic Health Authority is £7m.

The Chairman congratulated staff for their tremendous effort in gaining financial control and commended the close co-operation with North Surrey PCT.

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8. Procurement business case

The Director of Finance presented the business case at Enclosure C.

At the Chief Executives' Conference in July 2003 it was agreed to form a Surrey and Sussex Procurement Project Board with a view to modernise supply management and enhance procurement performance. The Director of Finance highlighted that the Trust could expect to make savings of £1.6m over 3 years at a cost to the Trust of £36k per annum.

The Board APPROVED the business case for the development of a Surrey and Sussex NHS Supply Management confederation.

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9. Governance:

9.1 Clinical Governance Report

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

The Director of Nursing highlighted the increased level of Directorate involvement, patients are becoming more involved through the Patient Panel and specific groups, the Trust has an improved level of investigation and analysis and follow through of complaints and incidents.

The Director of Nursing commended the changes in practice taking place as a result of incidents and clinical audit. The opening of the Clinical Skills Laboratory in March for staff of all disciplines to aid in training and measuring of competencies, is an important element of CNST preparation that is being currently undertaken. She advised that more analysis of grade 2 incidents, eg falls, will take place.

9.2 Controls Assurance Summary Report 2003/04 submission

The Director of Nursing presented the report at Enclosure D. She advised that standards had been added in the last year, criteria had changed, so some scores are slightly different. This is the first year where evidence files have needed to be compiled.

The Board NOTED the scores and action plans approved by the Risk and Incident Advisory Board prior to submission to the Department of Health by 15th May 2004.

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9.3 Risk Register Update Report

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

The Risk and Incident Advisory Board will receive reports on the top significant risks. Detailed feedback will be provided to Directorates for risks to be managed at that level.

The Chairman recommended that the Health and Safety Committee should be represented on the Population of the Risk Register chart and to have direct access to the Trust Board.

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10. The Protection of Vulnerable Adults: Annual Report 2003-04

The Director of Nursing presented the report at Enclosure G which was NOTED by the Board. She drew attention to issues around training of staff, and recommended that all members of staff have access to training.

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11. Items to note/approve:

11.1 Summary of Register of Interests

The Chief Executive presented the paper at Enclosure H which was NOTED by the Board.

11.2 Summary of Register of Gifts and Hospitality

The Chief Executive presented the paper at Enclosure I which was NOTED by the Board.

11.3 Agenda for Change

The Director of Human Resources presented the paper at Enclosure J which was NOTED by the Board.

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11.4 Chairman's action expenditure from Trust Funds

The Chairman presented the paper at Enclosure K, Chairman's Action for the purchase of a Powervision 6000 Ultrasound Scanner for the Abbey Wing Ultrasound Department, which was NOTED by the Board.

11.5 Chairman's action expenditure from Trust Funds

The Chairman presented the paper at Enclosure L, Chairman's Action for the purchase of a wc/showser room for the Oncology/Ash Ward, which was NOTED by the Board.

11.6 Minutes of the Finance Committee Meeting 26th April 2004

The Director of Finance presented the Minutes of the Finance Committee Meeting held on 26th April 2004 which were NOTED by the Board.

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12. Any other business

There was none.

13. Date of next public meeting:

Thursday 22nd July 2004, 2 pm, Dining Room, Education Centre, Ashford Hospital

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