

Trust Board

Minutes of the Trust Board Meeting

Held on Thursday 27th July 2006, in the Lecture Theatre, Ramp, St Peter's Hospital

Present:

- Mr Clive Thompson, Chairman
- Mr Glenn Douglas, Chief Executive
- Mr Keith Mansfield, Director of Finance
- Mrs Michaela Morris, Director of Operations (Emergency Lead)
- Mrs Joyce Winson Smith, Director of Nursing
- Dr Mike Baxter, Medical Director
- Mr Paul Bentley, Director of Human Resources
- Mr Ian Mackenzie, Director of Information and Facilities
- Dr Paul Murray, Deputy MSC Chair
- Mrs Liz Brooks, Non-executive Director
- Mrs Jenny Murray, Non-executive Director
- Mr Peter Field, Non-executive Director
- Mrs Aileen McLeish, Non-executive Director
- Mr Graeme Carman, Patient and Public Involvement Forum Representative
- Mr Maurice Cohen, Patient Panel Representative

In attendance:

- Mrs Shirley Sikora, Board Secretary
- Mr Rex Cassidy, Facilities General Manager (Item 4.1)
- Mr Pradip Rana, Clinical Director A&E, Mrs Jean Haire, Head of Modernisation/Nurse Service Manager, A&E (Item 4.2)

Part 1:

1. Apologies for absence

Mrs Antonia Ogden Meade, Director of Operations (Elective Lead)
Mr Norman Critchlow, Non-executive Director
Mr Humphrey Scott, MSC Chair
Mr Rodney Gritten, North Surrey PCT Representative

Mr Paul Bentley, Director of Human Resources, was formally welcomed to his first Trust Board meeting.

2. Minutes of the public Trust Board Meeting held on Thursday 25th May 2006

The Minutes were **agreed** as a correct record.

3. Matters arising:

3.1 Transport Plan

Continuing in its development, the plan will be brought to the Board in September. There has been a slight delay in submitting planning permission to Runnymede Borough Council due to central site plans.

3.2 ISTC at Ashford

There have been no further developments since May. The Trust is awaiting "sign off" by the Strategic Health Authority.

4. Presentations:

4.1 Facilities

Action

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Mr Rex Cassidy, Facilities General Manager, presented to the Board a review of the Facilities Directorate.

The Directorate includes areas such as car parking, cleaning, catering, building and grounds maintenance, sterilisation of instruments, post, telephony, transport, portering, security, waste and linen.

Recent developments include creating a combined security and portering role, domestic service brought in house, improvements to visitor parking and award of the catering contract to OCS.

The Directorate achieved CRES savings of £362k for 2005/06 and was within budget at the year end.

Aims for 2006/07 are to enhance car parking provision for staff, ensure cleaner hospitals and provide a first class catering service for patients and staff.

Mr Cassidy was asked to further look into energy cost savings and development of recycling facilities at the Trust.

4.2 Emergency Services

Mr Pradip Rana, Clinical Director, A&E and Mrs Jean Haire, Head of Modernisation/Nurse Service Manager, A&E presented to the Board a review of the Emergency Services Directorate.

A&E attendances had increased by 5% on the previous year (total attendance 113,012). The 4 hour waiting time target had been achieved.

Reconfiguration of Emergency Medicine began on 1st February 2006:

- Opened a nurse led Walk In Centre at Ashford
- Observation Bay at St Peter's had increased to 8 beds
- Relaunch of the Medical Assessment Unit, with a new consultant post
- Development of a Surgical Assessment Unit to be opened in August 2006

The Directorate achieved its CRES target, with the total overspend reduced in the final months of the year.

Aims for 2006/07 include:

- Financial breakeven linked to the workstreams which are part of Turnaround
- Work on patient flow between A&E and SAU/MAU
- Opening of SAU during August
- Continued professional development of Clinical Staff eg. Medical Nurse Practitioner and Surgical Assessment Practitioner roles

Mrs Brooks commended the work and recent improvements to the department which have resulted in an improved pathway for the patient.

5. **Trust Board Member Reports:**

5.1 Chairman

The Finance Committee had met twice, a Board Seminar had looked at the challenges facing the Trust, the Foundation Trust diagnostic had made favourable comments on the Trust's processes, however the Board had taken the decision not to apply for FT status until April 2008.

The Chairman had met with the Chairs and Chief Executives of Surrey and Sussex, attended a North Surrey PCT preliminary meeting regarding configuration of acute services, met with local MPs, and the Chair and Chief Executive of the SHA.

The Chairman had attended the opening of the Practice Development Unit on Maple Ward, as well as the annual picnic of the Twins and Multiple Births Association, a meeting of the NHS Retirement Fellowship, Ashford Hospital Fete and the St Peter's Day Service. He had also met with the Editor of the Herald Group to provide a service update.

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5.2 Non-executive Directors

There were no reports.

5.3 Chief Executive

Much of the Chief Executive's time had been spent on Turnaround processes and Settings of Care meetings with other acute hospitals Chief Executives.

David Nicholson has been appointed as the new Chief Executive of the NHS.

5.4 Director of Nursing

5.5 Medical Director

5.6 Director of Finance

5.7 Director of Operations (Elective)

5.8 Director of Operations (Emergency)

5.9 Director of Information

5.10 Director of Human Resources

The Board **noted** the Trust Board Member Reports at Enclosures B to G, and the tabled Director of Nursing report.

6. **Summary Turnaround Plan**

The Chief Executive presented the Plan at Enclosure H which has been submitted to the Department of Health for approval.

The Chief Executive commented on the higher level of process and rigour required to achieve the Plan above the normal CRES process. There had already been a noted change of culture from staff and evidence of more progressive thinking.

7. **New Organisation – Progress Report**

The Director of Human Resources announced the launch on 10th July of the 30 days consultation period with trade unions, which closes on 9th August, after which the views of all members of staff whose jobs are 'at risk' will be taken into account. Appointments will be made to the new structure by 15th September, redundancy notices will be issued after 24th August. The final revised structure will become operational on 15th October.

The Director of Operations (Emergency Lead) will lead on ensuring that professional standards are maintained, with identified lead roles to reflect the changes in service. Regular meetings are now taking place with the Heads of Nursing and Matrons.

It was reiterated that this is a consultation exercise which will take into account the views of staff. The Trust's priority will be to ensure that the most experienced and effective members of staff are in post.

8. **Performance Summary**

The Board **noted** the Summary at Enclosure I.

Performance: Mr Carman expressed concern at the way some of the data is represented. The Director of Information will consider these suggestions.

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Finance: The Director of Finance reported a £3.6m deficit for Quarter 1. The Turnaround Plan has started well, but there is still significant overspend on 'non pay'. The Chairman asked the Director of Finance to provide further analysis to the September meeting, and the projected cash situation. The Director of Finance confirmed that no brokerage is available to the Trust within the current year.

Mr Field, Non-executive Director, asked whether double counting is taking place. The Director of Finance explained the processes, what savings have been made and how they have been accounted for.

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9. **Health & Safety**

The Director of Nursing presented the report at Enclosure J which was **noted** by the Board.

Mr Field, Non-executive Director, asked that the duty of care to patients is emphasised further in each report.

10. Items to note/approve:

10.1 Approval of expenditure of Trust funds, proposed Seminar Room, Ash Ward

The expenditure was **approved** by the Board.

10.2 Chairman's Action – Expenditure from Trust Funds, play equipment for Sensory Room, Ash Ward

The Chairman's Action was **noted** by the Board.

10.3 Minutes of Governance Advisory Committee

The Minutes of the meeting held on 17th May 2006 were **noted** by the Board.

10.4 Minutes of Finance Committee

The Minutes of the meetings held on 12th June and 5th July 2006 were **noted** by the Board.

11. Any other business:

11.1 Annual Accounts 2005/06

The Trust's external auditors, KPMG, have signed off the Annual Accounts 2005/06 which were submitted on 13th May. KPMG are charged by the Audit Commission to ensure that the Trust has proper arrangements in place to secure economy, efficiency and effectiveness in the use of resources. They discharge this by considering the various assessments they have made during the year, ie Auditors Local Evaluation (ALE), Acute Hospitals Portfolio and the FT style financial assessment work.