

**Minutes of the Trust Board Meeting**  
**held on Thursday 27 September 2007, in the Lecture Theatre, The Ramp, St Peter's Hospital**

Present:	Mr Clive Thompson	Chairman
	Dr Mike Baxter	Medical Director
	Mr Paul Bentley	Director of Human Resources and Organisational Development
	Mrs Liz Brooks	Non-executive Director
	Mr Norman Critchlow	Non-executive Director
	Mr Glenn Douglas	Chief Executive
	Mr Ian Mackenzie	Director of Performance, Information and Facilities
	Mr Keith Mansfield	Director of Finance
	Mrs Aileen McLeish	Non-executive Director
	Mrs Michaela Morris	Director of Nursing and Operations
	Mr Graeme Carman	Representative, Patient and Public Involvement Forum
	Dr Maurice Cohen	Representative, Patient Panel
	Dr Jonathan Morgan	Representative, Surrey PCT
In attendance:	Mrs Gail Soliman	Personal Assistant to Chairman and Chief Executive – Board Secretary

**1 Apologies for absence:**

Norman Critchlow	Non-executive Director
Peter Field	Non-executive Director
Jenny Murray	Non-executive Director

**2 Minutes of the Public Trust Board Meeting held on 2007**

The Minutes of the public meeting held on 26 July 2007 were **agreed** as a true record.

**3 Matters arising:**

3.1 Meal Survey

Mr Mackenzie advised that a survey had taken place on Kestrel and Holly wards over the last two months focussing on arrangements for selection and serving. Mr Carmon confirmed PPI involvement. He drew attention to the fact that the survey had shown that while at St Peter's cleaning staff spoke to patients with regard to their choice, this was carried out by nursing staff at Ashford Hospital who were better placed to know patient requirements.

**4 Presentation:**

4.1 Dr Peter Finch, Clinical Director for Imaging and Endoscopy, presented to the Board. The departments were merging under a diagnostic umbrella with the extension of roles and investment in staff. When Lodestone have completed the installation of their new MRI scanner, waiting times for scans should improve. The use of the dexta scanner will be increased from 3 to 5 days per week which should also help reduce waiting for osteoporosis scans. However capital investment was required, specifically for two gamma cameras, digital mammography to replace the current analogue machine,

**Action**

with a C-arm required at St Peter's for interventional radiology. Diagnostics were the key to the 18 week target, moving patients through the system.

Issues raised during discussion included the increase in in-patient referrals, emergencies and the success of MAU all leading to increased demand.

## 5 Trust Board Member Reports:

### 5.1 Chairman

Mr Thompson announced that the Trust were in discussion with Frimley Park Hospital exploring the possibility of a merger of the two Trusts. The market for the acute sector was declining with care closer to home moving some activity from secondary to primary care. Activity is paid at a standard tariff which is being squeezed and fixed costs are required to be reduced by 2.5% per annum. With the further reduction in junior doctors working time from 56 to 48 hours in 2009, a larger pool will be needed to ensure a safe, 24 hour service can be offered. There is also work that currently is carried out outside Surrey which could be repatriated.

Key departments for this Trust are:

- ◆ Emergency hub with a full range of emergency services
- ◆ Trauma centre
- ◆ Interventional cardiology
- ◆ Full range of maternity care with Level 3 NICU
- ◆ Paediatric unit expanding to include increased surgery
- ◆ The Trust is now a member of the Specialist Orthopaedic Alliance, a group which works to gain recognition for the highly specialised work undertaken

The Board believe in the recommendations from the Matrix report and in the long term aim for one organisation managing acute services in West Surrey.

The process of due diligence will be lengthy with public consultation unlikely before January and any merged Trust not operational until the 2<sup>nd</sup> quarter of 2008.

As well as many meetings with Frimley Park, Surrey PCT and SouthEast Coast SHA, the Chairman advised that he had attended a lunch addressed by David Nicholson, Chief Executive of the NHS, and Lord Darzi. He had also met with representatives of Patient Panel, Patient Forum and Friends of both Ashford Hospital and St Peter's Hospital. He had attend the Surrey Health Overview and Scrutiny Committee where the Surrey PCT Fit for the Future was discussed and approved. Public consultation is not required with the exception of renal services.

Mr Thompson had attended an NHS Confederation meeting focussing on the National programme for IT. The contract for the centralised record system is to be reset.

The Stephanie Marks Appeal is moving into its final phase with a push for the last £150k. Approval for planning permission will be sought later in the meeting.

And finally, the Chairman had attended the opening of the new Friends coffee shop at Ashford Hospital.

### 5.2 Non-executive Directors

Mrs Brooks advised that she had escorted Mrs Candy Morris, Chief Executive of the SouthEast Coast Strategic Health Authority, on her recent visit to Ashford Hospital. The visit included meeting with Dr Mandal in the

Rapid Access Centre, nurses in the Walk-In Centre, and the Urology nurses.

5.3 Chief Executive

Mr Douglas advised that he had attended a function arranged by the Mayor of Runnymede for local business leaders and council members. There was a high level of support from key people in the Borough.

The report was **noted** by the Board.

5.4 Medical Director

The report was **noted** by the Board.

5.5 Director of Human Resources and Organisational Development

The MTAS changeover proceeded smoothly. Recommendations have been made to improve the process for 2008.

The report was **noted** by the Board.

5.6 Director of Performance, Information and Facilities

The Trust was hosting a seminar for 50 trusts on Connecting for Health and texting patient reminders.

The report was **noted** by the Board.

5.7 Director of Finance

The report was **noted** by the Board.

5.8 Director of Nursing and Operations

The Healthcare Commission report, Caring for Dignity, is published with the Trust featuring as one of eight case studies for the work on mixed sex bays.

The report was **noted** by the Board.

## 6 Performance Report

6.1 Activity

Key issues were:

- ◆ Follow up appointments had not reduced to the required level
- ◆ Delayed discharges – an urgent meeting had been arranged with the PCT as the A&E target is affected
- ◆ 4 hour A&E target – issues will be addressed over the coming weeks with a detailed action plan including changes in the weekend ward round on MAU, additional discharge coordinators, additional phlebotomists, and high level attendance at breach meetings
- ◆ Vacancies are up with increased turnover

6.2 Finance

The 5-month results showed a deficit of £40k but with a positive runrate. An increase in non-pay was attributable to the increased activity.

The report was **noted** by the Board.

## 7 Infection Control

7.1 Annual Report

Dr Angela Shaw, Consultant Microbiologist, presented the annual report for Infection Control 2006-07.

A reduction in MRSA infection rates was due in the main to a reduction in IV line infection and improved screening to high risk wards, Orthopaedics and high risk areas.

It was now mandatory to report all cases of C.difficile not only those patients over 65. An increase in cases of C.difficile were commonly associated with an outbreak of Norovirus. The funding of £271k which brought about environmental changes, increased storage, an additional side room on HDU and an appointment in Pharmacy together with the C.difficile action plan have resulted in a reduction of in-patient infections.

The Board **noted** the report.

7.2 Monthly Report

The Board **noted** the report.

7.3 Health and Safety Report

Mrs Morris confirmed that the detail of RIDDOR was now included in the report.

The Board **noted** the report.

**8 18 week target**

Mrs Joanne Edwards, Deputy Director of Operations, provided the Board with an update on the 18 week target. The Trust had been visited by the Department of Health support team. The measurement of data continues to cause concern with no tracking system yet available. Negotiations are continuing with Surrey PCT as increased referrals are causing pressure points.

The next milestone is March 2008 when 98% admitted and 85% non admitted patients should be treated within the 18 week target.

Main concerns include the Trust's ability to increase capacity to achieve the target including across all diagnostics. Discussions were also on-going with regard to sustainability.

An upgrade to the PAS system is required to connect referrals to in-patient or outpatient treatment with centralisation of the staff involved in the tracking. There will have to be a fundamental rethinking on how the workforce works, changing and reviewing the roles of medical secretaries. However there was good clinical engagement around 18 weeks.

There were concerns about the 'hump' of activity and the funding from the PCT. To be paid for the work that is undertaken, the Trust must ensure that work is carried out chronologically.

**9 Fit for the Future**

- 9.1 Proposed commissioning intentions  
A letter endorsing the process will be signed by the Chief Executive and Medical Director.

The Board formally noted the intentions and report.

- 9.2 Fit for the Future – The Case for Change  
A joint meeting of the Boards of Ashford and St Peter's Hospitals and Frimley Park Hospital is scheduled for next week. Roles and responsibilities will be a feature of this meeting.

There is much work still to be done to provide the Board with the information required to make the decision that merger is the right option. More detail on the clinical model and the business case may be available by the meeting at the end of November.

## 10 **Items to note/approve:**

- 10.1 Stephanie Marks Appeal – planning approval  
An appeal has been launched for £150k to complete the project.

Approval was given for planning permission of Scheme A.

- 10.2 Consultant Chemical Pathologist  
This was a replacement post which had been approved by Management Board.

The Board **approved** the consultant post.

- 10.3 Consultant Orthopaedic Surgeon  
This was a new post related to the 18 week target and had received Management Board approval.

The Board **approved** the consultant post.

- 10.4 Child Protection Annual Report  
The detailed report, prepared by Ms Elaine Welch, Child Protection Nurse, indicated the amount of work carried out and that there had been an increase in Child Protection cases across the whole of Surrey. The Trust was making progress with the recommendations from the Laming report.

The Board **noted** the report.

- 10.5 Complaints Annual Report  
The report showed that the number of complaints had increased while those referred on to the Healthcare Commission had dropped. Mrs Sal Maughan, Complaints Manager, said that analysis had shown no particular trend. In the current year, the position is more stable. The Department of Health focus is on more local resolution.

The Board **noted** the report.

- 10.6 PALS Annual Report  
In discussion, it was suggested that the Patient Advice and Liaison Service should be more widely publicised including the use of Radio Wey. Ms Lynn

Robinson, PALS Manager, will discuss this with the Press Office.

The Board **noted** the report.

10.7 Minutes of the Finance Committee

The Minutes of the Finance Committee meeting held on 20 August 2007 were **noted** by the Board.

**11 Any other business**

There was no other business.

**Date of next public meeting:**

Thursday 29 November 2007

1400 - 1600

Education Centre, Ashford Hospital

