



2008-1-172	<b>Officer Reports</b>		
	-1	<p><u>Chairman</u> Mrs McLeish presented the Chairman's report to the Board. During her first two months in office she had concentrated on meeting many Trust staff. She was conscious of the poor performance on both the Patients and Staff Surveys and would be talking with the newly appointed Chief Executive about how to improve.</p> <p>The report was <b>noted</b> by the Board.</p>	
	-2	<p><u>Chief Executive</u> Mr Bentley presented a report on the priorities the Executive Directors are currently concentrating on. The Board considered the willing provider initiative where Surrey PCT had invited bids for provider of services. Four areas were under consideration but there were no guarantees of income or activity.</p> <p>Mr Cohen was encouraged with the increased liaison with GPs and it was reported that Mrs McLeish had met with local GPs on 26 November and a seminar for GPs was planned.</p> <p>The report was <b>noted</b> by the Board.</p>	
2008-1-149	<b>Performance</b>		
	-1	<p><u>Activity</u> Mr Tozer explained the Performance Report, firstly, in relation to Activity which was presented in the Monitor Compliance Framework indicating an overall risk rating of 2.0. The main areas for concern were:</p> <ul style="list-style-type: none"> <li>• Compliance with the A&amp;E 4 hour target</li> <li>• MRSA cases (volume)</li> <li>• Delayed transfers of care</li> </ul> <p>There was now an A&amp;E action plan in place to ensure all A&amp;E patients are treated in a timely manner including demand management at the 'front door' and managing capacity as patients exit the Trust. An emergency pathway is being introduced to provide a different way of handling emergency flow patients via MAU with a new medical rota in place at beginning of December. Patients would be directed straight to MAU managed with senior level consultant input. There would also be a secondary rota to enable discharge of patients throughout the week. Concern was on capacity issues which were linked to breaches. The Head of Capacity was in daily liaison with Social Services to avoid unnecessary delays in discharges. Medihome had been brought in to facilitate earlier discharges. Fielding Ward at Ashford Hospital would be opened up in January to provide additional capacity.</p> <p>Mr Tozer and Mr Bentley had had discussions with the SHA on achievement of the 98% A&amp;E target and if performance did not improve by the end of December they expected to be invited back for further discussions.</p> <p>The Trust had recorded 13 MRSA cases for the year to date ending 31 October with a projectory of 15 allowed for the whole year. 7 of these originated in the Community. A lot of progress had been made with infection control systems in place. C.Diff cases were lower than projectory.</p> <p>It was noted that the NOF data had been identified as inaccurate. An action plan was being considered to deal with the issue. The Chairman requested a report be presented at the next full Board Meeting to identify</p>	JT

		the actions to be taken.	
	-2	<p><b>Finance</b> Mr Doyle presented the Finance Report for the period ended 31 October 2008. There was a £2,987k surplus income with an adverse variance of £722k. Normalised earnings for October were slightly better than previous months. Activity levels continued to exceed plan impacting on Trust income and costs.</p> <p>The increase in temporary bank and agency staffing continued due mainly to the significant levels of increased activity and of vacancies that included regular staff who chose to remain on the bank. Prof Beesley raised concern over the use of agency staff and it was confirmed that a large percentage of this staff were required to staff A&amp;E and that there was currently an active recruitment drive to reduce this cost pressure. However, it was noted there was an underspend on permanent staffing budgets of over £4m.</p> <p>There was a £350k shortfall in the Cost Improvement Programme and the need to deliver this saving was being reinforced with managers. Mr Price raised the issue of a timetable for finalising lists to make up the shortfall and Mr Tozer confirmed the deadline was early December and he would confirm this at the December Finance Committee. It was also noted that there would be a shortfall of £6m against activity and that this income was suppressed due to contractual clauses. Mr Taylor queried the option of outsourcing and opening additional inpatient beds. It was confirmed that additional capacity would be opened up in January at Ashford Hospital together with additional Theatre capacity to meet demand in respect of increase in electives, as recorded earlier in the meeting. The next round of SLA negotiations would commence in January.</p> <p>The Trust was still working to a £5,500k surplus at the end of the year. The cash flow position had improved. The capital programme remains on track. Monitoring of the Key Performance Indicators continues as do the Monitor Metrics for monitoring financial risk which produced a capped score of 4 against a maximum of 5.</p> <p>It was agreed that all staff needed to be aware of the current cost pressures.</p>	
<b>2008-1-174</b>		<p><b>Foundation Trust Application</b></p> <p>Mr Bentley presented the latest draft Executive Briefing of the Integrated Business Plan (IBP) which was now a more refined version and represented good progress in terms of the Foundation Trust application. The IBP will be required to be signed off by Trust Board in 2 weeks time to meet the SHA deadline. As the Board had discussed the document at length in a previous meeting, Mr Bentley invited comments. Mr Cohen raised a few minor concerns around finance and the proposal to hold board meetings in private but on the whole expressed satisfaction with the document.</p> <p>Mr Bentley explained that the Government expected all trusts to achieve Foundation status by the end of 2010 and those that failed would be subject to acquisition.</p>	
<b>2008-1-175</b>		<p><b>Governance</b></p>	
	-1	<u>Patient satisfaction survey update</u>	
		<p><u>Mixed sex accommodation</u> Mrs Lallmahomed explained that pressures on single sex accommodation was due to capacity issues and that a bed remodelling initiative was under way which would contribute to providing single sex accommodation. The</p>	

		<p>last two weeks had been very challenging to achieve and the matrons/sisters had worked very hard to move patients back into single sex bays and maintain privacy and dignity.</p> <p>A privacy and dignity peer review had taken place with Darent Valley Hospital and we had received some positive feedback following the peer visit to Ashford &amp; St Peter's. Issues highlighted were being taken forward in an action plan.</p>	
		<p><u>Catering</u> Good progress had been made in catering with positive feedback following the introduction of a hot meal at supper time.</p>	
		<p>Dr Cohen praised the action taken which he described as very commendable. Mr Tozer reported that the bed remodelling had now been finalised and would create opportunity to provide single sex accommodation. It was noted that it was difficult to totally achieve single sex accommodation.</p> <p>Board <b>noted</b> the report and commended the good progress made.</p>	
	-2	<p><u>Matrons' Cleanliness Report</u> Mrs Lallmahomed presented Matrons' quarterly Cleanliness report on their specific areas, together with the PEAT (Patient Environment Action Team) report.</p> <ul style="list-style-type: none"> <li>• Disposable curtains were being trialled successfully in Holly Ward and Theatres. Positive feedback had been received from patients.</li> <li>• Infection Control audit was carried out and monitored every 2 weeks</li> <li>• Outpatients Dept could do with redecoration to improve the perceived impression on infection control.</li> </ul> <p>Dr Cohen noted the improvement in the Theatre Cleanliness Scores over the 3 month period reported but raised concern over the low Emergency Services scores for cannula insertion. Mrs Lallmahomed confirmed this issue was being picked up. Board discussed the variance in scores.</p> <p>Board <b>noted</b> the report.</p>	
	-3	<p><u>Health and Safety Report</u></p> <p>Mrs Lallmahomed presented the Health and Safety Report. Following a visit to the Trust by the Health and Safety Executive in October an Improvement Notice was served in respect of risks associated with the level of exposure to natural rubber latex. An action plan was subsequently implemented. The HSE complimented the Trust for the work in A&amp;E but this needed to be reflected across the Trust. Priority was now focussing on latex allergies to ensure staff have no adverse reaction.</p> <p>The Board noted the increase in manual handling incidents over the last quarter and Mrs Lallmahomed would investigate this further and report back to a future meeting.</p> <p>The Board <b>noted</b> the Health and Safety Report.</p>	<b>RL</b>
	-4	<p><u>Controlled drug report</u> Mrs Lallmahomed presented the first report by the Accountable Officer for Controlled Drugs (Dr Tanya Bernard) under the recommendations of the Safer Management of Controlled Drugs DoH Report following on from the Shipman Inquiry. Dr Bernard is supported by the Director of Nursing &amp; Governance and the Chief Pharmacist. A system for disposal of controlled drugs is now in place but disposal on the wards needs improvement and</p>	

		<p>policies are being reviewed in this respect. All wooden controlled drug cupboards (22 across both sites) are being replaced with metal cupboards to meet mandatory requirements. Mrs Lallmahomed confirmed that the Clinical Quality Committee were satisfied with system for disposal of controlled drugs. A regular report was submitted to the PCT.</p> <p>Mr Price suggested and the Board agreed, this annual report should be presented to the Trust Board in either April/May each year. The Board <b>noted</b> the Controlled Drugs Report.</p>	
	-5	<p><u>Board Assurance Framework revised and Corporate Objectives revised</u></p> <p>Mr Bentley presented the two revised documents of the Board Assurance Framework (BAF) and Corporate Objectives for 2008/09 which reflected the organisation's imperatives. It is an expectation of Monitor that Foundation Trusts review their BAFs monthly and it will therefore become a permanent item on the Board Agenda. The Framework will highlight any interventions required as appropriate and will help ensure the Board are debating appropriate issues, i.e. A&amp;E and HCAs concentrating on red scores. Following discussion a report was requested for the next meeting on areas of activity and levels of staff and vacancies (in respect of long term sickness, maternity leave, etc.)</p> <p>The Board <b>approved</b> the BAF.</p> <p>The Corporate Objectives had been revised in line with the IBP. After consideration the Board <b>approved</b> the Corporate Objectives.</p>	<p><b>PB</b></p> <p><b>pc</b></p>
	- 6	<p><u>Appraisals take up</u></p> <p>Mrs Cunningham presented a report on the number of staff (other than medical staff) who had completed PDRs (Personal Development Reports) over the last 12 months. It was noted that the complexity of the PDR form contributed to reluctance to complete PDRs. Mr Taylor raised the issue of self-appraisal but this would only provide the basis for an appraisal discussion. Dr Cohen questioned the usefulness of a PDR, however appraisal was highlighted as invaluable. Mrs Cunningham stated that a simplified version of the appraisal was being trialled in some areas.</p>	
<b>2008-1-176</b>	<b>Items to note/approve</b>		
	-1	<p><u>Expenditure from Trust Funds</u> The Board <b>approved</b> expenditure from Trust Funds as follows:</p> <ul style="list-style-type: none"> <li>• Portable ultrasound machine and accessories for use on respiratory ward in the sum of £24,278</li> <li>• Three new ECG machines for the Cardiac Unit in the sum of £26,100</li> </ul>	
	-2	<p><u>Finance Committee Minutes</u> The Board <b>noted</b> the Minutes of the Finance Committee held on 20 October 2008 (no meeting was held in November).</p>	
	-3	<p><u>Non-executive director appointments to committees</u> Ms McLeish presented a paper on Non-executive directors' appointments to various committees. <b>Ratified</b> by the Board.</p>	
	-4	<p><u>Minutes – Special Trust Board Meeting</u> The Minutes of the Special Trust Board Meeting held on 16 June 2008 were approved.</p>	
<b>2008-</b>	<b>Any other business</b>		

1-177	Prof Beesley highlighted to the Board plans for a visit by the new principal of St Georges and establishing links with Royal Holloway University. Mrs Cunningham and Dr Crawshaw confirmed they were involved with this visit. Mr Bentley and Ms McLeish stated that they planned to attend.	
	<b>Date of next public meeting</b>  Thursday 22 January 2009, 1400-1600 Education Centre, Ashford Hospital	