

**Minutes of the Trust Board Meeting  
held on Thursday 29 March 2007, in the Education Centre, Ashford 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 Paul Doyle	Deputy Director of Finance
	Mr Ian Mackenzie	Director of Performance, Information and Facilities
	Mrs Michaela Morris	Director of Nursing and Operations
	Mrs Jenny Murray	Non-executive Director
	Mr Graeme Carman	Representative, Patient and Public Involvement Forum
	Dr Maurice Cohen	Representative Patients Panel
	Dr Jonathan Morgan	Representative Surrey PCT
	Mrs Gail Soliman	PA to Chief Executive, Board Secretary

		Action
<b>1</b>	<b>Apologies for absence:</b>  Mr Peter Field, Non-executive Director Mr Keith Mansfield, Director of Finance Mrs Aileen McLeish, Non-executive Director	
<b>2</b>	<b>Minutes of the Public Trust Board Meeting held on 25 January 2007</b>  The Minutes of the public meeting held on 25 January 2007 were <b>agreed</b> as a true record.	
<b>3</b>	<b>Matters arising:</b>	
3.1	<u>Meal surveys</u>  Mr Mackenzie provided the Board with a summary of results from the patients' meal survey. Generally there was satisfaction with the menu; however the Trust will review the times of the breakfast and supper service. A further survey will be undertaken in April. Board members asked that an age profile be defined in future surveys.	IM
3.2	<u>PEAT Walkabouts</u>  Mr Mackenzie presented his paper on the PEAT Walkabouts and confirmed that a summary will be recorded in future performance reports. He will also ensure that scoring is recorded for each individual area.  Mrs Morris confirmed that feedback is provided direct to matrons.	IM
3.3	<u>Mixed Sex Bays</u>  Mrs Morris confirmed that reports on mixed sex bays were prepared two-weekly and were recorded on the scorecard using a red/amber/ green format. It was agreed that the Board would receive three reports each year.	MM

## 4 Presentation:

### 4.1 Anaesthetics and Critical Care

Dr Fiona Lloyd-Jones, Clinical Director Anaesthetics, presented to the Board. Key points from her presentation were:

- Theatres - 12 inpatient, 3 day surgery and 1 eye
- ITU – 8 beds, Surgical HDU – 6 beds
- Provide anaesthetic cover for labour ward – 4000 deliveries per year
- Pain management service
- Input also provided to:
  - trauma and cardiac arrest
  - radiology
  - endoscopy
  - cardiology
  - Abraham Cowley Unit
  - outreach and transfers
- All critical care services are configured to one site
  - ITU admissions – remain stable at 347
  - SHDU – 722 – however 250% increase in level 1 patients
- High praise for standard of transfers in the last network report
- Delayed discharges problematic
- Pain management
  - increasing referral rate
  - Walk In Walk Out clinic
  - Stage 2 PDU accreditation achieved
  - met targets for appointments and treatments through a pooled waiting list
- Obstetric anaesthesia
  - anaesthetic intervention rate 46.5% - Caesarean section 27% and epidurals 23%
  - effect of increase in in-utero transfers (116) and NICU expansion
  - impact on other services of recommendations from 'Safer Childbirth'
- Achieving many day surgery targets but room for improvement
- Turnaround project
  - aim to maximise efficient use of theatres
  - overseen by project steering group
- Trend of late starts and finishes down
  - increase in procedures performed
- Finance
  - income £25k surplus over plan
  - £140k saving from more cost effective use of a particular anaesthetic
  - £110k deficit against a CRES saving of £913k
  - overall deficit £327k
  - critical care £68k surplus
- Challenges
  - development of an evidence based theatre timetable
  - improved efficiency
  - resource elective Caesarean section list in line with 'Safer Childbirth'
  - increase potential for income streams and be credited with all work carried out
  - to be financially viable, successful business centre

## 5 Trust Board Member Reports:

### 5.1 Chairman

Mr Thompson reported that, over the last two months, a large proportion of time had been taken up with meetings and discussion on Settings of Care and the impact of the Consultants Workshop. Of particular mention were the Matrix report and the press releases from Surrey PCT and Ashford and St Peter's Hospitals following the report's publication.

He had attended an Acute Chairs Seminar in January where Patricia Hewitt participated in a question and answer session. The Board Seminar in February focussed on Equality and Diversity training, discussions on the Settings of Care and Communications, and the Estates Strategy. Meetings had included all South East Coast Chairmen at Horley where Settings of Care timetables

and associated problems were discussed, and fellow Surrey Chairmen to discuss and try and find a way forward. He had also had meetings and conversations and provided briefings for local MPs.

With Mr Douglas, he had met with the Chief Executive of Spelthorne Borough Council to provide a clear view of provision of services as they affect the Borough.

Mr Thompson had also made presentations on NHS economics and the Surrey position to the Patients Panel and the Egham Residents Association AGM.

A meeting of the NHS Confederation had included discussion on the continual change agenda in the NHS

He had attended the relaunch of the Black and Ethnic Minority Group, Finance Committee meetings in February and March, a Major Incident Planning Group and taken part in a PEAT walkabout. A meeting of the Stephanie Marks Appeal Steering Committee had defined the scope of the centre. The Governance Advisory Board meeting had focussed on the Standards for Better Health which were almost complete for sign off by 1 May 2007.

## 5.2 Non-executive Directors

There were no reports from Non-executive Directors.

## 5.3 Chief Executive

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

Mr Douglas commended staff for the time and effort to ensure moves from West Wing proceeded smoothly.

## 5.4 Medical Director

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

Dr Baxter provided the Board with an update on the position with regard to the consultation and the Matrix document. The Trust supports and will promote the need for change in the provision of services for West Surrey based on the recommendations of the Matrix document of two hot sites, one cold site and a cancer centre. Discussions are already taking place with Frimley Park Hospital between specialties to encourage closer joint working and to build on networks.

## 5.5 Director of Human Resources and Organisational Development

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

Mr Bentley highlighted the significant reduction in bank, agency and locum expenditure for January and February; however, although significant progress has been made, the full turnaround savings on staff has not been achieved. The Trust is almost fully compliant with the August 2009 48-hour target under the Working Time Regulations.

In the area of communication, he is particularly indebted to Mr Andy Hollebon.

## 5.6 Director of Performance, Information and Facilities

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

Particular issues noted by Mr Mackenzie were:

- ♦ Negotiations with Surrey PCT on the Service Level Agreement for 2007/8 were coming to a reasonable conclusion
- ♦ As part of the marketing plan, the Trust will be conducting a survey of GPs in April; the results will be presented to Trust Board later this year
- ♦ Planning permission for additional parking has been received from Runnymede Borough Council and work has already started on site
- ♦ Mr Rex Cassidy, General Manager for Facilities, will be leaving at the beginning of May.

## 5.7 Director of Finance

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

Mr Mansfield confirmed that the budget for 2007/8 will be tabled at the May Board meeting.

5.8 Director of Nursing and Operations

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

Mrs Morris drew the Board's attention to two staffing issues. Firstly the appointment of Mr Stephen von Kier as Business Centre Manager for Theatres; secondly, in Quality and Clinical Governance, Ms Jacky Bush would be standing in while Ms Sarah Johnston is on maternity leave.

**6 Performance Report**

The Performance Report was **noted** by the Board.

Issues of particular note were:

- Elective activity has improved but is still below target
- There has been increased activity in both MAU and SAU
- Day surgery has increased continuing into March
- Significant progress on reducing admission the day before operation
- Follow up and new:follow up – further effort to reduce in commissioning for 2007/8
- Finance – the 3-month positive run rate should continue with a year end surplus of around £1 million

**7 Health & Safety**

Mrs Morris drew the Board's attention to the recent delivery of 100 new electronic beds. It was agreed that, in future, the Health and Safety report would be based on quarters of the financial year.

The Board **noted** the report.

**MM**

## 8 Infection control

Dr Shaw confirmed that:

- The Trust had not quite met the target for reduction in MRSA infection to March 2007, with 30 cases against a target of 28. However this had reduced from 52 cases last year. The target for 2007/8 is 18.
- A ward audit is now required to ensure procedures are in place and being followed – the first results are encouraging.
- C.diff - the main project will be a reduction of 20% in 2007/8. However this will be difficult to achieve due to the high number of cases diagnosed in the community.
- Recent capital funding has been used to reduce the spread of infection and included new equipment.
- MRSA Improvement Review Programme – the Trust had met all the targets required.

It was agreed that a further report on Infection Control would be tabled in six months.

## 9 Standards for Better Health

Mrs Johnston updated the Board on the final submission for Standards for Better Health. Following discussion the Board agreed that the Trust was compliant in all sections of all domains with the exception of C7e under Governance. Here it was felt that there was insufficient evidence to prove compliance.

The Developmental Standards will be discussed at the April Seminar with final sign-off by Tuesday 1 May.

## 10 Governance Advisory Committee/Assurance Framework

The minutes of the Governance Advisory Committee held on Wednesday 28 March 2007 were tabled. Amendments to the Assurance Framework document had been agreed by the Committee and the final version was also tabled. This was a 'live' document and would be amended as required. From the minutes, it was noted that there are no extreme risks – both those previously registered had been downgraded.

## 11 Healthcare Commission Report – 'Improving Services for Children in Hospital'

Dr Paul Crawshaw, Clinical Director Children's Services, presented the findings and recommendations from the recent Healthcare Commission report. Overall the scores for the Trust were extremely good. One area that was identified as a concern was the continuing day surgery undertaken at Ashford Hospital where paediatric consultant presence was not always available. Dr Crawshaw referred the Board to the study completed by the Royal College of Paediatricians who recommended that all paediatric surgery be centred at St Peter's Hospital. Plans for this move had been incorporated into the reconfiguration of the theatre timetable and will be actioned by the middle of April.

The Board recognised that a score of 3 shows this Trust's great strength in comparison with other providers in Surrey and the South East Coast area. There was support for the concept of a 'Children's Hospital'.

## 12 Items to note/approve:

### 12.1 Replacement consultant - Orthopaedics

A review of activity had shown no downturn and discussion with Frimley Park Hospital had not identified any spare capacity. The Board **agreed** to this replacement.

MM

12.2 Expenditure from CHILD Trust Funds

Expenditure of £21,000 from the CHILD Trust Funds was **approved**.

12.3 Minutes of the Finance Committee

The minutes of the Finance Committee of 19 February 2007 were **noted**.

12.4 Minutes of the Audit Committee

The minutes of the Audit Committee of 15 January 2007 were **noted**. The Terms of Reference were **approved** with one minor amendment.

12.5 New Mortuary – progress update

The Board **noted** the report and **approved** the development of a full business case.

12.6 Single Equality Scheme

The Board **approved** the Single Equality Scheme.

12.7 Code of Conduct

The Board **agreed** to the Code of Conduct and Accountability. Further discussions on the implications will be held at the Board Seminar in June.

**13 Any other business**

13.1 Stephanie Marks Appeal

The Board, acting as Trustees of the Charitable Fund, **agreed** to the use of funds from the Appeal for surveying and engineering costs and for planning and building regulations in the preparation of plans to modify the Croft. The Board also, as Trustees of the Charitable Fund, **approved** the change of emphasis and revised purpose of the Appeal. In the role as the Trust Board, **approval** was given for the use of the Croft, a Trust building, to house the centre.

Mr Thompson confirmed that the Board would be kept informed of developments.

13.2 Services and Departments in the Ramp

In response to a question, Mr Mackenzie advised the Board that a strategy for the site was in preparation and this would include accommodation for those services and departments currently housed in the Ramp. This site strategy would be brought to a future Trust Board meeting.

13.3 Improving Working Lives

The Trust were asked to ensure that staff have a voice and were able to make a difference.

**Date of next public meeting:**

Thursday 31 May 2007

2 pm

Lecture Theatre, the Ramp, St Peter's Hospital