

Ashford & St Peter's Hospitals NHS Trust

Minutes of the Ashford & St Peter's Hospitals NHS Trust Board Meeting Held on Thursday 30th March 2006, in the Lecture Theatre, the Ramp, St Peter's Hospital

Present:

Mr Clive Thompson, Chairman
Mr Glenn Douglas, Chief Executive
Mr Keith Mansfield, Director of Finance
Mrs Antonia Ogden Meade, Director of Operations (Elective Lead)
Mrs Michaela Morris, Director of Operations (Emergency Lead)
Mrs Joyce Winson Smith, Director of Nursing
Dr Mike Baxter, Medical Director
Mr Ian Mackenzie, Director of Information
Mrs Liz Brooks, Non-executive Director
Mrs Jenny Murray, Non-executive Director
Mr Peter Field, Non-executive Director
Mr Norman Critchlow, Non-executive Director
Mr Rodney Gritten, North Surrey PCT Representative
Mr Graeme Carman, Patient and Public Involvement Forum Representative

In attendance:

Mrs Shirley Sikora, Board Secretary

Part 1:

The Chairman began the meeting by bringing to everyone's attention the programme of work facing Trust Managers during the first quarter of the 2006/07 financial year. They have to:

- Diagnose the nature of the financial problems and create a Turnaround Plan
- Meet a time consuming mandatory schedule for the Foundation Trust Diagnostic
- Begin the installation of a new Patient Record System
- Install a new Staff Record System
- Apply a totally new Financial System
- Work on configuration of Surrey and Sussex Acute Trusts

None of these tasks have a direct input into patient care, so must be achieved in addition to the ongoing reconfiguration of this Trust's services, as well as the demands of a busy district general hospital.

	Action
<p>1. Apologies of absence</p> <p>Apologies of absence were received from John Macey, Acting Director of Human Resources, Aileen McLeish, Non-executive Director, Humphrey Scott, MSC Chair, and Maurice Cohen, Patient Panel Representative.</p>	
<p>2. Minutes of the Public Trust Board Meeting held on 26th January 2006</p> <p>The Minutes of the Public Trust Board meeting held on 26th January 2006 were agreed as a correct record.</p>	
<p>3. Matters arising:</p> <p>3.1 <u>Standards for Better Health – final declaration</u></p>	

The Board **approved** the Final Declaration for submission to the healthcare Commission by the end of April 2006 at Enclosure B, **noting** the recommendations in the agenda attachment.

The Chairman reported from a conference he had attended the previous day regarding the new standards; the process is extremely complex, and he expressed concern as to how the process will be implemented.

3.2 Travel Plan

The Director of Operations (Elective Lead) presented the Travel Plan at Enclosure C which was **approved** by the Board.

The Director of Operations (Elective Lead) explained the proposed improvement to car parking s outlined in the plan:

- Creation of a higher deck in the Main Outpatients Car Park (St Peter's). The Planning Application will be submitted in April
- Better segregation of staff and visitor car park
- Use of Homewood car park for staff
- Promotion of cycling, car sharing, improved signage

A final business case will be presented to the Board. Other points to consider are:

- Initial structural work to consider a second deck to be created at a later date
- Charging for staff
- Ensuring public rates are in line with local Trusts

4. **Presentation: Pathology Directorate**

Dr Martyn Knapp, Clinical Director for Pathology, and Steve Shiel, Pathology Services Manager presented to the Board the department's achievements during 2005-06 and their aims for 2006-07.

Achievements include:

- Income generation / attracting new pathology business / new contracts
- Departmental service developments and advanced IT
- Quality initiatives
- Supporting Trust reconfiguration
- Committed workforce, keen to develop their roles
- Playing a leading role in the Surrey, North Sussex Pathology Network

Plans for 2006-07 include:

- Delivery of service and financial objectives
- Continue to improve turnaround times to meet targets
- Invest in IT improvements
- Reprofiling of workforce
- Input into the Strategic Health Authority's future strategy for diagnostic services
- Work towards the CPA inspection visit in June
- Pathology pages on Trust's website

The Board commended the Pathology Department for the excellent service they provide both inside and outside the Trust.

5. **Presentation: Imaging Directorate**

Dr Michael Creagh, Clinical Director, Imaging, and Katie Shedden, Imaging Services Manager, presented to the Board the department's achievements during 2005-06

and their aims for 2006-07.

Achievements during 2005/06 include implementation of CRIS (Radiology Information System), and PACS (Picture Archiving Communication System) and extension of the working day for Radiographers to offer a service into the evenings.

Aims for 2006/07 include implementation of a new rota for Radiologists, development of a centralised Radiology Booking Centre, full implementation of 'Choice of Scan' and working towards achievement of an 18 week target.

Dr Creagh provided a demonstration of the PACS system whereby x-rays are displayed on a computer screen with no need for large sheets of x-ray film. He visually demonstrated how the screen appears, the advantages for medical staff, provision of increased efficiency at all levels, images are always available and do not get lost in archive filing, radiologists can 'hot desk' - no need for individual office space, and they can be accessed from any PC in the Trust.

The Board complimented the Imaging Directorate on their achievements and the implementation of the new technologies.

6. **Inpatient Survey 2005**

The Director of Operations (Emergency Lead) presented the paper at Enclosure D which was **noted** by the Board.

Mrs Morris pointed out that the survey relates to a random group of patients that were in hospital in June 2005. She highlighted how the Trust has moved on since the survey but that there are still issues to be addressed across the entire Trust. A&E and the Outpatients Department are likely to be surveyed in the future.

Part of an aim to significantly improve feedback from patients for the next survey includes the introduction of a monthly rolling programme based on the key themes from Standards for Practice Care. There are 6 themed areas:

- Communication
- Managing risk
- Clinical care
- Essential aspects of personal care
- Transfer and discharge
- staff

April has been designated as 'communication month', the other areas will follow each month thereafter.

The Trust will, in future, conduct its own interim surveys to monitor the standards, and will seek to establish why the excellent record in having a better than average complaint level is not always matched in the patients' surveys.

The Patient and Liaison Service (PALS) were commended in helping to reduce the number of complaints

7. **Trust Board Member Reports:**

7.1 Chairman

The Chairman reported a major movement on reconfiguration. Lot of work is still to be done, but that the Trust should be proud of its achievements, particularly as the day to day life of the Trust has to continue at the same time.

The Chairman had attended meetings between Chairs and Chief Executives to recover the financial situation in Surrey and Sussex. The Chief Executive is leading a strand of work on behalf of Surrey and

Sussex Trusts to take local reconfiguration forward.

The Trust has taken a decision to use the services of a Turnaround Director. This decision was initiated by the Trust and was not imposed upon the Board.

The Chairman had attended meetings of the Equality and Diversity Group and the Governance Advisory Committee.

Successful Consultant interviews had taken place for Obstetrics and Gynaecology, and Care of the Elderly. Mr Thompson had also met with David Wilshire MP to keep him up to date on Trust issues.

7.2 Non-executive Directors

Mrs Murray had attended a meeting of the Patients' Panel.

7.3 Chief Executive

The Chief Executive presented his report at Enclosure E which was **noted** by the Board.

The Chief Executive also referred to the Renal Service at Ashford Hospital, which is a satellite unit run from the Hammersmith Hospital. North Surrey PCT currently commissions a service from Epsom & St Helier NHS Trust with local provisions at Ashford and Woking.. This centre is moving to a new location in central Chertsey which will have a much larger capacity. North Surrey PCT will now only contract will one provider, that will be Epsom & St Helier. In the light of this decision, the Hammersmith Hospital will be given notice that they will not be using the facility after December 2006.

The Chief Executive confirmed the appointment of Ian Pegler as Turnaround Director, and Paul Bentley as Director of Human Resources from 3rd July.

7.4 Director of Nursing

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

7.5 Medical Director

The Medical Director presented his report at Enclosure G which was **noted** by the Board.

7.6 Director of Finance

The Director of Finance presented his report at Enclosure H which was **noted** by the Board.

He also confirmed that due to lack of usage, the Shakespeare Suite at Ashford Hospital will be closed. Staff will be offered alternative positions.

7.7 Director of Operations (Elective Lead)

The Director of Operations (Elective Lead) presented her report at Enclosure I which was **noted** by the Board.

7.8 Director of Operations (Emergency Lead)

The Director of Operations (Emergency Lead) presented her report at Enclosure J which was **noted** by the Board.

7.9 Director of Information

The Director of Information presented his report at Enclosure K which was **noted** by the Board.

7.10. Acting Director of Human Resources

The Board **noted** the report at Enclosure L.

8. **Performance Report**

The Board **noted** the Performance Summary at Enclosure M.

The Director of Information highlighted a 19% reduction in the number of emergency admissions.

The Director of Finance forecast a year end (2005/6) deficit of £8million. This deficit will be taken from 2006/7 allocation.

9. **Items to note/approve:**

9.1 Market Test of Domestic and Catering Services

The Board **noted** the appointment of an in-house team for domestic services and OCS for catering services.

9.2 Expenditure from Child Trust Funds – Asena Pumps

The proposal at Enclosure O was **approved** by the Board.

9.3 Chairman's Action – expenditure from Trust Funds, Echocardiology U/S system

The Board **noted** the Chairman's Action at Enclosure P.

9.4 Chairman's Action – expenditure from Trust Funds, equipment for endovenous laser treatment

The Board **noted** the Chairman's Action at Enclosure Q.

9.5 Minutes of Governance Advisory Committee 15.2.06

The Board **noted** the Minutes of Governance Advisory Committee (GAC) for the meeting held on 15th February 2006, at which the Minutes of the Clinical Governance Committee meeting held on 27th January 2006 were presented.

9.6 Minutes of Audit Committee Meeting 16.1.06

The Board **noted** the Minutes of the Audit Committee meeting held on 16th January 2006.

9.7 Minutes of Finance Committee Meetings 13.2.06, 13.3.06

The Board **noted** the Minutes of the Finance Committed meetings held on 13th February and 13th March 2006.

10. **Any other business**

The Director of Finance sought permission from the Board to proceed with

negotiations with Shared Financial Services to implement their services within the Trust.

The Board gave the Chairman, Chief Executive and Director of Finance delegated authority to proceed with negotiations to a satisfactory conclusion and act accordingly. A report will be presented at the next meeting.

KM

11. **Date of next public meeting: Thursday 25th May 2006, 2 pm, Dining Room, Education Centre, Ashford Hospital**