

**Meeting of the Board of Directors
Wednesday 29th September 2010**

Present:	Michael Cassidy	Chairman
	Nancy Hallett	Chief Executive
	Jo Farrar	Finance Director
	Dr John Coakley	Medical Director
	Cheryl Clements	Director of Workforce and Education
	Tracey Fletcher	Chief Operating Officer
	Andrew Panniker	Director of Environment
	Charlie Sheldon	Chief Nurse & Director of Governance
	Eric Sorensen	Non-Executive Director
	Stephen Hay	Non-Executive Director
	Professor Chris Griffiths	Non-Executive Director

Minutes	David Bridger	Head of Governance
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1.0 Chairman's Welcome and Introduction

Michael Cassidy, Chairman, opened the meeting.

2.0 Apologies for absence

Imelda Redmond	Non-Executive Director
David Stewart	Non-Executive Director
Professor Michael Keith	Non-Executive Director

3.0 Declaration of interests regarding items on the agenda

None

4.0 Minutes of the previous meeting held of 28/07/2010 and matters arising

The minutes of the previous meeting were agreed. Dates of the meetings on 27th October and 15th December were confirmed.

5.0 Chairman's Report

Michael Cassidy, Chairman provided the Board with a verbal report on the recent Annual Members Meeting. The annual report had been well received and the presentation on COPD was very interesting. There were many questions from

the public members and points raised were taken on board. The issue regarding holding Board meetings in public was raised and an explanation provided.

He also noted that the meeting with the Chair of Hackney LINK has still not taken place.

6.0 Chief Executive's Report

Nancy Hallett, Chief Executive confirmed the substantive appointment of Tracey Fletcher as Chief Operating Officer.

The Trust had been visited by the City of London Health Scrutiny Sub-Committee. They had met with Nancy Hallett and John Coakley and been given assurances regarding the proposed CHS integration. They were supportive of the Trust's approach and raised no objections.

The Trust has received preliminary notification of changes to the PCT's in London. It is understood that NHS City and Hackney will remain as a legal entity but with a management board integrated across the sector.

The new perinatal and maternity unit is now finished and the contractors are moving off site. A report regarding business case development is being presented to the Board at the Audit Committee and will be fed back at the October Board.

7.0 Strategy and Policy

7.1 Transfer and Integration of Community Health Services

This item was discussed under reserved business.

7.3 Hospital Services Report

This item was discussed under reserved business.

7.4 Health4NEL Update

This item was discussed under reserved business.

Quality and Safety

8.1 SUI Report***

This item was discussed under reserved business

8.2 Infection Control Quarter 1 Report

Alleyna Claxton (Director of Infection Prevention and Control) presented the Board with the Q1 report for 2010/11. She explained that during the quarter the Trust had recorded 3 MRSA bacteraemias however by the end of August the Trust had had 5 Homerton attributable MRSA Bacteraemias therefore breaching its Department of Health target for 2010/11. She outlined the measures being taken by the Trust to address this risk including the introduction of blood culture (BC) packs, new visual inspection phlebitis review sheets, peripheral line packs and aseptic no touch technique. She provided the board with additional data demonstrating there had been a decrease in the number of blood culture contaminants following the introduction of the BC packs. Training is currently on

target to achieve 80% of staff by year end. One bathroom in X-ray 2 had been found to be positive for Legionella and a flushing regime has been established. Fluctuating results for pseudomonas had been found in SCBU and a flushing regime and remedial works to little used suites put in place. She provided a summary of other Infection Control matters highlighted in the report.

Charlie Sheldon, Chief Nurse & Director of Governance provided the Board with an additional update with regard to the actions to ensure continued compliance with measures to reduce MRSA.

The Board noted the report.

8.3 Board Assurance Framework Q2 2010/11

Charlie Sheldon, presented the Q2 board assurance framework (BAF). Following review by the Executive team this had been presented to the Risk committee for formal review. He informed the Board that the BAF will be reviewed in light of changes to national policy and the CHS integration. The board noted the content of the BAF.

8.4 Global Trigger Tool Report

Dr John Coakley presented a report on the findings from the review of healthcare records with the Global Trigger Tool, a regional CQUIN for 2010/11. A total of 50 records of deceased patents had been reviewed. He provided a summary of the findings across the range of triggers and it was noted that the Trusts harm rate was 28 adverse events per 100 bed days equivalent to a harm rate of 2.8%. He also provided a summary of the recommendations from the review including the continuation of the reviews using the tool with regular updates to the Quality Improvement Committee and Board.

Corporate Governance

9.1 Board Appraisal Feedback

Michael Cassidy presented the results of the Board appraisal. A total of 8 Directors had completed the online questionnaire. The Board noted the findings of the appraisal.

9.2 Homerton 2010-11 Q1 Monitoring Results

Jo Farrar presented the results of Monitor's assessment of the Trust's Q1 performance and the summary of Monitor's analysis of all Foundation Trusts. The Trust had been assigned a green rating for Governance and a financial risk rating score of 4. The Board were informed the Governance rating was achieved despite the Trusts failure to screen all elective in-patients for MRSA. The Trust has reviewed the data collection methodology for this indicator and is confident that this will be achieved in future. The financial risk of 4 was ahead of the planned score of 3 due to higher than planned surplus and additional clinical activity. The Board noted the report.

Business Planning & Performance Management

10.1 Finance and Performance Report Month 5

Jo Farrar presented the Board with the financial position for M5 and explained that the Trust was ahead of its financial plan by £434k. Clinical activity and income remains above planned levels. The trend of overspending against pay budgets continues, in part driven by activity but also due to significant levels of bank and agency usage. The Trust is implementing a series of trust-wide initiatives to help manage the situation.

The Trust is experiencing increased financial pressure from commissioners on a number of levels including challenges to activity billed, suggestions of “risk sharing arrangements”, and in the indications of areas for review during the 2011/12 contracting round.

PEP within DSO is not yet yielding anticipated benefits in theatres and focused work is planned to address this.

The pilot for service line reporting will identify areas requiring further clarification to identify and address any issues prior to full roll out. The pilot areas will be included in future Board reports.

Performance against key national indicators remains on track. The risk to the MRSA target was noted under item 8.2.

The Trust has received confirmation that all CQUIN standards agreed with commissioners for Q1 had been met.

The Board noted the report.

10.2 Overview of Financial Planning for 2011/12

Jo Farrar presented a paper outlining the financial outlook for 2011/12 and the financial planning process and timescales. The Trust will be facing pressure to justify future income streams, needing to provide justification for the cost of services. The Trust needs to focus on savings targets and its PEP programme.

An Executive team away day has been planned for 2nd November to review plans for the year ahead. The Board will be updated on progress with this work. The Board noted the report.

10.3 Olympic and Paralympic preparations update

Tracey Fletcher, Chief Operating Officer presented a paper updating the Board with progress with the Olympic and paralympic preparations. She informed the Board that the SLA between the Trust and the London Organising Committee for the Olympic Games (LOCOG) is shortly to be approved by our commissioners. Funding arrangements outside the SLA remain unclear at this time. A Trust operational group is being set up to consider business and service continuity plans, work planning and communications policies. The Board noted the report.

Human Resources

11.1 Human Resources Report

Cheryl Clements, Director of Workforce and Education, presented the Board with the Human Resources Report. She stated that sickness absence is currently at 3-3.5% and overall vacancy rates are down on the previous month. She updated the Board on outstanding investigations and disputes. The Board were provided with details regarding actions in place to address vacancy rates within neonates including international recruitment and a commissioned preceptorship programme. Appraisal rates and mandatory training rates are improving. The Board noted the report.

11.2 AAC Ratification

None

12.0 Any Other Business

None