

**Meeting of the Board of Directors
Wednesday 29th July 2009**

Present:	Michael Cassidy	Chairman
	Nancy Hallett	Chief Executive
	Anna Anderson	Director of Finance
	Andrew Panniker	Director of Environment
	Dr John Coakley	Medical Director
	Simon Weldon	Chief Operating Officer
	Pauline Brown	Chief Nurse & Director of Governance
	Cheryl Clements	Director of Workforce
	Stephen Hay	Non-Executive Director
	Eric Sorensen	Non-Executive Director
	Michael Keith	Non-Executive Director
	David Stewart	Non-Executive Director

Minutes: David Bridger Head of Governance

1.0 Chairman's Welcome and Introduction

Michael Cassidy, Chairman, opened the meeting.

2.0 Apologies for absence

Professor Chris Griffiths	Non-Executive Director
Imelda Redmond	Non-Executive Director

3.0 Declaration of interests regarding items on the agenda

There were no declarations of interest.

4.0 Minutes of the previous meeting held on 24.06.09 and matters arising

Additional text is to be added to section 8.2 regarding the discussion on recurrent and non-recurrent savings. The rest of the minutes were agreed as an accurate reflection of the meeting.

There was one matter arising. Dr John Coakley, Medical Director confirmed that all the Trust Blackberries are now password protected.

5.0 Chairman's Report

Michael Cassidy announced the appointment of Common Councilman Gareth Moore as the appointed partner Governor for the Corporation of London.

6.0 Chief Executive's Report

Nancy Hallett gave an update on the Olympic legacy from GE at Homerton. There had been a public announcement by GE of a commitment for funding and draft agreements were now in place.

7.0 Corporate Governance

7.1 Board Assurance Framework (BAF)

Pauline Brown, Chief Nurse & Director of Governance presented the Q1 BAF. She highlighted the following risks.

2.7 Compliance with the Hygiene Code – She stated that a comprehensive action plan is already in place and will mitigate the risks identified. The Trust has introduced a web tool to assist with compliance monitoring. The Trust may receive an unannounced visit from the CQC. Internal unannounced inspections coordinated by the Infection Control Team have taken place and compliance appears to be good. Further internal inspections are being planned including an inspection by an independent external assessor.

2.8 Training database. She stated that this risk will remain a cause for concern until the Trust has fully implemented the Oracle Learning Management programme. The action plan to address this risk is maintained by the Hygiene Code Task Group.

3.1 Uncertainty of Health for NEL review. This item was discussed under item 11.1 and will need to remain under constant review in light of the uncertainties that remain.

Michael Cassidy enquired if the risks associated with blood transfusion training need to be incorporated on the BAF. Pauline Brown stated that this issue had been discussed at the recent Clinical Governance Committee and that risks have also been added to the Trust risk register and an action plan is now in place to address areas of poor compliance. Part of this will involve an audit of Blood transfusion compliance to identify training needs.

The Board noted the contents of the BAF and the risks identified.

7.2 Monitor Q1 Governance Declaration

Pauline Brown confirmed that all key targets had been met in quarter 1 and therefore declaration 1 had been signed. The Board noted the exception report which included reference to the appointment of two appointed partner Governors.

7.3 Legionella Risk Report***

This item was discussed under reserved business.

.8.0 Business Planning & Performance Management

8.1 Finance and performance report month 02

Anna Anderson, Director of Finance reported that the financial position at the end of the first quarter of 2009/10 was a surplus of £1.6m, £0.2m ahead of plan. Overspends have been identified against expenditure budgets, mainly in clinical areas. These are being investigated by Simon Weldon and Anna Anderson. She informed the Board that some overspend is activity related for example in pathology. There has been more non-elective activity than expected and the increased budget has contributed to the PEP target.

Simon Weldon, Chief Operating Officer provided an update on performance. Most care and access targets are currently green. The cancer target thresholds for performance have not yet been published. He informed the Board that the number of births is currently below plan and action is being taken to understand the reason for this and to identify where to focus work including the analysis of the birth rate in relation to bookings. Analysis has shown that Homerton has 68% of the market share within

Hackney. It was queried whether the opening of new centres at UCLH and the Whittington may have impacted on these figures. It was considered that this may affect the numbers of bookings received but the Board were assured that they were not able to offer more clinically.

8.2 Productivity and Efficiency Programme (PEP) update

Simon Weldon gave an update on progress with the productivity and efficiency programme. He summarised the work ongoing in the four work areas. He notified the Board that he had met with Anna Anderson and the Divisions to identify the mechanisms for releasing the savings under each work area. The project team have implemented performance monitoring software to enable monitoring of length of stay. He summarised performance in this area which demonstrated a reduction in length of stay. He notified the Board that Dr Christine Blanshard had been appointed as Director of Service Redesign/Associate Medical Director and will take up this post once a replacement for her existing role had been found. The Trust had successfully appointed a new Deputy Chief Operating Officer to start in November and also recruited an interim Project Manager.

8.3 Planning for 2010/11 and beyond

Anna Anderson presented a paper outlining the resource outlook for the next two years and the actions that are being taken to address the money required in 2010/11. She outlined the assumptions in the current Annual Plan and stated that there is uncertainty regarding these assumptions for funding for the next year. She went on to outline the affects of possible changes to the financial regime and efficiency savings which will be challenging over the next few years. She outlined a number of areas where work around productivity and efficiency can be applied. Monitor has asked FT's to assess downsize scenarios for the next two years and she also highlighted the uncertainties regarding funding in the Health for NEL project.

Simon Weldon presented the PEP aspects of the paper and the need to maintain service quality despite external pressures. He highlighted the following areas for consideration, the need to be more efficient, reviews of the market share and local population and also the Trusts potential to attract new business both within and outside of Hackney.

Simon Weldon was asked about the specifics of savings through PEP. He explained that this will be available in September and will be presented to either the September or October Board of Directors.

The Board considered the outlook described in the paper.

8.4 Perinatal Development Update

Anna Anderson gave an update on progress with the perinatal development and notified the Board that expectations are that the build is on target both in time and financially. Discussions are continuing with the specialist commissioning group for neonatal care. The costs of the mechanical arms required to support monitoring equipment are possibly to be funded through the GE legacy. Work continues with the marketing strategy and staff recruitment processes.

8.5 Capital programme 2009/10

Anna Anderson presented a paper outlining the details of the capital programme for 2009/10. Page 2 of the paper was tabled as this was missing from the papers initially circulated. She outlined the details of the funding available and the areas of planned spend for 2009/10. The Board reviewed the areas of planned spend. The balance of the contract with Cerner was discussed and the Board were informed that this related to

aspects of the original contract that have not yet been delivered on. This is currently being negotiated. The Board approved the plan

8.6 IFRS: 2008/09 accounts restated under IFRS.

Anna Anderson presented a paper alerting the Board that Monitor requires the Trust to restate the 2008/09 accounts for submission by 4th September. The Board approved the delegation of the signing of the statement to the Chair of the Audit Committee.

8.7 New Endoscopy Unit – Business case.

Simon Weldon presented a paper outlining the business case for the building of a new Endoscopy Unit required to address the decontamination concerns raised by the CQC. In line with the Trusts Standing Financial Instructions the Board approved the capital investment.

8.8 PC Replacement Project – Business case.

Simon Weldon presented a paper outlining the business case for the replacement of 600 PCs within the Trust which are out of warranty and reaching end of life. In line with the Trusts Standing Financial Instructions the Board approved the capital investment.

8.7 Upgrade of X-ray rooms to Direct Digital Radiology – Business case.

Simon Weldon presented a paper outlining the business case for the upgrading to three existing radiology systems to state of the art technology. In line with the Trusts Standing Financial Instructions the Board approved the capital investment.

9.0 Clinical Governance

9.1 SUI Report***

This item was discussed under reserved business.

9.2 Director of Infection Prevention and Control Quarterly Report (Q1)

Pauline Brown presented the Q1 DIPC report she highlighted the following areas:

- Timing of ICC meetings in relation to the quarterly reports.
- Hygiene Code Task Group and the ongoing work to ensure compliance with the Hygiene Code
- Quarterly HCAI surveillance
- Incidents and outbreaks
- IPC (Infection Prevention and Control) Audit programme
- IPC Education programme
- IPC balanced score card
- IPC risk register
- Cleaning services
- Employee Health
- IPC policies.

She highlighted the key priorities for the infection control team and Trust which were related to the management of flu, MRSA and C diff and Hygiene Code compliance.

The board noted the contents of the report,

9.3 Pandemic Flu Update

Dr John Coakley provided the Board with an update regarding Pandemic Flu. He notified the Board that there had been a range of actions prescribed centrally but none had been required to be implemented. He informed the Board that the Trust had seen increased attendance in A&E but this had now reduced. The pandemic has had little effect on the number of inpatients with to date, approximately 15 suspected patients admitted all with significant co morbidities. He went on to inform the Board that the Trust needs to plan for another potential outbreak in the future. The Board asked about the availability of a vaccine in the future.

9.4 Care Quality Commission Consultation

Pauline Brown provided the Board with a summary of the consultation document describing the assessment process for 2009/10 and the registration process. The consultation is due to be completed in August. She informed the Board of the timetable for these processes. The Trust is required to sign off a six month declaration against the Standards for Better Health in November and this will be followed by the process for registration of all Acute Care providers which needs to be completed by early 2010. The Board acknowledged the timetable and the process for assessment and registration.

9.5 Safeguarding Children Annual Report

Pauline Brown presented the Safeguarding Children Annual Report, CQC review and letter from Monitor regarding safeguarding arrangements. She updated the Board on progress against the Standards for Better Health. Key areas highlighted were progress with training and CRB checks, the March 2009 Lamming review and training for A&E staff. Improvements in Partnership working and the audit programme were discussed. It was noted that the Chief Executive attends the local Children's Trust Arrangement Board and that attendance by an NED was not deemed necessary at this time. The Board noted the report and the arrangements in place for safeguarding children.

9.6 Patient Safety First – Board sign up

John Coakley presented a paper outlining the Board and Trust commitment to the national Patient Safety First organisation. He summarised the five safety interventions and outlined the Trusts position against these. The Trust was in the process of implementing all the interventions but he stated that reducing harm from high risk medicines requires further work. The Board supported the ongoing Patient Safety First initiatives.

10.0 Human Resources Governance

10.1 Human Resources update

Cheryl Clements, Director of Workforce provided the board with a Human resources update. She highlighted the following, the Trust vacancy rate has reduced to 10.8%, the sickness rate is currently at 3.4% which represents a £0.5m cost to the Trust and the Trust has currently spent £1.71m in bank agency costs. She also highlighted that two members of staff are currently under investigation and one member of staff under investigation has resigned.

Andrew Panniker updated the Board regarding progress with the ongoing work with the charitable arm of Coca Cola. This work is going to deliver a package aimed at promoting healthy and active lifestyles targeting a group of staff. Benefits of the initiative will be monitored. A planned programme of workshops is being developed and it is hoped that the launch will take place in January 2010 with funding provided for a coordinator for six months. Concerns were raised by the Board regarding any commitment to advertising of

the company products. Andrew Panniker assured that Board that this was not the aim of the programme and the introduction of company products is being dealt with under a separate piece of work.

10.2 Consultant Appointment

None

11.0 Strategy and Policy

11.1 London Strategic Reviews ***

This item was discussed under reserved business.

11.2 East London Foundation Trust (ELFT) Relocation Plan Update

Anna Anderson provided a verbal update regarding the relocation of ELFT from the Homerton site. She notified the Board that a meeting had been held with ELFT and that they were taking a Business case to their Board of Directors later this week. Their preferred option is to relocate to the St Leonards site but this is dependant upon the redevelopment of the site by the PCT. The target date for this is either 2012 or 2014. The Board noted the update and suggested that access to mental health services by the Homerton once ELFT are off site will need to be discussed by Clinical Board.

12.0 Committee Reports

12.1 Risk Committee

The Board noted the content of the minutes from the Risk Committee.

13.0 Any other business

Pauline Brown informed the Board that the main presentation at the Annual Members Meeting will be on infection prevention and control. It was agreed that the AMM should also include a presentation to the Members on the Health in North East London Reviews currently underway.

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