

Meeting of the Board of Directors Wednesday 24th September 2008

Present:	Michael Cassidy	-	Chairman
	Nancy Hallett	-	Chief Executive
	Tracey Fletcher	-	Chief Operating Officer
	Pauline Brown	-	Director of Corporate Development
	Dr John Coakley	-	Medical Director
	Anna Anderson	-	Director of Finance
	Andrew Panniker	-	Director of HR & Environment
	Stephen Hay	-	Non-Executive Director
	Professor Chris Griffith	-	Non-Executive Director
	Ian Luder	-	Non-Executive Director
	Eric Sorenson	-	Non-Executive Director
	Imelda Redmond	-	Non-Executive Director
In attendance:	David Bridger	-	Head of Governance
Minutes:	Sallie Rumbold	-	Deputy Director of Operations

1.0 Chairman's Welcome and Introduction

Michael Cassidy, Chairman, opened the meeting

2.0 Apologies for absence

Guy Young - Director of Nursing and Quality
Professor Michael Keith- 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 28.05.08 and matters arising not covered elsewhere on the agenda

The minutes of the previous meeting were agreed as accurate.

5.0 Chairman's Report

Michael Cassidy, Chairman reported on the recent Annual Members Meeting. Pauline Brown, Director of Corporate Development updated the Board on the recent Governors elections. Three new governors had been elected leaving one vacancy only in the outer constituency.

6.0 Chief Executive's Report

Nancy Hallett, Chief Executive reported on the incident earlier this week when the BT phone line into the hospital was out of operation. Internal lines and outgoing lines were affected. The Board heard that the safety of patients in the hospital had not been compromised at any point but the loss of incoming phone lines had caused significant disruption and irritation to staff, patients and relatives trying to call the hospital whilst lines were down. The incident was BT related and not hospital related.

Ms Hallett also reported on the successful opening last of week of the new Homerton Fertility Centre. The Lady Mayoress and her Lady Sheriffs had attended the opening.

Ms Hallett informed the Board that interviews for the Chief Operating Officer post were scheduled for 17th October. Ms Hallett also reported that the new clinical directorate structure with 8 new Clinical Directors would be formally in place from 1st November 08. Professor Sir Liam Donaldson, Chief Medical Officer would also be visiting the Trust on 14th October during the Trust Audit Day.

The Board also heard that the Healthcare Commission had formally notified the Trust to expect an unannounced Hygiene Visit sometime between 1st October and 31st December 08.

7.0 Corporate Governance

7.1 NED recruitment

Pauline Brown, Director of Corporate Development reported that the Nominations Committee would interview candidates tomorrow for the vacant NED post.

7.2 Monitor risk rating: Annual plan and quarter 1

Pauline Brown, Director of Corporate Development presented the Quarter 1 Monitor summary. Monitor had given the Trust a financial rating of 5 and green for governance and mandatory services. The report noted the delay to the Perinatal scheme due to the contractor going into administration.

8.0 Business Planning & Performance Management

8.1 Finance and activity report month 5 position

Anna Anderson, Director of Finance reported that the financial position at Month 5 showed a surplus of £2.7m (£1.4m ahead of plan) mainly due to elective and outpatient activity and income above planned levels. Interest receivable income also continued above plan. Ms Anderson reported that overspending against expenditure budgets were mostly driven by increased activity and were being offset by reserves. As expected energy costs to date had also increased above budgeted levels. The year end forecast position is for a surplus of just below £3m.

Ms Anderson described some of the issues which will affect next year which included the need to achieve additional recurrent cost improvements due to some being non recurrent this year. The current estimate was for savings of £5m would need to be achieved next year. The Board agreed this would need further work and discussion at future meetings. Ms Anderson also informed the Board about the new collaborative

commissioning arrangements and the potential changes to MFF (market forces factor) calculations which could also affect next year's income and arrangements.

The Board discussed a number of issues including the shift of activity from A&E to primary care, the increasing bariatric activity levels and potential for the future and also the private patient cap.

8.3 Performance Report

Pauline Brown, Director of Corporate Development presented this report. The Board heard about the current c.difficile numbers and how the recent 5 cases had all been discreet cases and therefore not due to cross infection. It was noted that the current end of year target was still achievable although tight.

Sallie Rumbold, Deputy Director of Operations reported on the recent very positive visit from the DH Intensive Support Team regarding the 18 week target.

Ms Brown reported that the new template for the Board performance report would return to the October Board.

8.4 Perinatal and fertility developments

Andrew Panniker, Director of HR & Environment reported that the Fertility Unit had now been handed over to the clinical team and was occupied. The Board also heard that ISG Jackson were on site for the Perinatal Build and currently ahead of schedule. The company had been issued with an instruction to design the staircase and fire exits for the potential 2nd floor.

8.5 2nd Floor extension to Perinatal build

Mr Panniker presented a paper which proposed a 2nd floor extension to the Perinatal build. The Board heard that the 2nd floor proposal had been considered as part of the original plans but had been ruled out after reflection on the cost and maximum ceiling expenditure for the project at the time. Now that final costs of the build overall had been returned and agreed it was now apparent that a 2nd floor extension could be added to the overall project at a projected outturn cost of only £234,005 above the approved business case budget agreed in March 08. The Board discussed the effect to the overall project, future uses of the space and potential revenue implications. Tracey Fletcher, Chief Operating Officer supported the need for additional space in future and talked about some of the potential options for use.

The Board agreed that the proposal should go ahead but wished to see a preliminary proposal on future use of the space by the end of the year. The Board agreed that this was an opportunity that should be taken and understood that if this opportunity was not taken now it would not be possible to add a 2nd floor once the 1st floor was occupied by the Delivery Suite.

8.6 Capital Programme

Anna Anderson, Director of Finance presented an update report on progress with the capital programme. Delays to the Perinatal Project due to the contractor going into administration had resulted in slippage this year of £3.6m. Ms Anderson also explained the process for funding of medical equipment which had been updated. It was noted that £1.4m had been approved for working up business cases and an estimated £10m

would be available next year. The Board heard about the Pathology extension proposal which would improve work flows and address on call cover issues.

9.0 Clinical Governance

9.1 SUI Report***

This item was discussed under reserved business.

9.2 Infection Control Annual Report

Nancy Hallett, Chief Executive presented the Annual Infection Control Report. The Board noted the contents of the report.

9.3 Patient Survey – Action Plan update

Ms Hallett presented the action plan regarding the patient survey. The Board heard about the assurance rounds being carried out by senior managers and also the positive feedback from patients using the Patient Experience Tracker. Ms Hallett also reported that the Healthcare Commission and the Department of Health were both looking into reasons for poor response rates. The Board asked about the use of leaflets, explicit training for staff, cultural awareness issues and releasing staff to have time to fully care for patients. The Board heard about the Productive Ward Initiative and 'Releasing time to care' project that was underway.

9.4 Maternity Survey – Action Plan update

Ms Hallett presented the maternity survey action plan and reported that the feedback from patients and findings from the Patient Experience Tracker had been improving. The Board heard that the PCT and local authority had both been supportive in funding some maternity posts which had gone some way to make up for the reduction in income from recent tariff changes in maternity care.

9.5 Complaints Review

Nancy Hallett, Chief Executive gave a verbal report on the recent complaints process review which had been very thorough and informative. The Trust would be focusing on improving systems for tracking complaints, ensuring lessons learned were shared and establishing a clear audit trail of evidence that recommendations had been actioned.

10.0 Human Resources Governance

10.1 Employee Relations

This item was discussed under reserved business

10.2 Staff survey action plan update

Andrew Panniker, Director of HR and Environment presented the Staff Survey action plan. The Board discussed how the Trust could help staff to feel proud to work at Homerton and heard some of the plans to promote the achievements of the hospital more widely.

11.0 Strategy and Policy

11.1 Healthcare for London – verbal update

Nancy Hallett, Chief Executive gave a verbal update on the consultation on future acute stroke units in London. The Board heard about the potential risks and/or benefits to the Trust depending on the final decision.

Ms Hallett informed the Board that a recent meeting had been held with GP representatives from East London Integrated Care (ELIC) and the Board heard about the plans to develop integrated care pathways in partnership between the Trust and primary care.

Ms Hallett also reported on the announcement of the 1st five polyclinics in London. The Hackney Resource Centre plans were also discussed.

12.0 Committee Reports

13.0 Papers for information only

The minutes of the Risk Committee held in May 2008 were noted.

14.0 Any Other Business

Pauline Brown, Director of Corporate Development reported that Eric Sorensen had been nominated for reappointment as Non Executive Director for a further 3 year term. Dr Cauvery Pal had been appointed to the substantive post of Paediatric Consultant. The Board heard about the recent proposal that had been submitted by the Trust as part of a tendering process to provide a community nursing service for patients with Chronic Obstructive Pulmonary Disease (COPD).

Imelda Redmond, Non Executive Director informed that Board that she had been appointed as Homerton representative at the new City Academy.