

**Meeting of the Board of Directors
Wednesday 30th January 2008**

Present:	Michael Cassidy	-	Chairman
	Nancy Hallett	-	Chief Executive
	Tracey Fletcher	-	Director of Operations
	Pauline Brown	-	Director of Corporate Development
	Dr John Coakley	-	Medical Director
	Anna Anderson	-	Director of Finance
	Guy Young	-	Director of Nursing & Quality
	Andrew Panniker	-	Director of HR & Environment
	Jessica Crowe	-	Non Executive Director
	Kate Costeloe	-	Non Executive Director
	Stephen Hay	-	Non Executive Director
	Eric Sorensen	-	Non Executive Director
	Ian Luder	-	Non Executive Director
	Michael Keith	-	Non Executive Director

Minutes: Sallie Rumbold - Deputy Director of Operations

1.0 Chairman's Welcome and Introduction

Michael Cassidy, Chairman opened the meeting and welcomed Anna Anderson, Director of Finance to her first Board meeting.

2.0 Apologies for Absence

There were no apologies for absence

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 19.12.07 and matters arising not covered elsewhere on the agenda

The minutes of the previous meeting were agreed as an accurate record.

5.0 Chairman's Report

Michael Cassidy, Chairman reported on the recent maternity review by the Healthcare Commission. This item was covered in more detail under section 7.2.

6.0 Chief Executive's Report

Nancy Hallett, Chief Executive updated the Board on the recent meeting held between Homerton, Newham University Hospital NHS Trust and NHS London.

Ms Hallett reported to the Board that Jules Pipe, Mayor of Hackney had been honoured in the New Year's honours list and also that Tim Shields had been appointed as permanent Chief Executive of Hackney Borough.

Ms Hallett informed the Board about the Roots to Reckoning exhibition to be held in February in conjunction with the Museum of London. Diane Abbott MP would be opening the exhibition.

The Board also heard that on February 29th the Israeli Ambassador and the High Commissioner for Grenada will be visiting the hospital and the arrangements that were taking place in preparation for this visit. Ms Hallett also confirmed that the Lady Mayor had confirmed that she is willing to attend the opening of the new Fertility Unit in September 2008.

Ms Hallett reported on the recent Norovirus outbreak which had been contained and managed well but had resulted in some bed closures over the past 2 weeks. This had resulted in pressure on the emergency care target and also difficulty with staffing levels due to staff sickness as well. Patients were still being admitted to the hospital with the virus which was highly contagious and could quickly spread, however Ms Hallett confirmed that all beds were open this morning and the situation was now felt to be under control.

The Board heard that Professor Costeloe had recently been featured in article about premature babies in the Observer.

7.0 Corporate governance

7.1 Monitor Q3 Governance declaration

Pauline Brown, Director of Corporate Development reported that Declaration 1 denoting full compliance would be signed for quarter 3 although performance risks around the 18 week target and the 62 day cancer target would be highlighted. The maternity review action plan would also be submitted with the declaration as would the results of the governors election. Ms Brown explained about the new Information governance declaration that was also now required had been included in the Q3 governance declaration. The Board agreed the governance declaration

7.2 Healthcare Commission maternity review

Nancy Hallett, Chief Executive reported on the recent Healthcare Commission maternity review results which had been disappointing for the majority of London Trusts including the Homerton. The results had been published at the end of last week on the Healthcare Commission website and a degree of media coverage had ensued, although mostly this had helped to show a very balanced view of the situation.

Ms Hallett went on to explain that the methodology for the review had been flawed and that the Trust along with many others had lodged their views with the Healthcare Commission. Genuine issues for the Trust had been a lack of data in the return. In hindsight it was felt that this should have been resourced better to ensure manual data could be collected and submitted where necessary. Ms Hallett recommended to the Board that this approach be followed for future HCC reviews.

John Coakley, Medical Director explained about the methodological problems with the review and gave examples of some of the questions where the patient survey results would clearly have been unreliable.

Guy Young, Director of Nursing & Quality emphasised that the overall score was based on 25 indicators but 15 of them were related to the Mothers Survey.

Ms Hallett explained that the national tariff did not support or recognise the issues faced by inner city areas in delivery maternity care. Provision of advocacy services at Homerton was an example of this.

The Board discussed how such a review would help to raise the national profile regarding maternity services. There was acknowledgment that clearly there were areas Homerton needed to urgently address in terms of quality of care improvements particularly in the postnatal areas. However, Ms Hallett reminded the Board that 94% of patients had said they thought the care they received at Homerton during labour and birth was either 'good' or 'very good' or 'excellent', and this helped to confirm that quality of care being provided during delivery was not a cause for concern. However antenatal care and postnatal care would require some focused improvements.

The Board discussed workforce issues related to midwifery. There was also a discussion about the effects of the report on staff morale and how this could be managed in a positive way. Ms Hallett had written an email to all maternity and obstetric staff to explain the findings of the report and provide support to staff.

Guy Young, Director of Nursing & Quality tabled an action plan which had been drafted by Mr Young and the Head of Midwifery to start to address the issues highlighted in the maternity review. This would be kept under review by the Board

7.3 CPZ: consultation response

The Board papers contained a copy of the CPZ consultation response letter sent to Hackney Borough Council from Ms Hallett on behalf of the Board. Ms Hallett explained that there had now been confirmation that dedicated bays would be made available to staff. However the location of the bays was still unknown as were absolute costs. The Board heard that significant anxiety had been raised from staff during the consultation. Risks to recruitment and retention of staff were also noted and discussed. The consultation had closed on 15th January and details were expected to be released at the end of February. The Board noted that the administration of such a system of parking permits and bays would be complex. Ms Hallett reported that a cost pressure for the Trust should be expected in terms of subsidising the initial costs of the staff permits but also in employing someone to administer the scheme. The final details would be circulated and discussed again once known.

7.4 Kings Fund Board leadership development

The Board noted and supported the subscription to the Kings Fund Leadership Programme for Chairs and Non Executive Directors.

7.5 Board composition: NED appointments

Pauline Brown, Director of Corporate Development reported on the process for appointment of two new Non Executive Directors from April 1st. One of these vacancies would be nominated by the University. The Board were invited to consider the skill sets required. A further vacancy would be occurring in November and the Board agreed that recruitment for all three posts should go ahead together now. It would be explained to candidates that one NED plus the university candidate would be to start in April and then one further NED to start in November.

7.6 Joint Board of Directors/Council of Governors agenda 13 February

The Board noted the Joint Board of Director meeting with the Council of Governors on 13th February. A number of issues were suggested for the agenda including:

- Public and patient involvement strategy
- 08/09 objectives and priorities
- Maternity review and action plan
- Visitors Policy
- Mixed sex accommodation

7.7 Amendment to current bank signatures

The Board approved the amendment.

8.0 Business Planning & Performance Management

8.1 2008/2009 planning process

Pauline Brown, Director of Corporate Development explained that 08/09 planning involved integration of the following:

- DOH 2008/09 Operating Framework
- Development of the Trusts Business Plan
- Corporate Objectives 08/09

Anna Anderson, Director of Finance reported that a further Department of Health communication called 'Vital Signs' was expected to be released today.

Nancy Hallett, Chief Executive explained that the draft Corporate Objectives had been reviewed by Clinical Board and amendments and suggestions had been made including item one which emphasised moving beyond excellence and the objective of achieving short waits, advancing the business unit structure and developing service line reporting.

Jessica Crowe, Non-Executive Director suggested a focus on support services improving support to clinical services. It was agreed that this was articulated within the business unit concept.

The Board suggested rewording point 5 to 'as the Olympic hospital for the Olympic park in 2012'

8.2 2008/09 Financial projections

Ms Anderson explained that 2008/09 financial planning was still work in progress. Ms Anderson took the Board through the update paper which explained the main income changes that had occurred during 2007/08 and the continued need to achieve a 1% surplus. Ms Anderson confirmed that £3.7m of savings would be required in 2008/09. The aim was to have final budgets in place by the end of March. The Finance Committee had been overseeing progress.

Michael Keith, Non-Executive Director enquired about the role of the Non-Executive Directors in deciding the level of efficiency savings required and the level of contingency funding remaining. Ms Hallett commented that an extraordinary meeting of the Finance Committee would take place in March to prepare for the Board of Directors meeting at the end of March. It was confirmed that the Finance Committee would make the final decision on the level of savings and level of reserves required.

Tracey Fletcher, Director of Operations was asked to describe progress with efficiency plans. Ms Fletcher explained that the process within the clinical directorates had already started. Some projects would use technological advances such as voice recognition and document management to make savings in year. The non clinical directorates would also be meeting next to confirm savings plans.

Stephen Hay, Non-Executive Director enquired about energy costs. Andrew Panniker, Director of HR & Environment explained that reserves for rising energy costs had been set aside last year but costs had actually been reduced.

Ms Hallett asked the Board to note the changes in the maternity tariff which would result in a reduction of £1m income in 2008/09. This was a significant reduction in income at a time in which maternity services were under the spotlight in terms of quality of care.

8.3 Finance report month 9 position

Ms Anderson reported that at the end of December the Trust had achieved a surplus of £2.9m with a forecast to end of year of £3.5m. This was after the assumption that £500k would be released from reserves for one off items and 'spend to save' schemes. Ms Anderson explained that there had been a lot of discussion around the use of the surplus within the Trust and a package of items had now been agreed. Some items were revenue and others were capital items such as the XRay machine which was later on the agenda.

Ms Anderson explained that it was estimated that the Monitor rating for Q3 would be 4. Suggestions were also invited on the format of the finance report. The cash position and level of pre-payments this year were also discussed.

8.4 Performance report

Pauline Brown, Director of Corporate Development presented the report and highlights. The Board noted that coding was below the 10 day target. It was explained that an information consultant had been employed to support the complementation of the action plan. Ms Brown reported that the Q3 emergency care target had been achieved. A supplementary report was available in the papers regarding the 18 week target. A sickness absence report was also noted. Day case performance was below target but this was due to recording issues and a plan was in place to correct this. The Board heard that the 62 day cancer target was also nearing the limit of 6 breaches which was mainly due to problems with the process for reviewing abnormal results in ENT which had now been addressed. MRSA and Clostridium Difficile cases were all within target trajectory.

Eric Sorensen, Non-Executive Director enquired about the data problems discussed in the 18 week supplementary report. Tracey Fletcher, Director of Operations explained the problems and complexities with 18 week reporting and how a database was now being developed which should address these issues.

Stephen Hay, Non-Executive Director enquired about Choose and Book. Ms Fletcher explained that the best case would be a go live date of May 08. However issues with Cerner in securing the necessary resources remained and continued to be a risk. This issue had been reported up to NHS London. Ms Fletcher reported that the Trust had done everything required up and the problems being experienced were due to issues with getting our system on the right code to take the corrections and fixes for Choose & Book. A large amount of testing would also be required before a go live.

Professor Kate Costelloe, Non-Executive Director enquired about the emergency target for Q4. Ms Fletcher explained that the focus was now on the 4 week rolling average which continued to be good with the exception of a difficult two weeks with bed closures due to the recent Norovirus outbreak.

8.5 Perinatal development

Mr Panniker, Director of HR & Environment reported that the revised Business Case would return to the March Board of Directors. The revised figures would then be clear and would include the actual tender costs rather than estimates. The project was on track to start in May 08. Professor Costelloe expressed concern regarding reduced capacity during the building work. Ms Fletcher explained that a suitable decant plan had now been agreed which should ensure that there would be no impact on available cot capacity.

8.6 Capital investment approval x-ray machine

The Board approved this item of investment for inclusion in the capital programme this year.

9.0 Clinical Governance

9.1 SUI Report***

This item was discussed under reserved business.

9.2 NHS Litigation Authority assessment feedback

Guy Young, Director of Nursing & Quality reported on the letter from the NHS Litigation Authority confirming the achievement of Level 2 status.

9.3 Hygiene Code report

Mr Young reported on the unannounced visit last year and that the formal report had now been published on the Healthcare Commission website. This confirmed that the Trust had been found compliant with the code. It was noted that the Trust was one of only three trusts out of 15 with no recommendations made.

10.0 Human Resources Governance

10.1 Employee Relations ***

This item was discussed under reserved business

10.2 Special payment review ***

This item was discussed under reserved business

10.3 Ratification of Consultant Appointments

The Board of Directors ratified the following recent appointments:

- Dr Sarah Creighton – Consultant HIV and GUM
- Dr Amit Shah – Consultant in Reproductive Health

11.0 Strategy and Policy

11.1 Healthcare for London: Homerton response

Ms Hallett presented the Healthcare for London consultation process. Personal and organisational responses had been invited. The document itself had been circulated in the hospital. The Board discussed the consultation process and agreed that the questionnaire was not suitable for an organisational response. It was agreed that a draft response would be compiled which would return for review at the February Board meeting.

12.0 Papers for Information Only

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The following papers were received and noted:

- Audit report (verbal). Stephen Hay, Non Executive Director gave a verbal report and explained the appointment of auditors. Issues with handling of patient monies had been highlighted and processes had now been put in place by Guy Young, Director of Nursing & Quality to address these. There had also been an issue with poor compliance with the process around the use of purchase cards. It was recommended that these were to be repatriated to the Senior Nurse for each directorate who would have to sign off use. The Board heard that a coding update would be presented by Ms Fletcher at the next Audit Committee.
- Audit Committee minutes of meeting 20th December 2007
- Risk Committee minutes of meeting 15th January 2008
- Council of Governors minutes of meeting 13th December 2007
- Charitable Trustees minutes of meeting 24th October 2007
- Board of Directors, Board Committees and Council of Governors meeting schedule 2008/09

13.0 Any Other Business

The Board discussed a recent letter received from Monitor inviting the Trust to participate in discussions regarding Private Patient Income. It was agreed that the discussion should take place but the priority would be to understand what the wider implications might be for the Trust. Fertility patient income was discussed and the difficulties for patients when NHS funding often still did not exist which left no option but to pay.

14.0 Dates of forthcoming meetings

Wednesday 27th February 2008
Wednesday 26th March 2008