

**MINUTES OF THE BOARD OF DIRECTORS MEETING  
HELD ON WEDNESDAY 7<sup>th</sup> December 2005**

<b>Present:</b>	Andy Windross	Chairman
	Nancy Hallett	Chief Executive
	Pauline Brown	Director of Corporate Development
	Caroline Clarke	Director of Finance & Information
	John Coakley	Medical Director
	Tracey Fletcher	Director of Planning & Service Development
	Andrew Panniker	Director of HR and Environment
	Guy Young	Director of Nursing & Quality
	Kate Costeloe	Non Executive Director
	Ian Luder	Non Executive Director
	Irving Mellor	Non Executive Director
	Eric Sorensen	Non Executive Director

**Minutes:** Asha Kaur Minutes Secretary

**In attendance:** Ralph McCormack (Chief Executive Havering PCT) Observer – part meeting only.

**1.0 CHAIRMAN'S WELCOME AND INTRODUCTION**

Mr. Windross welcomed Mr. McCormack to the meeting. Mr McCormack is shadowing Nancy Hallett, Chief Executive for 3 days.

**2.0 APOLOGIES FOR ABSENCE**

Received from Miss Jessica Crowe (Non Executive Director)

**3.0 DECLARATIONS OF INTERESTS REGARDING ITEMS ON THE AGENDA**

None noted.

**4. MINUTES OF THE PREVIOUS MEETINGS HELD ON 5<sup>th</sup> OCTOBER 2005 AND 2<sup>nd</sup> NOVEMBER 2005, AND MATTERS ARISING NOT COVERED ELSEWHERE ON THE AGENDA**

The minutes of the meeting held on 5<sup>th</sup> October 2005 and 2<sup>nd</sup> November 2005 (Board Away Day) were agreed and signed as a true record of the meeting.

Mr Windross stated that items listed at point 9 on this meeting's Agenda would be discussed prior to item 8.

## **5.0 CHAIRMAN'S REPORT**

### **5.1 Chairman's Actions**

Mr. Windross confirmed NED representation on all of the Board Sub-Committees.

## **6.0 CHIEF EXECUTIVE'S REPORT**

### **6.1 Feedback from the Clinical Board Away Day (09/11/2005)**

Nancy Hallett reported that the Clinical Board had had a productive away day focusing on the strategic direction of the Trust.

### **6.2 Olympic Games**

Ms Hallett has recently spent three days with the Olympic Games Co-ordinators, assessing the effect and requirements the games will have upon the Trust.

Mr. Ian Luder enquired as to whom would bear the cost of any changes or expenditure to the Hospital, in relation to the demands the Games may have.

Ms. Hallett advised that designated Hospitals were to be provided with a financial remuneration in order to address these costs. These issues would be addressed further upon the Trust's receipt of additional confirmation and details from the event organisers.

### **6.2 Reserved Business**

## **7.0 HOSPITAL SECRETARY'S REPORT**

Mrs. Pauline Brown, Hospital Secretary, reported on the following:

### **7.1 Report from the Constitutional Review**

Mrs. Pauline Brown advised the Board that a group comprising of Directors, Governors, NEDs and Cobbetts Solicitors had met to review the Trust's constitution.

Three specific issues have been highlighted in this review as requiring action, namely:

- Partnership Governors
- The process for the discontinuation of membership
- Developing a relationship between the Deputy Chair of the Board of Directors and the Council of Governors

## **7.2 Chair and non Executive Directors' remuneration; update on progress**

Mrs. Brown advised the Board that the new remuneration fees for the NED had been approved by the Council of Governors on Monday 05/12/2005. Letters to this effect would be sent out to the NEDs today (07/12/2005).

## **7.3 Report on Use of the Corporate Seal**

Mrs Brown advised the Board that the Corporate Seal had been used. A fee would be paid to Trust in respect of its use for the 'Sure Start' services.

## **7.4 Monitor and Department of Health Consultations**

### **7.4.1 Monitor Draft Constitution**

Mrs. Brown advised the Board that the Monitor draft constitution did not differ significantly from the Trust's Constitution. She commented that both the draft and the Trust Constitution enabled the Trust to deliver its stated purpose to provide health care.

Mr. Irving Mellor, Non Executive Director queried the stringent procedures and regulations that Monitor required of Foundation Trusts. The Board agreed that a note would be sent to Monitor from the Trust to reflect Mr. Mellor's views.

## **7.5 Schedule For Board Of Directors' Meetings 2006/7**

Mrs. Brown advised the Board members that the meetings' schedules would now be incorporated onto one broad sheet.

Mr. Luder, Non Executive Director requested that the time of the Risk meetings be changed.

Mrs. Brown advised the Board that a Joint Meeting with the Council of Governors would take place on 28<sup>th</sup> February 2006 5.30pm.

It was agreed that Irving Mellor would stand down as a member of the Risk Committee to be replaced by AW so as not to compromise his role as Chair of the Audit Committee.

Mrs. Brown advised that the meetings schedule would be re-issued.

## **8.0 GOVERNANCE & RISK MANAGEMENT**

### **8.1 Corporate Governance**

#### **8.1.1 Receipt of revised assurance framework**

Mr. Guy Young, Director of Nursing advised that the assurance framework had been received. This framework was subject to some amendments and additions. Activity levels (as referred to within the 3<sup>rd</sup> Corporate Objective) have risen.

Some areas in the risk treatment plans require further work.

Professor Costello advised that point 5.3 had risen due to issues relating to the advertising and promotion of the Trust's available services.

Ms Hallett advised the Board that the promotion of the Trust's services will form part of the Hospital's Strategic Services Plan, which will be presented to the Board next year.

*(Andrew Panniker, Director of Environment joined the meeting at 9.05am)*

#### **8.1.2 Receipt of updated Trust Committee Structure**

The Structure was formally received by the Board.

The omission of the Risk Management Committee was noted.

#### **8.1.3 Board of Directors Agenda Cycle 2006-2007**

Mrs. Brown formally advised the Board of the Agenda Cycle; no further comments were received from the Board in relation to this.

#### **8.1.4 Update on Progress with Annual Health Check**

Mr. Young advised the Board that the draft declaration to HCC had been submitted on time. This document also contained comments received from the Council of Governors.

Mr. Young stated that the Homerton Hospital was the only Trust within North East London to declare full compliance with the Health Check.

The Trust has been advised that it may receive standard visits from the Health Care Commission, which may or may not be with notice.

Ms. Hallett advised that she would write to Foundation Trust Network to highlight the difficulties that the Trust encountered in working with the Homerton Patient Forum.

*(9.15am Dr. Coakley left the meeting)*

### **8.2 Clinical Governance**

#### **8.2.1 Receipt of Trust's Flu Pandemic Policy Plan**

Mr. Young advised the Board that the Department of Health's Flu plan had now been received. This plan related to the commonly known influenza and not 'Bird Flu'. It was advised that a Flu Pandemic is expected in approximately 18 months. Two specific issues have been highlighted within this plan relating to:

- The procedure relating to large numbers of staff being absent from work due to the illness
- The procedure for dealing with large numbers of the public presenting to the Hospital with this illness.

This Policy has been submitted to Monitor.

### **8.2.2 Serious Untoward Incident Update**

SUI reports were noted.

## **9 BUSINESS PLANNING & PERFORMANCE MANAGEMENT**

*(This item was discussed after item 9.0). Mr. McCormack left the meeting before the start of this item)*

### **9.1 Finance & Performance Report**

Miss Caroline Clarke, Finance Director reminded the Board of the key risks for the Trust which included the following:

- Agenda for Change
- EPR

Miss Clarke stated that there was adequate allocation of funding for the AfC for this financial year. However the projected costs for the next financial year would need further consideration.

#### **Drug Procurement**

Dr. Coakley, Medical Director and Miss Clarke have met to discuss this issue, and to devise a strategy for the management of these costs in future years. A strategy would be taken to Clinical Board in 2006.

#### **Debtors to the Trust**

As at the end of November 2005, the financial sum returnable to the Trust stood at £4.9m.

Miss Clarke went on to advise the Board that there continued to be on-going issues with the Royal London Hospital (BLT), East London and the City Mental Health Trust as regards the revenue due from these Trusts for services provided by Homerton.

Miss Clarke stated that a revised financial report would be re-issued to Board members before the end of December 2005, in order to more accurately define the Trust's financial status, as changes in income position was still being made.

In terms of the corporate recovery programme, Miss Clarke confirmed there had been an absolute reduction in agency costs during October 2005.

### **9.2 Balance Scorecard**

Miss Clarke provided the Board with an overview of the Trust's performance, and advised the Board that Balanced Scorecard would continue to develop over the coming months, and that she would keep the Board updated. Any comments on the indicators making up the Scorecard should be made directly to her.

*(Guy Young left the meeting at 10.15am and returned at 10.17am).*

### **9.3 Annual Planning Cycle 2006/7**

Miss Clarke advised the Board that the price tariffs would be received from the Department of Health at the end of January 2006. The Board would be provided with the Trust's projected budget in April 2006.

## **10. POLICY, STRATEGY AND INNOVATION**

### **10.1 Commissioning for a Patient led NHS and Integrated Service Improvement Plans update:**

Ms. Hallett advised the Board that consultation on the establishment of a single SHA for London was expected.

The PCT is yet to provide clear plans for the future provision of community health and support services. The Trust has indicated its interest to the PCT in the provision of certain of these services.

A revised version of the ISIP is awaited and it is hoped that this will address the Homerton's concerns about it.

*(Professor Costello left the meeting at 10.45am)*

### **10.2 Department of Health Independent Sector Procurement Policy: update on the implications for the Trust**

Miss Fletcher advised the Board that this Procurement Policy was a Government direction and as such it is a mandatory exercise. It is possible that the procurement exercise will result in loss of activity from the Homerton. City & Hackney PCT have invited discussions with us about this matter.

Mr. Luder enquired as to whether the Trust would be able to enter in to a joint venture with another Foundation Trust to provide services under the IS procurement policy. Caroline Clarke undertook to explore this option further.

### **10.3 Business Case for automated dispensing in Pharmacy**

Miss Fletcher reported that a business plan had been devised by Ms. Felicity Canning General Manager Diagnostic Services, and the Hospital's Pharmacy Services.

A plan to purchase a 'robot' to sort dispensing and hence aim to reduce clinical incidents and maximise work out-put was being negotiated. This plan would be in line with the Trust's positive aim to move towards electronic prescribing.

This business case is due to go to tender. Finance has been allocated in order to fund this plan.

### **10.4 Preliminary thoughts on re-structuring of key clinical service: discussion**

Ms. Hallett's preliminary thoughts on this point were noted. Further details will be provided to the Board in February 2006.

#### **10.5 Policies for Ratification**

- Incident Reporting Policy
- Investigation Guidance

These Policies were presented to the Board for ratification from Mr. Young; the Board duly ratified and agreed these. No further comments were received.

#### **12.0 ANY OTHER BUSINESS**

Mrs. Brown reminded the Board of the Trust's statutory and specific duties in respect of the Race Equality Scheme (RES). A training session on the scheme will follow the next Board Meeting in February 2006.

The meeting ended 11.10am

#### **13.0 DATE OF NEXT MEETING**

- Wednesday 4<sup>th</sup> January 2006
- Wednesday 1<sup>st</sup> February 2006
- Wednesday 1<sup>st</sup> March 2006