

Board of Directors Meeting 29 October 2009 Extract of approved minutes

Present

Non-Executive Directors	Prof. Sir Christopher Edwards	CE	<i>Chairman</i>
	Andrew Havery	AH	
	Charles Wilson	CW	
	Colin Glass	CG	
	Karin Norman	KN	
Executive Directors	Heather Lawrence	HL	<i>Chief Executive</i>
	Amanda Pritchard	AP	<i>Deputy Chief Executive</i>
	Lorraine Bewes	LB	<i>Director of Finance & Information</i>
	Mike Anderson	MA	<i>Medical Director</i>
	Andrew MacCallum	AMC	<i>Director of Nursing</i>
In attendance	Catherine Mooney	CM	<i>Director of Governance and Corporate Affairs</i>
	Vida Djelic	VD	<i>Interim FT Secretary</i>

The meeting was called to order following a seminar on strategy.

1 GENERAL BUSINESS

1.1 Apologies for Absence CE

Apologies were received from Richard Kitney.

1.2 Declaration of Interests CE

None were tendered.

1.3 Minutes of the Meeting of the Board of Directors held on 24 September 2009 CE

These were approved as an accurate record of proceedings.

1.4 Matters Arising CE

1.4.3/July/09 Paper written by CE on the organisation of meetings

CE confirmed that this paper was circulated to Board members.

3.4/Oct/09 Assurance Framework and review of objectives

CM confirmed that this was referenced in the quarterly risk report.

1.6 Members' Council Report

CE said that he had written to the Headmaster of Westminster School about links with the Trust. If he is interested then the Chairman will arrange to meet with him. AH asked for a copy.

Circulate a copy of letter to AH.

CE

Statistics for staff membership have been included in the membership report.

1.5 Chairman's Report (oral)

CE

Use of seal

CE reported to the Board that in two quarters the process of the use of seal was not according to the Trust Standing Orders. The seal had been affixed by the Finance Director and authorised by the CEO. This was done due to time restrictions. CM reported that the FT Secretary had reviewed the NHS Trust Model Corporate Governance Framework and there was an opportunity to change the Standing Orders.

It was agreed to amend the Standing Orders. A formal paper will be brought to the next Board meeting.

CM

Election incident

CE reported on an election incident that occurred in 2007 which resulted in a Council member being elected to a constituency that he did not live in.

The nomination form was completed incorrectly by the Council member and the appointed Returning Officer, Electoral Reform Services apparently failed to check. The Council member cannot continue and the Board needs to know the extent of his influence to date. The minutes have been checked and there is no reference to his contribution. AH suggested that we need to ask for refund if ERS at fault. CE said that he is not at all anxious to take this further other than a report to Monitor once the investigation had been completed.

Circulate the briefing note on the election incident to Board.

CM

Organisation of meetings

CE reported that the Task and Finish Group on Organisation of Meetings of the Members' Council met in July. The Task Group discussed the problem of the length of meetings, prioritising the importance of issues on the agenda, active involvement of Council Members and mechanisms to facilitate the optimal contribution of the Council and its members.

1.6 Members' Council Report

CE presented a paper on the membership of Chelsea and

Westminster Foundation Trust, including the current election process and opportunities to increase membership in the future. CE stressed the importance of having more nominations for elections.

KN asked if we could break down patient membership more than age 22+ so that we get a wider picture of our membership. **AMC**

CG said that it would be good to get some young mothers involved.

1.7 Chief Executive's Report

HL

Care Quality Commission

HL informed the Board that the Trust achieved a score of 'Excellent' for both quality of services and use of resources. A number of letters of congratulations were received by the Trust. HL stressed the importance of maintaining this achievement and that according to the performance report there are some specific challenges for management to focus on. HL suggested that the staff should be praised for achieving this score and a few options for rewarding staff were discussed. It was felt not to be appropriate to reward financially this time. CE suggested this was taken forward by the management team.

MRSA

HL reported the disappointing number of MRSA cases to date and said that a more detailed report on MRSA by AMC formed part of Performance Report to be discussed later.

Data Security

HL reported to the Board that the Trust had two minor data security incidents where three laptops were stolen, out of which two were from the Trust premises.

The Trust is currently reviewing the action plan from the previous data security incident to give greater assurance that the plan has been implemented.

The second theft involved the personal laptop of a junior doctor.

The Trust is separately reviewing Security arrangements in the Management 1 area.

Press coverage

HL alerted the Board to the circumstances of the consultant who cared for the young woman in the documentary that had received wide media coverage.

Postal Strike

HL notified the Board that the Trust has been proactive in planning for the potential impact of postal strike.

2 PERFORMANCE

2.1 Finance Report Commentary – September 2009

LB

LB outlined the key points in the executive summary. The main elements of slippage were set out on page 4 of the report. She said that it was unclear whether the procurement savings were achievable and that the target is being benchmarked.

KN asked LB about £1.117m adverse variance outlined in section 3.8.1 and if there is a system in place to check errors. LB said the finance department restructure will help address such issues. KN suggested that it might be cost effective to look at the amount of income accumulated under Misc Other Operating Income.

2.2 Performance Report Commentary – September 2009

LB

LB updated the Board on the Trust's performance for the period ending 31st September 2009.

AMC reported on the eight MRSA bacteraemia cases to date and stressed that the Trust is within the national target. The Trust had strengthened measures to prevent and control infection. The main areas of focus were peripheral and central line insertions and care bundles. The two cases in NICU were very unusual. CE queried whether AJ was in fact elective. AMC said AJ was admitted for an elective but became an emergency and agreed to confirm. CE said there were at least two false positives and how had this occurred. AMC said the decision to take blood cultures in those cases was incorrect. Packs and proformas are in place and their use has been re-enforced. It is anticipated that the Trust will achieve the nationally set reduction target, but will not achieve the local stretch targets.

CE asked for further clarification around the transmission of MRSA to the neonates from the mother.

AMC

To clarify circumstances of AJ.

AMC

HL expressed concern around the outpatient breaches. AP said that all were investigated and there were no common themes. Systems have been put in place to prevent re-occurrence of the circumstances of these breaches. HL said it remained a risk despite the work undertaken. KN said it was important to ensure that the staff involved were aware of how important they were. AP agreed that we could do more on ensuring that they understand their role.

AP drew attention to page 8 of the report. This implies that we had 5 breaches but we are being measured on performance at speciality level across each quarter and there has been only one breach in any speciality across a quarter (gastroenterology in quarter 2).

3 ITEMS FOR DECISION/APPROVAL

3.1 Increasing the pace of reform – Foundation Trusts

CE

CE informed the Board that he had received a letter from Mike O'Brien QC MP regarding the Department of Health plans to bring forward more applications and accelerate the pace at which some Trusts are moving to FT status. The Chairman was asked to put forward some ideas. The Board discussed some options and concluded that the Trust should be supportive of the Department's idea but have to be aware of the fact that helping some Trusts will create a potential competition. There were some advantages to helping other Trusts in that we can learn from them. LB commented that there was a lot we could do without too much effort but we should

	not underestimate that we are still developing ourselves and should not agree to anything that was resource intensive. To draft a response to Mike O'Brien QC MP and circulate to the Board for comments.	CE
3.2	Monitor In-Year Reporting & Monitoring Q2 Report	LB
	LB summarised a paper which covers the Q2 financial template and commentary that will form the basis of the financial submission to Monitor on 31st October. The Board noted that the actual financial results for Q2 were the same in this report and the internal Finance Report presented to the Board for Month 6. The Board delegated authority to the Chief Executive to sign off the overall submission which would be sent to Monitor on 31st October 2009. CM informed the Board that the Trust had been advised by Monitor that changes to the Constitution, which are in line with the Annual Members' Meeting held on 17 September 2009, had been accepted with the exception of deletion of 'University of London' in the part where it states Imperial College. This will be deferred to be accepted at the next Members' Meeting. To amend governance section of report to Monitor.	HL
3.4	CIP Savings Strategy	HL
	HL reported to the Board on strategic opportunities to grow business and identified the approach to savings across the organisation. It was concluded that the Trust needs to focus on financial control of the front line Directorates and to ensure that activity plans are fully delivered whilst developing the medium to long term savings. CE commended the approach to involve staff.	CM
3.7	Single Equality Scheme	AP
	AP emphasised that the paper circulated to the Board brought together the current schemes, simplifying and clarifying the Trust's Equality and Diversity commitments. The Single Equality Scheme (SES) was developed in consultation with staff, patients and community groups. However, the process will not finish with the publication of the scheme. The Trust is committed to maintaining active consultations beyond the 30th October 2009 to ensure that the Action Plan is subject to regular review and update. KN asked if there is any flexibility with translation considering that it costs a substantial amount of money. AP said that there are no additional costs involved as a consequence of the Single Equality Scheme and we do not routinely translate. Our policy outlines when interpreters are required e.g. sensitive procedures. AP reiterated that there were no additional costs inherent in the Single Equality	

Scheme.

AH suggested that as good practice policies should contain an indication of the cost to implement.

The Board approved the Single Equality Scheme.

3.8 Assurance Framework & Review of Corporate Objectives Q2 Report **CM**

HL outlined the main highlights of the Assurance Framework 2009/10 and progress on Corporate Objectives Q2 (April – September 2009) CM drew the Board's attention to the changes in risk and the highlighting of the objectives which contributed to the Quality report. The Board noted progress on achieving objectives for Q2.

3.9 Risk Report Q2 Report

This item was taken as read.

3.10 Board meeting dates for 2010

Board meeting dates 2010 were agreed.

3.11 Parenteral Nutrition Contract **LB**

CM noted that the paper referred to details of the evaluation criteria but these were not attached. She reminded the Board that there had been a serious incident three years ago relating to an error in preparing parenteral nutrition. It was not an error of the Trust but nevertheless the Board should confirm the safety mechanisms in place. She had a copy of the service level agreement and outlined the main elements which guaranteed a safe product.

The Board agreed to ratify the contract.

3.12 Register of Seals Q2 Report **CM**

This had been highlighted in the Chairman's report.

4 ITEMS FOR INFORMATION

4.1 Assurance Committee Minutes – 5 October 2009 **CW**

This item was taken as read.

4.2 Audit Committee minutes – 23 July 2009 **AH**

This item was taken as read.

4.3 Finance and Investment Committee minutes – 15 September 2009 **CE**

This item was taken as read.

5 ANY OTHER BUSINESS

CG asked about capital proposals and whether we have delivered what we said we would.

LB to prepare a review.

LB

CW asked if there was a Board meeting in December. CM said that a provisional date of 17 December had been agreed in case a Board meeting was required.

HL said that there was a Carol Service on 17 December that NEDs were expected to attend.

6 DATE OF THE NEXT MEETING – Thursday, 26 November 2009.

NB: These minutes are extracts from the full minutes and do not represent the full text of the minutes of the meeting. For information on the criteria for exclusion of information please contact the Foundation Trust Secretary.

Signed by

A handwritten signature in blue ink, appearing to read 'Christopher Edwards', with a horizontal line underneath.

**Prof. Sir Christopher Edwards
Chairman**