

Board of Directors

Minutes of the meeting held on Wednesday 12th July 2017 in the Governors' Hall, St Thomas' Hospital

Present : Sir Hugh Taylor (Chairman)

Dr I Abbs
Mr J Findlay
Dr F Harvey
Ms G Niles
Mr J Pelly
Ms A Pritchard
Prof R Razavi
Ms J Screamon
Mr M Shaw
Dr S Shribman
Dr P Singh
Mr S Weiner

Attendance:

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| Mr P Allanson | Trust Secretary |
| Ms S Bowler | Joint Director Operations and Strategic Development, Adult Local Services |
| Ms V Cheston | Commercial Director |
| Ms H Coffey | Director of Improvement |
| Mr R Drummond | Non Executive Adviser |
| Mr A Gourlay | Interim COO and Director of Asset Management for Essentia |
| Ms A Knowles | Director of Communications |
| Mrs J Parrott | Director of Strategy |
| Mr D Perry | Non Executive Adviser |
| Dr S Steddon | Trust Medical Director |
| Mr S Townsend | Chief Digital Information Officer |
| Ms S Wilding | Deputy Chief Nurse |

Member of the Council of Governors; members of the public; and members of staff

BOD/17/25 **Apologies**

Mr S McGuire, Dame Eileen Sills

Sue Bowler, job share partner with Angela Dawe was welcomed to her first meeting.

BOD/17/26 **Declarations of Interest**

No declarations of interest were made.

BDA/17/20

BOD/17/27 Minutes of the meeting held on 26th April 2017

The minutes of the meeting held on 26th April 2017 were approved as a true record.

BOD/17/28 Chairman's Report

The Chairman drew particular attention to Emma Duncan's decision to stand down from the Board. The Nominations Committee of the Council of Governors would be invited to consider next steps. The Board noted the report.

BOD/17/29 Chief Executive's Report

The Quality and Performance Committee had met during the morning so the Chief Executive's report had been rather more broadly cast than usual.

The Trust's response to the London Bridge terrorism attack had been outstanding and humbling.

The Trust had largely escaped any impact on Trust systems from the recent cyber attack. Software patches would be added to all relevant machines. There would also be an external review of the actions and mitigations and the recommendations implemented. It would be impossible to avoid all risk but as much protection as possible would be put in place.

Discussions continued to try to find a resolution to the issues over speech and language therapy services for under 5s with the London Borough of Southwark, who had served notice that they would not be commissioning these services from the autumn. The Chairman had written to the leader of Southwark Council to express the Trust's concerns and had received a robust response. Seeking a resolution was the aim of all parties.

The most recent changes to the delivery of sexual health services had resulted in Burrell Street becoming busier. More work was needed to encourage users to access services in different ways, including on line. Discussions continued with Southwark on their intention to reduce spend by changing tariff. It was hoped to reach agreement without the service being retendered.

Pressure continued on A&E. One Team Week had been successful but sustaining the improvement, in the face of increases in attendance, was a key task. Performance had slipped below the average in London so finding a sustainable solution was important. The Board noted that the DH intensive support team would be visiting to offer advice and support.

The Trust was in the national spotlight on its cancer performance. As a major provider there was considerable pressure to offer high quality services and rapid access to treatment in compliance with national targets. More positively, the work put in place was beginning to produce results and the second cancer network day at the Oval bringing colleagues together to discuss cancer had been helpful.

Month 3 finances were still to be reviewed but the indications were that the Trust was behind plan. £70mn of the £90mn cost improvement had been secured in plans but the remaining gap had not yet been closed. Income was behind and activity slightly behind plan. The intention was to continue to confirm to regulators that the Trust expected to meet its year end target. If performance remained behind plan then

further action would have to be considered and there would be a further review at the CMC meeting in September with an update to the Board meeting in October.

The Trust had been registered as a health and social care provider by the CQC to provide reablement services. This had been a reassuringly rigorous process.

Fit for the Future week had showcased all the main initiatives including a session by Professor Richard Bohmer. The work streams had been demonstrated as well as the major transformation projects. There was a lot of good work in the Trust to note. Once again the Dragon's Den had been impressive.

The Board was asked to note that work had now begun on the introduction of an Electronic Health records system which would be a major transformation initiative for the Trust over a number of years.

The composition and function of the Trust Management Executive had been reviewed – this was the most senior decision making organisation in the Trust. The executive team had accepted the report. The revised terms of reference were noted by the Board.

The Patient and Public Engagement Strategy was coming to the end of the cycle with the majority of aims met. This included the involvement of volunteers in staff recruitment. Incompleted actions would be rolled into the next iteration of the strategy. Embedding consultation and engagement into the Trust was a continuing process and there was to be a further event to promote this work. The Board noted the Trust's Patient and Public Engagement annual report.

The Board was noted the changes to the CQC inspection and information gathering regime due to be introduced over the next year or so.

The Interim Chief Operating Officer for Essentia said that there had been a review of fire safety across the Trust. It had been possible to establish quickly that the cladding on the Guy's Tower was non combustible. Some cladding on the Borough Wing was of concern but when tested by the BRE was safe. All white goods had been checked across the clinical areas of the Trust and new fire guidance safety cards to remind staff to make sure they knew how to exit the Trust and a further review would take place. Other employers with staff on Trust sites had been asked to ensure they knew the fire safety rules. The Board noted that some maintenance scheduled for next year had been brought forward and so was reassured by the actions taken.

BOD/17/30 Annual Accounts 2016/17 Update: additional STF bonus

The Director of Finance reminded that the audited final accounts for 2016/17 were approved by the Board on 24 May 2017 and subsequently submitted to NHS Improvement before the deadline. He reported that the Trust had been notified of a further £419,000 STF bonus payment which would be accounted for in 2017/18. The Board noted the update.

BOD/17/31 KHP update

The Executive Director of King's Health Partners reminded the Board about the overall aim and mission of KHP. Excellence in care, education and research were the main hallmarks of an AHSC and KHP had continued to thrive on all counts, although there was work to do on aspects of medical student satisfaction.

On the research front, the number of highly cited papers published by KHP and by the Trust itself had increased; and involvement in clinical trials generally was excellent.

The scope for integrating on mind and body was a distinctive feature for this AHSC; and Sir Robert outlined a number of initiatives which demonstrated positive progress in this area. KHP had also driven consolidation of specialist services in areas such as vascular and bone marrow transplantation; and further developments were planned in cardiovascular and haematology services.

The Board noted and welcomed this report.

BOD/17/32 KHP Cardiovascular & Haematology Institute & Network Strategic Outline Cases

The Board was invited to note the progress on the Strategic Outline Cases (SOCs) for the Cardiovascular and Haematology Institutes and Networks which was supported by all the partner organisations of KHP. The aim was now to create 'virtual' institutes in 2017/18 and begin the journey of integrating services, to engage with external stakeholders on developing the network proposition in both cases and to develop Outline Business Cases for the institute hubs (at slightly different paces, recognising the additional scale complexity in the case of cardiovascular). Programme funding had been agreed for this next phase.

Clinical engagement in the process had been key to making progress; and there was genuine enthusiasm in the respective clinical teams for closer integration and the benefits it could bring to patients in South East London and beyond.

The Board was informed that a parallel set of informal discussions were being held with the Royal Brompton and Harefield NHS Foundation Trust about the scope for partnership working with King's Health Partners; but this would not hold up progress on the current KHP Institute programme.

The Board noted and welcomed the progress that had been made, including the allocation of the Trust's share of programme funding, and the next phase of work for each programme.

BOD/17/33 Freedom to Speak Up (Whistleblowing) annual report

The Freedom to Speak Up Guardian and Deputy Guardian briefed the Board on the Trust's Speaking Up scheme, which aimed to develop a more open and supportive culture that encouraged staff to raise concerns of patient care or safety. The scheme had been relaunched since the appointment of the new Guardian and Deputy Guardian in January and the first annual report was presented to the Board.

It was noted that in the past 12 months the Guardians' office had dealt with 67 separate cases from staff with no major issues affecting patient care being uncovered during that period. The recent staff survey results show that nearly a quarter of staff remain insecure about reporting matters of concerns. It was, therefore, clear that more work needed to be done to reassure staff that they would be supported and not victimised for speaking up. The Guardians would begin roadshows across all Trust sites to raise awareness about speaking up and the impact this could have on service improvement for patients and their families.

The Guardians reported that Guy's and St Thomas' was regarded as one of the best trusts in supporting staff to speak up and they welcomed the support offered by the Board in terms of resources made available for the scheme and access to senior staff.

The Board congratulated the Guardians on the progress made and commended the efforts to encourage staff to raise matters of concerns.

BOD/17/34 Reports from Board Committees

The Board of Directors noted the following reports from Board Committees:

- a) Adult Local Services: minutes, 10th May
- b) Audit: minutes 10th May
- c) Cancer Services: minutes 3rd May
- d) Corporate Management: minutes 7th June
- e) Digital Board 3rd May
- f) Evelina London Board (formerly Children's Services): minutes 10th May
- g) Quality and Performance: - 12th July
 - i. April IQPR
 - ii Month 2 Finance Report

BOD/17/35 Register of documents signed under seal

The Board noted the register of documents signed under trust seal during the period 1st April -30 June 2017.

BOD/17/36 Any Other Business

There was none.

BOD/17/37 Date and Time of Next Meeting

The next meeting of the Board of Directors will be held at 3:45 on **Wednesday 25th October 2017 in the Governors' Hall, St Thomas's Hospital**

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