

**Minutes of the meeting of Trust Board held on
27th March 2013**

Present

Baroness Tessa Blackstone	Chairman
Mr Jan Filochowski	Chief Executive
Ms Mary MacLeod	Non-Executive Director
Ms Yvonne Brown	Non-Executive Director
Professor Rosalind Smyth	Non-Executive Director
Mr John Ripley	Non-Executive Director
Mr Charles Tilley	Non-Executive Director
Mr Robert Burns	Acting Chief Operating Officer
Dr Barbara Buckley	Co-Medical Director
Professor Martin Elliott	Co-Medical Director
Mrs Liz Morgan	Chief Nurse and Director of Education
Mrs Claire Newton	Chief Finance Officer
Mr Ali Mohammed	Director of Human Resources and OD

In attendance

Dr Anna Ferrant	Company Secretary
Mr Matthew Tulley	Director of Redevelopment

**Denotes a person who was present for part of the meeting*

676	Apologies for absence
676.1	Apologies were received from Mr David Lomas, Non-Executive Director.
677	Declarations of interest
677.1	No declarations of interest were received.
678	Minutes of the meeting held on 30th January 2013
678.1	The minutes were approved with the following amendment.
678.2	Minute 629.2 – “Ms Mary MacLeod, Non-Executive Director asked whether the review would look at how children had died.”
679	Matters arising and action checklist
679.1	Minute 629.4 – It was reported that a team would be visiting Chelsea and Westminster Hospital NHS Foundation Trust to understand how they achieve the five day target.
679.2	Minute 632.3 – Professor Martin Elliott, Co-Medical Director reported that the Quality Strategy had been updated with the Board amendments.
679.3	Minutes 640.4 and 640.5 – Mrs Liz Morgan, Chief Nurse reported that the team were looking at changing the patients’ day to allow them to get down to the school

679.4	<p>earlier. Ms MacLeod reported that she had visited the School and had asked the teachers if they were able to be more flexible when attending the wards to provide teaching and they agreed. Baroness Blackstone, Chairman stressed that a concern had also been raised with her about teachers not being allowed access on to the wards to teach children. Ms Morgan stated that she was looking into this and would report back at the next meeting.</p> <p>Minute 633.10: Mrs Morgan reported that in the last month, 20 nurses had been recruited from Ireland and Portugal and were undertaking the Nursing Midwifery Council registration process. They were expected to start work in June 2013. A survey was underway in the hospital to understand the reasons for nurses leaving their posts. Initial findings had shown that the reasons for leaving were related to the culture of work in the divisions as opposed to personal financial issues. Work was underway to address these matters. Mrs Morgan confirmed that the Portuguese nurses have been through an English language test.</p>
679.5	<p>Minute 619.2: Mr Robert Burns, Acting Chief Operating Officer reported that the kitchens had been working on improved recipe management, implementation of quality monitoring, temperature control, waste management and having a floor manager on each of the wards. Continuous monitoring was underway. There had been a marginal increase in the results from the IPSOS Mori survey but there was a lot of work still to do. In the restaurant, issues had been raised about the cost and availability of food. There had been an improvement in the satisfaction scores since the work started. A programme of work had commenced with Guts and St Thomas' Hospital NHS Foundation Trust to look at the joint provision children's catering. A report would be presented to the Board and the Council in September 2013.</p>
680	Summary of a meeting of the Finance and Investment Committee – March 2013
680.1	<p>Mr John Ripley, Non-Executive Director presented the report. The Finance and Investment Committee had focused on the delivery of the CRES plan, the finance plan and discussed the reasons why Trust's fail their financial assessments.</p>
680.2	<p>The Board noted the report.</p>
681	Chief Executive Report
681.1	<p>Mr Jan Filochowski, Chief Executive presented the report and informed the Board that the Trust had appointed a new Chief Operating Officer, Rachel Williams. Mr Ali Mohammed had been successful at interview in being appointed to the permanent position of Director of Human Resources and Organisational Development. A new divisional director for neurosciences had also been appointed – Dr Jane Valente would succeed Carlos de Souza on his retirement and commence in post at the beginning of May. The post of General manager for surgery was about to be advertised.</p>
681.2	<p>Mr Filochowski stated that a review of committees was scheduled to be conducted over the next month. A review of the Trust strategy had also commenced. Work was continuing to streamline the Trust Board papers.</p>
681.3	<p>Mr Filochowski informed the Board that the Trust had experienced some serious operational IT problems over the last few weeks, which had resulted in slowing</p>

681.4	<p>down access to networks by clinical users. Work had been conducted and the access issues greatly improved. The IT team were working to risk assess and monitor access to the network to prevent future problems.</p> <p>Teams were working hard to reduce the number of staff with outstanding mandatory training. The Education and Training team was focusing on the Level 3 child protection training and information governance training targets.</p>
682	Content of Phase 3A Building
682.1	Mr Matthew Tulley, Director of Redevelopment presented the report. The architects had advised the Trust that the amount of space made available could be increased and put to better use. Following a consultation with clinical teams and other interested parties, it had been proposed that the space could be used for outpatient clinics for rare diseases. An additional 3,500 square metres had been added to the building following revisions to the architectural plans. The Overall Management Group had approved the new designs and use of space and the Trustees property development committee was supportive of this, subject to financial constraints.
682.2	Baroness Blackstone raised a concern about the selection criteria for the outpatient department, in that it did not appear to take into account the current restricted space for other outpatient services. She accepted that the need for proximity to support services such as pharmacy was a key factor in determining the type of outpatient clinic to use the 3A building but that this should not be the only factor. Mr Tulley stated that the final decision had not yet been made and the design of the facility would be as generic as possible to enable flexibility of use of the building.
682.3	It was agreed to add as additional criteria the adverse quality of existing outpatient spaces in the hospital. It was important to reflect the hospital's mission statement of the child first and always.
682.4	The Board approved the design of the building and the criteria for selecting how the space would be used subject to the amendment outlined above. The Chief Executive would advise the Trustees that the proposal had been endorsed by the Board and to commence discussions about funding of the design.
683	Redevelopment governance
683.1	Mr Filochowski presented the redevelopment governance review.
683.2	Mr Charles Tilley, Non-Executive Director stated that the Audit Committee and Finance and Investment Committee also had a role in scrutinising the plans for redevelopment of the hospital and that this should be reflected in the paper and the governance diagram. Mr Filochowski agreed to update the paper accordingly.
683.3	Subject to this amendment, the Board approved the paper. Mr Filochowski reported that this would now be submitted to the Charity.
683.4	Ms MacLeod asked how patients and parents experience would be built into the design of new buildings. Mr Tulley stated that parents and patients would be on user groups of new buildings.

684	Progress Report on Francis Report Recommendations
684.1	Ms Sarah Dobbing, General Manager for Neurosciences presented the report and highlighted that approach taken by the project team was to focus on the child first and always.
684.2	The Board welcomed the plan to review the Trust against the recommendations arising out of the Francis report and agreed that the approach should involve all clinical and corporate services across the hospital.
684.3	Mr Tilley suggested that the project team link the candour and culture recommendations in the Francis Report to the GOSH staff survey findings.
684.4	Baroness Blackstone advised the Board that she had received a letter from Secretary of State for Health, The Right Honourable Jeremy Hunt asking the Trust to ensure that openness and candour was evident in everything that the organisation does.
685	Finance Plan
685.1	Mrs Newton presented the draft plan and informed the Board that the Finance and Investment Committee had also reviewed the plan and made some amendments. She emphasised that the plan relied on a high level of growth should the Safe and Sustainable review not be implemented.
685.2	Following removal of the private patients' cap, IPP services had rapidly expanded but were unable to grow any further due to space restrictions on the site. This growth could therefore not be used to offset CRES.
685.3	The Board was advised of the high cost base for education. It was expected that some capital projects would slip into next year.
685.4	The Board noted the draft finance plan.
686	Approval of business rates
686.1	Mrs Newton presented the report requesting approval of the Trust's annual business rates bill and the NHSLA insurance premium (£2.8 million). Both amounts are over £1million and under the current Standing Finance Instructions (SFIs), require Board approval.
686.2	The Board was advised that the annual business rates bill for 2013-14 had still not been received but would not be in excess of £2.3-2.4 million. Ms Newton requested that two directors are authorised to approve the expenditure up to £2.4 million once the assessment had been received and validated.
686.3	The Board approved the NHSLA premium expenditure and authorised the Chief Executive and Chief Finance Officer to approve the annual business rates bill up to £2.4 million.
686.4	The Board was advised that the SFIs were due for review in the forthcoming months.

687	Performance
687.1	Mr Filochowski presented a summary of the report and informed the Board that there were no issues of significant concern to report.
687.2	Mr Burns stated that activity was higher than the previous year's activity. The Trust continued to meet the 18 week target and work was underway to improve performance against the discharge planning target.
687.3	The Trust had received 100% compliance across all milestones for CQUINs for quarters 1-3. In quarter 4, one division would not achieve a 10% decrease in CVC infections. In total the trust was expected to report approximately 95% total compliance at year end.
687.4	The Board noted the target and indicators report, the CRES report and the Finance and Activity Report.
688	Staff Survey
688.1	Mr Mohammed presented the top level findings of the staff survey and informed the Board that the team had sent out survey results for each team to discuss and develop actions.
688.2	The Trust was looking to increase the response rate to 55% in 2013.
688.3	The Board noted the survey results and on-going work.
689	Deloitte Quality Governance Review
689.1	Mrs Newton presented the report. The Board noted the findings of the quality governance review.
690	Summary report of a meeting of the Audit Committee – January 2013
690.1	Mr Charles Tilley, Chairman of the Audit Committee informed the Board that the tender for the Internal Auditor was underway.
690.2	Mr Tilley asked the board if there was anything the committee should specifically look at during the next year. The Board recommended that the committees work plan would cover all relevant areas.
690.3	The Board noted the report.
691	Summary report of a meeting of the Clinical Governance Committee – January 2013
691.1	The Board noted the report.
692	Any other business
692.1	There were no items of any other business raised.

693	Date of next meeting
693.1	It was noted that the next Trust Board meeting will be held on Wednesday 24 th April 2013 in the Charles West Room.