

TRUST BOARD

Minutes of a meeting held at Devon House, Heartlands Hospital

on 29 August 2006

PRESENT: Mr C Wilkinson (*Chairman*)
Ms M Coalter
Mr M Goldman
Dr R Hopkinson
Dr H Rayner
Mr B Spittle
Mrs A East
Mr P Hensel
Mr A Okuyiga
Mr R Samuda

IN ATTENDANCE: Mrs L Dunn
Mr M Pye
Mrs L Cartwright (*Minutes*)
Mr A Laverick (*Item 7.3 only*)
Mr A Stokes

1. APOLOGIES FOR ABSENCE

Apologies were received from Mr I Cunliffe, Dame Jill Ellison, Mrs B Fenton and Professor J Perry.

2. ISSUES RAISED BY NON-EXECUTIVE DIRECTORS

There were no items raised for discussion.

3. MINUTES OF THE MEETINGS HELD ON 1, 9 AND 21 AUGUST 2006

THIS MINUTE IS RESERVED UNDER SECTION 43 OF THE FREEDOM OF INFORMATION ACT 2000.

4. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the Minutes other than those referred to specifically during the course of the meeting.

5. GOOD HOPE – UPDATE

THIS MINUTE IS RESERVED UNDER SECTION 43 OF THE FREEDOM OF INFORMATION ACT 2000.

6. CHIEF EXECUTIVE'S REPORT

Mr Goldman summarised his report (Enclosure 4 to the Agenda). The meeting noted the detail of the report with principal items of discussion taking place around:

6.1 Performance Monitoring

The Board noted the content of the performance report (Appendix 1 to Enclosure 4). The KPI Indicators highlighted the need for improved telephone coverage and capital for additional recruitment at the call centre (recently approved by the Capital Prioritisation Group) to avoid potential loss of income. DNA figures further highlight the need for improvements in the area of IT communications.

Action

It was believed that staff exit interviews would provide a useful means of capturing additional information which could be used in a very positive way. It was also thought that a local employee survey would be more beneficial than a national survey. Finding out the reasons why people join, stay or leave the Trust is valuable HR information. Although there are many strong indicators showing that HEFT's reputation would compare favourably to other Trusts, it was agreed that being proactive within the potential areas for improvement would make a significant beneficial difference.

6.2 “Moving Forward Together”

Ms Coalter gave a presentation outlining the Organisation Development Programme, which had so far been delivered to approximately 100 employees since its launch; the programme was still underway. This new initiative was seen by the Board as a very positive step.

6.3 GP Marketing and Communications Strategy

Mrs Dunn summarised this report (Appendix 2 to Enclosure 4), which the Board agreed contained innovative proposals for improving communications, one of the main aims being to encourage GPs to refer to HEFT, thereby securing income. The implementation of this strategy would also provide consultants with access to a wealth of new information. It was recognised that website excellence would greatly promote the Trust's future growth. A GP portal had already been developed, customer interfacing was underway and IT solutions and interactive technology such as touch screen kiosks in public areas were also being promoted (the appropriate KPIs will be identified as required in association with the new IT issues). However, it was noted that GP complaints would continue to be managed and monitored “in house”. The scope for promoting specialties beyond the catchment area were also recognised. The discussions highlighted the enormous potential advantages to be gained from the strategy and the meeting endorsed the report. Mrs Dunn will report back to the Board on developments regularly.

LD

7. REPORT FROM OPERATIONAL BOARD

Mr Goldman summarised his report (Enclosure 5 to the Agenda). The meeting noted all the items detailed in the report with principal items of discussion taking place around:

7.1 Finance Report

Mr Stokes summarised the content of the Finance Director's Report (Appendix 1 to Enclosure 5) from which it was noted that all results for the month met or exceeded targets.

Some areas of the organisation regarded potential overspend as being compensated by over-performance income but this may not always be paid by PCT and is accordingly being monitored.

Concern was expressed over the reduction in the Deanery contract. It was believed that a collaboration of Trusts to oppose the current situation might bring a positive result. Mr Stokes agreed to pursue this.

AS

7.2 Key Risk/Healthcare Governance Director's Report

Dr Hopkinson summarised the report (Appendix 2 to Enclosure 5), the contents of which were noted, and advised the meeting that in the last 2-3 days there had been a report of a possible legionella pneumonia infection associated with Ward 2. This was under investigation and further details would be provided in due course.

RH

In discussing the Strategic Risk Register, reference was made to a recent press article concerning accidents in hospitals. Mrs Dunn agreed to source this and circulate it to members.

LD

In considering the various reports, the meeting discussed how it might best view the information provided to ensure all that was possible in the context of overall patient safety. It was recognised that in cases where clinical judgements have to be taken it is not practical to give absolute assurance that each one is perfect. It was, however, necessary to ensure that any appropriate lessons are learned from reported incidents. It is vital that the Board is provided with the most up to date, intelligent and transparent data available. It was thought that a major issues "Top 10" listing should be identified and discussed further by the Clinical Governance Committee.

RH

It was noted that mortality statistics and comparators have recently become available which could usefully be used in future reporting, specifically any mortality figures which may have occurred as a result of possible systematic errors. However, root cause analysis investigations already take place at HEFT in an attempt to identify such issues.

7.3 ICT Report

Mr Laverick gave a verbal update of the evaluation and subsequent recommendations to upgrade the current PAS. Having undertaken a full evaluation, HEFT's conclusion was that, although committed to the principles, the centrally proposed PAS was not fit for purpose and HEFT should not engage with it. Our risks, currently, around PAS are in the areas of hardware which is not now supported but the software remains fully flexible and functional. Accordingly, the hardware is being replaced. Software compatibility has already been established; data format and presentation will not change and therefore no re-training would be necessary for users. The only changes and/or disruption would be from an IT delivery function perspective. The new hardware can accommodate the anticipated future requirements if the merger with Good Hope goes ahead.

It was noted that a PACS update and capital proposal will be presented at the next Operational Board.

8. MINUTES FROM TRUST BOARD COMMITTEES

The meeting noted the contents of the Minutes of the Board Standing Committee held on 28 July 2006 and the Audit Committee held on 1 August 2006, the latter of which were summarised by Mr Samuda.

9. COMPANY SECRETARY'S REPORT

9.1 Donated Funds - Annual Accounts

The draft Annual Accounts for Donated Funds (Appendix 1 to Enclosure 8) approved by the Audit Committee were considered and approved.

9.2 Committee Structure

Mr Pye summarised the proposed changes to the Terms of Reference for four Trust Board Committees and the revised Schedule of Matters Reserved to the Board (Appendix 2 to Enclosure 8).

It was considered appropriate that the Audit Committee should include "value for money" within its terms of reference. Messrs Samuda and Stokes agreed to meet to discuss this further. It was also agreed that the Audit Committee's quorum should be raised from 3 to 4 and in this respect the Chairman emphasised the importance of NED attendance.

RS/AS

The Remuneration Committee Terms of Reference were approved in principle. However, further consideration should be given to the process of assessing the remuneration of individuals who are not Executive Directors but report direct to the Chief Executive.

The documents presented for discussion were all approved, and would be finalised subject to the amendments referred to above.

MP

10. DATES OF FUTURE MEETINGS

<i>27 September 2006 (re Good Hope)</i>	<i>28 November 2006</i>
<i>3 October 2006</i>	<i>19 December 2006</i>
<i>31 October 2006</i>	

Clive Wilkinson

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Chairman