

ITEM: 10/144
Doc: 01

Meeting: Trust Board
Date: 15 December 2010

Title: Trust Board minutes of part 1

Executive Summary: Minutes and action notes from previous meeting for presentation at the next Trust Board.

Action: Draft minutes for agreement by Board.

Report from: *Susan Sorensen, Corporate Secretary*

**The minutes of the Whittington Hospital Trust Board meeting held at 15.00 hours on
Wednesday 24th November 2010, in the Whittington Education Centre**

Present	Joe Liddane	JL	Chairman
	Robert Aitken	RA	Senior independent Non-Executive Director
	Anna Merrick	AM	Non-Executive Director
	Jane Dacre	JD	Non-executive Director (UCL)
	Rob Larkman	RL	Chief Executive
	Richard Martin	RM	Director of Finance
	Celia Ingham Clark	CIC	Medical Director
	Bronagh Scott	BS	Director of Nursing and Clinical Development
In attendance	Margaret Boltwood	MB	Director of Human Resources
	Siobhan Harrington	SH	Director of Primary Care
	Fiona Smith	FS	Director of Planning and Performance
	Philip Ient	PI	Director of Facilities
	Caroline Allum	CA	Deputy Medical Director
	Richard Jennings	RJ	Deputy Medical Director
Secretary	Susan Sorensen	SS	Trust Corporate Secretary

10/130 Apologies for Absence **Action**

Apologies had been received from Helena Kania. The chairman welcomed Ian Kent, Programme Director for the Integrated Care Organisation project. He also welcomed two members of staff, three governors and a journalist from the Hampstead and Highgate Express who were attending as observers.

10/131 Declarations of Interests

CIC reported that she was contracted for 4 sessions at NHS London, but there was no connection with any matters under discussion at the meeting.

10/132 Minutes of the meeting held on 22nd September 2010 (Doc1)

132.1 The minutes of the meeting were agreed as a correct record.

Action Notes and matters arising

132.2 All actions had been dealt with, were on today's agenda or scheduled for a future meeting.

Report from the chairman

132.3 The Chairman proposed that following the resignation of Edward Lord from the Trust Board, Robert Aitken should be appointed Deputy Chairman. This was agreed without dissent.

JL

10/133 Patient Safety Update (verbal)

133.1 RJ reported on the successful Patient Safety week in the previous week which had included:

- Walkabouts with executive team when improvements had been noted;
- Stall in atrium;

- Drop-in workshops on incident reporting;
- Open workshops with RJ and CA

This initiative had been designed to increase awareness and promote a patient safety culture.

133.2 In response to RJ's question about what information the board required for monitoring implementation of the patient safety strategy, the following was proposed:

- Patient examples
- Ward-based quality dashboard
- Examples of good practice from other organisations, e.g. airlines
- Integration of information from different sources;
- Feedback on incident reporting: "closing the loop"
- Running list of ongoing projects
- Comparators with benchmark information

10/134 Integrated Care Organisation Business Case (Doc 2)

134.1 JL set the context of the discussion, referring to the options identified in the Summer of 2009 relating to possible mergers or standalone organisations within North Central London.

134.2 RL gave a presentation summarising the work to date. In the ensuing discussion, a number of points were raised:

- The development of the ICO was an exciting opportunity to improve patient care and experience, but carried a number of risks
- The management team faced a huge exercise of transformation and integration of services
- The model put the patient at the centre of a seamless pathway
- Local education providers were extremely supportive and recognised the need for a significant change in the provision of education and training for health care professionals
- Transforming services would help to eliminate "hand-offs", enable timely discharge and improve both GP and consultant training
- Public support was important – there had been a successful engagement meeting on 30th September and another one planned for 30th November
- Organisational hurdles needed to be surmounted, e.g. integration of IT systems, cultural change
- There remained considerable financial challenge e.g. CIPs, management capacity
- Success would be dependent on profound clinical engagement with the commitment of community-focussed clinicians in a number of key areas, e.g. COPD, diabetes, heart failure

134.3 In response to a question on the existence of exemplars, Trafford and Torbay were cited, plus examples from Northern Europe and Northern Ireland.

134.4 It was noted that the transformation work had commenced and was looking for quick wins, exploiting the work on pathways that was already under way in the sector. In terms of organisational development, there would be programmes designed for staff and the board. It was pointed out that there was considerable experience in the community from which to draw.

- 134.5 In terms of the financial risks and mitigations, RM drew attention to:
1. the balanced financial package incorporating a funding formula, agreed pass-through costs and agreement on the management of debtors' balances
 2. Progress on IT integration with Haringey in talks with the company providing IT services to Islington
 3. Estate strategy – commissioner to retain the risks through the mechanism of pass-through costs
 4. Assurances from NHS LA re clinical risks
- 134.6 Attention was drawn to the KPMG assurances on the assumptions in the financial model and the opinion that within an ICO the trust could do more in terms of CIP than had been assumed in the financial model. Appendix 1 to the ICO business case indicated that KPMG thought that the ICO could demonstrate FT-ability
- 134.7 It was noted that a meeting with PCTs would examine the practical issues and risks around the estates including ownership, leases utilisation and occupation.
- 134.8 It was noted that the Audit Committee had approved the Board Assurance Framework (BAF) in respect of the current objectives. If the ICO model was implemented, the BAF would need to be revised to include new risks. The new objectives would need to be considered jointly with the community services management team. The revised BAF should go to the Audit Committee and Trust Board.
- 134.9 It was agreed that contractual arrangements needed to be brought together. The executive directors on the project team would conduct more work on the due diligence process and the legal agreements by the end of January 2011. Decisions were to be made at Haringey PCT, Islington PCT, and the project Board in the next two days.
- 134.10 The chairman summed up the discussion and it was agreed that :
- ✓ The Business Case was approved
 - ✓ Staff consultation should commence from 1st December 2010
 - ✓ The business transfer should be agreed on the basis of the business case.
 - ✓ Agreement on the precise details should be delegated to the chief executive directors
 - ✓ A letter should be sent to all staff before the 1st December and CEO briefings to be arranged
 - ✓ Agreement of the final business case to be submitted to NHSL was delegated to the Chair and Chief Executive as part of the Programme Board.

10/135 Financial Report (Doc 3)

- 135.1 RM reported that the half year review would be reported to the December Trust Board.
- 135.2 In response to questions on agency activity it was reported that October activity had been high, with a significant requirement for 1:1 care and

pressure from staff sickness in the midwifery service.

- 135.3 In response to questions about the forecast CIP, RM said that £10m should be achieved. A prudent approach was being taken in not recognising the full extent of productivity gains in recent months until the trend was confirmed.

10/136 Safeguarding children update: Child Protection Annual Report (Doc 4)
10/137

- 137.1 BS introduced Jo Carroll (JC), Lead Nurse Safeguarding Children –Named Nurse Child Protection, to present the Annual Report for 2009/10 and answer questions. She added that the update on safeguarding children would be provided to the Board at a later date.
- 137.2 JC advised that the report had been approved by the Child Protection Committee and the Clinical Governance Committee earlier in the year. She pointed out that as a result of high profile child protection cases, including Baby Peter Conolly, the subject had a very high profile, with rigorous CQC scrutiny during the period covered by the report.
- 137.3 In discussion the following points were raised:
- The ICO offered opportunities for strengthening existing arrangements for communication between agencies and organisations
 - The Whittington Hospital was participating in an NHS London pilot exercise to evaluate the usefulness of checking child protection records for children presenting in ED from a number of boroughs
 - A lead Nurse for Domestic Violence had been appointed to the Trust and was working with Islington social services on the identification of women and children at risk of domestic violence, which has close links with child protection issues
 - There were possible changes afoot for the organisation of social services in Islington Borough Council which will have an impact on the provision of safeguarding services for children attending the Whittington Hospital. The Trust is awaiting consultation papers and will respond.
 - The child protection team would continue to work closely with Haringey, but it was noted that the planned ICO did not cover community paediatrics in Haringey which is currently provided by Great Ormond Street Hospital. It was noted however that this service is shortly being tendered for a new provider.

- 137.4 It was agreed that a further update should be provided in July 2011 when the 2010-11 Annual Report would be available.

BS

10/138 Report from the Audit Committee (Doc 5)

- 138.1 AM drew attention to Monitor's Annual Plan Review, which had been received by the Audit Committee, and would provide a useful checklist for the trust going forward towards FT status.
- 138.2 It was noted that the Audit Committee had approved the BAF relating to the objectives for 2010-11. More work now needed to be done on cross-referencing with the risk register and monitoring action plans.
- 138.3 The Board endorsed the Audit Committee's action in approving the Annual Accounts of the Charitable Funds and the letter of representation to the

Auditor.

10/139 Questions from the floor on matters considered by the board

139.1 In response to a question from a governor on the implications of the ICO for staff, the JL reported that there had been general support for the proposals in his recent series of meetings. RL said that there would be reductions in staffing levels over time on which there would be full consultation.

139.2 Another governor expressed concern about the potential reduction in speech and language therapy services revealed in Islington's commissioning intentions. This was evidence of a general lack of specialist understanding of the needs of disabled people when presenting with medical conditions. SH offered to meet with the governor to look at the commissioning intentions of both Islington and Haringey. It was agreed that the ICO needed to demonstrate its aspiration to be a health promoting organisation.

10/140 Any other urgent business

CIC announced that the Whittington oncology team led by Dr Pauline Leonard had received the "Oncology Team of the Year Award" from the British Oncological Association. The award recognised the huge improvement in the patient pathway and reduction in length of stay in hospital by providing rapid access to oncology specialist advice. JL indicated that he would write to the team to offer the board's congratulations.

10/141 Dates of next meetings

Trust Board 15th December, 2010 (WEC Rm 1)
Trust Board 26th January 2011 WEC Rm 10)
Board seminar 23rd February 2011 (WEC Rm 6)

SIGNED..... (Chairman)

DATE.....

**The Whittington Hospital NHS Trust
Trust Board Action Notes 2010-11**

December 2010

This paper provides an update on progress on actions outstanding from April to October 2010 and identifies actions arising from the latest meeting on 24th November 2010.

All actions to June 2010 complete

Actions outstanding from July (original list 11), September (original list 7) and October (original list 9)

Ref*	Outstanding Action	Position as at 24th November
1007.5	Reducing DNAs in out-patients: monitor progress against 12% target KS	Update for January 2011 TB. Project team working on 3-4 strands. System now more robust and some progress being made
1007.7	Follow up on Audit Commission's Board Assurance checklist JL/RL/SS	Board Development Programme being drawn up. For future Board Seminar
1009.2	Development of nursing strategy – resource implications including impact of ICO to be identified. BS	Update on progress January 2011 TB
1010.6	Compare patient feedback on ED with Whipps Cross SH	December Trust Board
1010.7	Dashboard Report - insert target arrows wherever appropriate FS	December Trust Board
1010.8	Revise Dashboard report and ensure fit with current strategy and performance requirements FS	Ongoing

Actions arising from Trust Board 24th November 2010

Ref*	Decision/Action	Timescale	Lead and support
Integrated Care Organisation (ICO) Business Case			
1011.2	Chairman and Chief Executive to take action on behalf of the Board in finalising the business case for NHSL following approval of draft report	As required	JL/RL
1011.3	Inform all staff of business transfer of Islington and Haringey community services to the Whittington with effect from 1 st April 2011 and arrange CEO briefings	Asap Completed	RL
1011.4	Initiate staff consultation process	1 st Dec 2010 Commenced	MB
1011.5	Develop the BAF to incorporate new risks associated with the ICO, taking account of revised corporate objectives	From December 2010, reporting progress to January Audit Committee and Trust Board	FS
Child Protection Annual Report 2009-10			
1011.7	Child Protection Annual Report for 2010-11 to come to Trust Board as soon as completed	Programme for July 2011 Trust board	SS
Report from the Audit Committee			
1011.8	Complete cross-referencing of the 2009-10 approved BAF with the risk register and the Annual Plan and ensure action plans updated	January Audit Committee	FS/BS
Any Other Business: Oncology Team of the Year Award			
1011.9	Send a letter of congratulation on behalf of the Board to Dr Pauline Leonard and the oncology team	Asap Done	JL
Questions from the Floor			
1011.10	Ascertain implications of PCT commissioning intentions in relation to the proposed reduction in speech and language therapy and discuss with Valerie Lang (governor) in the context of addressing needs of disabled patients seeking medical care.	asap	SH