

**Approved Minutes of a Public meeting of the Trust Board held on  
Wednesday 26<sup>th</sup> August 2015 at 10.15am  
Meetings Rooms 1, ACAD  
Park Royal Management Suite,  
Central Middlesex Hospital**

**Present**

Mr Peter Worthington	Chairman
Jacqueline Docherty DBE	Chief Executive
Professor David Taube	Non-Executive Director
Mr Martin West	Non-Executive Director
Ms Jeanne Spinks	Non-Executive Director
Mr Andrew Farrell	Non-Executive Director
Mr Chris Pocklington	Chief Operating Officer
Mr Simon Crawford	Chief Finance Officer
Ms Siobhan Jordan	Interim Chief Nurse

**In Attendance**

Mr Mark Gammage	Director of Human Resources
Mr Gary Munn	Interim Director of Estates and Facilities
Mr Ruwan Weerasekera	Non-Executive Director (Designate)
Michelle Marshall	Clinical Director for Integrated Clinical Services
Dr Bernadette Loughnan	Clinical Lead for Organ Donation (Paper 15/08/08)
Mr David James	Board Secretary

**Apologies**

Ms Patricia Williamson	Non-Executive Director
Ms Stella Dutton	Non-Executive Director
Dr Charles Cayley	Medical Director

<b>Item</b>	<b>Discussion</b>	<b>Action</b>
<b>1.</b>	<b>Welcome and Declarations of Interest</b>	
<b>1.1</b>	Mark Gammage declared his interests, Managing Partner Dearden LLP – a management consultancy organisation; Managing Partner Dearden HR – a specialist HR Consultancy; Managing Director Dearden Interim – an interim management organisation; Managing Director Mark Gammage Ltd – a management consultancy organisation; HR Lead – Shaping a Healthier Future – the programme overseeing the changes to healthcare provision across NW London	
<b>2</b>	<b>Minutes of the previous Meeting(s), Ref. 15/08/01</b>	
<b>2.1</b>	The minutes were approved as a true and correct record and were authorised for signature by the Chairmen.	

<p><b>3</b></p> <p><b>3.1</b></p>	<p><b>Matters Arising ,</b></p> <p>There were none</p>	
<p><b>4</b></p>	<p><b>Action Points</b></p> <p>The action points were addressed and the updated list will go to the next Board</p>	
<p><b>5</b></p> <p><b>5.1</b></p> <p><b>5.1.1</b></p> <p><b>5.1.2</b></p> <p><b>5.1.3</b></p> <p><b>5.1.4</b></p>	<p><b>Chairman’s Report, Verbal</b></p> <p>The Chairman welcomed Andrew Farrell and Ruwan Weerasekera as new NEDs to the Board. Andrew’s term began on 1st August and Ruwan will officially take up his role on 1st September 2015. The Chairman also advised the Board that Jeanne Spinks will step down as NED from the end of August 2015 and Patricia Williamson will also be leaving at the end of September. He thanked them both for their contribution to the Board and the Trust as a whole.</p> <p>The Chairman advised the Board he had attended the inaugural AGM of the Trust and Chaired the Transformation and Finance and Investment Committees.</p> <p>Internally meetings had been held with the Chief Executive and NEDs and externally with the Council leaders of Harrow and Ealing Borough Councils and the CEO of Ealing Council.</p> <p>The Chairman also sat on the appointment panel for the Trust’s Medical Director and 4 consultant posts.</p> <p>The Chairman visited with the Chief Executive Site Ealing Hospital and community care facilities. Also Trust construction sites on the Northwick Park site were visited in the company of Martin West NED</p> <p><b>The Board</b></p> <p>Noted the Report</p>	
<p><b>6</b></p> <p><b>6.1</b></p> <p><b>6.1.1</b></p> <p><b>6.1.2</b></p>	<p><b>Chief Executives Report. Ref 15/08/02</b></p> <p>Jacqueline Docherty reported she had attended the first annual general for the newly merged Trust on Friday 14<sup>th</sup> August. Presentations were given on our finances, key achievements, joint working, the emergency pathway and updates from community and St Mark’s Hospital. The event was well attended and used to formally launch the Trust’s annual report and accounts.</p> <p>It was confirmed that our CQC inspection will be taking place during the week of 19<sup>th</sup> October. This will be a full inspection of all our hospital and community services and a team of least 60 inspectors is expected.</p> <p>August was been a difficult month for our emergency pathway. The Trust has been under significant pressure struggling to move some patients out</p>	

	<p>of our emergency departments and into beds. Several factors have contributed to the drop in performance, including an increase in ambulance attendances and not meeting the Trust's usual standards in terms of discharging patients as early in the day as possible.</p>	
<b>6.1.3</b>	<p>Additional ward rounds were organised to ensure that patients who are clinically well are discharged in a timely fashion. Also, the Trust is working hard to make sure that patients are transferred to the best setting for the type of care they require.</p>	
<b>6.1.4</b>	<p>The Trust has become the first hospital in England to open an operating theatre that is purpose-built for specialist bowel surgery. A £500,000 refurbishment at St Mark's Hospital created a theatre that fully integrates 2D and 3D imaging systems and boasts sterile touch screens to control equipment. This new form of surgery has been developed over the last 5 years at St Mark's Hospital and is now being offered to patients. It means bowel operations will be smaller, safer and faster and it will reduce patients' recovery time</p>	
<b>6.1.5</b>	<p>Amanda Pye will be joining the Trust as our new Chief Nurse in September. Amanda has worked as a Chief Operating Officer and Chief Nurse in both acute and community trusts. With more than 15 years' of nursing experience in the NHS, she has a real passion for patient care and staff engagement. Amanda joins us from Liverpool Community Health NHS Trust.</p>	
<b>6.1.6</b>	<p>Two new Non-Executive Directors were welcomed; Andrew Farrell joins the Trust with more than 30 years' experience in senior finance and operational roles, most recently during the last 12 years as Finance Director and Chief Financial Officer at the London School of Economics. Ruwan Weerasekera, a local resident, will take up his position early in September. Ruwan was at UBS for over 17 years in London and in international roles, including as its Chief Operating Officer.</p>	
<b>6.1.7</b>	<p>The stroke team has been working with Brent CCG to prepare for the launch of the new early supported discharge stroke pathway early in September. The new service has been set up to help patients return home as soon as is clinically possible following a stroke. The service will provide all of the care and rehabilitation that patients would normally receive in hospital in their own home. This was an excellent example of how acute services can be reconfigured to offer care closer to home.</p>	
<b>6.1.8</b>	<p>On Tuesday 8<sup>th</sup> September the Trust will officially launch its participation in the 100,000 Genomes Project with an event for staff and stakeholders. The event will showcase the benefits of genomic medicine and encourage staff to engage their patients with the project. For those interested, more information can be found on the Trust's website.</p>	
<b>6.1.9</b>	<p>The Trust's Charitable Fund has made £400k available for all staff from all disciplines to apply for, in order to improve patient care and experience and advance research. There are two levels of applications: £20k and under and over £20k. Both are simple and easy to apply for and the closing date for applications is Monday 7<sup>th</sup> September.</p>	
<b>6.1.10</b>	<p>The Trust has featured in two excellent BBC documentaries over the last few weeks. The BBC3 documentary, "Defying the Label", followed the recovery of former patient Charlie Elmore, the documentary showed the</p>	

	<p>significant role that the Regional Rehabilitation Unit at Northwick Park played in her rehabilitation. There was also the BBC 2 Horizon programme: "Are health tests really a good idea". This excellent programme looked at health screening tests and highlighted the benefits of the bowel scope screening programme. During the documentary St Mark's Nurse Consultant, Maggie Vance walked Michael through a screening test and highlighted the benefits of preventative screening.</p>	
<b>6.1.11</b>	<p>ITV aired a documentary called 'Exposure' in July 2015, which highlighted concerns about care delivered at Ealing Hospital's urgent care centre (UCC). The UCC is privately run by Care UK and following the documentary Jacqueline Docherty met with members of Ealing Clinical Commissioning Group to discuss the concerns raised.</p>	
<b>6.1.12</b>	<p>July saw the first series of my 'Ask Jacqueline' open forums for staff across all sites. These forums were well attended and focused on issues such as recruitment, agency spends, staff survey results and the pending CQC inspection. Going forward, these forums will be held on a monthly basis and also involve the executive team. In August interim HR lead Mark Gammage will use the forums to talk about the staff survey results in more detail.</p>	
<b>6.1.13</b>	<p>As part of our on-going recruitment drive the Trust's website has seen an overhaul of the recruitment pages. A new 'Our careers' microsite went live on 24<sup>th</sup> July. It incorporates the Trust's new recruitment branding, along with easy to use navigation, video interviews with staff and up-to-date feeds of the Trust's current vacancies from NHS Jobs.</p>	
<b>6.1.14</b>	<p>Following a successful assessment by I CAN – the children's communication charity – the Trust's specialist speech and language units at St John's Primary School (Ealing) and South Acton Children's Centre have been accredited for the next three years. They join the Trust's unit at Downe Manor Primary School (Northolt), which received its accreditation in 2014.</p>	
<b>6.1.15</b>	<p>The Nursing Times' has shortlisted the Trust's Health Visiting Clinical Academic Hub for an award. They have been shortlisted for their efforts in improving outcomes for children and families and also for developing tools to support parents with postnatal depression.</p>	
	<p><b>The Board</b></p> <p><b>Noted</b> the Report</p>	
	<p><b>Items for Approval</b></p>	
<b>7</b>	<p><b>New Committee Structure. Ref 15/08/03</b></p>	
<b>7.1</b>	<p>David James reported to the Board.</p>	
<b>7.1.1</b>	<p>The paper proposed changes to the committee structure of the Trust. These changes reflected the requirements of the 'Well Led Framework' which ensures Strategy and planning; Capability and culture; Process, structures and measurement are embedded within the organisation.</p>	

<p><b>7.1.2</b></p> <p><b>7.1.3</b></p> <p><b>7.1.4</b></p> <p><b>7.1.5</b></p> <p><b>7.1.6</b></p>	<p>The paper proposed that, in future the Trust operates eight Board sub committees which will assure the Board of the work being done throughout the Trust; that statutory requirements are being met and support the 'Well Led Framework'.</p> <p>The Board sub committees will be supported by seven executive committees which will oversee the work of the various divisional and trust wide groups shown in the structure.</p> <p>It was recommended that the changes to the Board subcommittee structure commence from 1<sup>st</sup> September 2015 so all the committees both at Board and executive level have met at least once by mid October 2015.</p> <p>Draft Terms of Reference were attached to the report and it was agreed final sign off would be at the first meeting of the subcommittee.</p> <p>It was agreed to add the Chief Executive to the membership of the Charitable Funds subcommittee.</p> <p><b>The Board</b></p> <p><b>Approved</b></p> <p>The new Board subcommittee Structure</p> <p><b>Approved</b></p> <p>The Terms of Reference for the new subcommittees, subject to final approval by the relevant committee at their first meeting.</p>	
<p><b>8</b></p> <p><b>8.1</b></p> <p><b>8.1.1</b></p> <p><b>8.1.2</b></p> <p><b>8.1.3</b></p>	<p><b>Trust Response to Kate Lampard's Assurance Report regarding Jimmy Savile., Ref 15/08/04</b></p> <p>Siobhan Jordan introduced the paper.</p> <p>The paper provided a position statement to the Trust Board that the Trust has policies and procedures in place to support the protection of the public in relation to the learning from the multiple enquiries into the activities of the late Jimmy Savile.</p> <p>An action plan has been developed to ensure that the Trust has acknowledged and delivered on the recommendations of former Barrister Kate Lampard in the "Themes and lessons learnt from NHS investigations into matters relating to Jimmy Savile" report published February 2015.</p> <p>The original Savile action plan was produced in August 2014, a number of the actions have been completed and embedded. The updated plan highlighted that key pieces of work remain outstanding. The revised paper provided a clear timeline in which the Trust will be fully compliant with the Lampard recommendations. If approved by the Board the action</p>	

	plan will be monitored by the National Trust Development Authority (NTDA).	
<b>8.1.4</b>	Some amendments were made to the action plan. Recommendation 12 was amended to show September 2015 and Recommendation 2, Policy implementation is to be achieved before March 2016.	
<b>8.1.5</b>	In relation to Recommendation 4, clarification was sought as to how many volunteers there were in the Trust. It was noted that a volunteer manager had been appointed in June 2015. This detail would be clarified.	<b>Chief Nurse</b>
<b>8.1.6</b>	In relation to the issuing of ID cards to volunteers and the access that gave them to different areas in the Trust, Gary Munn stated the criteria for issuing cards would be checked and the number issued clarified.	<b>Director of E&amp;F</b>
<b>8.1.7</b>	Mark Gammage reported that all the employment checks stated in Recommendations 10 and 11 had been implemented by the Trust.	
	<b>The Board</b>	
	<b>Approved</b>	
	The Report and signing by the Chief Nurse and Chief Executive (Subject to the amendments)	
	<b>Items for Discussion</b>	
<b>9</b>	<b>Integrated Performance Report, Ref 15/08/07</b>	
<b>9.1</b>	Chris Pocklington and Simon Crawford spoke to the paper.	
<b>9.1.1</b>	Chris Pocklington reported A&E: All types' year to date performance was at 90.20% (dropping from 91.4% at end of June) across all sites, which is below the planned trajectory. The Ealing site performed well at 96.4% and the Northwick Park Hospital (NPH) site performed at 87.5%.	
<b>9.1.2</b>	In regard to referral to treatment (RTT) the Trust met the incomplete performance target for July 2015 but was short of both national and trajectory targets for admitted and non-admitted targets. Work continues to ensure that all patients over 18 weeks have a plan, backlogs are reducing and specialities are focussed on ensuring capacity is available for patients to be treated before 18 weeks.	
<b>9.1.3</b>	In relation to A&E there is a problem with the flow through the department into the hospital. The Northwick Park site has faced high levels of ambulance attendances and bedded community facilities nearby are full.	
<b>9.1.4</b>	Chris Pocklington stated the problem was not one for the emergency department but of the whole site as the problem is how the hospital responds once the emergency department is under pressure.	
<b>9.1.5</b>	David Taube asked is the Northwick Park emergency department fully staffed with doctors. Jacqueline Docherty replied that there were 14.8FTE Consultants in post but there were some middle grade doctor	

	posts vacant.	
<b>9.1.6</b>	In terms of flow through the site, Jacqueline Docherty advised that the new modular bed resource that should be available from November 2015 and will give more capacity. This should also reduce the number of 'outliers' within the hospital and a 'breaking the cycle' week is planned before the winter pressures build up on the Trust.	
<b>9.1.7</b>	The Chairman noted the improvement in complaints acknowledgement, appraisal rates, sickness rates and mandatory training.	
<b>9.1.8</b>	It was noted by the Board that more work was required to improve the usage of the theatre resource which presently is approximately 75%	
<b>9.1.9</b>	Simon Crawford reported the Income & Expenditure position is a year to date deficit of (£30.3m), which is (£2.5m) behind plan. CIP delivery to date is £3.7m, which is £0.9m behind plan. Capital expenditure was at £4.5m to the end of July against a plan of £3.1m. This was due to the delivery of the modular units..	
<b>9.1.10</b>	Agency staffing new controls have been put in place as well as further direction on when agency staffing can be used and expenditure on temporary staff, however as yet there has been no appreciable decrease in the expenditure within this area	
<b>9.1.11</b>	The target for the year remains £88.3m deficit, but this is at risk and a focus on CIP has been undertaken to address this concern. A review of interims has been completed and 3 cohorts of interim employees will be leaving the Trust in August, September and October.	
<b>9.1.12</b>	The Board were also informed a nursing review is underway and support has been commissioned to support the improvement process from September.	
<b>9.1.13</b>	Communication from the TDA suggesting a reduction in the projected deficit to £75m in 2015/16 had been rejected due to a lack of CCG support and additional support costs.	
<b>9.1.14</b>	Jeanne Spinks expressed concern that CIP savings were back ended again despite previous requests to front-end these savings and they were also behind schedule. Simon Crawford responded that with the support of Kingsgate with the savings programme he was confident that the CIP target for the year would be achieved.	
<b>9.1.15</b>	Martin West asked if winter planning had commenced. Jacqueline Docherty responded that the modular bed development and extensive modelling was taking place to address the issue of demand in the winter months.	
<b>9.1.16</b>	The Board were informed that the Trust is over established but this would be addressed by reducing agency and bank numbers. Safer staffing levels would be maintained. Adding to this Mark Gammage advised that improved reporting of vacancies would soon be available to the Trust and the Board to assist with monitoring and planning workforce issues.	
	<b>The Board</b>	

	<b>Noted</b> The Report	
<b>10</b>	<b>Patient Safety and Serious Incident Report. Ref 15/08/08</b>	
<b>10.1</b>	Siobhan Jordan reported to the Board.	
<b>10.1.1</b>	'There were 30 Serious Incidents reported for July 2015, 39 were reported for the previous period. A total of 28 of the 30 SI's were reported to Commissioners, within the 2 working days' time frame, as required in the National Serious Incident Framework. Two SI's were reported more than 2 days from the date the SI was identified. One of these was reported in 7 days, and the other was reported 13 days post SI identification).	
<b>10.1.2</b>	Martin West asked that the historical SI chart in the report be amended to extract the Ambulance waits, to ensure that the trends for SIs now and in the future were clear. This was agreed	<b>Chief Nurse</b>
	<b>The Board</b>	
	<b>Noted</b>	
	The new SI's reported.	
	The completed SI investigations and the actions implemented to reduce the risk of reoccurrence.	
	<b>Agreed</b>	
	Amendments to SI charts in future to compensate for deletion of ambulance wait data.	
<b>11</b>	<b>Transformation Programme Update: August 2015. Ref 15/08/09</b>	
<b>11.1</b>	Simon Crawford introduced the paper.	
<b>11.1.1</b>	Key priorities for the coming month are: the communication plan to increase engagement in the transformation agenda; and the preparation of granular plans to strengthen board oversight and assurance.	
<b>11.1.2</b>	Ownership of the transformation agenda, resources to deliver change, the ambition (and impact) of the overall programme and engagement with partners are the principal programme risks.	
<b>11.1.3</b>	The Transformation Board will report to the Strategy Committee and change its name to: Transformation Committee. Clinical representation on this group will increase.	
<b>11.1.4</b>	The Chairman asked how the Clinical Strategy is to be achieved. Jacqueline Docherty responded that the Board will soon have a Director	

11.1.5	<p>of Strategy and TDA input is being sought; also external stakeholders are being engaged such a Shaping a Healthier Future and Cancer Alliances.</p> <p>In the future the Trust will look carefully at what work takes place within the Trust and how sites are utilised to deliver that vision</p> <p>The Board</p> <p><b>Noted</b> the Report</p>	
<b>Items for Information</b>		
12	<p><b>Organ Donation Report. Ref 15/08/10</b></p> <p>12.1 The paper was introduced by Dr Bernadette Loughnan</p> <p>12.1.1 The Board were informed that that organ donation numbers fell slightly across the UK last year which meant that opportunities to save and improve more lives through transplantation and to reduce the numbers of people who need renal dialysis and other therapeutic treatment were missed.</p> <p>12.1.2 For London North West Healthcare NHS Trust (LNWHT) the Trust had nine deceased solid organ donors, resulting in nine patients receiving a transplant. 33 organs were donated but two were not transplanted.</p> <p>12.1.3 There are nine measures on the Potential Donor Audit (PDA) which are most likely to affect the conversion of potential donors into actual donors. Between 1st April 2014 and 31st March 2015, LNWHT Trust met the national target in eight of these measures. Of the ten potential DBD (A patient with suspected neurological death) donors with suspected neurological death, six proceeded to donation and eight did not.</p> <p>12.1.4 Regarding eligible DCD (Imminent death anticipated and treatment withdrawn with no absolute contraindications to solid organ donation) donors, four proceeded to donation and eight did not proceed.</p> <p>12.1.5 Problems gaining consent were noted by the Board and it was also acknowledged this issue was particularly relevant to the Ealing site</p> <p><b>The Board</b></p> <p><b>Noted:</b> The contents of this report</p>	
13	<p><b>Patient Complaints &amp; Patient Advice and Liaison Service (PALS) Annual Report 2014/15, Ref 15/08/11</b></p> <p>13.1 Siobhan Jordan reported to the Board. The focus of the year had been 'Learning and Action'.</p> <p>13.1.1 Jacqueline Docherty expressed concern that, according to the report, due to sickness absence the Central Middlesex Hospital PALs office has not been open to the public since 2013 and all telephone enquiries are forwarded to the Northwick Park Patient Relations Office. It was agreed the matter needed to be clarified</p>	<p><b>Chief Nurse</b></p>

<p><b>13.1.2</b></p> <p><b>13.1.3</b></p>	<p>David Taube asked why the rate of complaints regarding orthopaedics for Ealing was so high. Chris Pocklington agreed to look into the matter and report back to the Board</p> <p>It was agreed that further work was required to consider the main causes of complaints and then arrange the necessary training to address these issues.</p> <p><b>The Board:</b></p> <p><b>Noted</b> The Report</p> <p><b>Agreed</b> Further work required to discover the main causes of complaints</p>	<p><b>COO</b></p>
<p><b>14</b></p> <p><b>14.1</b></p>	<p><b>Trust Seal Quarter 1 Report Ref 15/08/12</b></p> <p>David James introduced the paper And it was taken as read.</p> <p><b>The Board:</b></p> <p><b>Noted the Report</b></p>	
<p><b>15</b></p> <p><b>15.1</b></p>	<p><b>BAF and Risk Register Update, Ref 15/08/13</b></p> <p>David James introduced the paper. It was taken as read.</p> <p><b>The Board:</b></p> <p><b>Noted</b> The Report.</p>	
<p><b>16</b></p> <p><b>18.1</b></p> <p><b>18.2</b></p> <p><b>18.3</b></p> <p><b>18.4</b></p>	<p><b>Approved Sub Committee Minutes</b></p> <p><b>Clinical Performance and Patient Experience Committee, 12th June 2015</b></p> <p><b>The Board</b></p> <p><b>Noted</b> the Minutes</p> <p><b>Strategy, People and Communications Committee, 12th June 2015</b></p> <p><b>The Board</b></p> <p><b>Noted</b> the Minutes</p> <p><b>Finance, Investment and Estates Committee, 21st May and 22 June 2015</b></p> <p><b>The Board</b></p> <p><b>Noted</b> the Minutes</p> <p><b>Charitable Fund Management Committee Approved Minutes of Meeting held on 13<sup>th</sup> March 2015.</b></p>	

	<p><b>The Board</b></p> <p><b>Noted</b> the Minutes</p>	
<b>19</b>	<b>AOB</b>	
<b>19.1</b>	The Chairman thanked Siobhan Jordan for her work as interim Chief Nurse; she was now stepping down with the arrival of Amanda Pye.	
<b>19.2</b>	The Chairman also thanked Jeanne Spinks for her commitment as a Non-Executive Director and wished her well with her future in Wales	
<b>20</b>	<b>Questions from the Public</b>	
<b>20.1</b>	One member of the public complimented the Board on a better and friendlier atmosphere in the Northwick Park A&E Department	
<b>20.2</b>	Concern was expressed at the long wait in Northwick Park A&E after a GP referral. Furniture was not comfortable and damage to the floor and doors was noted after being open for only a short period.	
<b>20.2.1.</b>	Jacqueline Docherty noted the damage issue as it had been spotted after a recent walkabout. Work to address damage to the doors was in process.	
<b>20.3</b>	A member of public expressed concern at the complexity of the coffee vending machine within the Northwick Park A&E department and its inability to give change. This latter point was thought unfair and it was agreed it would be looked into.	<b>Director of E&amp;F</b>
<b>20.4</b>	A member of the public gave a commendation to Central Middlesex staff that made great efforts to reassure and support patients after a scanner broke down on that site.	
	<p><b>Date and time of next meeting:</b></p> <p><b>Wednesday, 30th September 2015 at 10.45am,</b>  <b>Ealing Hospital, Postgraduate Lecture Theatre, Level 3</b></p>	

Approved as a true and correct record.
Signed
----- Peter Worthington, Chairman
Date: