



A lifetime of specialist care

**Minutes of the Board of Directors held on 25th July 2018 at 10.30am in the Concert Hall
Harefield Hospital**

Present: Baroness (Sally) Morgan, Chair
Mr Robert Bell, Chief Executive
Mrs Lesley-Anne Alexander, Non-Executive Director
Mr Luc Bardin, Non-Executive Director
Mr Mark Batten, Non-Executive Director
Mr Robert Craig, Director of Development & Partnerships
Prof Kim Fox, Professor of Clinical Cardiology
Ms Joy Godden, Director of Nursing & Clinical Governance
Dr Richard Grocott-Mason, Medical Director & Senior Responsible Officer
Mr Nicholas Hunt, Director of Service Development
Mr Richard Jones, Non-Executive Director
Ms Jan McGuinness, Chief Operating Officer
Ms Kate Owen, Non-Executive Director
Mr Richard Paterson, Associate Chief Executive - Finance
Dr Andrew Vallance-Owen, Non-Executive Director

Mr Neil Netto, Trust Secretary

Apologies: Mr Simon Friend, Non-Executive Director

Governors in Attendance: Mr Anthony Archer, Public Governor - Bedfordshire & Hertfordshire
Mr John Hensley, Appointed Governor - Hillingdon
Mr Steve Palmer, Staff Governor

By Invitation: Ms Lis Allen, HR Director
Mr Piers McCleery, Director of Strategy & Corporate Affairs
Mr David Shrimpton, Private Patients Managing Director
Dr Jo Szram, Director of Medical Education
Mr Oliver Wilkinson, Deputy Head of Communications

In Attendance: Ms Penny Agent, Director of Rehabilitation, Therapies & Laboratory Medicine
Mr Kenneth Appel, Member
Ms Renarta Apple, Health & Safety CCGs
Mr Anthony Barron, Locum Consultant Cardiologist
Ms Emma Harris, Practice Educator
Ms Sharon Ibrahim, Corporate Governance Manager
Ms Vaishali Kale, CNS in Apheresis
Ms Gill Raikes, Chief Executive Royal Brompton & Harefield Hospitals Charity
Ms Jenny Rivers, Associate Director of Research
Ms Derval Russell, Divisional General Manager RBHT
Ms Jolana Sykolova, Staff Nurse
Ms Asha Thampi, Staff Nurse

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WELCOME

The Chair welcomed everyone to the meeting, and said that apologies for absence had been received from Mr Simon Friend.

2018/47

DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING

It was noted that there had been no declarations of interest in respect of matters coming before the meeting. Also, following prior notification by Mr Simon Friend, the Directors' Declaration of Interests Register had been updated to show that Mr Friend had recently been appointed as a Non-Executive Director of a regional law firm.

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MINUTES OF THE PREVIOUS MEETING HELD ON 25th APRIL 2018

The minutes of the previous meeting were approved.

There were no outstanding actions on the Trust Board action tracker.

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APPOINTMENT OF A FURTHER EXECUTIVE DIRECTOR

The Chair outlined that the Trust's Constitution had provided for a maximum of six Executive Directors and all of the positions had been filled. The Trust's Governors had formally agreed to a small amendment to the Trust's Constitution by increasing the number of Executive Directors from six to seven, and the Trust's Directors had also been in agreement with such an increase to seven Executive Directors.

The Chair welcomed Ms Jan McGuinness to the Trust Board, and it was noted that Ms Jan McGuinness was formally appointed as an Executive Director (Chief Operating Officer) and member of the Trust Board with effect from 25th July 2018.

The Chair also welcomed Mr Neil Netto as Trust Secretary with effect from 25th June 2018.

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REPORT FROM THE CHIEF EXECUTIVE

The Chief Executive, Mr Robert Bell, provided an oral report which included the following matters:

- **Care Quality Commission** – The CQC had advised that it would be carrying out a further assessment of the Trust, probably around September 2018. Among other things, the assessment would be an opportunity to highlight examples of the excellence of our patient care across all sites.
- **NHS Improvement** – A performance oversight meeting had recently taken place with NHSI and there had been no particular issues raised. At the meeting, there had been discussion around whether the Trust could deliver a positive financial result similar to last year.
- **King's Health Partners** – The Feasibility Study in respect of the Trust's collaboration with King's Health Partners had been submitted to NHS England at the end of June 2018. Mr Robert Craig, Director of Development & Partnerships, would work with all parties in relation to the partnership.
- **Cystic Fibrosis** – Earlier in July, NHS England had convened a forum of cystic fibrosis service providers, commissioners and patient representatives to discuss how services in London should evolve. Adult and paediatric clinical and academic leads from the Trust who attended the forum felt that overall it was a useful and positive event.

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CLINICAL QUALITY REPORT FOR MONTH 3: JUNE 2018

The Director of Strategy, Mr Piers McCleery, presented the Report and outlined various matters which included:

- The Report set out the position against the quality requirements mandated in the NHS Standard Contract.
- Additional areas of quality and patient outcomes had been included in the report, including those referenced in the June 2018 refresh of the Care Quality Commission (CQC) Insight report for the Trust.
- Performance and outcomes information within the Report had been presented in a new format that aligned with the CQC's five core domains: Safe; Effective; Caring; Responsive; and Well Led.
- The content and form of the Report would continue to evolve with the aim of providing the Trust Board with greater assurance on quality and patient outcomes.

After a discussion on possible further enhancements, the consensus view was that the reworked Report was welcomed and provided more clarity on certain matters.

The M3 Clinical Quality Report was approved by the Trust Board for publication on the Trust web site.

2018/52

FINANCIAL PERFORMANCE REPORT FOR MONTH 3: JUNE 2018

The Associate Chief Executive (Finance), Mr Richard Paterson, presented the Financial Performance Report and outlined various matters which included:

- The Trust remained ahead of plan YTD as at month 3. The cash position remained stable.
- The Trust had made a YTD deficit of £8.6m, £1.1m favourable to plan.
- EBITDA was negative £1.6m YTD (£1m favourable to plan).
- Performance against the control total was ahead of plan by £0.9m at £8.4m deficit.
- Cash has been managed throughout the month (reflected in the variance to plan) in anticipation of receipt of £45.2m of outstanding 2017/18 sustainability and transformation funding (STF), including both incentive and bonus elements. This had been received post month-end and therefore the liquidity risk rating had been reduced to low.
- At this early stage in the year, it was anticipated that the Trust should achieve both its actual and underlying forecast deficit positions, as well as its control total (and therefore qualify for £11.5m of provider sustainability funding (PSF, which has replaced STF for 2018/19). STF had been earned and recognised for Q1.

It had become apparent that central funding to cover the recently announced lifting of the NHS pay cap would not in fact be adequate. For many Trusts this shortfall represented a cost pressure but the Trust had reflected capacity to absorb this, wholly or partially, in its budget.

There followed some discussion about developments in the national Agenda for Change, the lifting of pay caps, and whether staff at all levels would benefit. Ms Lis Allen, HR Director, explained that NHS staff at almost all levels other than consultants, doctors and contractors were covered by Agenda for Change pay structures. Mr Paterson explained that once the details of these envisaged developments had been made available, an analysis would be carried out in respect of the shortfall in central funding and the adequacy of the budgetary provision by the Trust.

2018/53

EDUCATION UPDATE

Dr Jo Szram, Director of Medical Education, presented the:

- Proposed response to the NHS Improvement 8 High Impact Actions document and the request for Board participation.
- Review of the GMC National Trainee Survey 2018.
- Presentation of the first Trust Junior Doctor Wellbeing Thermometer data.

There followed some discussion which included:

- Dr Szram advised that General Medical Council data was not published, but burn-out rates seemed to be the same nationally. RBHT was better than most Trusts in respect of engagement with junior doctors.
- A number of Non-Executive Directors (including Mrs Lesley-Anne Alexander, Mr Luc Bardin, Mr Mark Batten and Mr Richard Jones), had multi-sector experience of such issues and would be glad to be involved in work, education and projects to provide support.
- Ms Joy Godden explained that these themes applied to nurses and other groups, and formed part of the wider remit of addressing wellbeing at work.

ACTION: Dr Szram to coordinate as appropriate with the Directors to draw upon their expertise and put together an action plan for consideration by the Board.

ACTION: Mr Netto to schedule a Board seminar, perhaps following the Trust Board meeting on 28th November 2018, to review the action plan drafted by Dr Szram.

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2018/19 OPERATIONAL PLAN FEEDBACK

It was noted that the Trust had received a letter dated 7th June 2018 from Mr Ian Dalton, Chief Executive, NHS Improvement providing feedback on the Trust's 2018/19 Operational Plan.

The feedback and recommendations made in the letter had been reviewed by the Finance Committee and no changes to the Plan were deemed to be warranted.

A further letter from NHS Improvement to provider Trusts had advised that they should not change their 2018/19 Operating Plans without prior consultation with, and agreement by, their respective local NHS Improvement account team.

The Trust had discussed this view with NHS Improvement's local team which had agreed with the Trust's position that no changes were warranted.

2018/55

CARE QUALITY COMMISSION UPDATE

Ms Joy Godden, Director of Nursing, provided an oral report on the Care Quality Commission assessment which included the following matters:

- The CQC inspection process was triggered in early July.
- The initial 'Provider Information Request' had been given to us, and is due for submission at the end of July.

- The Trust has been working through its action plan following the last inspection, and has been reviewing the detail of the report, and improving areas where needed. Preparations for the next inspection are already well under way.
- Staff have a sense of pride in the quality of care that is provided and our feedback from patients remains strong.

2018/56

REPORT FROM THE AUDIT COMMITTEE

The minutes in the Board pack in relation to the Audit Committee were noted.

In respect of the re-appointment of auditors, Dr Andrew Vallance-Owen explained, in the absence of Mr Simon Friend, Chair of the Audit Committee, that the Committee had recommend to the Council of Governors that Deloitte be re-appointed as external auditors for the 2018/19 financial year, with the service being re-tendered in June 2019. This recommendation had been considered and approved by the Council of Governors at its Annual General Meeting on 18th July 2018.

2018/57

REPORT FROM THE RISK & SAFETY COMMITTEE

The minutes in the Board pack in relation to the Risk & Safety Committee were noted.

In relation to the way in which the Risk & Safety Committee would work going forward, Dr Andrew Vallance-Owen explained that whilst the Risk & Safety Committee would retain responsibility for oversight for all risks:

- The responsibility for the in-depth reviews and deeper insight into specific risks would be shared across Board Committees.
- The key areas for focus of the Risk & Safety Committee would be around clinical care, and staff recruitment/retention.

2018/58

REPORT FROM THE FINANCE COMMITTEE

The minutes in the Board pack in relation to the Finance Committee were noted.

As an indication of some of the work undertaken by the Finance Committee, Mr Mark Batten outlined that:

- Trust debtors, such as NHS England, had been sent letters to request quicker payments.
- Some glitches between systems seem to have been resolved.
- There was a focus on Project Darwin benefits being realised.

2018/59

RECOMMENDATIONS OF THE ADVISORY APPOINTMENTS COMMITTEE

Following formal appointment panels, the Board after due consideration ratified the appointments of:

- Consultant in Thoracic Surgery, Miss Sofina Begum
- Consultant in Interventional Cardiology, Dr Vasileios Panoulas

- Consultant in Pulmonary Hypertension & Adult Congenital Heart Disease, Dr Aleksander Kempny
- Consultant Cardiologist in Adult Congenital Heart Disease, Professor Gerhard-Paul Diller
- Consultant Cardiologist in Adult Congenital Heart Disease, Dr Laurence Iserin
- Consultant Cardiologist in Adult Congenital Heart Disease, Dr Isma Rafiq.

2018/60

ANY OTHER BUSINESS

It was noted, as outlined by Mr Paterson, that substantial cardiology consumables contracts had been recently approved electronically by a substantial majority of the Trust Board with none voting against. Board approval had been required owing to the size of the contract awards.

2018/61

QUESTIONS FROM MEMBERS OF THE PUBLIC

In reply to a question about whether the spend on agency staff could be reduced by asking permanent staff to work further hours, Ms Joy Godden explained that the Trust's staff were already working to their limits and the amounts spent on agency staff was closely monitored by the Finance Committee.

In reply to a question about getting people home after treatment, Ms Jan McGuinness explained that there were a number of initiatives in progress through the Darwin programme, particularly in relation to complex discharges.

In reply to a question about patient waiting times, Dr Richard Grocott-Mason explained that 62 days was a mandated number. The Trust was working hard on improving pathways to patient care, including coordinating further with slower referring areas. It was clear that the Trust had provided care to many patients very quickly with good outcomes. The Chair, Mr Anthony Archer (Public Governor - Bedfordshire & Hertfordshire), and Professor Kim Fox said that there may be scope to enhance the Trust's narrative around the cancer care that we provide.

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NEXT MEETING

The next Trust Board meeting was scheduled for Wednesday 26th September 2018 from 2.00pm in the Boardroom, Royal Brompton Hospital, Dovehouse Street.

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CLOSE

There being no further business, the Chair thanked everyone for coming and declared the meeting closed.