

ROYAL BROMPTON & HAREFIELD NHS TRUST

Minutes of a Meeting of the Trust Board held on 25 February 2004 in the Board Room, Royal Brompton Hospital

- Present: Lord Newton of Braintree (Chairman)
Mrs I Boyer: Non Executive Director
Dr. G Goodier: Chief Executive
Professor M Green: Non Executive Director
Mrs S McCarthy: Non Executive Director
Mr P Mitchell: Director of Operations
Professor A Newman Taylor: Medical and Research
Director
Dr. C Shuldham: Director of Nursing and Quality
- By invitation: Mrs M Cabrelli: Director of Estates and Facilities
Mrs C Champion: Director of Strategic Management
Mr R Craig: Director of Governance and Quality
Professor T Evans: Associate Medical Director RBH
Mr W Fountain: Associate Medical Director HH
Mr R Gorlin: Chairman Audit Committee
Mr N Hodson: Project Director
Mr N Hunt: Director of Partnership and Performance
Ms J Thomas: Head of Communications
Mr T Vickers: Director of Human Resources
- In attendance: Mrs L Davies: Head of Performance
Mr A Grimshaw: Assistant Director of Finance
Miss J Jenks: Administrator, CORDA

Apologies for absence were received from Mrs Leadbeater and Mr Perrin

REF

2004/15 MINUTES

The minutes of the Trust Board meeting held on 28 January 2004 were approved.

In relation to Minute 2004/1 Mr Patrick Mitchell, Director of Operations, informed the Board that although financial support for renovation of the Mansion at Harefield Hospital had been raised with Heritage Lottery Funds the Board would need to find a future use for the building and some funds to cover any shortfall. He was seeking alternative uses for the building including use by external organisations before any detailed consideration could be

given to preparing an application to the National Lottery for financial assistance.

Mrs Jean Brett, Chair Heart of Harefield, referred to Minute 2004/6 (iv) which named Mrs Suzanne McCarthy as the new Trust Convenor. However, it stated that Mrs Susannah O'Donnell had agreed to continue as a convenor, although she had ceased to be a Non-Executive Director of the Trust, which would contravene the 1996 NHS complaints procedure.

The Chairman confirmed that the Board had appointed Mrs Suzanne McCarthy, a Non Executive Director of the Trust, as Convenor. Mrs Susannah O'Donnell, the former Convenor, who ceased to be a Non Executive Director on 30 November 2003 continues to be available to assist Mrs McCarthy.

2004/16 REPORT FROM THE ACTING CHIEF EXECUTIVE

The Chairman welcomed Dr. Gareth Goodier, Chief Executive, from leave and congratulated him on his recent marriage. He thanked Professor Anthony Newman Taylor for acting as Chief Executive during Dr. Goodier's absence. Professor Newman Taylor presented his report which was noted.

Professor Newman Taylor reported that in the Paddington Health Campus Development the Outline Business Case continued to be updated. On the independent review of the Project a number of members of the Trust and St. Mary's Trust as well as others had been interviewed by the reviewers. It was anticipated they would be reporting in the next couple of months. On the Trust financial position it remained difficult to reach financial balance by the end of March but much work continued in order to achieve it.

Mr Michael Dent, a member of the public queried how far the costs of the Paddington Health Campus Development were met separately from Trust running costs. Mr Andrew Grimshaw, Assistant Director of Finance, said that a separate budget exists for Paddington Health Campus costs which is distinct from the Trust revenue budget.

2004/17 PADDINGTON HEALTH CAMPUS DEVELOPMENT

Mr Nigel Hodson, Project Director, presented a report. The update of the Outline Business Case (OBC) had been drafted. Independent review had commenced and although the new Outline Planning Application to Westminster City Council was ready for submission it had been decided to defer submission until the independent review and OBC update was completed. Work on the Invitation To Negotiate documentation had been deferred in order to direct more resources to the OBC review.

Mrs Jean Brett, as Chair of Heart of Harefield, said that the fact the new Outline Planning Application had still not been submitted differed from what had been said at the previous two meetings, and asked when it would be submitted. Mr Hodson replied that no date had been set: it would be kept under review in the context of work on the OBC.

Mrs Brett later referred to the communications section of the Project Director's report and questioned why the Project Team was paying Christows, as the "recent" communications referred to were in November 2003. She went on to draw attention to the Health Service Journal published the previous week which referred to a cost review that may end the Paddington plan. The Chief Executive was reported as saying of the 1999 OBC, which had not been reviewed when the former Project Director left in 2002, "how could anyone have thought that £316 million was enough?" She said the Board had let the Project continue and asked for reality before, what she regarded as, a NHS scandal escalated.

Mrs Brett, who said she was speaking for others and particularly Mr David Potter as Chair of Re-Beat, expressed concern that, despite having made clear their wish to be involved in Patient and Public Involvement (PPI) in relation to the Campus, they had not been asked to the PPI stakeholder meeting held on 13 February 2004. She said that Grace Gibbs, the PPI Lead, had also given the Chair of Harefield Tenants and Residents Association the impression that she was welcome only if she supported the Campus.

Dr. Shuldham explained that the 13 February meeting was of the health partner organisations involved in the Campus. The purpose had been to discuss how to network among all the groups and individuals. There was no intention to exclude anyone from the process: the intention was to involve a wide range of people.

Mrs Brett requested a copy of the minutes of the 13 February meeting and of the key principles and strategy agreed. Mr Potter strongly endorsed the concerns expressed by Mrs Brett: organisations such as Hamsters, Re-Beat and Heart of Harefield should be involved in developing PPI strategy, not presented with a fait-accompli, and he sought as an assurance that they would in future be represented. Mr Colin Brett said that, since there had been no patients or members of the public at the meeting, he regarded its title as a misnomer and the documentation as misleading.

Mr John Ross said he once again had to raise the issue of what he regarded as lack of balance in reporting Board meetings. He referred particularly to the press release following the 27 November 2003 meeting, placed on the Trust website, which made no reference to Mrs Brett's presentation at the meeting but confined itself to the clinicians' responses, and said he had raised this with the Chief Executive but with no response.

Mrs Brett added that it had taken a year for her to be allowed to make a presentation to the Board, and she felt the principles of integrity, openness and accountability meant that the summary of it should have been placed on the two websites followed by the clinicians' comments. She expected that this would now be done, and if not she wanted a written explanation from the responsible Trust manager (Ms Thomas) with whom the matter had subsequently been discussed but from whom she had heard nothing further.

The Chairman said that a summary of Mrs Brett's presentation, in her own terms, was contained within the minutes of the 27 November meeting. While he thought it inappropriate for individual managers in attendance at a Board meeting to be singled out for specific demands, he would decide in consultation with the Chief Executive whether the Board minutes should be posted on the Trust website.

Mr Potter asked about the Campus presentation referred to in the Project Director's report, and said that the MPs for Harefield and Kensington and Chelsea should be invited. The Chairman noted this, and said that invitations would normally be issued in the names of the MPs hosting the event, who were Karen Buck, MP and Mark Field, MP.

Mr Philip Dodd, who said he was staggered by the optimism and bias of the Project Director's report and concerned that taxpayer's money was still being spent, asked "what were the names of the Project's advisors, and their terms and conditions; what was the source of the budget and for how long the funding would continue; and whether an alternative to the Point Building, which in November 2003 was presented as a "do-or-die issue", was now under consideration. Mr Hodson said there were four principal advisors, but that it was inappropriate to give details of their terms and conditions: Price Waterhouse Cooper (financial); Berwin Leighton Paisner (legal); IBS (technical); and EC Harris (facilities management). NHS funding for the Project Team came from capital funding allocated by the Strategic Health Authority, and the team was incurring expenditure only in areas essential to the current objectives. Mr Grimshaw, Assistant Director of

Finance, confirmed that the Trust allocated no funds to the Campus.

2004/19 GOVERNANCE AND QUALITY REPORT

Mr Robert Craig, Director of Governance and Quality, presented a report which contained a proposed Risk Assessment Policy and a draft Risk Assurance Framework which identifies the Trust's strategic risks in line with the Trust strategic aims and includes the Trust Risk Register.

The Board approved the Risk Assessment Policy and noted the Framework. A revised paper on the System of Internal Control was tabled. More amendments were being made and a further report would be presented to the next Board meeting. The Chief Executive indicated that the minimum frequency for mandatory training in standing financial instructions and counter-fraud should be two-yearly. The Chief Executive also thanked the staff who had contributed to the development of risk management over the past year.

2004/19 REPORT FROM DIRECTOR OF OPERATIONS

The Board received a report from the Director of Operations. Mr Patrick Mitchell informed the Board that the safety of the Mansion at Harefield Hospital had been secured and problems created through flooding had been rectified. English Heritage had however recently written to the Trust to enquire about plans for future use of the Building. There was concern that considerable funds might have to be spent and discussion had taken place with the local authority planners over the Trust's responsibilities for the Building and its future use.

Responding to Mr Michael Dent, a member of the public who asked for a copy of the letter from English Heritage, Mr Mitchell said he would have to speak to the Planners about disclosing correspondence. In response to Mr John Ross who asked if car park costs referred to in the report included the cost of demolishing the old pathology and outpatient buildings, Mr Mitchell said that they did.

2004/20 PERFORMANCE REPORT

Mr Andrew Grimshaw, Assistant Director of Finance, gave a financial report. At the end of January 2004 the Trust was £1.55mn overspent, an improvement of £300,000 over the previous month. An overspend of £1.1.mn was forecast for the end of the year but the Executive Directors believe recent action taken could reduce the overspend to about £500,000. They were exploring other action urgently to deliver a balanced budget.

Mr Mitchell informed the Board that action taken by the Executive Directors to achieve the necessary savings had included bed closures in all Directorates and reductions in the use of agency staff. These had created enormous pressures on Trust staff which they had accepted as essential to the Trust's objectives.

Mrs Lucy Davies, Head of Performance, presented a report on performance against activity targets which was noted. The report confirmed the Trust expected to meet all activity targets in the current year.

Mrs Jean Brett, Chair Heart of Harefield, asked whether, since the report indicated that only 37% of payments by value and 39% of payments by volume had been paid on time, any backlog of debt obscured the Trust's financial position. Mr Andrew Grimshaw said the financial report took account of accruals and not expenditure and thus the financial position represented was true and fair.

- 2004/21 AUDIT COMMITTEE MEETING: 16 SEPTEMBER 2003
The Board received and noted the minutes of the Audit Committee meeting held on 16 September 2003.
- 2004/22 PROPOSED LEASE OF MASS SPECTROMETER
The Board received and approved a proposal to lease a third mass spectrometer within the Immunology Department at Harefield Hospital.
- 2004/23 SUPPLIES PERFORMANCE REPORT: QUARTER ENDING 31 DECEMBER 2003
The Board received and noted a report on supplies performance for the quarter that ended on 31 December 2003.
- 2004/24 CONFLICT OF INTEREST POLICY
The Board received and considered a proposed Conflict of Interest Policy. Mrs Suzanne McCarthy said she had suggested textual changes to make certain sections clearer which would be forwarded to Mr John Chapman who had drafted the Policy. A further change was suggested during the discussion to Section 5.2.

Subject to these changes the Board approved the Policy.

**Lord Newton of Braintree
Chairman**