

## **ROYAL BROMPTON & HAREFIELD NHS TRUST**

### **Minutes of a Meeting of the Trust Board held on 28 April 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 M Leadbeater: Director of Finance  
Mrs S McCarthy: Non Executive Director  
Mr P Mitchell: Director of Operations  
Professor A Newman Taylor: Medical and Research  
Director  
Mr C Perrin: Deputy Chairman  
Dr. C Shuldham: Director of Nursing and Quality
- By invitation: Mrs M Cabrelli: Director of Estates  
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 Service  
Development  
Dr. C Ilsley: Chairman Medical Committee HH  
Dr. R Radley-Smith: Associate Medical Director HH  
Mr T Vickers: Director of Human Resources
- In attendance: Mrs L Davies: Head of Performance  
Ms J Thomas: Head of Communications

---

REF

---

2004/40

#### MINUTES

The minutes of the Trust Board meeting held on 25 February 2004 were approved.

Mrs Jean Brett, Chair of Heart of Harefield, referred to Minute 2004/17 Paragraph 3, saying that the sum quoted of £316mn should be £360mn. This was accepted. Mrs Brett also drew attention to the final sentence of Paragraph 4 of Minute 2004/17 and said that the sentence should be amended to read, "...the impression that she was

only welcome on the Patient's Forum if she supported the Paddington Health Campus."

The Chairman confirmed that neither the Board nor Grace Gibbs had the power to appoint to Patient Forums.

The Chairman reported that, owing to attendance difficulties for a number of people for the proposed Board Meeting on June 23, he proposed to move it to a later date. It was likely that this would be 29 June. He would ensure that the new date, when confirmed, was notified and publicised.

2004/41 REPORT FROM THE CHIEF EXECUTIVE

Dr. Gareth Goodier presented his report, which was noted.

In relation to the report on the waiting time targets and achieving 3 star status, Dr. Goodier reported that the latest reported position was that the Trust would also achieve financial balance as a result of March having been a very good month both for income and reduced expenditure and the continuing result of the action plan for achieving this balance.

The Chairman said that it was very encouraging news about the financial situation and offered his own and the Board's thanks to all concerned.

In his report Dr. Goodier also drew particular attention to the very successful recent visit of Her Royal Highness Princess Alexandra, and to the very complex amount of work involved in implementing the Consultant Contract.

The Chief Executive also reported on the progress with implementing the independent inquiry into paediatric cardiac services, stating that the Board had not yet appointed a Non-Executive Director with a special responsibility for monitoring services for people with disability. The Board was asked to consider such an appointment.

Dr. Goodier also briefly reported five other matters on which he had provided information for the Board in his report.

Mrs McCarthy stated that the Board still has a Non-Executive Director vacancy and asked whether there was any news on appointing to it.

The Chairman said that he was in touch with the relevant appointment bodies and that he hopes to be able to report on progress with this important appointment soon. In the meanwhile, because of his former experience in the field of disability, he proposed to take on the responsibility for monitoring services for people with disability on a provisional basis.

2004/42 PADDINGTON HEALTH CAMPUS DEVELOPMENT

Mr Nigel Hodson, Project Director, presented a report. A proposal had been submitted to the Department of Health on 7 April setting out a way for taking the Scheme forward and into procurement. The proposal identified the costs and assumptions associated with an updated OBC and it is expected that the Independent Review Steering Group will report on the Paddington Health Campus in the next few weeks.

The Project Team was continuing to evaluate the options available in terms of the configuration of the site in the long run and how services can be provided during construction. A summary of recent media coverage was also given in the report.

Mrs Jean Brett, on behalf of Heart of Harefield, expressed her surprise that there was no mention of the 15% cut in the size of the Project in Mr Hodson's report to the Board. The 15% cut, from 218,000 square metres to 190,000 square metres, had been reported in the magazine "Building" and had been confirmed by Christows. Mrs Brett said that Mr David Potter, Chair of Rebeat and Vice-Chairman of Heart of Harefield, would be raising some concerns about this particular point later. Firstly, however, Mrs Brett wished to express her views on the communications section of the Project Director's Report. Media articles, contrary to that report, were more negative than positive. Mrs Brett drew particular attention to a recent article in the Health Service Journal, a report in Private Eye and also to her letter in Construction News. Mrs Brett also expressed concern about a sentence in the Project Director's Report on the last staff survey. Within that staff survey 46% of Harefield's staff had indicated that they would not relocate to Paddington, whatever the inducements. This 46% fact was within one Trust press release, yet Christows, the PHC website had no reference to it. Mrs Brett considered that omitting relevant information was in conflict with the NHS Code of Conduct and Accountability. She would take this up at a higher level and requested that the Chairman ensure it did not happen again.

Mrs Brett then referred to the recent visit to Harefield Hospital by Mr Andrew Lansley, Shadow Secretary of State for Health. Mrs Brett stated that Mr Lansley had written to her inviting her to visit Harefield Hospital with him. She had replied accepting this invitation and had asked that David Potter, as Chair of Rebeat, also attend. Before the visit took place however, from within the Trust there had been a suggestion that Heart of Harefield did not differentiate between patient situations and campaigning. Mrs Brett pointed out that this was not so, as Mr David Potter was the Chair of Re-Beat, a Harefield

patients' charity, and she was an honorary Vice President of the same organisation. To avoid any conflict over Mr Lansley's Harefield visit, Mrs Brett had withdrawn. However Heart of Harefield believed that smear tactics had been used.

Mr David Potter returned to the issue of the notable reduction in size of the Project and asked how the 28,000 square metre reduction, which amounted to 301,392 square feet, could be found. He also expressed his continuing concerns about lack of patient and public involvement in the Paddington Health Campus and what he regarded as the selective nature of what was being reported to the Board.

Mr Hodson replied that the report was of work in progress, but that he would be happy to provide more details separately. Mr Perrin said that the figure for the square meterage might well change up or down and was related to the continuing review of the clinical services to be delivered on the site, which was being chaired by the Strategic Health Authority and, again, made the offer of going through the detail of the reduction but explained that the greater part was from space for St. Mary's rather than for Royal Brompton & Harefield NHS Trust.

Mr Ross, a member of Heart of Harefield, asked how secondary services could be reduced, when from the outset it had been stressed that the Royal Brompton and Harefield part of the Paddington Health Campus was as a tertiary centre. Professor Newman Taylor emphasised the importance of distinguishing between the specialist services and the more local St. Mary's based secondary clinical services. The local PCTs had asked the King's Fund to work with them to see what services the PCTs could provide off campus. Mr Ross replied that the amount of space involved was in excess of five acres and he thought it very doubtful that this loss could be accommodated by more ambulatory care and care in the community, including for the chronically ill. Mr Perrin said the amount of space currently under consideration was still greater than on all three current hospital sites together.

Mr Potter raised the issue of the number of beds in the Development and asked whether there would be any more bed reductions. Professor Newman Taylor replied that there were no absolutes about beds because of the changing nature of health care.

Ms Dara Galic, Heart of Harefield, asked whether the 15% space reduction was in the proposal which had gone to the Department of Health. Mr Hodson confirmed that the 15% reduction in space on the Project was in the proposal submitted to the Department of Health on 7 April. Mr Perrin explained that the proposal was not the same as an OBC, which would require Trust Board approval before being submitted.

The Chairman returned to the issue of the staff survey in response to the issues that Mrs Brett had raised earlier. He emphasised that one of the main reasons why so many staff had replied that they would not move to Paddington was because they would not be Trust employees, given turnover rates, career paths and the Development timetable. At the same time a large number of staff had said their decision to relocate to Paddington would be dependant on transport, assistance with relocation and other personal considerations. Mrs Brett replied that only 7% of Harefield's staff had responded that they would move to Paddington and provided for the Board a copy of a Harefield Gazette article on this subject.

The Chairman, referring to the issues raised by Mrs Brett about the recent visit to Harefield by Mr Andrew Lansley, stated his view that visitors to an institution should be shown around by the people responsible for running it. He had been happy to facilitate a later meeting between Mrs Brett and Mr Lansley and no ill will had been intended. Mrs Brett responded that she held to the view that when a guest has requested the presence of a particular person or persons, that wish should be respected. The Chairman said that they would have to agree to differ over the matter.

Mr Potter again raised the lack of patient and public involvement with the Paddington Health Campus. He had met with Grace Gibbs and asked for her strategy on this and also what arrangements had been made for a meeting with the Heart of Harefield. Mrs Brett said she had not heard from Grace Gibbs. Dr. Goodier replied that he and Julian Nettel, Chief Executive of St. Mary's Trust, had agreed that greater effort should be made to engage all the interested parties and that both Trusts, as well as the PHC Project, would be making new and firmer arrangements for this.

2004/43

#### GOVERNANCE AND QUALITY REPORT

Mr Robert Craig, Director of Governance and Quality, presented a report on the Risk Pooling Scheme for Trusts (RPST) Assessment and control of infection. He was pleased to report that, having provided further evidence of compliance with the training criterion, the Assessor had confirmed that the Trust had been granted Level 1 compliance with the RPST standard. A report of the standards achieved and forward plans would be provided to the May Board Meeting.

A proposal for an infection control programme for 2004/5 was presented. This was approved by the Board. The Chairman thanked the Director of Infection Prevention and Control, Professor Tim Evans, and his team for all their work with this important programme.

2004/44 ADOPTION OF REVISED STANDING ORDERS AND STANDING FINANCIAL INSTRUCTIONS

Mrs Mary Leadbeater, Director of Finance, introduced an updated set of standing orders which incorporated the Scheme of Delegation and Standing Financial Instructions for the Trust. The documents presented are based primarily on the model documents within the Corporate Governance Framework and customised where appropriate for the Trust. The Board was advised that no fundamental changes have been required in drafting the new set compared with the set in current existence, nor were there any material differences between the model set and the set presented to the Board. It was noted that a small number of textual changes had been made following the Audit Committee's review of the papers on 18 March.

Mr Ronnie Gorlin, Audit Committee Chairman, drew attention to the proposed Standing Order relating to recording of Trust Board meetings. The Chairman asked Mrs Brett to comment. Mrs Brett complimented Mr Gorlin on having noted that point in the draft Standing Orders and explained that she was aware of it, but had not raised it in order to avoid confrontation. Recording ensured accuracy of the minutes. If this were to become an issue, Heart of Harefield would have to pursue it. The Chairman said that the Board would not be pursuing the matter now but will reflect on the point. Professor Malcolm Green, referring to the section on the declaration of interests, wanted to distinguish between interests which would be of benefit to the Trust and those which would not, such as the difference between confluence and conflict. The Board felt that it was best to reflect this valid point by noting that, in approving the updated standing orders, they accepted that there would be interests relevant to individual Non-Executive or Executive Directors which were of value to the Trust rather than in conflict with its intentions.

2004/45 DRAFT BUSINESS PLAN AND BUDGET FOR 2004/5

Mr Nick Hunt, Director of Partnership and Service Development, gave an oral report to the Board on progress with agreeing this year's business plan and budget. In particular, attention was drawn to the three significant planning/budgetary issues for the new financial year; implementing the European Working Time Directive, implementing Agenda for Change and implementing the Consultant Contract.

2004/46 INVESTIGATING CONCERNS INVOLVING MEDICAL STAFF

Mr Tony Vickers, Director of Human Resources, presented a paper on this. After discussion, it was agreed that the Board would approve the new appendix to the Disciplinary Policy and Appeals Procedure, as well as the amended wording in Section 3 of the Policy, subject to any additional comments being made by either of the Medical Committees for the Trust, and to more detailed discussions between

the Director of HR and the Non-Executives Directors about the precise roles and responsibilities of the "designated member".

2004/47 ADJOURNMENT FOR QUESTIONS FROM MEMBERS OF THE PUBLIC  
Mrs Brett, Chair Heart of Harefield, asked who the Trust Board Lead on Patient and Public Involvement and the Trust Board Lead on Human Resources was. Dr. Shuldham confirmed that she was the Board Lead for Patient and Public Involvement. Mrs Isabel Boyer confirmed that she was the Board Lead for Human Resources. Mrs Brett explained that in issuing the staff survey, the Board had not asked for a written summary to the survey. Mrs Brett thought it would be helpful if Mrs Boyer could review the survey with her. This was agreed.

2004/48 MRS SUZANNE McCARTHY  
Lord Newton offered the Board's congratulations to Mrs McCarthy who had recently been appointed as Chief Executive of the Office of Rail Regulation.

Lord Newton of Braintree  
Chairman