

**COUNCIL OF GOVERNORS**

**REPORT FROM THE BOARD OF DIRECTORS**

**09 DECEMBER 2011**

**BY THE CHAIRMAN**

**1 Introduction**

1.1 Since the meeting of the Council of Governors on 19 September, the Board of Directors has held three formal monthly meetings. One seminar was held on 7 October regarding Master Plan for the QE Site. The Board also undertook a board development exercise on 2 and 3 November.

1.2 Following appointment by the Council of Governors, David Hamlett and David Waller have joined the Board as non-executive directors, succeeding Clare Robinson and Stewart Dobson. The Directors confirmed the appointment of Michael Sheppard as Deputy Chairman and Gurjeet Bains as Senior Independent Director.

1.3 Morag Jackson has been seconded to Birmingham Children's Hospital on a part time basis as Estates Director;

1.4 The Board reviewed the membership and terms of reference of the Audit Committee and the Investment Committee to allow the Committees to be refreshed without the need for the appointment of new non-executive directors. The quorum of each Committee was amended from two to three.

1.5 Membership is now as follows:

**Audit Committee:**

David Ritchie (Chair)  
Gurjeet Bains  
David Bailey  
David Waller

**Investment Committee:**

Angela Maxwell (Chair)  
Michael Sheppard  
David Bailey  
David Hamlett  
Mike Sexton  
David Rosser

1.6 The Board agreed to constitute a Transport Task & Finish Group be set up to review the public transport services to and from the Trust, consisting of the Chairman, David Ritchie, the New Hospital Project Director and two members of the Board of Governors.

## 2 Business conducted by the Board of Directors

2.1 The Board of Directors considers the following standing items at each meeting:

2.1.1 New Hospital Project Report;

2.1.2 Clinical Quality;

2.1.3 Care Quality;

2.1.4 Infection Control;

2.1.5 Finance & Activity; and

2.1.6 Performance & Clinical Quality Indicators.

2.2 As the Board of Governors receive similar standing reports regarding these items, this report will focus on the other issues discussed.

2.3 **Industrial Action** - The Directors considered the likely impact of the industrial action scheduled for 30 November. Formal notice of possible industrial action had been received from Unison, Unite, the British Dieticians Association and others. Although the Royal College of Nursing was not balloting its members at this stage, it intends to for any subsequent action. Up to approximately 1,000 of the Trust's staff could take part in strike action. The Trust was working with staff side to minimise the impact on patients and to agree a response in the event of a major incident. An action plan has been developed, addressing particular hotspots, where known.

### 2.4 Site related issues

2.4.1 The Chairman reported that the Trust had re-engaged with discussions regarding the future of the Battery Park. Whilst this development would still be retail-led, there appeared to be growing acknowledgement that part of the site should be held for employment use.

2.4.2 The first public consultation event for the Selly Oak site took place last week. The event went very well and there were no material objections to the Trust's proposals. A further event is scheduled for 5th October and there will be a public exhibition in the Woodlands Nurses Home in November.

2.4.3 With regard to the QE site, English Heritage carried out a visit and have reported back that there is nothing in the Trust's outline proposals that troubles them.

2.4.4 The Directors approved the establishment of a short stay surgery unit in the Wellcome Building to provide an improvement in the

delivery of elective work against an increase in emergency work. The provision of an additional four theatres will enable theatre provision in the new build to accommodate Level 1 trauma activity and other additional work.

- 2.4.5 The Directors received an interim report on research performance. Recruitment to NIHR portfolio studies was currently at 22.23%. It was fully expected that the Trust would meet its target of in excess of 90% by the end of the year. Research income had reduced from £21.2 million to £18.6 million, although the reduction was mainly accounted for by money that effectively passes through the Trust. The Trust's CLRN funding had stayed the same whereas other trusts had suffered a reduction.
- 2.4.6 The Trust's action plan following the MRSA inspection had been accepted and it would now be a further two years before the next inspection.

## 2.5 **Delayed Transfers of Care**

- 2.5.1 The Directors considered a paper summarising the broader actions taken by the Trust in order to reduce Delayed Transfers of Care ("DTOC"). DTOCs had decreased to 39 which was the lowest number for a year. The PCT Cluster has agreed to transfer £13 million to Birmingham City Council to assist the Council with its financial position on the basis of c£2 million per month and subject to the Council maintaining a lower level of DTOCs.
- 2.5.2 Certain strategic level initiatives have been agreed, including, for example, moving assessment out of the acute sector. The Kenrick Centre is starting to have a positive impact on outcomes.
- 2.5.3 At an operational level, there is optimism that further improvements would be achieved. In particular, agreement had been reached with the Community Trust and commissioners regarding a seven-day, 24 hour RAISE service for dementia patients, which will build up over the next six months, and for the funding of 20 beds and domiciliary care for dementia patients.
- 2.5.4 The Trust has undertaken a lot of work on admission avoidance, including the use of triage in CDU. Further work will be undertaken with GPs to avoid inappropriate referrals.

## 2.6 **Designated Level 1 Major Trauma Centre**

- 2.6.1 On 3 October, West Midlands SHA determined that there should be three major trauma centres for the region: QEHB, Coventry and Stoke, with patients from Hereford coming to QEHB. Subject to appropriate financial arrangements, the Board approved a three

stage plan to enable the Trust to provide a major trauma centre, commencing 1 April 2011;

**2.7 Chronic Haemodialysis Satellite Facility In Llandrindod Wells**

The Directors approved a proposal to establish a tenth Chronic Haemodialysis satellite facility in Llandrindod Wells on behalf of NHS Wales. The facility will be operated by Fresenius. Although there had been no competing bidders, the Trust's relationship with Fresenius was well established.

**2.8 Trust Capital Programme Update**

The Directors noted that approximately £6 million of the £14.9 million capital programme budget had been spent to date. Whilst that represented a degree of slippage against plan, there was no adverse effect on clinical quality or activity as a result.

**2.9 Emergency Preparedness – Update Report**

A considerable amount of work on the major Incident Plan has been undertaken, together with call out testing and a tabletop exercise.

**2.10 Monitor Quarterly Governance Declaration Q2**

**2.11** The Directors approved an unqualified quarterly declaration for quality and a qualified declaration on governance to Monitor for Quarter 2, the latter being in respect of the risk of the Trust underachieving on the 62 day GP referral cancer target. The Trust is currently at 82.5% against a target of 85%. Issues have been raised through the Cancer Network with later referrers. It was noted that Christies was only achieving 62% and this appeared to be a problem common to tertiary centres.

**2.12 Annual Plan**

The Trust has made very good progress against its annual plan, with 52 out of 64 key tasks being ahead of or on schedule. The Board discussed the reasons behind the slippage of the remaining 12 tasks.

**2.13 Report From The Organ Donation Committee**

The Directors considered a report from the Organ Donation Committee, whose work was important for the Trust both financially and reputationally. Significant improvements had been made with regard to the number of patients referred to the organ donor teams.

**2.14 Other Business**

**2.15** In addition to the business set out above, the Board of Directors has:

- 2.15.1 received the annual report regarding safeguarding children and vulnerable adults;
- 2.15.2 received the annual report from the Investment Committee;
- 2.15.3 received a report regarding litigation and insurance, highlighting changes and improvements made to the Trust's insurance arrangements;
- 2.15.4 approved the Prevention of Harassment and Bullying at Work Policy and the Policy for Raising Concerns in the Public Interest;
- 2.15.5 approved a contract variation for the decontamination service provided by B Braun Sterilog;
- 2.15.6 approved the case for the appointment of a replacement Consultant Oral Pathologist, a replacement Consultant Anaesthetist, a Consultant in Stroke and a cardiologist with an interest in electrophysiology;
- 2.15.7 approved a strategy for development of dermatology, including the substantive appointment of a Consultant Dermatologist; and
- 2.15.8 approved the sealing and signing of contract documents in connection with the construction of the tomotherapy unit.

**Sir Albert Bore**  
Chairman

**1 December 2011**