

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 27<sup>th</sup> April 2016  
at 1.30 pm in the Board Room, Trust Headquarters, Blackpool Victoria Hospital

Present: Mr Ian Johnson – Chairman

Council of Governors

Public Governors:-

Mr John Bamford – Wyre Constituency  
Mr Clive Barley – Fylde Constituency  
Mr Neal Brookes – Blackpool Constituency  
Mr John Butler – Blackpool Constituency  
Mr Cliff Chivers – Blackpool Constituency  
Rev David Crouchley – North of England Constituency  
Mrs Sheila Jefferson – Fylde Constituency  
Mr Zacky Hameed – Blackpool Constituency  
Mrs Camilla Hardy – Blackpool Constituency  
Mr George Holden – Blackpool Constituency  
Dr Anthony Nixon - Lancashire & Cumbria Constituency  
Mrs Lynden Walthew – Wyre Constituency  
Mrs Gillian Wood – Fylde Constituency

Staff Governors:-

Mr Paul Aspden – Non-Clinical Constituency  
Mr Michael Philips – Community Services (North Lancashire) Constituency  
Dr Raj Verma – Medical & Dental Constituency  
Mrs Sharon Vickers – Nursing & Midwifery Constituency

Appointed Governors

Mr Philip Hargreaves – Institute of Directors  
Dr Amelia Hunt – University of Lancaster  
Dr Debbie Kenny – University of Central Lancashire  
Councillor Martin Mitchell – Blackpool Council  
Mr Steve Winterson – Lancashire Care NHS Foundation Trust

In Attendance: Mrs Wendy Swift –Chief Executive (Interim)  
Mr Tim Bennett – Deputy Chief Executive  
Mr Jim Edney – Non-Executive Director  
Mr Michael Hearty – Non-Executive Director  
Dr Malcom McIlmurray – Non-Executive Director  
Mrs Pat Oliver – Director of Operations  
Miss Judith Oates – Foundation Trust Secretary  
Mr Mark Towers – Governance Advisor  
Mrs Jacinta Gaynor – Membership & Governors Officer (minutes)  
Mr Andrew Heath - Lead in Patient Experience and Engagement (for item 4)

1. Chairman's Welcome and Introductions

The Chairman welcomed Governors to the meeting and thanked all those for attending the Board Meeting in Public that morning. He stated there were a few areas that would need to be revisited at this meeting. In terms of house-keeping, the Chairman confirmed that there was no planned testing of the fire alarm.

The Chairman welcomed the Non-Executive Director representatives, Mr Jim Edney and Mr Malcolm McIlmurray and introduced a new Non-Executive Director to the Trust, Mr Michael Hearty.

2. Register of Interests

It was noted that there were no declarations of interests from the Governors in relation to agenda items for this meeting.

3. Value of the Month

The Chairman reported that the Value of the Month for April was "Excellence". The Chairman asked Governors whether they had witnessed or wished to raise any specific issues relating to the Value of the Month. Mr Phillips commented that from a personal point of view, he had recently been in contact with the IT Department who had to re-install EMIS software on his machine. He stated this has been completed very professionally and with little disruption, even though operating under tight timescales. The Chairman thanked Mr Phillips for his positive comments.

Mr Holden also stated that he would like it noted that the excellent back office service given to all Governors from Miss Oates and Mrs Gaynor was very much appreciated.

The Chairman stated if there were any further examples of 'excellence' these could be reported at the end of the meeting.

4. Governor Service Visits

The Chairman stated that the visits to various departments/wards undertaken by the Governors provided valuable feedback to the Trust but in the past may not have been sufficiently focused. He reported that a Governors sub group had been set up and Mr Heath agreed to report on the proposals.

Mr Heath addressed the Council and gave a brief background history of himself. He informed the Council that he had met with both Mrs Jefferson and Mr Gandhi in July 2015 to discuss the process of the visits and how the information gathered could be best presented.

Mr Heath continued that he suggested a 15 step approach and had sent a draft feedback form to Governors, however, after receiving comments from other Governors it appeared the issues were more in-depth and needed more focus.

Mr Heath reported on the proposed options for consideration by the Council, one of which was to adopt specific areas/Matrons and to link with these areas/Matrons either monthly for one hour or bi-monthly for two hours.

He pointed out that the proposal to establish links would be beneficial to both the Governors and Matrons. He continued that this would create a personal relationship between both and provide unique access. It would ensure issues could be dealt with directly following visits.

The Chairman requested the views of the Governors.

Mr Bamford stated that his suggestion of adopting a Matron was excellent but pointed out that there would need to be flexibility in the frequency and timing of visits with individual Matrons.

Mr Aspden agreed with Mr Bamford's comments.

There was further discussion amongst the Governors and the main points raised were as follows:-

- There were other concerns from Governors outside of the sub group.
- The proposals were a positive move forward and more Governors agreed with the proposal to adopt a ward/Matron.
- There would need to be sufficient interest from Governors to attend visits.
- It was felt this proposal would be a step backwards as community sites were not included in the programme.
- In relation to Staff Governors it was pointed out that with their other duties they were not always available for the visits.
- That non-clinical areas should be included in the process.
- That community staff appreciate these visits as it makes them feel part of the Trust.

Mr Heath addressed the issue of community sites and stated that Clifton Hospital would be included in the programme. He stated that the Trust covered such a large area that he wanted to establish a process, with the Victoria Hospital and Clifton Hospital sites which would then be rolled out to the wider community sites after establishing who the correct contact would be for these areas.

Mr Butler asked how many Governors in attendance would be interested in taking part in the visits and the majority of Governors expressed an interest.

The Chairman stated that the priority was for Governors to be able to hold the NEDs to account for the services provided and at the centre of this were the clinical areas and, with this in mind, perhaps the focus should be to deal with the core services at this point in time and implement other services in stages.

Mr Brookes stated that he did not understand the process and Mr Heath explained that Governors would be linked to a specific area/Matron.

Mr Heath reiterated that it would be part of the 15 step approach and that feedback would be given to the Matron immediately following the visit and that any actions from the visits would be followed up by the Matron and reported back to the Governors. He believed this to be the best way for Governors to form a relationship with the wards and the Matron in charge.

The Chairman stated that the consensus was that the visits were a good idea and could be adopted.

**RESOLVED: That Mr Barley and Mr Brookes would discuss the proposals further with the sub group and Mr Heath and agree the way forward.**

**That Governors would advise Miss Oates if they had taken part in the sub group meetings.**

**That Governors interested in taking part in the visits would advise Miss Oates or Mrs Gaynor.**

5. Apologies for Absence

Apologies for absence were received from Mr Peter Askew, Mr Ramesh Gandhi, Mrs Pat Roche, County Councillor Ron Shewan, Mrs Michelle Smith and Mr Tony Winter.

The Chairman informed the Governors that Mr Gandhi had recently been unwell and that a fruit basket had been sent as a get well present. The Chairman reported that Mr Gandhi would like to extend his thanks to everyone.

6. Minutes of the Previous Council of Governors Meeting

**RESOLVED: That the minutes of the previous Council of Governors Meeting held on 27th January 2016 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-**

**Page 4, Item 5, Sign Up To Safety (SUTS) Initiative – the term “regular questioning” be amended in terms of the tone of the wording.**

Mr Aspden stated that he was a member of the SUTS Committee and gave strong assurance that each individual on the Committee gave their best efforts and that a no blame culture existed.

7. Matters Arising

a) Action List from the Council of Governors Meeting held on 27th January 2016

The Chairman reported that 13 items were complete, 3 items were not yet due, 1 item was incomplete but within date for delivery and 2 items were not complete within the date for delivery:-

- i) **Governors Development Programme – Task and Finish Group.** The Chairman stated that no feedback had been received and asked if there were any suggestions. None were forthcoming.

**RESOLVED: That Governors would forward suggestions regarding the training programme to Miss Oates/Mrs Gaynor and the proposals would be circulated.**

- ii) **Annual Review of Council of Governors Effectiveness –** the Chairman stated that the deadline would be deferred for a further two weeks.

**RESOLVED: That Miss Oates would send a reminder to all Governors about completing the survey within two weeks.**

b) Action Tracking Document

The Chairman reported that one item was not yet due and two items were not complete but within the date for delivery and he requested that these items be completed promptly.

8. Chairman's Report

a) Chairman's Update

Board in Public Meeting

The Chairman reported that at the Board Meeting in Public which had taken place that morning a presentation was given on the Trust's 5 Year Strategy Launch.

The Chairman welcomed any suggestions from Governors, it being noted that he wanted to ensure the Governors felt part of the process and were contributing. He informed the Governors there had been a step up of action on the wider health economy in the North West and Lancashire with Provider Trusts and CCGs meeting collaboratively to discuss the way forward. This was viewed as a solution to the health needs across the board. He informed the Governors that Dr Amanda Doyle was heading up the Strategy Plan which had now been completed and the Fylde Coast Strategic Plan which would be discussed further.

b) Audit Committee Terms of Reference

The Terms of Reference were duly noted.

c) Declaration of Interests

The Chairman requested Governors to complete the declarations of interests form as soon as possible and return to Miss Oates.

**RESOLVED: That all Governors would return their completed form to Miss Oates as soon possible.**

At this point, Mr Bamford asked about funding and the Chairman confirmed that certain services were disappearing because the Commissioners had withdrawn funding. It was noted that prevention was a key part of the five year strategy and such services should continue.

Mrs Swift informed the Governors that only £100k funding had been given to the Trust and Blackpool Council to provide health services. She continued that £0.5m funding for health visiting had been withdrawn.

Mrs Swift stated that the five year strategic plan had set up a Task Force to consider health improvement issues across all health organisations with the recommendation to produce a plan for future provision. Mr Bamford commented that these issues be raised with local MPs.

Mr Mitchell stated that there had been three reductions in funding at the Council this year.

Mrs Swift confirmed that it was a very difficult time with regard to funding for health services and that the Fylde Coast health economy was working together, sharing such elements as workforce. She informed the Governors that the Trust had kept the Health Mentors incorporated with the Volunteers.

Mr Butler commented that he was a member of the Fire Prevention Committee and he asked that departments be advised not to wedge doors open, particularly in hot weather.

Mrs Jefferson asked how strict departments were in imposing rules about non-smoking for patients who were due to have medical procedures.

9. Items for Discussion/Approval

a) Agenda Format for Formal Council of Governors Meetings

Mr Holden stated that in relation to the length of the agenda it was quite balanced, however, he was not sure which items were required to be on the agenda. The Chairman suggested moving some items to the end of the agenda.

Mr Holden enquired about the potential for meetings between the Chairman and the Lead Governor to discuss the formal agenda and Miss Oates confirmed that these meetings already took place and that the items on the formal agenda were as a result of the feedback from the Governors Informal Meeting.

b) Introduction of Questions & Answer Forum between Governors, Executive Directors (2) and Non-Executive Directors (1)

Mr Holden stated that the Governors felt they sufficiently challenged the Non-Executive Directors (NEDs) and Executive Directors (EDs) but he understood that the NEDs and EDs did not feel that they were challenged sufficiently and that a process needed to be agreed whereby the Governors could challenge the NEDs regarding the Trust's affairs.

It had been suggested that a process be created around the work undertaken by the NEDs and EDs in monitoring the Trust's affairs. It was proposed that a number of Governors be given the opportunity to ask questions of the NEDs and EDs in relation to particular areas.

The Chairman stated that holding the NEDs to account was a difficult issue and he confirmed that a discussion had taken place between the NEDs and himself and that suggestions would be welcomed from the Governors.

The Chairman proposed introducing a 'Select Committee' format involving the Governors and relevant NEDs/EDs and that the first session would be around Quality with Alan Roff attending in his capacity as Chair of the Quality Committee.

Mr Bamford suggested that Quality, in a broader sense, be discussed at one of the sessions followed by sessions on workforce and finance.

Mr Holden confirmed this was a positive step forward.

**RESOLVED: That the 'Select Committee' format be agreed.**

**That consideration would be given to either arranging separate sessions for the Select Committee or including the Select Committee sessions within the Council of Governors meetings.**

**That Governors would forward any topics for discussion to Miss Oates.**

c) Main Entrance Reception Clock

Mr Holden reported that there was presently no clock in the main entrance reception area. Mrs Swift confirmed that a clock had been quoted for within the original plans for the main entrance area, however, the cost was around £7k and the Trust did not have the finances to cover this cost.

A discussion took place around the possibility of finding sponsorship for the clock, such as, from Costa Coffee. Mrs Swift confirmed that sponsorship had been looked into but had not been successful.

The Chairman asked for any ideas about sponsorship to be emailed to him in order to progress this issue.

**RESOLVED: That Governors would forward any ideas about sponsorship to the Chairman.**

d) Annual Report & Accounts and Quality Report (Board Report) & Governors Statement

Mrs Swift gave the following update:-

- The Trust's Annual Report and Accounts 2015/16 would be submitted to the Audit Committee meeting and Board of Directors meeting for approval and ratification respectively on 25<sup>th</sup> May 2016. She stated that the document was to be shared with the Reader's Panel to ensure the document was user-friendly and written for lay people to understand.
- Mrs Anderton had received a written statement from the Governors on the Quality Report and it had been presented to the Board of Directors that morning.

e) Trust Strategy Launch

The Chairman stated that the Trust was experiencing significant challenge in terms of finance. It was noted that a separate Governor session was being organised in respect of finance and strategy.

Mr Bennett reminded Governors that the NHS as a whole was experiencing very difficult times financially with 93% of Trusts ending the financial year in deficit. He informed the Governors that the Trust had ended the financial year 14.6m in deficit and that this would definitely increase in 2016/17 if the Trust did not take immediate actions to resolve the situation. He continued that the Trust was aware of the situation last year and had started to develop a programme of work to make improvements in areas such as, length of stay (LOS), clinical productivity, quality and workforce, in order to deliver the bulk of improvements within the next three to five years.

In order to deliver these cost improvement programmes (CIP), a review of charging polices and the amount paid for goods and services had been completed and a five year strategy for the Trust had been implemented.

Mr Swift informed the Governors that the car parking charges were due to be increased on 3<sup>rd</sup> May 2016 from £1.50 to £2.50 per hour. She continued that the increase was in line with Blackpool, Fylde and Wyre Council charges. It was noted that the decision to increase these costs had not been taken lightly and that concessions still remained in place for those eligible.

Mrs Swift also stated that as part of the CIP for the next three months, non-essential non-pay items were to be cut, such as, stationery and office furniture.

Mr Bennett stated that discretionary payments would be deferred or stopped for a short period of time.

Mrs Swift stated that the Board of Directors wanted to inform the Governors prior to these changes taking place.

Mr Bennett stated that work was taking place around developing a hub with other Trusts, such as in Lancaster, and that a draft outline had been developed, but this was unlikely to have an effect until next year.

With regard to Value of the Month (Excellence), Mr Hargreaves extended his congratulations to Mr Bennett and his Finance Team during very difficult times, and he acknowledged that it was a very difficult task to reap money back, and that this rarely happened in private business.

Mr Aspden asked if the procurement status of local traders was an issue and suggested that if working with other Trusts better rates could be procured as part of a larger pool. Mr Bennett stated that collaboration would be looked at with all suppliers, specifically, the payment terms of suppliers and creditors without jeopardising business. He stated there had been some success with the bigger national organisations.

Mrs Vickers referred to the current ward moves and asked whether they were due to less ward staff; it being noted that some wards were relying on other areas to staff their ward.

Mrs Swift advised that details of the ward move would be explained in the strategy presentation later in the meeting.

Mr Crouchley congratulated the Trust on keeping the deficit as low as it was at present. He asked if the Trust gave "golden hellos" to consultants who joined the Trust, which was the arrangement in many other Trusts. Mrs Swift confirmed that the Trust did not do this for consultants, although CCGs gave "golden hellos" to GPs.

Mrs Swift informed the Council that the Trust had recently launched its new strategy, details of which had been included in Team Brief notes and an implementation leaflet had been distributed to all staff, inside which was a single sheet survey for staff to provide feedback. A DVD had been launched on the Trust's intranet.

At this point the DVD was played.

Following the DVD being viewed, Mrs Swift added that staff roadshows were taking place across the Trust, the first of which had taken place on Friday, 22<sup>nd</sup> April, with a further nine to take place. She stated that a Governor representative was needed at each roadshow along with an Executive and Non-Executive Director (details were included on the literature given out). She requested that Governors advise Miss Oates which roadshows they were able to attend.

**RESOLVED: That Governors would inform Miss Oates which roadshow they were able to attend.**

Mrs Swift informed the Council that there were no plans as yet to launch the strategy to Foundation Trust (FT) members or members of the public.

Mrs Swift asked Governors to forward any suggestions for increasing publicity to herself, Miss Oates or Mrs Gaynor.

**RESOLVED: That Governors would inform Mrs Swift, Miss Oates or Mrs Gaynor of any suggestions.**

The following suggestions were put forward during the meeting:-

- Nurses Day on 6<sup>th</sup> May 2016 (it was agreed Mrs Swift would discuss this with Mrs Thompson).
- Include on the Membership Committee agenda (Mr Holden agreed to action).
- Send an email to all FT members.
- Place DVD on external website.
- Events on the mezzanine area in the main entrance reception.
- Information to be placed on wards.

**RESOLVED: That Mrs Swift would discuss with Mrs Thompson the publicity around the strategy for Nurses Day.**

**That Mr Holden would include publicity around the strategy on the Membership Committee agenda.**

The Chairman stated that more than just leaflets and information would be needed and perhaps local media could be used.

Mrs Swift continued with regard to the new strategy and stated that it had been clinically led and the details of the Quality Strategy and seven work programmes had been used to start the launch along with partners across the Fylde Coast and Lancashire. It was noted that the main work streams were around communications, information technology, pathways of care within the Trust, reducing LOS and increasing resources and non-elective points of entry.

She continued that the clinicians had identified four areas for improvement; patients entering via A&E, turnaround MDT working, clearer pathways for treatment and more ambulatory care.

She stated that the mix of medical and surgical wards had been reviewed and it had been agreed to have all surgical beds at one end of the hospital and all medical beds nearer A&E, to ensure patients were seen by the correct consultants and received the appropriate care. She informed the Council that some of these wards changes began on 1<sup>st</sup> April and were due to be completed by the end of June.

Mr Bennett stated these changes were critical to decreasing the LOS of patients and improving the care they received as well as driving significant financial benefit to the Trust.

There was some discussion about how these measures would be monitored and how the Trust would ensure these measures were being effective. Mrs Swift confirmed there were measures in place to monitor the success, such as, reduction in LOS, patient flow, time for tests to be completed and that the information would be shared once completed.

Mr Hargreaves raised the issue of trends in healthcare and asked whether a pathway for obesity had been translated into the strategy. Mr Bennett stated that all public health data had been reviewed and projections for the next few years were as accurate as they could be.



The Chairman invited Dr McIlmurray to give some feedback to the Council.

Dr McIlmurray, retired consultant, stated that much of the strategy was about changing the way colleagues worked and encouraging them to make changes rather than about additional funding. He confirmed that having worked with the clinicians involved, they were committed to making the strategy work.

Mr Butler asked how this would affect a community care plan (CCP) if someone like himself, who had one, was taken ill. Mrs Swift stated that anyone with a CCP who was admitted to hospital would be assessed as to whether an admission was required. There would be a joint plan with community to develop pathways in the community and with GPs.

Mr Holden asked about documented discharges. Mrs Swift stated there would be morning rounds and a change in culture from the Pharmacy Team in terms of prescribing drugs on discharge from hospital.

Mr Aspden enquired if the Estates Team would be able to cope with the additional work involved. Mrs Swift confirmed that it would not be the Estates Team, but developers, performing the work which had already commenced.

Mrs Vickers enquired whether ambulatory care and primary care assessment would remain under community and be available 24/7. Mrs Swift confirmed that staff would be working as one team on a medical admission ward.

Mrs Wood enquired about signage around the hospital sites following all the ward changes. Mrs Swift confirmed that an interim wayfinding strategy was underway and that the main corridor maps would be updated.

10. Lead Governor's Report

a) Feedback from the Governors Informal Meeting held on 12<sup>th</sup> April 2016

The notes from the Governors Informal Meeting held on 12<sup>th</sup> April 2016 were provided for information.

Mr Holden stated that there were a couple of outstanding questions:-

i) Dementia Strategy Group

A couple of Governors had expressed an interest in joining the group following an article in 'The Gazette' newspaper around partners/providers in the community signing up to standards of care followed by the Trust.

ii) Estates

The Chairman informed the Council that a few Governors had visited the Estates Department and feedback had been circulated. Mr Aspden stated there had been some concerning comments received as a result of the visit:-

- there was a six month backlog of work identified and regular reviews to monitor the progress were to take place, however, these reviews were not being undertaken and Mr Aspden requested assurance that this was being addressed.
- Collaboration work with Blackpool Council – some Council staff were not trained to the same standard as Trust staff.

The Chairman stated that the day-to-day running of the department was not really an issue for Governors and that any concerns from staff should be discussed with their manager/union. Mr Aspden accepted that but felt that the Estates Department required some guidance.

The Chairman stated that as part of the new strategy the Trust had to consider collaborative working with partners to explore areas where money could be saved, such as the joint tender for coolers which had saved the Trust £60k. He stated it was about staff wanting to work together to change the culture.

Mr Aspden stated it would appear the main issue was lack of communication. He stated he would advise staff to raise issues under the correct procedure.

There was a short discussion around how feedback would be given to the Governors.

**RESOLVED: That any relevant feedback would be given to Governors at a future meeting.**

11. Membership Committee Chair's Report

a) Membership Report

The Membership Report was provided for information.

b) Feedback from the Membership Committee Meeting held on 11th January 2016

Mr Holden stated that the Membership Committee was due to lose some members and expressions of interest would be welcomed from all Governors.

**RESOLVED: That any Governors interested in joining the Membership Committee should contact Mrs Gaynor.**

12. Standard Reports – Mr Johnson to report:-

a) Items to be Reported to the Board of Directors

**RESOLVED: That the item regarding Estates be reported to the Board of Directors.**

b) Items to be Recommended for Decision or Discussion by Trust Committees

It was noted that the minutes of the meeting would identify any items to be recommended for decision or discussion by Trust committees.

c) Annual Work Plan

The items for discussion at formal Council of Governors meetings during 2016 were highlighted in the Annual Work Plan.

d) Attendance Monitoring

The attendance monitoring form was provided for information.

e) Motions or Questions on Notice

The questions from the Governors Informal Meeting, and subsequent responses, were noted.

f) Urgent Motions or Questions

There were no urgent motions or questions.

g) Value of the Month

Governors were reminded that the Value of the Month for May was "people centred".

h) Declaration of Confidentiality

**RESOLVED: That no items be declared confidential under the Freedom of Information Act.**

i) Date of Next Meeting

The next meeting will take place on Wednesday 27th July 2016.

At this point the Chairman asked Mr Hearty to provide some background information about himself to the Council. Mr Hearty reported as follows:-

- Worked as Director General for the Welsh Government from 2010 to 2015.
- Worked for the Department for Children, Schools and Families in the Deputy Director and Director roles and for the Department of Work and Pensions.
- Pleased to be able to use his experience, particularly in the area of transformational change.
- Delighted to join the Trust and be able to give something back to the hospital where his daughter was born.