

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 27th January 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  
Mr Ramesh Gandhi – Wyre Constituency  
Mr Zacky Hameed – Blackpool Constituency  
Mrs Camilla Hardy – Blackpool Constituency  
Mr George Holden – Blackpool Constituency  
Mrs Carol Measures – Blackpool Constituency  
Mrs Pat Roche – Blackpool Constituency  
Mrs Lynden Walthew – Wyre Constituency  
Mrs Gillian Wood – Fylde Constituency

Staff Governors:-

Mrs Sharon Vickers – Nursing & Midwifery  
Dr Raj Verma – Medical & Dental (via conference call)

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  
County Councillor Ron Shewan – Lancashire County Council

In Attendance: Mr Gary Doherty – Chief Executive  
Mrs Wendy Swift – Director of Strategy/Deputy Chief Executive (for items 1 – 12)  
Mrs Pat Oliver – Director of Operations  
Mrs Marie Thompson – Director of Nursing & Quality  
Mrs Karen Crowshaw – Non-Executive Director (for items 1 - 13)  
Mr Doug Garrett – Non-Executive Director (for items 5 - 13)  
Mrs Michele Ibbs – Non-Executive Director (for items 1 - 11b)  
Miss Judith Oates – Foundation Trust Secretary  
Mr Mark Towers – Governance Adviser  
Mrs Jacinta Gaynor – Membership & Governors Officer  
Dr Jason Cupitt – Consultant Anaesthetist/Organ Donation Lead (for item 4)  
Mrs Jo Haythornthwaite – Chair of Organ Donation Committee (for item 4)  
Mrs Tracy Burrell – Assistant Director of Nursing (for item 5)

1. Chairman's Welcome and Introductions

The Chairman welcomed Governors to the meeting and introduced one new Appointed Governor to the Council, Dr Deborah Kenny, who provided some background information as follows:-

- Qualified as a general and paediatric nurse.
- Currently the lead in community health and midwifery at the University of Central Lancashire.
- Doctoral thesis focused on nursing and caring.
- Pleased to be nominated to join the Council of Governors and, hopefully, has much to offer to the Trust.

The Chairman welcomed the Non-Executive Director representatives, Mrs Michele Ibbs and Mrs Karen Crowshaw. It was noted that Mr Doug Garrett, Non-Executive Director, would be joining the meeting shortly.

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 and that there were no amendments to individual declarations for inclusion in the Register of Interests.

3. Value of the Month

The Chairman reported that, following a suggestion from Mr Holden, "Value of the Month" had been included on the agenda at the start of the meeting in order that Governors could reflect on the Trust's values.

It was noted that the Value of the Month for January was "Excellence" and that some good examples of living the values had been reported at the Board meeting earlier in the day. The Chairman asked Governors whether they wished to raise any specific issues relating to the Value of the Month. Mr Bamford commented that he had attended the Board meeting earlier in the day and thought that the item relating to the strategic review had been excellent, not just because of the content but because of the way in which the strategy work had been undertaken, i.e. with clinical engagement, and that this was to be commended and to be encouraged for the future. The Chairman thanked Mr Bamford for his positive comments.

**RESOLVED: That information about the Value of the Month for February would be circulated to Governors.**

4. Organ Donation

The Chairman reported that the intention at the Council meetings was to inform Governors about some of the initiatives on-going at the Trust and he drew attention to the work being undertaken in relation to organ donation. The Chairman introduced Dr Jason Cupitt, Consultant Anaesthetist and Organ Donation Lead for the Trust, who gave a presentation about organ donation.

Dr Cupitt explained that his role was to drive the issue of organ donation within the Trust and in the local community and he outlined the problems in terms of the low number of donors and drew attention to the recent campaign encouraging people to talk about organ donation. It was noted that the challenge was around families not agreeing to their relatives' wishes and also around the issue of consent.

Dr Cupitt introduced Mrs Jo Haythornthwaite, Chairman of the Organ Donation Committee and also a Trust volunteer. Mrs Haythornthwaite gave an account about the death of her husband and the next steps around organ donation and she emphasised the importance of raising awareness about organ donation and the need for families to discuss the issue.

Mrs Haythornthwaite explained some of the on-going initiatives and advised that she was moving forward with other ideas and encouraged suggestions from Governors.

Dr Cupitt advised that he was involved in contacting doctors' surgeries about organ donation but was conscious that GPs had limited time available to progress this and he had therefore asked for support in term of extra volunteers.

Mr Butler asked whether his donor card would be valid and Dr Cupitt suggested that, in order to ensure validity, he should register on the website; it being noted that the database was used to check registration.

Mr Barley asked whether the Trust had access to the database and was advised that Lee Alexander, Specialist Nurse for Organ Donation, had access to the database and would be able to check eligibility and approach families as appropriate.

Mrs Roche commented that reports indicated that 50% of people did not donate because their family would not allow it and did not want to discuss the subject; it being acknowledged that it was a cultural issue and the public needed to be educated in this area.

Mrs Vickers suggested incorporating organ donation consent into the admission documents for surgical and medical patients, however, Dr Cupitt commented that this could make patients anxious about being admitted to hospital and they could lose faith in the system.

In response to a question from Mr Chivers, it was confirmed that there was no upper age limit for becoming a donor.

Mrs Oliver suggested targeting patients attending clinics.

The Chairman advised Governors about an annual event at the Trust entitled "Dying Matters".

**RESOLVED: That details about the next "Dying Matters" event would be circulated to Governors in due course.**

**That information from the website, relevant links and contact details for Dr Cupitt and Mrs Haythornthwaite would be forwarded to Governors.**

5. Sign Up To Safety Initiative

The Chairman introduced Tracy Burrell, Assistant Director of Nursing, who gave a presentation about the Sign Up To Safety initiative which included information about the background, five key pledges, improvement targets, financial support, performance and progress.

Mr Bamford congratulated the Trust on the work undertaken to date and enquired whether questions were asked about the treatment being sub-optimal. Mrs Burrell advised that the teams visited the wards and there was regular questioning. Mrs Burrell stated that additional staff had been recruited to deliver the challenges. Mrs Hardy enquired how the work would be progressed once the non-recurrent funding had been withdrawn. Mrs Burrell advised that the staff were funded for a further six months and discussions were continuing with the CCGs and Mrs Thompson regarding future funding.

Mrs Vickers referred to previous discussion about appointing an Advancing Quality Nurse to capture information on the pathway and asked whether this appointment was still being considered. Mrs Burrell advised that this appointment was being discussed within the divisions.

Mr Gandhi asked about the falls alarms and Mrs Burrell stated that they did not work particularly well and patients could become irritated with them, therefore alternatives were being considered.

6. Apologies for Absence

Apologies for absence were received from Mr Peter Askew, Mr Paul Aspden, Rev David Crouchley, Dr Anthony Nixon, Mrs Sheila Jefferson, Miss Francesca Oram, Mr Michael Phillips, Mrs Michelle Smith, Mr Tony Winter and Mr Steve Winterson.

7. Minutes of the Previous Council of Governors Meeting

**RESOLVED: That the minutes of the previous Council of Governors Meeting held on 28th October 2015 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-**

**Page 12, Item 14e, Motions or Questions on Notice, Paragraph 2 be removed.**

Mr Butler reiterated his comment made at the previous meeting regarding an NHS leaflet he had received in the post about how to cope in the winter and stated that it had not been discussed at the meeting.

Mr Butler stated that he had recently attended the Blackpool CCG Annual General Meeting when it was reported that the CCG was £7m adrift of budget.

8. Matters Arising

a) Action List from the Council of Governors Meeting held on 28th October 2015

The Chairman reported that 8 items were complete, 2 items were incomplete but within the date for delivery and 2 items were outstanding.

b) Action Tracking Document

The Chairman reported that 2 items were not yet due and 1 item was incomplete but within the date for delivery.

9. Chairman's Report

a) Chairman's Update

Non-Executive Director Recruitment

The Chairman reported that two Non-Executive Directors would be retiring in the next few months and therefore the Nominations Committee had commenced the recruitment process for two replacement Non-Executive Directors. The Chairman confirmed that the Governors would be invited to be involved in the discussion panels as part of the recruitment process.

Governor Constituency Meetings

Governors were asked for feedback about whether they wished to continue with the quarterly individual constituency meetings with the Chairman and Chief Executive.

**RESOLVED: That further quarterly meetings would be organised.**

b) Executive Management Arrangements

The Chairman advised Governors about the proposed changes in the management arrangements as a result of the Chief Executive leaving the Trust in February. The Chairman paid tribute to Mr Doherty for his contribution to the Trust during the past three years.

It was reported that the Board did not feel it necessary to recruit a Chief Executive at the present time because the existing management team was strong and therefore the intention was to ask Mrs Swift to be the interim Chief Executive in the short term and to change the portfolio of some of the Executive Directors.

The Chairman emphasised that this information was confidential at this stage.

Councillor Martin asked about the timescale for short term and was advised that no specific date had been determined and that Monitor was satisfied with this course of action and had confidence in the executive team. It was noted that there were many NHS Chief Executive vacancies at the present time and therefore it may be difficult to recruit a Chief Executive of the right calibre.

Mr Barley asked about the portfolio of the Executive Directors and the Chairman stated that this was being discussed with the relevant members of the team.

**RESOLVED: That information about the portfolios would be shared with Governors in due course.**

Mr Gandhi commented on the excellent work undertaken by Mr Doherty and supported the proposed interim arrangements.

c) Proposed Amendments to Public and Staff Constituencies

The Chairman referred to the report relating to proposed amendments to the public and staff constituencies and suggested that this item be deferred.

It was noted that the two Governors affected by the proposed changes were Mr Michael Phillips (Staff Governor – Community Health Services Constituency) and Rev David Crouchley (Public Governor – North of England Constituency) but that the Chairman had not yet had the opportunity to obtain their views on this issue.

It was further noted that potential candidates for the Non-Executive Director posts were required to live within the Trust's catchment area which currently included the North of England Constituency.

Mr Holden stated that the issues relating to the constituencies would need to be resolved in advance of the Governor elections. Mr Barley supported the proposals, however, he agreed with the Chairman that the Governors concerned should be contacted prior to a decision being made.

**RESOLVED: That the Chairman would contact Mr Phillips and Mr Crouchley regarding the proposals.**

**That the proposals would be submitted to the Council of Governors in advance of the elections.**

d) Governor Elections Update

It was noted that a Governor Elections Sub-Group had been established, chaired by Mr Holden with support from the Corporate Assurance Team. Mr Holden highlighted the recommendations for ratification by the Council of Governors as follows:-

- i) Removal of the requirement 'that all candidates have a proposer and seconder at each election'.
- ii) That recommendation (i) above forms part of the Trust Constitution and therefore the Returning Officer will be expected to implement this recommendation.
- iii) Clarification for the Council of Governors 'that where vacant Governor positions arise, elections be expedited as speedily as possible' following this process; the Foundation Trust Secretary shall endeavour to fill that vacancy by appointing the next highest polling candidate in that class or constituency who accepts the appointment. Failing this, the Foundation Trust Secretary shall call an election within three months of the vacancy arising in accordance with the Model Rules for Election, however, with the agreement of the Council of Governors, the vacancy may be held over to the next round of planned elections in order to ensure best value is obtained in the expenditure of public monies.
- iv) Development of a person specification for Governors to give more information to prospective candidates and to try and gain appropriate calibre candidates.

- v) Clarification that attendance at formal Council of Governors meetings is required to be recorded on the Nomination Form of a Governor who is re-standing.

Mr Brookes stated that he did not agree with recommendation (i). Mrs Hardy stated that she was a member of the sub-group and the reasoning behind recommendation (i) was to avoid the risk of good candidates being discouraged from standing for election as a result of not having a proposer and seconder.

Following discussion, this recommendation was voted upon and the results were 12 in favour of the recommendation, 7 against the recommendation and 1 abstention.

With regard to recommendation (iv), it was suggested that the "Governor Personal Specification" should be renamed.

**RESOLVED: That the wording would be amended to "Governor Expectations".**

**That recommendations 1 to 5 be ratified, subject to the above comments.**

- e) Governors Induction Manual

The Chairman advised Governors that the Induction Manual had been updated and he asked Governors for their feedback.

Mr Bamford stated that he not had the opportunity to read the document.

Mrs Wood suggested that the information on page 7 relating to Sharepoint access should be removed from the document because Governors did not have such access.

**RESOLVED: That the information relating to Sharepoint would be removed from the document.**

**That Governors would provide feedback to Miss Oates within the next two weeks.**

- f) Governors Development Programme/Governors Survey

The Chairman referred to the Governors Development Programme and the Governors Survey and suggested establishing a Governors' Task & Finish Group to consider the recommendations from the programme and the results from the survey, in particular feedback about the content of future training programmes.

**RESOLVED: That Governors would advise Miss Oates if they were interested in joining the group.**

- g) Age Limit for Membership/Voting

It was reported that the Membership Committee had considered in detail the age limit for membership and voting and had agreed that a proposal should be submitted for ratification by the Council of Governors for a reduction in the membership and voting age from 16 to 12.

It was noted that a report had been produced outlining the advantages and disadvantages of the proposal and the Chairman referred to the safeguarding issues that would need to be addressed and the additional work involved in the administration in terms of parental consent which would be the responsibility of the Corporate Assurance Team.

Following discussion, the recommendation was voted upon and the results were 18 in favour of the recommendation and 2 against the recommendation.

The Chairman commented that the issue for the future would be about how to engage with the young members.

It was noted that the proposed amendments required approval by the Board of Directors.

**RESOLVED: That the recommendation would be submitted to the Board of Directors for approval.**

**That the report to the Board of Directors should include information about the potential additional administrative costs in terms of parental consent.**

h) Terms of Reference – Membership Committee

The Terms of Reference for the Membership Committee were presented for approval.

**RESOLVED: That the Membership Committee Terms of Reference be approved.**

10. Items for Discussion/Approval

a) Strategic Review Update

Mrs Swift advised the Governors that the strategic review presentation had been given at the Board meeting earlier in the day.

**RESOLVED: That the presentation slides would be circulated to Governors.**

It was reported that the strategic plan now included more detailed information about how the strategy would be implemented and how major change would be achieved; it being noted that the changes would include reduced length of stay, improved pathways and a reduction in beds.

**RESOLVED: That consideration would be given to arranging a separate strategy session for Governors.**

**That Governors would be informed about any communication events regarding strategy.**

The Chairman reminded Governors that the strategy had been clinically led and had been approved by the Board earlier in the day.

b) A & E Concerns

It was noted that the Governors had requested an update regarding A & E concerns and Mrs Oliver provided detailed feedback.

c) Feedback from the Dementia Steering Group

The feedback report from the Dementia Steering Group held on 16th December 2015 was provided for information.

Mr Holden highlighted the information relating to basic awareness and knowledge of dementia and the suggestion for the Dementia Steering Group to give a presentation to the Governors with a view to all Governors becoming Dementia Friends.

**RESOLVED: That Mr Holden would circulate the information to Governors and arrange for Governors to attend a Dementia Awareness session.**

11. Lead Governor's Report

a) Notes from the Governors Informal Meeting held on 7th January 2016

The notes from the Governors Informal Meeting held on 7th January 2016 were provided for information.

b) NHS Providers Feedback

There was nothing to report in relation to NHS Providers.

12. 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 expressed thanks to Mrs Vickers for the work undertaken with the local schools and colleges. Mrs Vickers advised the Governors that two additional schools were now involved and therefore volunteers were needed from amongst the Governors to engage about Youth Health Leaders.

It was reported that a DVD was being produced to promote the Trust and to encourage members to stand for election as a Governor; it being noted that the filming had been undertaken and was currently being edited.

Mr Holden referred to an issue previously raised by Councillor Mitchell regarding the difficult to reach communities and he advised Governors that arrangements had been made for the Outreach Worker from Blackpool Council to work with the Trust to assist with membership engagement.

Mr Holden expressed thanks for the work undertaken by Fiona Jones to encourage members of Victoria's Voice to be involved in the work of the Membership Committee.

Mrs Vickers encouraged the Governors to attend an event taking place on 2nd February for newly recruited nurses, in particular foreign nurses, aimed at providing information about the community and about employment opportunities for their partners which, hopefully, would encourage the nurses to remain in post.

- c) Items Referred from the Membership Committee Meeting held on 11th January 2016

The issues reported under item 12b had been referred from the Membership Committee.

13. Standard Reports – Mr Johnson to report:-

- a) Items to be Reported to the Board of Directors

**RESOLVED: That the issue relating to the Age Limit for Membership/Voting would be reported to the Board of Directors.**

**That any further items would be identified from the minutes.**

- 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.

The Chairman assured the Governors that he made contact those Governors who did not regularly attend Council of Governors meetings.

- e) Annual Review of Council of Governors Effectiveness

Governors were advised about the requirement to review the effectiveness of the Council of Governors on an annual basis by completing the effectiveness questionnaire.

Miss Oates advised that the relevant link to the Council of Governors effectiveness review questionnaire, to be completed via survey monkey, would be emailed to Governors following the meeting.

**RESOLVED: That Governors would complete the questionnaire via survey monkey once Miss Oates had emailed the relevant link.**

- f) Reservations of Powers and Scheme of Delegation

The Reservations of Powers and Scheme of Delegation were noted by the Governors.

e) Motions or Questions on Notice

Community Care Plan

Mr Butler asked about the community care plan for vulnerable people. Mrs Oliver advised that it was a primary care document.

Spiral

The Chief Executive provided an update in respect of Spiral.

Thank You

Mr Doherty thanked the Chairman for the opportunity to be the Chief Executive at the Trust and thanked the Executive Team for their support during the past three years. He stated that it had been a privilege to work at the Trust and was now leaving because of an opportunity nearer to home.

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 January was “excellent”.

h) Declaration of Confidentiality

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

h) Date of Next Meeting

The next meeting will take place on Wednesday 27th April.