

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Tuesday 21st May 2013
at 9.30 am in Room 4, Education Centre, Blackpool Victoria Hospital

Present: Mr Ian Johnson – Chairman (with the exception of item 10c)

Council of Governors

Public Governors:-

Mr Eric Allcock – Blackpool Constituency (Chairman – for item 10c)
Mr John Butler – Blackpool Constituency
Mr Ramesh Gandhi – Wyre Constituency
Mrs Hannah Harte – Blackpool Constituency
Mr George Holden – Blackpool Constituency
Mr Chris Smith – Blackpool Constituency
Mrs Anne Smith – Fylde Constituency
Mr Chris Thornton – Blackpool Constituency
Mrs Lynden Walthew – Wyre Constituency

Staff Governors:-

Miss Tina Daniels – Non-Clinical Support
Mr Andrew Goacher – Nursing and Midwifery
Dr Tom Kane – Medical and Dental (for items 1 to 15 (a) (ix))

Appointed Governors

Mrs Susan Rigg – Lancashire Care NHS Foundation Trust

In Attendance: Mr Gary Doherty – Chief Executive
Mr Feroz Patel – Acting Director of Finance
Mrs Pat Oliver – Director of Operations
Mrs Wendy Swift – Managing Director of Community Development and Transformation
Mrs Mary Aubrey – Deputy Director of Corporate Affairs and Governance (for items 1 to 15 (e) (vii))
Miss Judith Oates – Foundation Trust Secretary
Mr Doug Garrett – Non-Executive Director (with the exception of item 10 d)
Mr Alan Roff – Non-Executive Director (with the exception of item 10 d)
Miss Jane Iceton – Voluntary Services and Community Engagement Officer (for item 2)

4. Chairman's Introduction

The Chairman welcomed all Governors to the meeting and advised that there would be two presentations, one from Jane Iceton regarding voluntary services and one from Alan Roff regarding Board processes.

The Chairman welcomed Gary Doherty to his first Council of Governors meeting since his date of appointment (1st April 2013) and also to Doug Garrett and Alan Roff, the Non-Executive Directors in attendance.

At this juncture, the Chairman reported that the meeting was not quorate due to the fact that there was only one Appointed Governor present and the Constitution required two Appointed Governors to be present. It was noted that, prior to the meeting, the Chairman had contacted Mike Bullock, Appointed Governor for Blackpool, Wyre & Fylde Council for Voluntary Services, to obtain his views and subsequent agreement to the five items on the agenda which required approval.

1. Declarations of Interests

The Chairman reminded Governors of the requirement to declare any interests in relation to the items on the agenda.

Mrs Smith declared that she was a Trustee of Age Concern Lancashire who may be tendering for after-care services.

2. Voluntary Services Presentation

The Chairman introduced Jane Icton, Voluntary Services and Community Engagement Officer, and advised the Governors that she had made a significant difference, during her short time in post, to the way in which voluntary services were being organised within the Trust.

Miss Icton gave an innovative and informative presentation entitled "The Skyfall Effect – re-imagining the role of the Trust volunteer" which included information about the benefits of volunteering, the input from the Trust's volunteers and the future plans for developing volunteers. It was noted that the presentation had been given to the Board in March 2013.

Mrs Smith was pleased to note that young volunteers were being recruited and Miss Icton confirmed that the number of young volunteers had increased following active engagement with schools and colleges and via the website. Mr Gandhi commented on the effectiveness of the volunteers. Mr Allcock commented on the innovative presentation which he found most interesting.

The Chairman expressed thanks to Miss Icton for attending the meeting and assured her that the Board and the Council were supportive of her work.

3. Apologies for Absence

Apologies for absence were received as follows:-

Mr Peter Askew – Elected Governor (Wyre)
Mr John Bamford – Elected Governor (Wyre)
Mr Mark Chapman – Elected Governor (Blackpool)
Mr Cliff Chivers – Elected Governor (Blackpool)
Mr Chris Lamb – Elected Governor (North Lancashire)
Mr Tony Winter – Elected Governor (Fylde)
Mr Mike Bullock – Appointed Governor (BWF CVS)
Mr Paul Rigby – Appointed Governor (Lancashire County Council)
Mrs Jean Taylor – Appointed Governor (UCLAN)

At this juncture, the Chairman reiterated that only one of ten Appointed Governors was present at the meeting.

RESOLVED: That, in order to ensure that future meetings were quorate, arrangements would be made for Governors to participate by computer link, as outlined in the Constitution.

5. Minutes of the Previous Council of Governors Meeting

RESOLVED: That the minutes of the previous Council of Governors Meeting held on 11th February 2013 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-

Page 10 (c) – Breaches in A & E: “6 hour target” to read “4 hour target”.

Mrs Smith asked about the supervisory role referred to on page 4. Mrs Oliver emphasised the need for a leadership role which included nursing and administration to ensure that the correct standards of care were being achieved. The Chairman suggested that Governors could test the issue of compassion during their patient safety walkabouts/ward visits.

Mrs Harte asked about the ratio of trained staff to patients. It was reported that Mrs Thompson had provided a number of reports to the Board during the past 12 months regarding nurse staffing ratios, which varied slightly based on national evidence and the advice of the Head Nurse; it being noted that the reports provided assurance that safe levels of care were being experienced across the Trust. The Chairman stated that significant investment had been made in this area and emphasised the importance of ensuring that this worked in practice.

6. Matters Arising

i) Action List from the Council of Governors Meeting held on 11th February 2013

It was noted that all items on the action list were either completed or were the subject of discussion at the meeting.

RESOLVED: That, following comments from Governors in relation to item 17 (a), the Chairman would ensure that the “progress” provided was more detailed.

Fylde Coast Public Consultation Document

The Governors asked for an update regarding the consultation and the Chairman advised that this would be reported on under agenda item 11(e).

Posts Supporting Medical Recruitment

The Governors asked for more information about this item. The Chairman advised that his understanding was that the medical recruitment process was now operating smoothly. Mrs Swift reported that a new structure for medical staffing had been approved and that the recruitment process was on-going. Both Dr Kane and Mr Patel stated that previous processes had not worked but confirmed that improvements had been made.

RESOLVED: That, if there was no evidence of improvement, the process would be reviewed again.

That a progress report would be submitted to the next meeting of the Council of Governors.

Youth Forum

Mr Holden referred to the action in relation to the Youth Forum and reported that the Local Authority in Blackpool had ceased to actively support the Young Peoples Council.

RESOLVED: That Mr Holden would give consideration to which organisation could replace Blackpool Youth Council on the Council of Governors, possibly to include a wider catchment area.

Mrs Swift reported that work was on-going with the Youth Forum, via the volunteers, to represent the whole of the Fylde Coast. Mrs Harte asked whether there had been any contact with schools and Mr Holden advised that the schools had previously linked in with the Young Peoples Council. Mrs Swift commented that she was encouraging schools to invite a senior member of NHS staff to become a School Governor.

RESOLVED: That the Membership Committee would consider youth representation on the Council of Governors.

6. ii) Council of Governors Meetings – Action Tracking Document

The Action Tracking document was noted by the Governors and comments were made as follows:-

Chairman's Communications – Invitation for External Organisations to Meet with the Council of Governors.

The Chairman stated that, subject to making time available at Council of Governors meetings, external organisations could be invited to attend future meetings.

Corporate Objectives

It was confirmed that the finalised corporate objectives would be submitted to the next meeting of the Council of Governors.

7. Minutes of the Extraordinary Council of Governors Meeting

RESOLVED: That the minutes of the Extraordinary Council of Governors Meeting held on 27th March 2013 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-

Additional paragraph to be included in relation to the attendance of only one Appointed Governor.

Mrs Smith pointed out that it was difficult for Appointed Governors to attend meetings and training events when they were in full-time employment. It was noted, however, that the Board had a responsibility to ensure that all Governors received relevant training.

RESOLVED: That the Chairman would give further consideration to alternative partnership organisations that could be approached to nominate an Appointed Governor.

That the Chairman would write to Liverpool University regarding a replacement Appointed Governor.

That the Chairman would contact other Foundation Trusts to ascertain their processes for involving Appointed Governors in meetings/training events.

Mr Garrett emphasised the importance of ensuring that nominated Governors could devote sufficient time to the role and had the appropriate skills set to be able to contribute effectively.

Mrs Smith referred to her previous appointment as a Councillor and advised that her employer (Civil Service) had given permission to devote 28 days to council duties.

8. Minutes of the Special Members' Meeting

RESOLVED: That the minutes of the Special Members' Meeting held on 27th March 2013 be agreed as a correct record and signed by the Chairman.

9. Minutes of the Nominations Committee Meeting

The minutes of the Nominations Committee meetings held on 11th March 2013 and 7th May 2013 were noted by the Council of Governors.

The Chairman expressed thanks to the three Governors on the Nominations Committee for their input to the Non-Executive Directors' recruitment process.

10. Chairman's Report

a) Chairman's Communications

The Chairman's communications, outlining his Trust activities during the past three months, were self explanatory.

Mr Gandhi commented that he had previously received newsletters about new consultant appointments and asked if this information could be provided again.

RESOLVED: That Mr Doherty would arrange for information about consultant appointments to be provided to the Governors.

b) Board Processes

The Chairman advised the Governors that the Board had been working towards streamlining its processes; it being noted that a sub-Group had been established, chaired by Alan Roff, to review the Board's focus and to make recommendations to the Board.

Mr Roff outlined the rationale for reviewing the Board processes and structures and the need to focus on key issues and he outlined the proposals that had been agreed by the Board for implementation.

It was anticipated that the agreed changes to Board processes would link in to the Council of Governors and therefore there would be implications for the Governors. It was suggested that consideration could be given to reducing the number of items on the Council of Governors' agenda and for the Council to receive an assurance report which would enable the Governors to transparently hold the Board to account.

Mr Allcock commented that any reduction in paperwork would be welcomed.

Discussion took place about Governors' involvement in the various Trust committees. Mr Butler referred to the absence of a Fire Safety Committee and was advised that this was included within the Health, Safety and Governance Committee.

With regard to the Board meetings to be held in public, it was noted that procedural rules had been produced for members of the Board and for members of the public.

RESOLVED: That Miss Oates would circulate the procedural rules to the Governors.

Discussion took place about the suggestion to hold Board meetings and Council meetings on the same day, in the morning and afternoon respectively, and for the Governors to attend both meetings, however, the Chairman acknowledged that some Governors may find it difficult to devote a full day to Trust business. In response to a comment made about agendas being distributed in a timely manner, the Chairman advised that dates had already been agreed in respect of the publication of Board agendas; it being noted that the documents would need to be made available to members of the public in advance in order that they could submit any questions in advance.

RESOLVED: That the Governors would consider the arrangements for future meetings and forward comments to the Chairman.

At this juncture, Mr Gandhi provided feedback from the "Constructive Challenge Event" he had recently attended and highlighted the discussion in relation to the Chairman/NEDs linking with the Governors to discuss important topics.

In summary, the Chairman reported that a significant amount of work had been undertaken in respect of Board processes and that it was now the responsibility of the Governors to determine the process for future Council meetings; it being noted that the revised Board processes provided scope for the Governors in terms of greater involvement, increased assurance and holding the NEDs to account.

Mrs Smith pointed out that the Governors had a duty to monitor the performance of the Board and needed to be in a position to be able to challenge the Board; it being noted that there was currently a good relationship between the Board and the Governors. Mrs Smith expressed concern at the length of time taken to make decisions and to implement those decisions.

RESOLVED: That the outcome of the revised Board processes would be discussed at the next Council of Governors meeting.

c) Chairman's Appraisal 2012/13 and Objectives 2013/14

Mr Allcock, in his capacity as a member of the Nominations Committee, provided feedback regarding the Chairman's appraisal. Mr Allcock made reference to the comments prepared by Mr Tony Shaw (Senior Independent Director and Non-Executive Director) which the Council concurred with, in particular his comments around the Chairman's empathy, sense of innovation and ability to bring together the Board and Governors.

Mr Holden expressed concern about the fact that the Chairman's time commitment to the Trust was more than was expected and that the Governors should perhaps create a mechanism to provide support to the Chairman.

d) Non-Executive Directors' Appraisal (2011/12) and Objectives (2012/13)

The Chairman reported that the Non-Executive Directors had been subjected to a robust appraisal process and assured the Governors that they each brought individual skills to the Board. It was noted that challenging objectives, which focused around the strategy, had been agreed for 2013/14.

e) Chairman's and Non-Executive Directors Annual Remuneration

It was noted that the Chairman and Non-Executive Directors had decided that, due to the Trust's current financial situation, it was not appropriate to receive an annual pay uplift for 2013/14.

Mr Allcock commented that the decision of the Chairman and NEDs was extremely honourable and commendable.

RESOLVED: That Mr Allcock's comment would be conveyed to the Non-Executive Directors.

f) Board of Directors' Recruitment Update

The Chairman reminded the Governors that, in addition to the appointment of two replacements NEDs, it had previously been agreed to appoint an additional NED.

It was reported that, following a robust interview process, Warren Partners had been appointed as the executive search company for the recruitment of the three NEDs; it being noted that one of the three NEDs would be the Audit Committee Chairman and would therefore be required to have a recognised accountancy qualification.

The Chairman recommended the appointment of Joanna Miller as a Non-Executive Director. The Chairman further recommended, subject to a conversation with Paul Olive, the existing Audit Committee Chairman, the appointment of Jim Edney as a Non-Executive Director/Audit Committee Chairman.

RESOLVED: That the recommendations of the Nominations Committee be endorsed by the Council of Governors.

g) Re-Appointment of Non-Executive Director

The Chairman advised the Governors that the term of office for Mr Tony Shaw, Non-Executive Director, was due to expire at the end of June 2013 and he requested approval from the Governors to extend his term of office for a further three years.

RESOLVED: That approval be given to extend the term of office for Mr Shaw to 30th June 2016.

h) Health & Social Care Act 2012

The Chairman referred to the report and action plan in relation to the Health and Social Care Act and confirmed that all the actions had now been addressed.

The Governors expressed thanks to the Chairman for arranging the Governors' training in the form of the Governors' Development Programme.

RESOLVED: That the Chairman would write to Mandy Wearne, External Facilitator, to thank her for her excellent input to the programme.

i) Action Plan from Deloitte's Formal Feedback Report

The Action Plan from Deloitte's Formal Feedback Report was noted by the Governors.

j) Composition of the Council of Governors

It was noted that this issue had been discussed under item 7.

k) Governor Elections

The Governors were reminded that the elections process was on-going to replace those Governors whose term of office was due to expire in September 2013 and also to replace those Governors who had resigned.

It was noted that there appeared to be less interest from members in the northern areas of the patch and therefore efforts were being made to improve communication in those areas.

The Chairman advised that Mrs Hastie was co-ordinating arrangements for posters to be produced with a view to encouraging the public to become involved in the Trust, either as members or Governors, and that the posters would include a profile and photograph of existing Governors.

RESOLVED: That those Governors interested in having their profile/photograph included on the posters would advise Miss Oates/Mrs Gaynor.

l) Governors Development Programme

It was noted that this issue had been referred to under agenda item 10 (h).

m) Declarations of Interests

The Chairman reminded Governors that they were required to complete the "Declarations of Interests" form on an annual basis and therefore requested that they complete the form and forward it to Miss Oates, either today or within a reasonable timescale.

RESOLVED: That Governors would complete the "Declarations of Interests" form and return it to Miss Oates.

11. Chief Executive's Report

a) Chief Executive's Quarterly Report

Mr Doherty's quarterly report included an update in respect of the following:-

- Monitor Quarter 4 Conference Call
- Induction/Familiarisation
- Monitor Consultations
- Working with Key Partners
- Developing a Clinical Strategy for Lancashire
- Haematology and Oncology Day Unit
- Nurses Day

- End of Life Posters Launch
- Facing the Future Together: 1 Trust, 1 Vision; 100 Voices
- Magic of Volunteering Event
- Cancer Peer Review
- QulPP Update

The Chairman commented that the Chief Executive had dealt with a number of issues since his appointment in April and had since had significant levels of engagement, both internally and externally.

With regard to assurance, it was noted that this was provided within the reports included on the agenda. With regard to the revised format for Board meetings, it was noted that assurance would be provided via the Chief Executive's assurance report.

With regard to end of life care, it was noted that there had been an interview with Granada TV the previous week as part of "Dying Matters" week.

RESOLVED: That Miss Oates would circulate the link to the interview to the Governors.

b) Board of Directors Recruitment Update

Mr Doherty provided an update as follows:-

- The selection process for the Finance Director post would take place on the 16th/17th July.
- The selection process for the HR Director post would take place on the 22nd/23rd July.
- The selection process would involve focus groups involving Governors and a formal interview panel.

Mrs Smith challenged the length of time taken to arrange the interviews and Mr Doherty advised that the delay was due to the fact that he wanted to be involved in the process following his appointment in April. Mrs Smith emphasised the need to speed up the process and Mr Doherty agreed that, the sooner these key posts were recruited to, the better. The Chairman pointed out that interim post-holders were in place who were working well and therefore the Trust was not at risk.

c) Corporate Objectives 2012/13 – Quarter 4 Update

Mr Doherty presented the update on progress for the corporate objectives and advised that the Trust had made very good progress in a number of areas; it being noted that in most areas the Trust had delivered the national or local target but that in some areas improvements were required.

Mrs Walthew queried the readmissions section on page 12 which stated "data no longer collected nationally" and was advised that replacement measures were being introduced across the country.

Mrs Smith asked about the procedure for prescribing medication and requested assurance that there was a proper procedure in place.

RESOLVED: That an update or presentation would be provided to the Governors in respect of the procedures in place for prescribing medication.

Mrs Smith asked about “soft coaching” and was advised that the Trust was committed to encouraging coaching amongst staff and that there were a number of staff within the Trust who were trained to provide coaching.

d) Corporate Objectives 2013/14

It was noted that the corporate objectives for 2013/14 had not yet been finalised.

RESOLVED: That Mr Doherty would submit the finalised corporate objectives to the next meeting of the Council of Governors.

e) Fylde Coast Public Consultation

Mrs Swift provided a summary in respect of the public consultation as follows:-

- Wesham Hospital would be closed on a permanent basis.
- Patients would be transferred to Clifton Hospital by the end of August.
- Transport arrangements were being reviewed for those patients/relatives that would have difficulty travelling to Clifton Hospital.
- Discussions were on-going with staff at Rossall Hospital about the possible closure.
- The CCGs were considering the way forward in terms of non-consultant and non-medical led rehabilitation services for patients.
- The consultant-led model had been approved.
- Discussions were on-going regarding the non-medical model.

Mr Gandhi expressed concern that the Governors had not been made aware of the outcome of the consultation and stated that the process had not been transparent and that Governors’ approval should have been obtained prior to agreement by the Board. Mrs Swift reminded the Governors that it was a PCT led consultation which had been passed onto the CCGs and that an independent company had produced the report. It was noted that the Trust had received the report at the end of March and it had been submitted to the Board in April. Mrs Swift reiterated that the Trust had no control regarding the consultation. It was noted that there had been 70% support for a consultant-led service and that the issue had been the location.

The Chairman stated that difficult decisions had to be taken and the challenge would be to successfully implement those decisions.

Mr Allcock pointed out that he had found Rossall Hospital to be excellent when he recently visited.

The Chief Executive stated that the Trust’s preferred option was for a consultant led service and that his understanding was that the key decision was around where this service would be best placed.

The Chairman reiterated Mrs Swift’s comment that it was not a Trust decision and that it was not in the Trust’s power to change any decisions.

Mrs Swift pointed out that Governors should not lose sight of the fact that, previously, patients were not necessarily admitted to the hospital nearest to where they lived.

Mrs Oliver advised that Lucy Curry had been appointed as Programme Manager in respect of the changes around the community hospitals and would be responsible for ensuring that all the benefits came to fruition.

f) Strategic Development Pathway

Mrs Swift stated that it was useful to have a follow-up system regarding strategic projects.

g) Annual Plan 2013/14

Mrs Oliver reported that the Annual Plan was due to be submitted to Monitor by 9.00 am on Monday 3rd June and advised that it was intended to submit it by close of business on Friday 31st May. It was noted that there had been no significant amendments to the document since discussion with the Governors' Sub-Group on the 5th April.

h) Annual Report & Annual Accounts and Quality Accounts 2013/14

The Chairman stated that he was aware that the Governors had been involved in some of the work around the Annual Report and Quality Accounts.

Mrs Aubrey commented that work had been undertaken to improve the process and the content. It was noted that PWC was currently reviewing the content of the Quality Accounts and would be presenting their findings and Monitor's requirements at the Council of Governors meeting in August.

At this juncture, Mrs Smith read the Governors statement for inclusion in the Quality Accounts as follows:-

"A group of Governors of this Trust have examined this Quality Account several times. Sometimes a report is questioned and request made to explain something more clearly. The purpose was not only to ensure that the facts were correct but also that they were displayed in a manner that we could all understand. Some sections are still a bit heavy going because the "powers that be" insist upon a prescribed form of words. We hope you will read at least those sections of particular interest to you and then a little further into a record of continuous striving to become one of the leading health Trusts in the country."

Mrs Aubrey confirmed that a summary report was currently being produced.

i) Review into the Quality of Care and Treatment Provided by 14 Hospital Trusts in England

The Chairman advised Governors about the review to be undertaken, initiated by Sir Bruce Keogh, into the quality of care and treatment provided in fourteen Trusts in England, including Blackpool.

Mr Doherty briefed the Governors on the arrangements he was aware of at present:-

- The fourteen Trusts had been divided into three waves and Blackpool would be in the third wave.
- The process would involve the review team highlighting key areas prior to their arrival on site.
- The review would commence on the 17th June and would involve announced visits and unannounced visits.
- The review team would comprise between 15 to 20 people including representatives from the CQC, doctors, etc.

- As part of the process there would be an opportunity for patients, relatives and staff to meet the team and provide their views.
- A risk summit would take place four weeks after the review, following which the final report would be issued, hopefully before the Parliamentary summer recess.
- The report would, at some point, be in the public domain.
- There was no specific meeting arranged with Governors as yet but there would be an opportunity for Governors to express their views.
- Governors would be updated regarding the arrangements.

j) Serious Untoward Incidents

It was noted that there had been five SUIs since March 2013.

RESOLVED: That, in future, the SUIs would be presented to the Governors in the format adopted by the Board.

k) Mortality Reduction Action Plan

The update on progress in respect of the Mortality Reduction Action Plan was provided for information.

RESOLVED: That Miss Oates would circulate the document to Governors in a larger font.

It was reported that a great amount of work had been undertaken in respect of mortality and significant improvements had been made. Mr Roff suggested circulating to Governors the report that had recently been submitted to the Board regarding the Mortality Reduction Journey Map which provided a summary of the progress made during the past two months.

RESOLVED: That Miss Oates would circulate the Board report in respect of the Mortality Reduction Journey Map to the Governors.

Mrs Smith reported that Steven Bloor had attended the last informal Governors' meeting and had given an excellent account of the current position in respect of mortality which provided assurance to the Governors.

RESOLVED: That the Chairman would convey the Governors' thanks to Mr Bloor.

Mr Holden asked for feedback regarding the training for medical staff and queried whether the "completed" on the action list should be "on-going". Mr Doherty confirmed that this particular action had been addressed but that further training would need to be undertaken and its impact assessed.

RESOLVED: That Mr Doherty would review the impact of training for medical staff and provide feedback at the next meeting.

l) Quarterly Finance Report

The quarterly finance report was noted by the Governors.

With regard to the Annual Accounts, it was noted that there had been no issues raised by the External Auditors, with the exception of some minor adjustments. It was noted that the main concern was the Keogh Review which had to be mentioned in the Accounts.

m) Quarterly Performance Report

Mrs Oliver was pleased to report that the Trust was within the one third of Foundations Trusts within the country that had achieved the A & E standard in Quarter 4, which was an excellent achievement by the staff.

It was noted that the Commissioners had given support and Mrs Oliver stated that she was confident that the winter strategy would be supported by the health economy.

Mrs Oliver highlighted the achievement of the 62 day cancer standard as an area of concern.

n) Patient Experience Report (Quarter 4)

The Board report in respect of Patient Experience was self explanatory.

Mrs Smith referred to the complaint category comparisons on page 5 of the report and expressed concern at the high number of complaints received in relation to "treatment issues". It was reported that Quarter 4 had been particularly busy and challenging.

RESOLVED: That Mrs Smith's concern would be raised with Mrs Thompson and feedback would be provided to the Governors.

o) Clinical Audit Update

The Board report in respect of Clinical Audit was provided for information.

It was noted that the Board was currently reviewing how clinical audits could be streamlined.

p) Nurse Staffing – Nurse to Patient Ratios

A written update was provided in response to a request made at the Council of Governors meeting in February 2013 for information regarding nurse staffing establishments.

It was noted that a number of Board reports in relation to nurse staffing had been provided to the Governors as follows:-

- Nurse Staffing Review – July 2012
- Maternity, Neonates and Paediatrics – October 2012
- Community Nursing – February 2013
- Health Visiting and School Nursing – March 2013

The reports provided an update on the nurse staffing position and also highlighted where further investment was required.

RESOLVED: That the Governors would forward any questions about the nurse staffing report direct to Mrs Thompson.

That "nurse staffing" would be included on the agenda for the forthcoming seminar.

q) Mandatory Training

An update in respect of mandatory training was provided to the Governors. Mrs Walthew expressed concern about the discontinuation of face to face mandatory training days into 2014. Mr Doherty stated that the mandatory training days would be discontinued but that some face to face training would continue.

RESOLVED: That information about the face to face training that would continue to be provided would be circulated to Governors.

r) Estates Update

The Chairman referred to the issues previously raised in relation to estates issues, namely, the temperature in departments and ventilation in the Ophthalmic Department, and read an update from the Estates Department as follows:-

“There has been an issue with heating over the last couple of weeks because asbestos is being removed from the basement and therefore ventilation has had to be isolated. Staff have been informed and ventilation units were hired for the works. The work is now complete and checks will be made to ensure that the heating and ventilation is back to normal.”

Mrs Swift stated that the programme of work for the out-patients department was currently being reviewed.

12. Membership Report

a) Membership Update

The membership update as at 23rd April 2013 was noted by the Governors.

b) Items Referred from the Membership Committee Meeting

It was noted that a member of staff from the Information Governance Department had attended the meeting to brief the Governors about data protection in advance of the Governors contacting Trust members.

13. Feedback from Informal Governors' Meeting

a) Direct Communication with Governors

The Chief Executive confirmed that he would provide a verbal response under item 15 (e) to the issues that had been raised by the Governors.

b) Administration Review

It was noted that this item had been deferred.

14. Feedback Reports

a) FTGA Feedback

There was nothing to report from the FTGA.

b) Feedback from the Formal Patient Safety Walkabouts

There was no feedback from formal patient safety walkabouts.

c) Feedback from the Experienced Governors' Network Event

Mrs Walthew circulated feedback from the Experienced Governors' Network Event held on 13th February 2013.

d) Feedback from Governors' Attendance at Board Meetings

In the absence of Governors' attendance at Board meetings, this item was deferred.

e) Feedback from the Constructive Challenge Workshop

Mrs Smith reported that the Constructive Challenge Workshop had been an excellent event and she recommended that Governors volunteered to attend external workshops to broaden their knowledge.

15. Standard Reports

a) Items to be Reported to the Board of Directors

There were no items to be reported to the Board of Directors.

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

There were no items to be recommended for decision or discussion by Trust committees.

c) Annual Work Plan

The Annual Work Plan was provided for information.

The Chairman commented that this document would be reviewed as a result of the changes in Board processes.

d) Attendance Monitoring

The attendance monitoring form was provided for information.

The Chairman stated that the lack of attendance from Appointed Governors was disappointing.

e) Motions or Questions on Notice

The Chief Executive referred to the questions raised by the Governors and commented that he was pleased that they had been brought to his attention and provided responses.

- i) Could arrangements be made for the Governors to be informed as to how the new Commissioning/Provider contract arrangements are working in practice and the steps being taken to foresee and head off any potential problems?

Mr Doherty reported that the Trust had a long-standing and successful relationship with the Commissioners and would continue to work together.

- ii) Could the Board clarify the interaction between the Urgent Care Centre, located in, but not run by, the Hospital and the Trust's A&E department? What plans are being developed to improve the quality and efficiency of care delivery arising from the opportunities to integrate patient care pathways?

It was noted that this was a challenging area for the Trust and Mr Doherty suggested discussion at a seminar about commissioning arrangements and the services provided to patients as a result of the contract.

- iii) Could the Board update us on the status of the project to implement electronic patient records and the future plans?

Mr Doherty commented that it was evident from developments in other hospitals that there was great potential to use electronic patient records and that a seamless transition was the vision for this organisation. It was noted that this would be difficult to achieve for various reasons, however, some progress had been made. In summary, Mr Doherty stated that the Trust was committed to introducing some form of electronic patient records but that the cost would be a factor. Mr Goacher stated that he would be willing to give a presentation to the Governors about EPR, perhaps at the seminar referred to earlier.

- iv) What are the Board's plans and timetables to recruit Executive and Non Executive Directors?

It was noted that this issue had been discussed under items 10 (f) and 11 (b).

- v) How will the quality of care in the community be monitored?

- vi) The Governors now have a statutory duty to hold the Trust Board to account both as individuals and collectively. What measurable objectives to be delivered in the next year would each of the Executive and Non Executive Directors like to be judged against?

It was noted that the objectives for the Chairman and NEDs had been discussed under items 10 (c) and 10 (d). Mr Doherty reported that he was currently finalising his objectives and the EDs' objectives, all of which would be concluded within the next three weeks.

- vii) What is the status and what are the future plans to improve consultant cover over the weekend? Who is accountable for making this happen?

Mr Doherty confirmed that consultant cover and on-call cover already happened to some extent but that further work needed to be undertaken in this area. It was noted that some discussion had taken place about how this might work in practice.

- viii) On a quarterly basis the Governors would like a staff report showing actual numbers of staff against establishment broken down by speciality and levels? By "actual" numbers we mean the number of staff who are in post, fully trained and operational.

Mr Doherty confirmed that a report would be provided on a quarterly basis in respect of staffing. The Chairman referred to Mr Roff's comment about requests for more information and the Chief Executive suggested that the staffing report should be provided at the end of Quarter 1 and would continue to be provided upon request.

- ix) The Governors would like a quarterly report on the number of deaths of patients under our care (either in hospital or in the community) which could have been avoided. As there is an element of judgement in this we would like to suggest the number of deaths which in the professional view of those carrying out mortality reviews had a 50% or greater chance of being avoided if everything had been done correctly and in a timely fashion (as per the recent paper by Hogan, Vincent et al)

It was noted that avoidable deaths were being reviewed nationally and the Trust was not yet in a position to report on this. It was acknowledged that important issues had been raised about errors in this Trust, i.e. drug administration, patients not being escalated, diagnostics, etc, which the Board was already aware of and had implemented work programmes which would be reported on as part of the strategic aims. The Chairman assured the Governors that the Board was aware of the importance of this key item on the Trust's agenda.

- x) What are the Trust's systems for monitoring and assessing the clinical and non-clinical performance of consultants and other staff? How do we know these systems are effective?

Mr Doherty stated that the quality mechanism would be addressed in the forthcoming seminar.

- f) Urgent Motions or Questions

- i) Thank You

The Chairman expressed thanks to those Governors present whose term of office was due to expire in September 2013 and who were not standing for re-election, namely, Hannah Harte and Chris Thornton. A certificate, recognising and appreciating the Governors' contribution, was presented to Mrs Harte and Mr Thornton.

- g) Declaration of Confidentiality

RESOLVED: That item 11 (j) be declared confidential under the Freedom of Information Act.

- h) Date of Next Meeting

The next meeting will take place on Friday 16th August 2013 at 9.30 am in Room 4, Education Centre, Blackpool Victoria Hospital.

Addendum to the Minutes:-

It was noted that only one Appointed Governor was present therefore the meeting was not quorate, however, it was noted that Mr Mike Bullock, Appointed Governor (CVS) had confirmed his approval for items 5, 7, 10(e), 10(f) and 10(g).