

Minutes of the Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Friday 20th August 2010  
at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital

Present: Miss Beverly Lester – Chairman

Council of Governors

Public Governors:-

Mr Eric Allcock – Blackpool Constituency  
Mr John Butler – Blackpool Constituency  
Mrs Carol Gradwell – Fylde Constituency  
Mrs Hannah Harte – Blackpool Constituency  
Mr Ramesh Gandhi – Wyre Constituency  
Mrs Jean Marsh – Wyre Constituency  
Mrs Anne Smith – Fylde Constituency  
Mr Austin McNally – Wyre Constituency  
Mr Peter Askew – Wyre Constituency  
Mr Bill Holmes – Lancashire and South Cumbria Constituency

Staff Governors:-

Miss Tina Daniels – Non-Clinical Support (for items 1 to 19)  
Mr Richard Day – Clinical Support  
Dr Tom Kane – Medical and Dental  
Mrs Sam Woodhouse – Nursing and Midwifery

Appointed Governors

Mr Richard Emmess – NHS Blackpool  
Mr Doug Garrett – Re Blackpool (for items 1 to 18)  
Councillor Roy Haskett – Blackpool Council (for items 8 to 28)  
Mr Mike Wistow – Lancashire Care Trust  
Mr Paul Rigby – Lancashire County Council

In Attendance: Mr Aidan Kehoe – Chief Executive  
Mr Tim Welch – Deputy Chief Executive  
Mr Harry Clarke, Director of Operations Scheduled Care  
Mr Paul Olive, Non-Executive Director  
Mr Bill Robinson – Non-Executive Director  
Mr Tony Shaw – Non-Executive Director  
Mrs Mary Aubrey – Associate Director of Corporate Affairs  
Mrs Andrea Middleton – PA to Chief Executive  
Ms Jacinta Gaynor – Acting Membership and Communications Officer  
Mr Peter Chambers, Partner, PWC (for item 2)  
Mrs Rachael Joyce, Senior Associate, PWC (for item 2)

1. Chairman's Introduction

The Chairman welcomed Governors to the meeting, and introduced Mike Wistow, Associate Director of Performance and Planning for Lancashire Care NHS FT who had replaced Denise Wilson. The Chairman also introduced Tony Shaw, newly appointed Non-Executive Director for the Trust who had replaced Peter Hosker.

2. Annual Report and Accounts 2009/10

The Chairman introduced Peter Chambers and Rachael Joyce from PricewaterhouseCoopers, the Trust's External Auditors.

Peter Chambers presented the high level results of the audit of the 2009/10 financial statements, and the dry run external assurance process on the 2009/10 quality report (a copy of the slides were tabled at the meeting).

In relation to the financial statements he reported that all deadlines had been met by the Trust and PwC, and that no significant issues had been identified by the audit. The main issues discussed during the audit included: conversion to International Financial Reporting Standards, impact on the economic downturn on fixed asset valuations and recognition of income due from PCTs. A number of control recommendations were made, but none of these were considered to be significant

3. External Auditor's Opinion on the Quality Accounts 2009/10

In relation to the quality report, a total of twelve recommendations were made, ten relating to overall arrangements, one to 62 day cancer target reporting, and one relating to 18 weeks. The number of recommendations was not out of line with PWC's other clients. Recommendations included the need to regularly review policies and procedures relating to data quality, and to ensure that all relevant members of staff had objectives relating to data quality.

4. Apologies for Absence

Apologies for absence were received from Mr David Slater, Ms Christine Sconce, Mr Cliff Chivers, Mr Chris Thornton, Mr Andrew Goacher, Councillor Chris Lamb and Mr Arthur Roe.

5. Minutes of the Previous Meetings

**RESOLVED: That the minutes of the previous meeting held on 19th May 2010 be agreed as a correct record and signed by the Chairman.**

Proposed by Mr Allcock and seconded by Mr McNally.

6. Matters Arising

i) Nurse Recruitment Update

Mr Kehoe confirmed that the recruitment of nurses was on track with two cohorts arranged, the first commencing in September 2010.

ii) Patient Safety Walkabouts

The Chairman reported that the Governors patient safety walkabouts which were originally being scheduled for July were now being arranged for later in the year.

7. Re-appointment of External Auditors

Mr Olive confirmed that PWC had presented proposals for their fees to the Audit Committee and that the Audit Committee had supported the proposals.

It was also noted that the Trust had a robust and transparent working relationship with PWC. Mr Olive therefore recommended to the Governors that PWC be reappointed for a further year at a fee of £57,500, which was a £2,500 reduction from the previous year.

**RESOLVED: That approval be given for PWC to be re-appointed as the Trust's External Auditors for 2010/11 at a fee of £57,500.**

8. Trust Constitution

Mrs Aubrey reported that a number of changes/amendments needed to be made to the Constitution and that the amendments needed to be tracked as a requirement for Monitor. These changes were as follows:

**Trust Title (pages 1 and 4)**

It was proposed that the Trust title be amended to Blackpool Teaching Hospitals NHS Foundation Trust (once teaching hospitals status had been achieved and subject to public consultation about teaching hospital status). It was noted that staff had already been consulted about the change of name and 65% of staff proposed this title.

**Composition of the Council of Governors (pages 6 and 7)**

It was proposed to amend the composition of the Council of Governors in relation to the partnership organisations as follows:-

- The removal of Re Blackpool.

Concerns were raised by Mr Garrett regarding the proposal that he was to step down upon the removal of Re Blackpool. Mr Garrett advised that the company had been taken over by Blackpool, Fylde and Wyre Economic Development Company. It was therefore agreed to change Re Blackpool to the new company name.

- The removal of the Patients Forum.
- The addition of the University of Liverpool.

**Council of Governors - Tenure (pages 7 and 41)**

Mrs Aubrey reported that there were no specific changes to the rules but the document had been reworded to make it easier to understand. This was following advice from Cobbett's Solicitors.

It was reported that all other changes related to the format, spellings, grammar, etc.

Mrs Aubrey advised that, subject to approval, the document would be submitted to the Board of Directors on 25th August 2010 and to Monitor prior to being submitted to the Annual Members and Public Meeting on 20th September and then to Monitor for final approval.

Mrs Smith requested on behalf of the Committee that the document be printed in Font 12, in order to assist with the reading of the document.

**RESOLVED: That the seat for Re Blackpool should be re-named to become Blackpool, Fylde and Wyre Economic Development Company (due to change of company name) in order to allow the Governor's seat to remain (page 7, paragraph 8.3.3).**

**That the Patients Forum be removed (page 7, paragraph 8.3.3).**

**That the University of Liverpool be added (page 7, paragraph 8.3.3).**

**That the font size be changed to 12.**

9. Chairman's Objectives 2010/11

The Chairman advised that the objectives had been agreed by the Nominations Committee following inclusion of details of key metrics from each objective and were now presented to the Governors for final approval.

A number of amendments were requested and agreed as follows:

Item 1 - Further detail regarding the Financial Risk Rating within the Metrics/Evidence column.

Item 8 - Improvement in communication with Governors, ensuring press issues and events taking place throughout the Trust are communicated efficiently.

**RESOLVED: That the Financial Risk Rating of 3 be inserted under Item 1.**

**That the improvement in communication with Governors be implemented, ensuring that both hard copy communications and emails be distributed in a timely manner.**

**That the Chairman's Objectives for 2010/11 be approved.**

Proposed by Mr McNally and seconded by Miss Daniels.

10. Review of Foundation Trust Governors' Association Membership

The Chairman advised that at the Council of Governors Meeting in August 2009, it was agreed that the Trust would join the Foundation Trust Governors' Association at a cost of £3,700 plus VAT and review the benefits, etc, in twelve months' time.

Governors were asked to agree the renewal of the subscription at a cost of £3,300, a reduction of £400.

**RESOLVED: That the renewal of the Membership be approved.**

Proposed by Mrs Smith and seconded by Mr Allcock.

11. Foundation Trust Governors Association: Seven Questions Foundation Trust Governors Can Ask About Patient Safety In Their Organisation.

The Chairman invited Governors to discuss with her outside the meeting any of the questions presented.

**RESOLVED: That Governors wishing to raise any of the questions presented could do so with Chairman, following the meeting.**

12. Membership Report

Mrs Smith gave an overview of the number of current members as of 9th August 2010. Mrs Smith raised concerns that there had been a decline in membership numbers of over 126, and stated that every effort was being made to continue to recruit new members.

13. Items Referred from the Membership Committee

i) Membership Budget

Mrs Smith reported that the Membership Committee was proposing to reduce the number of 'Your Hospitals' magazines from four per year to two per year and was also looking at the possibility of the membership application forms being reprinted, as these were currently printed in a gloss finish. Mrs Smith advised that the proposal to withdraw future door to door mail campaigns had been made.

A number of suggestions were made with regard to cost efficiencies as follows:

- Annual General Meeting – 2011  
Light refreshments as opposed to a buffet.  
Alternative venue to be sought to the De Vere Hotel.

**Post Meeting Note:** it has been agreed that three "Your Hospitals" newsletters will be produced each year.

ii) Membership Engagement

The Chairman requested feedback from Governors about ways in which the Trust could improve its engagement with existing members.

Mr Emmess advised that NHS Blackpool was working very closely with LINKs and agreed to liaise with Mrs Smith outside the meeting regarding their assistance.

**RESOLVED: That Mr Emmess and Mrs Smith would arrange to meet with LINKs.**

Mr Askew questioned whether or not cost could be saved by bringing the membership database in-house.

**RESOLVED: That the membership database be placed on the agenda for the next Membership Committee meeting and information regarding cost etc discussed.**

Mr Wistow agreed to speak with colleagues at Lancashire Care Trust to ascertain the process being used by them in the recruitment of members and engagement and bring this to the next meeting.

**RESOLVED: That Mr Wistow provide details of Membership Recruitment/Engagement at Lancashire Care Trust for the next Council of Governors meeting.**

iii) Trust Open Day – Council of Governors Sub-Group

The Chairman reported that at the Membership Committee it was agreed that a sub-group be convened to organise the Trust Open Day planned for Saturday 13th November.

Governors wishing to be involved in this group were asked to send their interest to the Chairman as soon as possible.

**RESOLVED: That Governors wishing to be involved with the Sub-Group advise the Chairman as soon as possible.**

14. Chief Executive's Briefing

Mr Kehoe briefed the Governors in respect of the following:-

- Death of Jane Clough.
- NHS White Paper.
- QulPP Programme Update/Fylde Coast Health Economy Event.
- Paul Maynard & Eric Ollerenshaw MP Meetings.
- Blue Skies Hospital Charity Launch.
- Healthcare 100 Awards.
- Tim Welch 'Badwater Ultra Marathon'.

Transforming Community Services

Mr Kehoe advised Governors that the Trust had received formal notification from both NHS North Lancashire and NHS Blackpool that the Trust had been successful in becoming the preferred provider of their Community Services, with effect from the 1st April 2011.

Mr Kehoe and Mr Welch gave an overview of the transition stages required from now until the 1st April 2011.

The Chairman advised that she would arrange to meet with Governors and the Deputy Chief Executive in order to update them with regard to the progress being made with the Transfer of Community Services and also to discuss the financial recovery plan.

**RESOLVED: That Miss Oates would arrange a meeting with all Governors to discuss the Transfer of Community Services in detail.**

TAVI Procedure

Mr Gandhi raised his concerns regarding Cardiac Services, in particular TAVI procedure. It was noted that the number of TAVI procedures undertaken in the South was far higher than that in the North West.

Mr Kehoe reported that the cost to carry out this particular procedure was phenomenal and the Trust could no longer offer the service until Commissioners agreed to re-commence funding.

Mr Kehoe advised that once the North West Cardiac Network agreed to commission this procedure it was very likely that TAVI would be centralised to one area within the North West.

15. Quarterly Finance Report (April to June 1010)

Mr Welch gave an overview of the Financial Report submitted and advised that as the Trust had now been given the financial risk rating of 2, the Trust was required to submit monthly reporting to Monitor as opposed to quarterly reporting.

Mr Welch confirmed that it was very likely that the Trust Board would be asked to attend a meeting in London with Monitor to provide assurance that the Trust would return to a financial risk rating of 3 as soon as possible.

16. Quarterly Performance Report (April to June 2010)

Mr Clarke presented the Summary Business Monitoring Report and gave an overview of the key areas which had been highlighted in red.

Mr Clarke also reported on the current media interest and rumours relating to Clifton Hospital and in particular its closure. Mr Clarke confirmed that there were no plans to close Clifton Hospital and that the Trust would continue to provide a range of services from Clifton Hospital. However, the types of services provided from the hospital site were constantly being reviewed to ensure that they best meet the needs of patients.

The current service provisions at Clifton were as follows:

**Ward 1 (Elderly Rehabilitation)**

Ward 1 was temporarily closed in October 2009. This was to allow refurbishment of this ward to take place and was also due to nurse staffing shortages within the medical division. The nursing staff from Ward 1 were redeployed to other medical wards in the Trust to improve nurse staffing levels in these areas.

After reviewing the temporary closure it was apparent that the Trust was able to continue to provide elderly rehabilitation care from its other facilities without the need for the Ward 1 beds to be re-opened. This was due to the work that has been taking place across the Trust to reduce length of stay. Therefore Ward 1 remains temporarily closed.

**Wards 3 and 4 (Orthopaedic Rehabilitation)**

Wards 3 and 4 were currently open and provide orthopaedic rehabilitation. The Trust has reviewed this service and would be changing the way it operates in order to improve care for this group of patients. The proposal would be to develop one 24-bedded ward dedicated to orthopaedic rehabilitation. The new service would see much greater consultant input, seven day physiotherapy and occupational therapy provision, increased fast track rehabilitation and better equipment. This would lead to improved services for patients and shorter stays in hospital meaning the number of beds could be reduced. Staff from Wards 3 and 4 were currently having aspirational interviews to discuss whether they would like to be considered to work in the new unit or would prefer to work elsewhere in the Trust. The Trust has committed to no redundancies as a result of this change.

**Windsor Unit (Respite Care)**

The Windsor Unit is a five-bedded unit offering respite care. There are discussions on-going with the PCTs and Social Services as to whether a hospital setting is the best place to provide respite care. However no decisions have been made and any proposed changes to this facility would be with full discussion and consultation with staff, patient groups and other stakeholders.

### **Dermatology/Rheumatology Unit**

The Dermatology Unit has 10 in-patient beds and also provides a range of out-patient treatment services. The Trust is currently reviewing all its dermatology and rheumatology services and looking at other best practice models to ensure the needs of the local population are being met. The Trust is looking at whether it could provide some dermatology services closer to patients. This does not mean that the unit would close, but would mean that the number of in-patient beds needed in the unit would be less.

### **Renal Unit**

There were no plans to change services provided from the renal dialysis unit which operates from the Clifton Hospital site.

### **Diagnostics and Outpatient Services**

There are a range of diagnostic services, including x-ray, and several out-patient clinics. There are no current plans to change this provision.

Mr Clarke re-assured Governors that Clifton Hospital remained very much part of the Trust's plans for the future. However, if the Trust was to consider making any significant changes to the types of health services provided or changes to where those health services are provided from, this would be done through public consultation.

## 17. Board Assurance Framework (BAF) Summary (April to June 2010)

Mrs Aubrey reported that the BAF summary report identified the high level risks which had been reviewed and updated and progress reported.

BAF16 (Cancer Plan) had increased from a score of 6 to 12. The risk score had been increased to reflect the risk of achievement of all cancer targets and in particular the 62 day screening target where low treatment numbers and patient choice impact delivery within target and 2 week symptomatic breast referrals where patient choice again impacts on delivery of the target. Work was on-going with PCT colleagues, Primary Care and the National Bowel Cancer Screening Programme to put into place strategies to lessen the impact of patient choice.

BAF 51 (Income Risk -Tariff Uplift) in future years lower than plan. The risk score had increased as it was more likely to occur due to current economic conditions.

Mrs Aubrey also reported that there were three new risks that had recently been added to the BAF following approval by the Board in July 2010:

- Deprivation of Liberty Standards (DoLS).
- Vision Implementation Compliance with Clinical Governance Standards.
- NHS Constitution.

### **Deprivation of Liberty Standards (DoLS)**

A risk assessment had been carried out following a letter from Christine Hutchinson, Regional Lead Deprivation of Liberty Safeguards, Department of Health North West, which highlighted that the Trust was a 'low reporter' in terms of asking for a 'best interests' assessment when a patient may be deprived of their Liberties. In the last 14 months this Trust had only made one DoLS referral.



Clear policies and procedures had been developed with other agencies and Internal Audit had been asked to carry out an audit on the DoLS and Vulnerable Adults procedures. Briefings had been held for senior nurses and 4 training sessions were arranged for July and the training delivered by the DoLS lead from NHS North Lancashire. Since the presentations have been undertaken, there had been one recent DOLS referral.

#### **Implementation of Vision Risk Assessment**

A risk assessment had been undertaken to ensure clinical governance standards were not compromised following implementation of the Vision project in an effort to ensure the Trust was not compromised in any way e.g. to ensure the electronic records match any hard copy records.

#### **NHS Constitution**

A risk assessment had been undertaken to ensure that the Trust implements the NHS Constitution and to demonstrate that there were good governance systems and processes in place. A number of controls had been put in place and the Consent and Complaints Procedures had been updated to include aspects of the NHS Constitution. Work was ongoing with IT to develop the website for staff and the public. Staff had been informed about the NHS Constitution through Team Brief and the Constitution needed to be further promoted across the Trust. The Learning and Development Department would include this in their education and training programmes.

#### 18. Corporate Risk Register Summary (April to June 2010)

Mrs Aubrey reported that there were 28 risks on the corporate risk register and the summary report identified the top risks, all of which had been updated and progress reported.

CRR 92 (Community Acquired Pneumonia – Medicine) – this risk remained as data still demonstrated that the Trust was not achieving Top 50 with overall compliance with providing best care. The ADOP had now been identified with overall responsibility for achieving the target with divisional monthly meetings being held.

CRR 106 (Reliability of Interest Server for Euroking) - the Women's and Children's Division was liaising with IT to ensure that finances and infrastructure were available for implementation.

CRR 107 (Shortage of O&G Middle Grade Doctors) - the Women's and Children's Division had revised the job descriptions for resident consultants, a 7th middle grade doctor had been appointed and a 1:7 rota for junior doctors was being implemented.

Mrs Smith raised concerns regarding the shortage of middle grade doctors. Mr Kehoe confirmed that the shortage of these doctors was being noted across the country.

#### 19. Serious Untoward Incidents

Mr Kehoe briefed the Governors on the serious untoward incidents that had occurred since the last meeting.

20. Quarterly Complaints/PALS Reports.

Mr Kehoe reported that there had been a slight increase in the number of complaints for the period April to June, and a slight increase in the number of cases dealt with via the PALS department for the same quarter.

Whilst there were no particular themes being noted, Mr Kehoe advised that Executive Directors had been assigned a Division each; therefore any specific themes would be highlighted.

21. Vision Update

Mr Welch reported that the planned live date for A & E was on track with less than 21-days before this went live within this department.

22. Process for Recruitment of Non-Executive Directors

The Chairman advised that following the interviews on 16th June, a number of actions were agreed to be taken for future NED appointments as:-

- Consider whether a minimum number of candidates should be shortlisted for interview (the Constitution indicates that there should be a maximum of five candidates).
- Arrange a pre-meeting for the interview panel to discuss the process, paperwork, i.e. scoring sheet.
- Arrange pre-meetings for the discussion panels and link the questions and evaluation sheets.
- Seek references from shortlisted candidates prior to interview.

The Chairman confirmed that all the above would be taken into account when the process was undertaken in the future.

23. Feedback from the North West Governors Forum held on 6th July 2010

Mr Gandhi referred to the Speaker Information Sheet which was tabled and provided an overview of the slides presented at the Forum.

Mr Shaw commented on the excellent information presented within the slides and requested copies to be circulated to the Trust Board.

**RESOLVED: That Miss Oates would circulate copies of the slides to members of the Trust Board.**

24. Chairman's Communications

The Chairman reported on the following events:

- Celebrating Success Awards 2010

The Judging Panel met on 4th August to complete the short listing for the Celebrating Success Awards 2010. There were 158 nominations which was the best response to date.

The Judging Panel comprised Chairman, Mr Kehoe, Dr Kelsey (Medical Director), Mr Smith (Staff Side Representative and Learning Co-ordinator), Mrs Gradwell, Emma Harris (Health Correspondent), and John Barton (Radio Wave Chairman).

- Annual Members and Public Meeting

The Annual Members and Public Meeting would be held on Monday 20th September at 6.00 pm at the De Vere Hotel.

Governors were asked to confirm their attendance to Miss Oates.

**RESOLVED: That Governors advise Miss Oates of their attendance.**

- North West Staff Governors Forum

The Trust would be hosting the North West Staff Governors Forum in October. A meeting of Staff Governors would be arranged in order to discuss agenda items, speakers, etc.

- Foundation Trust Network Annual Governance Conference

The Foundation Trust Network Annual Governance Conference was taking place on the 15th September in London which the Chairman, Mr Kehoe and Mr Allcock would be attending.

- Governors Meetings

Arrangements had been made for Chairman and Mr Kehoe to meet with Governors from the individual constituencies in October/November, it being noted that Miss Oates had emailed details to all concerned.

- Governor Profiles

Governors were reminded to forward their profile (max 100 words) for the website to Miss Oates, if they had not already done so.

**RESOLVED: That Governors would forward their profile to Miss Oates, if they had not already done so.**

- Register of Interest

Governors were reminded to forward their completed register of interests form to Miss Oates if they not already done so.

**RESOLVED: That Governors would forward their forms to Miss Oates, if they had not already done so.**

25. Motions or Questions on Notice

- Equality and Diversity Event

Mrs Woodhouse advised that there was an Equality and Diversity Event being held on the 27th September, from 9am until 5pm, in the Education Centre. Governors who wished to attend should advise either Miss Daniels or Miss Oates.

**RESOLVED: That Governors advise Miss Daniels or Miss Oates, if they wish to attend.**

- Royal Artillery Event

Mr Butler advised that he had attended a fundraising event held by the Royal Artillery and that all proceeds were donated to the Blue Skies Fundraising Appeal.

There were no motions or questions on notice.

27. Urgent Motions or Questions

There were no urgent motions or questions.

28. Date of Next Meeting

The next meeting will take place on Monday 15th November 2010 at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital.