

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Monday 14th February 2011
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 Bamford – Wyre Constituency
Mr John Butler – Blackpool Constituency
Mr Mark Chapman – Blackpool Constituency
Mr Cliff Chivers – Blackpool Constituency
Mrs Janice Dickson – Fylde Constituency
Mrs Hannah Harte – Blackpool Constituency
Mr John Longstaff – Fylde Constituency
Mr Arthur Roe – Blackpool Constituency
Mr Ramesh Gandhi – Wyre Constituency
Mrs Anne Smith – Fylde Constituency
Mr Chris Thornton – Blackpool Constituency

Staff Governors:-

Miss Tina Daniels – Non-Clinical Support
Dr Tom Kane – Medical and Dental
Mrs Samantha Woodhouse – Nursing and Midwifery

Appointed Governors

Mr Richard Emmess – NHS Blackpool
Mr Doug Garrett – Blackpool, Fylde and Wyre Economic Development Company
Councillor Roy Haskett – Blackpool Council
Mr Chris Lamb – Council for Voluntary Services
County Councillor Paul Rigby – Lancashire County Council
Ms Christine Sconce – UCLAN (for items 1 – 18)
Mr David Slater – Business Link
Mr Mike Wistow – Lancashire Care Trust

In Attendance: Mr Aidan Kehoe – Chief Executive
Mr Tim Welch – Deputy Chief Executive
Ms Corinne Siddall – Director of Operations
Mr Harry Clarke – Director of Operations
Mr Robert Bell – Director of Clinical Support & Facilities Management (for item 24)
Mr Tony Shaw – Non-Executive Director (for items 1 – 17)
Mrs Mary Aubrey – Associate Director of Corporate Affairs
Miss Judith Oates – Foundation Trust Secretary
Mrs J Gaynor – Acting Membership and Communications Officer

Ms Rachel Joyce – Senior Associate, PWC (for item 1)
Ms Rachael Mcllwraith – Senior Manager, PWC (for item 1)
Mr Paul Bailey – Head of Fund-Raising (for item 2)
Miss Kathy Ancell – Fund-Raising Manager (for item 2)
Mr Charlie McGibney – (for item 8 ii)

1. Annual Audit Approach

The Chairman introduced Rachael Joyce and Rachel Mcllwraith from PWC.

Ms Joyce reported on the audit approach and the objectives (slides attached); it being noted that the Auditors would be reporting to the Council of Governors at the end of the audit.

Ms Joyce advised the Governors that External Audit had identified four significant risks and that additional work would be undertaken in these areas to address the concerns.

Ms Joyce explained that the Charitable Funds Accounts and the Foundation Trust Accounts would be prepared separately but that the Charitable Funds Accounts would also be included in the Foundation Trust Accounts.

Mr Haskett referred to the current financial position and asked whether this could have been anticipated. Ms Joyce stated that the risks had been identified at the end of last year and that there were mitigating circumstances. Ms Joyce confirmed that the Auditors were satisfied that the Trust had satisfactory arrangements in place. It was noted that the same process would have to be applied this year.

With regard to the Quality Accounts, it was noted that the elements in terms of disclosures remained mainly unchanged. Ms Joyce reported on the external assurance requirements, ie Annual Governance Statement, National Priorities, which would be provided in the form of a public statement. Ms Joyce stated that this issue would be discussed further under agenda item 9.

Mr Longstaff asked about re-admissions and whether the Trust had taken into account the financial implications. The Chairman confirmed that this issue was a major part of this year's contract. Mr Clarke stated that work was continuing to improve services, ie ensuring patients were not re-admitted.

The Chairman thanked Ms Joyce and Ms Mcllwraith for attending the meeting and for assuring the Governors about the independence of the audit process.

2. Major Fund-Raising Appeal Consultation Process

Mr Bailey provided an update on progress in respect of fund-raising and, in particular, the Blue Skies next fund-raising appeal.

It was noted that it had been agreed in November to initially select the following proposals:-

- Chest Clinic
- Cystic Fibrosis
- Paediatrics in A & E
- Stroke Unit

It was further noted that an additional meeting had been arranged for 11th March to discuss the proposals in detail and to agree which project to take forward.

Mr Gandhi referred to the proposal for a hybrid cardiac theatre. Mr Bailey stated that this proposal had been considered by the sub-group.

Mr Chapman enquired why the proposal for the Stroke Unit did not have divisional support. The Chairman stated that the division did not wish to proceed with the project at the present time.

Mr Haskett asked about the Cystic Fibrosis project. Mr Kehoe stated that there had been no progress in the past two years following the Trust's successful presentation to bid for a centre in Blackpool.

Ms Siddall referred to the Stroke project and explained that substantial improvements had been made without any additional investment.

RESOLVED: That Mr Bailey would provide a further update in due course.

Action Taken Following The Meeting

The proposal for Paediatrics in A & E is being funded by the League of Friends as part of the Women's and Children's Development. With regard to the proposal for Cystic Fibrosis, feedback is awaited from the Specialist Commissioners about whether they will support this service in the long term.

3. Role of the Practice Development Sister

Sister Woodhouse provided an overview of the role of the Practice Development Sister (slides attached).

Reference was made to the issue of mixed sex accommodation. Mr Clarke stated that there had been only one reported breach of mixed sex accommodation and that the Trust was working with the PCTs to ensure compliance.

Mrs Harte asked about nurse training and was advised that there was a Trust wide local induction programme for HCAs.

Mr Haskett referred to the style of the theatre gowns and the lack of privacy for patients.

Mr Gandhi mentioned that there had been a decrease in the number of patient falls.

Mr Butler referred to the number of nursing staff unable to speak fluent English and pointed out that patients were concerned about being given the wrong medication because they could not be understood by the staff. Mrs Sconce confirmed that staff had to participate in an overseas nurses programme and that requirements for entry to the programme were very stringent. Mrs Sconce pointed out that overseas staff would not be recommended to the Nursing and Midwifery Council to receive British registration unless they met the criteria.

4.

Annual Plan

Mr Clarke described the Annual Plan process for 2011/12, in particular the timetable, variations and content of the plan, particularly in terms of strategic and service development.

Mr Clarke pointed out that an important part of the content related to risk and that the Board was required to sign a declaration on a quarterly basis confirming that the Trust would achieve financial and governance performance during the year.

It was noted that the document was in the form of a first draft at present and was available from Mr Clarke or Miss Oates upon request.

Mr Chapman asked about Choose and Book and the action being taken to encourage patients to choose Blackpool Teaching Hospitals Trust. Mr Clarke stated that this was the responsibility of the Marketing Strategy Committee and that work was continuing to refine the information to ensure that patients selected this Trust. It was emphasised that information about the quality of the service should be made widely available in the community.

Reference was made to the 7 month waiting list for hearing aids. It was noted that this issue had been raised at the previous meeting.

RESOLVED: That this issue would be investigated outside the meeting.

Action Taken Following The Meeting

Governors are advised of the work on-going in Audiology to address waiting list issues as follows:-

- *Improvements to staff rotas to optimise available clinic appointments.*
- *Improvements to the ENT Clinic Audiology booking system to better utilise available clinic slots.*
- *Review of clinic locations to better match capacity to demand.*
- *Improved management of staff sickness.*
- *Bench-marking exercise to check whether audiology clinic slots at Blackpool Victoria Hospital are comparable with our peers.*
- *Additional Saturday clinics to reduce backlog.*

In addition, work is on-going with the PCTs regarding the future configuration of Audiology Services, with a view to improving services for patients.

Mr Bamford congratulated the Trust on the work undertaken in respect of patient safety and asked whether improving patient safety and delivering high quality of care to patients was the Trust's top priority. Mr Clarke commented that by providing high quality services more effectively, the Trust's financial problems could be resolved. Mr Kehoe confirmed that patient safety and quality were taken very seriously by the Board.

At the end of the presentation, it was suggested that a Governors Sub-Group be convened to discuss the Annual Plan.

RESOLVED: That Governors interested in joining the Sub-Group would advise Miss Oates.

Action Taken Following The Meeting

Three Governors have expressed an interest in joining the sub-group and a meeting has been arranged for 23rd May 2011.

5. Chairman's Introduction

The Chairman introduced Tony Shaw, Non-Executive Director, and the newly elected Governors (Janice Dickson/John Longstaff/John Bamford/Mark Chapman).

6. Apologies for Absence

Apologies for absence were received from Mr Peter Askew, Mr Austin McNally, Mr Brian Rowe and Dr Tom Kennedy.

7. Minutes of the Previous Meeting

RESOLVED: That the minutes of the previous meeting held on 15th November 2010 be agreed as a correct record and signed by the Chairman.

Proposed by Mr Allcock and seconded by Mrs Smith.

8. Matters Arising

i) Membership Recruitment/Engagement

It was noted that this item had been deferred.

ii) Advancing Quality – Community Acquired Pneumonia

Ms Siddall reminded the Governors that this issue had been raised at the previous meeting and it had been agreed to provide an update at this meeting about the range of advancing quality (AQ) measures and the significant improvements made during the past year.

Mr McGibney gave a detailed presentation about AQ outlining the purpose, objectives and outcomes (slides attached).

iii) Workforce Report

It was noted that this issue had been discussed in detail at the Governors Workshop on 7th January 2011.

A brief update was provided; it being noted that the Trust was on target with the plan and that 50 staff had left the Trust at the end of January and a further 50 were due to leave the Trust at the end of February (all of which were as a result of MARS, retirement or natural turnover).

iv) Governors Council Effectiveness Tool

The Chairman reported that only ten Governors had completed and returned the questionnaire.

RESOLVED: That all Governors would complete the questionnaire and return it to Miss Oates.

Action Taken Following The Meeting

Twelve Governors have completed and returned the questionnaire and arrangements are being made for Jay Bevington from Deloitte to review the questionnaires and present the findings at a Governors Workshop.

v) Public Consultation Document – Improving Patient Care

Mr Emmess reported that:-

- Work was on-going to produce the consultation document which it was anticipated would be completed shortly.
- Consultation meetings would be held in public.
- The next stage was for clinical colleagues to undertake work which was required alongside the workforce and financial plans.

The Chairman emphasised the importance of this exercise being completed as soon as possible.

9. Annual Report and Accounts/Quality Accounts 2010/11

Mr Welch drew attention to the report enclosed with the agenda which included the timetable to deliver the Annual Report within the timescale set by Monitor and the Secretary of State and Parliament.

Mrs Aubrey referred to the Quality Accounts and reiterated Ms Joyce's comment about external assurance. It was proposed that a sub-group be established to agree the performance indicators to be reviewed by External Audit; it being noted that a meeting had been scheduled for 4th March 2011 at 2.30 pm.

RESOLVED: That Governors interested in joining the Sub-Group would advise Miss Oates.

Action Taken Following The Meeting

Four Governors expressed an interest in joining the sub-group and a meeting took place on 4th March 2011 when it was agreed that the External Auditors would be asked to review data in respect of the 62 Day Cancer Target and Clostridium Difficile.

10. Feedback from Deloitte/ KPMG / Monthly Meetings with Monitor

Mr Kehoe advised the Governors that the Trust was now meeting with Monitor on a monthly basis, either in London or via a conference call, and that the meetings had been positive to date.

Mr Kehoe stated that the key meeting would be in March when Monitor would be looking ahead to the next financial year and discussing the financial plans and the cost improvements. It was noted that the key issue would be whether the Trust had signed the contract with the PCTs at the time of the Monitor meeting in March. With regard to this financial year, it was anticipated that the Trust would be in a break even position at the year end.

Mr Kehoe further advised that, as part of their review, Monitor had requested independent verification which was being undertaken by Deloitte and KPMG:-

Deloitte

Deloitte had been asked to undertake a review of Board effectiveness, focusing on both the Board as a whole and its performance and also on the individuals on the Board. It was noted that an extensive review was on-going, which included interviews with both internal and external stakeholders, and that the final report was expected at the end of February.

RESOLVED: That the final report from Deloitte would be shared with the Council of Governors.

Action Taken Following The Meeting

This item has been included on the draft agenda for the meeting in May.

KPMG

KPMG had been asked to undertake a review of the Board Self Certification Process and Programme Governance.

RESOLVED: That Mr Kehoe would share further information with the Governors at the next meeting.

Action Taken Following The Meeting

This item has been included on the draft agenda for the meeting in May.

Mrs Smith asked whether all necessary action had been taken to control budgets and expenditure. Mr Kehoe stated that action was being taken to ensure that the necessary tools were in place to support this, ie information flow to managers, developing managers to take on more responsibility. Mr Welch stated that the number of requisitions had reduced and confirmed that, from 1st April, non-stock requisitions had to be approved by the relevant Finance Manager.

11. Draft Corporate Objectives 2011/12

Mr Kehoe presented the first draft of the corporate objectives for 2011/12 which were linked to the six themes of the Vision statement. Mr Kehoe asked Governors to email him with any comments.

RESOLVED: That Governors would forward any comments on the corporate objectives to Mr Kehoe.

Mrs Smith referred to the objective to reduce patient falls by 30% and suggested that the percentage should be increased. Sister Woodhouse commented that the Trust had a zero tolerance to patient falls and therefore the Trust was working towards a much higher target.

Mr Bamford referred to the number of deaths in hospital and asked whether any could have been avoidable. Mr Kehoe advised that Dr Kelsey was undertaking a mortality review of the individual cases to identify whether they could have been avoidable.

Mrs Smith referred to the new car parking scheme and emphasised the importance of conveying the correct message, ie that the scheme would be funded from the income generated from car parking.

Mr Butler referred to patients' dietary and pharmacy needs.

RESOLVED: That Mr Kehoe would discuss this matter with Mr Donnelly and Mr Gibson respectively.

Action Taken Following The Meeting

Feedback from Mr Donnelly and Mr Gibson is as follows:-

Dietetics - all patients admitted to Blackpool Victoria Hospital should have their nutritional status assessed by the ward staff on admission using the Malnutrition Universal Screening Tool (MUST). If there are any concerns following this assessment the patient's nutritional intake will be monitored and they may be referred to a dietician if necessary. This assessment will be repeated weekly. The Catering Department provides three meals per day for patients and hot and cold drinks are provided throughout the day by ward staff.

The Trust has recently launched an intensive new campaign termed the 'Nutrition Mission' which aims to ensure that all in-patients receive the food and drink they require. The official launch took place on 7th April and the is campaign is on-going.

Pharmacy - as part of the discharge process, when the discharge prescription is written the pharmacist will perform a clinical validation check on the prescription to ensure it is clinically correct for that individual patient. Once this has been carried out, where there are ward based pharmacy technicians they will then review the patient's medicines which have been issued as part of their in-patient stay and remove any medicines which are not required post discharge. Finally when the completed discharge prescription is received back on the ward from the Pharmacy Department, a nurse will review the discharge medicines with the patient to ensure they understand how to take their medicines and match this up with what has been prescribed on the discharge prescription.

Mr Slater asked about the process for ensuring achievement of the objectives. Mr Kehoe advised that reports were submitted to the Board on a quarterly basis outlining progress against the objectives and that the monthly Business Monitoring Reports featured RAG ratings against the targets. Mr Kehoe stated that the key aim was to be within the best 10% of Trusts.

14. Trust Constitution

Mrs Aubrey advised the Governors that the Trust Constitution needed to be amended to allow for the election of a Public Governor and a Staff Governor for the North Lancashire Constituency as a result of TCS. It was noted that a Special Members Meeting had been arranged for 4th March 2011 to obtain approval for the proposed amendments.

15. Governor Appointment to the Nominations Committee

The Chairman reported that two Governors had expressed an interest in joining the Nominations Committee and that one Governor had subsequently withdrawn his nomination.

RESOLVED: That Mr Eric Allcock be elected to the Nominations Committee.

16. Governors Attendance at Board Meetings

The Chairman proposed that the existing arrangements for Governors to attend Board meetings as observers should continue.

Mrs Smith stated that members of the Nominations Committee, who were responsible for recommending the appointment and remuneration of the Chairman and NEDs, should be given the opportunity to judge performance by attending Board meetings.

The Chairman advised that she had written to those Governors who had attended a Board meeting to obtain feedback and their responses had been generally positive. Mr Slater commented that it had been a useful opportunity and suggested that a process should be agreed for disseminating information about the Board meetings to the Council of Governors. Mr Kehoe suggested that those Governors that had attended a Board meeting within a three month period should meet prior to the next Council of Governors meeting to discuss feedback.

12. Membership Strategy

Mrs Gaynor advised the Governors that the existing Membership Strategy was due to be updated and had been circulated to members of the Membership Committee for discussion/comments.

RESOLVED: That a draft document would be submitted to the next meeting of the Council of Governors.

Action Taken Following The Meeting

This item has been included on the draft agenda for the meeting in May.

17. Membership Report

Mrs Smith presented the membership figures as at 31st January 2011 which indicated that there were 5,644 public members and 4,764 staff members. Mrs Smith expressed thanks to Hannah Harte and Sam Woodhouse who had recruited 173 junior members the previous week.

18. Items Referred from the Membership Committee

Mrs Smith drew attention to issues arising from the Membership Committee meetings held on 8th November 2010 and 28th January 2011 as follows:-

- Volunteer/Governor Visits to the Wards – Mrs Smith had visited Lancashire Teaching Hospital NHS FT and was advised that they had an open arrangement in relation to Governors visiting the wards. It was noted that Mrs Smith had been invited to attend a meeting of the Trust's Membership Committee to ascertain whether there were any lessons to be learnt.
- Feedback from Patient Safety Walkabouts - Mr McNally had previously reported that he had been impressed by the patient safety walkabout and the preparation that had been undertaken.

- Amount of Paperwork used by Healthcare Professionals – Mr Roe had expressed concern about the amount of paper used within the Trust and had suggested less paper or including more words on each page. Concern had also been expressed about the amount of time taken for healthcare professionals to complete mandatory forms. The Governors were advised that the Vision Programme would reduce the amount of paperwork.
- Agenda for Board of Directors Meetings – a request had been made for the Governors invited to observe a Board meeting to receive the agenda in advance. It was noted that the Chairman would be arranging to meet with those Governors who had already attended a Board meeting to obtain feedback about the agenda and the meeting.

Action Taken Following The Meeting

The Chairman met with Peter Askew and Eric Allcock on 4th March to obtain feedback from their attendance at Board meetings. The Chairman subsequently produced a pro-forma and is awaiting comments on the content.

- Role of Matrons – a request was made for a presentation to be given at a future Council of Governors meeting about the role of the Matron. It was noted that this would link into the management re-structure.

Action Taken Following The Meeting

This item has been included on the draft agenda for the meeting in May.

- Governors Access to Information and Communications Technology – it was noted that arrangements were being made for Governors to have access to the intranet.

Action Taken Following The Meeting

Arrangements have been made for Governors to receive training at the end of the next Council of Governors meeting.

- Review of Terms of Reference – it was noted that this item would be discussed under agenda item 13.
- Governor Elections – Governors were advised that staff from any staff groups could stand for election. Mr Allcock expressed concern about the number of votes per candidate in the latest public elections and the fact this may reflect the need to improve membership engagement.
- Trust Open Day – it was noted that there would be a significant amount of work to be undertaken in order to ensure a successful event.

RESOLVED: That the Chairman would consider how to take this forward in a meaningful way.

Action Taken Following The Meeting

The Chairman has suggested taking this forward via a Governors' sub-group but there were no volunteers from amongst the Governors.

- Support for Governors/Induction for New Governors – Mrs Smith stated that she was willing to provide support for new Governors if required.

13. Ratification of Membership Committee Terms of Reference

The Membership Committee Terms of Reference were presented to the Governors for ratification.

RESOLVED: That the Membership Committee Terms of Reference be ratified.

Proposed by Mr Lamb and seconded by Mr Butler.

24. Vision Programme Update

Mr Bell advised the Governors that he had taken over responsibility for the Vision Programme from Mr Welch.

Mr Bell provided an update as follows:-

- The A & E Department go-live implementation had been very successful although the team was in the process of a lessons learned exercise.
- The arrangements for the go-live implementation in the Cardiac Division were continuing.
- There had been some staffing issues which had now been addressed by ALERT.
- The plans were currently being re-evaluated to provide clearer go-live dates.

Mr Bell stated that it was too early in the implementation process for Governors to view the system in operation in the A & E Department but that they were welcome to visit the Vision Village.

19. Chief Executive's Report

Mr Kehoe reported on the following:-

- NHS Employers Conference
- NHS North West R & D Conference
- IIP Accreditation
- North West Chief Executives' Forum
- Health and Social Care Bill
- Management Arrangements
- Director Designate Post for Community Services
- Vision and Value Roadshows

- Strengthening Clinical Leadership: Consultation on the Proposed New Management Structure – the three key aims of the management re-structure were to remove cost out of management, to implement a more clinically led organisation and to ensure the correct skill mix in clinical areas.

- QulPP Programme Update – Significant progress had been made towards achieving the QulPP target of £19.5 million and it was anticipated that £17 million would be achieved.

- Transforming Community Services – Monitor had advised of a delay in the assessment process due to lack of capacity to deal with the numerous transactions within the initial timescale and the start date was now likely to be 1st September 2011.

13. Quarterly Finance Report

Mr Welch reported on the financial results to the end of December 2010:-

- Income and Expenditure – a year to date deficit of £400,000 (£600,000 ahead of the revised forecast submitted to Monitor).
- Cash Position - £8 million ahead of forecast at present.
- Working Capital Facility – Monitor was concerned that the Trust did not currently have a working capital facility in place; it being noted that the Trust had decided to allow this arrangement to lapse as it was not intended that this facility would be utilised. It was noted that discussions were now taking place with Barclays about having a Working Capital Facility in place for the end of March.

With regard to the remainder of the year, it was noted that work had been undertaken to review the year end forecast, including the impact of MARS and non-delivery of QulPP, and that a break even position was now forecast for the year end. It was noted that this issue had been discussed with Monitor.

With regard to the cash position, it was noted that work had been undertaken to invigorate the process and this information was now provided to the Board on a weekly basis. It was also noted that a further £1.8 million of cash had been retained within the business and therefore £6.3 million was forecast for the year end.

21. Quarterly Performance Report

Ms Siddall reported that the Trust continued to achieve the local and national targets and the access targets with the exception of the following:-

- Sickness Absence – detailed information was included in the Workforce Report provided by the Director of HR & OD.
- Length of Stay – there were a number of projects on-going to address this issue.
- Complaints – a detailed report had been provided under agenda item 23.
- Patient Falls – the exact number had yet to be confirmed.

Mrs Smith commented that 9 patients had been admitted to Wesham Hospital on the day that patients were being transferred to Clifton Hospital. Ms Siddall confirmed that there had been a detailed operational plan and that there would have been additional management support on the day of the transfer.

22. Serious Untoward Incidents

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

23. Quarterly Complaints/PALS Reports

Mr Kehoe presented the quarterly Complaints/PALS Report and was pleased to advise that there had been a reduction in the number of complaints received during Quarter 3 compared with the same period the previous year. It was noted that the number of PALS issues had increased but it was pointed out that this was a positive sign as these enquiries could be addressed prior to reaching the complaints stage.

25. Chairman's Communications

The Chairman reported on the following:-

i) Governor Elections

The Governor by-elections were on-going to replace 3 seats as follows:-

- Public – 1 (Lancashire and South Cumbria)
- Staff – 2 (Clinical Support and Nursing and Midwifery) – nominations had been received for both staff constituencies.

Elections were also taking place for a Public Governor and a Staff Governor for the North Lancashire constituency.

The results of the elections would be known on 29th March.

ii) Resignation of Non-Executive Directors

Two Non-Executives had advised of their intention to resign at the end of March and arrangements would be made to recruit two replacement Non-Executive Directors. It was noted that candidates would be required to have previous Board level experience and must be financially literate.

iii) Transfer of Services from Wesham Hospital to Clifton Hospital

The transfer of services from Wesham Hospital to Clifton Hospital had been carried out according to plan and all patients had been safely transferred. Ms Siddall reminded the Governors that the transfer was a consolidation of services and that there had been no reduction in the number of beds or the staff complement. The Chairman pointed out that there was increased medical input and access to diagnostic services at Clifton Hospital, therefore resulting in improved services for patients.

26. Motions or Questions on Notice

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 16th May 2011 at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital.