

Minutes of the Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust
Council of Governors Meeting held on Monday 15th November 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
Mr Cliff Chivers – Blackpool Constituency
Mrs Hannah Harte – Blackpool Constituency
Mr Arthur Roe – Blackpool Constituency
Mr Ramesh Gandhi – Wyre Constituency
Mrs Jean Marsh – Wyre Constituency
Mrs Anne Smith – Fylde Constituency
Mr Austin McNally – Wyre Constituency
Mr Chris Thornton – Blackpool Constituency

Staff Governors:-

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 (for items 1–9)
Ms Christine Sconce – UCLAN
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 (Unscheduled Care) (for items 1-5)
Mr Harry Clarke – Director of Operations (Scheduled Care) (for items 6-24)
Mr Malcolm Faulkner – Non-Executive Director
Miss Judith Oates – Foundation Trust Secretary
Mrs J Gaynor – Acting Membership and Communications Officer (for items 6–24)
Dr Nigel Randall – Consultant Anaesthetist (for item 6)
Dr Fiona Duncan – Acute Pain Nurse (for item 6)
Mr Paul Bailey – Head of Fund-Raising (for item 5)
Miss Kathy Ancell – Fund-Raising Manager (for item 5)

1. Chairman's Introduction

The Chairman introduced Mr Malcolm Faulkner, Non-Executive Director.

2. Apologies for Absence

Apologies for absence were received from Mr Peter Askew, Mr Brian Rowe and Mrs Mary Aubrey.

3. Minutes of the Previous Meeting

RESOLVED: That the minutes of the previous meeting held on 20th August 2010 be agreed as a correct record and signed by the Chairman.

Proposed by Mr Allcock and seconded by Mr Butler.

4. Matters Arising

i) Membership Recruitment/Engagement at Lancashire Care NHS Foundation Trust

Mr Wistow drew attention to the Lancashire Care NHS Foundation Trust Membership Strategy and highlighted the key focus areas, ie involving members in a review of the Trust's values, and workshop sessions with members to develop the Annual Plan. It was noted that the Trust had achieved its original aim of recruiting 9000 members.

Mrs Smith commented that it was an excellent document and agreed to review the Trust's Membership Strategy at the next meeting of the Membership Committee.

RESOLVED: That Mrs Smith would review the Trust's Membership Strategy at the next meeting of the Membership Committee and provide feedback at the next meeting of the Council of Governors.

ii) Transforming Community Services

Mr Welch reminded the Governors about the brief outline given at the previous meeting regarding the arrangements for Transforming Community Services and expressed thanks to those Governors who had attended, at short notice, the meeting held on 29th September when a detailed presentation had been given about the process for Transforming Community Services, formal approval had been given to appoint PWC as the Trust's financial advisers and two Governors had been nominated to join the TCS Steering Group. It was noted that, at present, the Trust was awaiting information about the due diligence processes with a view to the Board making a final decision at the Board Meeting to be held on 24th November.

Mr Welch explained that there were two specific areas that were pertinent to the Governors and which would be discussed at the inaugural meeting of the Transforming Community Services Steering Group to be attended by Anne Smith and Roy Haskett, namely, amendments to the Trust's Constitution and amendments to the Governor/Membership Constituency.

iii) Community Acquired Pneumonia

Mrs Smith enquired about the lack of achievement in relation to community acquired pneumonia targets referred to in the previous minutes. Ms Siddall stated that community acquired pneumonia was one of the Advancing Quality projects which was being managed on a weekly basis in conjunction with the clinical teams and confirmed that significant improvements had been made.

RESOLVED: That Ms Siddall would submit a detailed report relating to community acquired pneumonia to the next meeting of the Council of Governors.

iv) Governor Elections

Mr Gandhi referred to the delay in the Governor elections and suggested that the Constitution be amended to ensure that existing Governors continued in office until replacement Governors were elected.

RESOLVED: That the Constitution would be reviewed in relation to the term of office for Governors.

7. Sir David Nicholson's 5 Key Challenges for Governors

The Chairman drew attention to the correspondence from David Nicholson outlining the 5 key challenges for Governors.

8. North West Leadership Academy – Board Development Guide
Section 10 – FT Governing Council Effectiveness Tool

The Chairman drew attention to Section 10 of the North West Leadership Academy Board Development Guide relating to the FT Governing Council Effectiveness Tool and suggested it would be worthwhile completing the self-assessment.

RESOLVED: That Governors would complete the self-assessment document and return it to Miss Oates.

That the questionnaires would be evaluated, following which an action plan would be produced for discussion at the next meeting of the Council of Governors.

That the Chairman and Mr Slater would discuss outside the meeting the most appropriate way forward in terms of evaluation/action.

9. Financial Escalation Meeting with Monitor/Letter to Monitor

The Chairman referred to previous discussions about the Trust's financial position and reminded Governors that, due to a decline in the Trust's financial risk rating from 3 to 2, members of the Board had been requested to attend a meeting with Monitor at the end of September.

Mr Kehoe reported that the team from Monitor would be recommending to the Monitor Board that the Trust was in significant breach of its Terms of Authorisation due to its financial risk rating and financial deficit. It was noted that the Monitor Board would determine, at their Board Meeting on 24th November, whether to take regulatory action or to closely monitor the Trust.

It was noted that the Trust had appointed KPMG to undertake a formal review of the Trust's Self Certification Process and the QulPP/CIP Programme Governance Process and had appointed Jay Bevington (from Deloitte) to work with the Board in order to assess the Board's effectiveness and identify any areas of weakness that needed to be addressed.

Mr Kehoe stated that he had met with the Appointed Governors the previous week and that the message from the Governors was that they should be informed/involved more quickly in relation to key issues, ie the financial situation.

RESOLVED: That a bulletin with key points would be issued to Governors on a fortnightly basis.

Councillor Haskett asked how the Trust would be managing the decision from Monitor in terms of publicity. Mr Kehoe stated that the information would be released into the public domain via the Monitor website after their meeting on 24th November and confirmed that the Trust's Communications Team would be issuing an accurate and timely Press Release.

Detailed discussion took place about the savings to be made and, in particular, about reducing the workforce; it being noted that the Director of HR & OD was currently preparing a policy and criteria for compulsory redundancies. Mr Kehoe confirmed that the Trust had a coherent strategy in place.

Mr Lamb asked about staff absenteeism. Mr Kehoe commented that sickness absence had significantly reduced and that work was on-going to make further improvements. Mr Kehoe pointed out, however, that the Trust had to comply with National Terms and Conditions in relation to long term sickness payments.

Mr Faulkner assured Governors that all avenues were being explored to implement savings and that all the Non-Executive Directors had strategic experience of dealing with this type of situation.

Mr Slater asked for a copy of the financial recovery plan and emphasised the need for Governors to receive timely information.

RESOLVED: That Miss Oates would forward financial information to the Governors.

Mr Kehoe stated that, as part of the strategy, the Trust had been working with the health economy to deliver better pathways and confirmed that the PCTs would be making additional payments each month for the remainder of year which would significantly assist the Trust's financial situation.

6. Pain Management Presentation

The Chairman introduced Dr Nigel Randall, Consultant Anaesthetist, and Dr Fiona Duncan, Acute Pain Nurse.

Dr Randall advised the Governors that Mr Allcock had contacted the Pain Management Team about pain management as a result of public and personal knowledge and his involvement in the Patient Experience Committee.

Dr Randall gave an interesting presentation about acute in-patient pain management services (slides attached).

Mr Allcock thanked Dr Randall for his presentation and commented on the helpful and concise clinical assessment which highlighted the fact that pain was a reality and that the Pain Management Team provided an extremely important service.

Mr Allcock also thanked the Chairman for the opportunity to liaise with the Pain Management Team and stated that the patients he had spoken to had been pleased with the management of their acute pain.

10. Membership Report

Mrs Smith presented the membership figures as at 3rd November 2011 which indicated that there were currently 5,566 public members and 4,830 staff members.

11. Items Referred from the Membership Committee

Mrs Smith drew attention to issues arising from the Membership Committee meeting held on 8th November 2010 as follows:-

i) Communications/Membership Volunteer

It was noted that a Communications/Membership Volunteer was to be appointed to the Communications Team whose duties would be dedicated to communications/membership.

ii) Database

It was noted that members' contact details would be provided to Governors by the year end.

iii) Governors Elections

It was noted that the Governors required assurance that arrangements were in place for elections. Miss Oates confirmed that timely arrangements were in place for future Governor elections.

iv) Access to the Intranet

It was noted that the Governors had reiterated a request for access to the Intranet.

RESOLVED: That arrangements would be made for the Governors to have access to the Intranet.

5. Blue Skies Hospital Fund

Paul Bailey, Head of Fund-Raising, introduced himself and Kathy Ancell, Fund-Raising Manager, and explained that they had been invited to the meeting following a request from Mrs Smith who thought it would be useful for Governors to be made aware of the work being undertaken to re-launch the hospital charity.

Mr Bailey reported that the hospital charity raised approximately £1 million each year to support the Trust's hospital sites. It was noted that, with agreement from the Charity Commission and following consultation with staff and supporters, the registered charity name had recently been changed to Blue Skies Hospital Fund.

Ms Ancell distributed information about the charity together with details of the itinerary for the launch and the subsequent feedback.

Mr Bailey advised the Governors that a sub-group, comprising the Chairman of the Charitable Funds Committee and Mrs Smith, was currently considering potential future fund-raising projects with a view to developing a business case for three projects which would be consulted upon in 12-18 months' time.

RESOLVED: That Governors with fund-raising connections should contact Mr Bailey.

Mr Garrett asked whether donations were earmarked for specific projects. Mr Bailey confirmed that donations were utilised exactly as requested by the donor, however, the Chairman stated that donors were urged not to be too specific about their donation in order that it could be utilised where appropriate.

12. Chief Executive's Briefing

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

- NHS North West Chief Executives' Monthly Forum.
- Vision and Value Roadshows.
- Risky Business – Patient Safety Talk (Clare Bowen)
- Filipino Nurses.
- Foundation Trust Network Governance Conference.
- Being Open Event.
- QuIPP Programme Update.
- Jane Clough

With regard to the NHS North West Chief Executives' Monthly Forum, Mr Kehoe advised that the presentation slides would be included with the minutes.

RESOLVED: That Miss Oates would include the presentation slides from the NHS North West Chief Executives' Monthly Forum with the minutes of the meeting.

13. Quarterly Finance Report (July to September 2010)

Mr Welch reminded Governors about the revised financial forecast reported in July which indicated that performance was behind the planned forecast. Mr Welch stated that the Trust was now monitoring financial performance against the reforecast that was submitted to Monitor at the end of Quarter 1.

It was noted that the Trust had recorded a cumulative deficit of £2.6 million at the end of Quarter 2 which was £0.9 million ahead of the cumulative forecast deficit of £3.4 for the same period.

It was further noted that the cash position would be affected by any under-performance, however, the RAG rating in respect of cash balance was green for Quarter 2.

Mr Welch referred to QuIPP and stated that the Programme Office was now operational and encouraged Governors to visit the new offices. It was reported that a rigorous process had been established with regard to QuIPP/CIP via the Finance Committee.

RESOLVED: That Miss Oates would arrange a Governors' Workshop to discuss the financial situation within the next four weeks.

Mr Welch stated that he anticipated close scrutiny from Monitor during the next nine months which would help to ensure that the correct mechanisms were in place to deal with the Trust's future finances.

Mrs Smith asked about funding for on-going commitments, for example, TCS, Surgical Centre, Car Parking Development. Mr Welch confirmed that the Trust would receive some resources for TCS, that discussions had taken place with the contractor for the Surgical Centre about a two year payment cycle and that the Car Parking Development would need to be self financing.

Councillor Haskett referred to long term sickness absence and asked for detailed statistics.

RESOLVED: That the detailed workforce report would be submitted to the next meeting of the Council of Governors.

Mr Faulkner confirmed that sickness absence was always discussed at Board Meetings and that there had been significant improvements. Mrs Woodhouse confirmed that there were robust systems in place for managers to deal with sickness absence.

14. Quarterly Performance Report (July to September 2010)

Mr Clarke presented the Summary Business Monitoring Report for Quarter 2 and confirmed that, overall, performance in terms of targets was good, however, there were areas where improvements needed to be made:-

- Sickness Absence: it was noted that the RAG rating was red which was due to the fact that a target of 3.9% had been agreed but not yet achieved. It was pointed out, however, that there had been steady improvements in this area.
- Length of Stay: it was noted that the RAG rating was red and that detailed work was on-going to make improvements in this area. Mr Clarke reiterated that reduced length of stay would result in reduced bed complement which would subsequently improve the financial position.
- Nursing Care Indicators: it was noted that a new indicator had been included for Continence Care which had been RAG rated red in the Medicine Division. It was anticipated that the RAG rating would improve month on month.
- Women's and Children's Division: it was noted that seven of the ten indicators were RAG rated red which was as a result of clinical ward changes. It was anticipated that improvement would be made in future months.

It was pleasing to note that the RAG rating for patient falls had returned to green following a 30% reduction.

Discussion took place about length of stay and Mr Clarke emphasised the importance of making improvements for patients whilst removing costs out of the system.

Mr Butler commented on the lack of ward visits from pharmacists. Mr Clarke stated that the roll-out of pharmacists to the wards was currently being reviewed together with the arrangements for the procurement of drugs and drugs on discharge.

Mr Butler further commented on his recent appointments in Audiology and the fact that he had two separate referrals.

RESOLVED: That Mr Clarke would contact the Audiology Department regarding referral arrangements and advise Mr Butler accordingly.

At this juncture, the Chairman asked Mr Emmess about the consultation document relating to the structure and use of community hospitals. Mr Emmess advised the Governors that the Fylde Coast Health Economy had produced a consultation document entitled "Improving Patient Care" and that members of the public would have the opportunity to comment on the proposals during a 12 week formal consultation process.

RESOLVED: That the consultation document would be issued to Governors once finalised, with confirmation of the timescale for submitting comments.

15. Serious Untoward Incidents

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

16. 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 2 compared with the same period the previous year.

At this juncture, Mr Kehoe reported that Dr Foster would be publishing the Annual Good Hospital Guide in the next few weeks and highlighted the following:-

- Mortality – it was anticipated that mortality would be declared "within expected range" (108).
- Obstetric Tears – it was anticipated that the Trust would be identified as an outlier (good).
- Stroke – it was anticipated that the Trust would be identified as an outlier (bad).

Mr Clarke commented that the Trust had implemented national guidance in relation to palliative care coding.

17. Vision Programme Update

Mr Welch confirmed that the Vision go-live date in the A & E Department was 16th November; it being noted that implementation had initially been delayed due to a number of issues raised by the clinical team which had now been resolved.

Mr Welch stated that he would be willing to show Governors the system in operation once it had bedded in satisfactorily.

18. Feedback from Foundation Trust Governors' Association Development Day

Mrs Smith stated that she had been extremely impressed with the FTGA event held on 6th October, in particular the speech given by Sir David Nicholson.

19. Chairman's Communications

The Chairman reported on the following:-

- The Governor elections were on-going to replace 12 seats, the results of which would be known by 15th December. It was noted that by-elections would be held for those constituencies where no nominations had been received (Lancashire/South Cumbria and Staff).
- The Trust has been granted Teaching Hospital Status and the name of the Trust would change to "Blackpool Teaching Hospitals NHS Foundation Trust". It was noted that the Constitution had been amended accordingly and had been approved by Monitor.
- Meetings had recently taken place with Wyre Governors and Appointed Governors. It was noted that a meeting with Staff Governors was scheduled for 19th November and the meetings with Blackpool Governors and Fylde Governors were being re-scheduled.
- The Celebrating Success Awards and Celebration Ball took place on 5th November which was an excellent event and which was attended by two of the Governors, Anne Smith and Carol Gradwell.

20. Schedule of Meetings for 2011

The schedule of meetings for 2011 was noted by the Governors. Miss Oates confirmed that the meeting in February would take place on Monday 14th February.

21. Motions or Questions on Notice

There were no motions or questions on notice.

22. Urgent Motions or Questions

There were no urgent motions or questions.

23. Date of Next Meeting

The next meeting will take place on Monday 14th February 2011 at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital.

24. Any other Business

i) Trust Website

Mr Butler referred to the consultation section on the website and stated that the dates related to 2009.

RESOLVED: That Mrs Gaynor would ensure that the website was updated.

Post Meeting Note: The consultation section on the members' area of the website includes previous consultations, therefore the dates range from 2008 to 2010.

JAO/Minutes/Council of Governors/November 2010