

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Monday 14th November 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 Peter Askew – Wyre Constituency
Mr John Bamford – Wyre Constituency
Mr John Butler – Blackpool Constituency
Mr Mark Chapman – Blackpool Constituency
Mr Cliff Chivers – Blackpool Constituency
Mr Ramesh Gandhi – Wyre Constituency
Mrs Hannah Harte – Blackpool Constituency
Mr George Holden – Blackpool Constituency
Mr Chris Lamb – North Lancashire (shadow form) (for items 1 – 13)
Mr John Longstaff – Fylde Constituency
Mrs Joanne MacDonald – Lancashire and South Cumbria Constituency
Mrs Anne Smith – Fylde Constituency
Mr Chris Smith – Blackpool Constituency
Mrs Lynden Walthew – Wyre Constituency
Mr Anthony Winter – Fylde Constituency

Staff Governors:-

Dr Tom Kane – Medical and Dental
Mrs Cherith Haythornthwaite – Nursing and Midwifery

Appointed Governors

Mr Roy Fisher – NHS Blackpool
Mrs Susan Rigg – Lancashire Care NHS Foundation Trust
Mr Denys Smith-Hart – North and Western Lancashire Chamber of Commerce
Mrs Jean Taylor - UCLAN

In Attendance: Mr Aidan Kehoe – Chief Executive
Mr Tim Welch – Deputy Chief Executive
Mr N Grimshaw – Director of HR & OD (for item 13)
Mrs Mary Aubrey – Deputy Director of Corporate Affairs and Governance
Miss Judith Oates – Foundation Trust Secretary
Mrs Jacinta Gaynor – Governors and Membership Officer
Mr Paul Olive – Non-Executive Director
Mrs Karen Crowshaw – Non-Executive Director
Mrs Rachael McIlwraith – PWC Manager (for item 12b)
Mike Hodgkinson – Blackpool LINK

1. Mortality Collaborative – Our Journey So Far

Mrs McKeane advised the Governors that she had been asked to share the work undertaken in relation to the mortality collaborative; it being noted that there had recently been publicity about mortality following the publication of the new mortality measures.

Mrs McKeane gave a presentation regarding the mortality collaborative, highlighting the achievements made at the time the Trust had joined the collaborative and the achievements made subsequent to the Trust joining the collaborative.

With regard to the graphs, it was noted that some of the figures were out of date.

RESOLVED: That Mrs McKeane would forward an updated presentation to Miss Oates for circulation to the Governors.

Post Meeting Note: the updated presentation was emailed to Governors on the 15th November 2011.

Following the presentation, the Governors were given the opportunity to ask questions.

Mrs Bamford commented that he did not understand some of the abbreviations used within the presentation.

RESOLVED: That Mrs McKeane would provide an explanation of the abbreviations for circulation to the Governors.

Post Meeting Note: an explanation of the abbreviations was forward to Governors on the 15th November 2011.

Mr Gandhi asked how the problems created from the European Working Time had been addressed. It was noted that all relevant information was incorporated within the junior doctors induction.

Mr Bamford congratulated Mrs McKeane on the content of the presentation and congratulated the Trust on the excellent work being undertaken in respect of mortality. Mr Bamford emphasised the need to build upon this success and asked whether this approach should be used for other priority areas. Mr Kehoe stated that the Trust was a member of the AQUA collaborative and that Dr Kelsey would be able to explain their work in more detail.

RESOLVED: That Mr Kehoe would ask Dr Kelsey to attend the next meeting of the Council of Governors to explain in more detail the work undertaken by AQUA.

Mr Chapman asked whether best practice had been sought from other Trusts and Mr Kehoe advised that this was the purpose of the collaborative.

Mr Holden referred to appropriate information not always being made available and Mrs McKeane confirmed that 24 hour medical cover was provided and that there was additional support available, i.e. a team of nurses with a critical care background to support junior doctors who may be working in their first post.

Mrs Rigg commended the Trust on the approach taken regarding the rapid improvement project of engaging clinicians which would be useful across other areas of the Trust.

Mr Allcock commented on the previous problems experienced in securing the right skills at the right time, particularly out of hours. It was noted that this issue had been addressed.

Mr Allcock asked if there were occasions when junior doctors needed supervision and whether this was considered to be important. It was noted that all junior doctors had a clinical supervisor who was responsible for their learning.

Mr Bamford asked if the Trust had a discharge procedure and was advised that there was a standard procedure for the Trust as a whole which was localised for different requirements. It was noted that patient information leaflets were issued which included advice about the symptoms to be aware of and who to contact in the event of experiencing these symptoms.

The Chairman expressed thanks to Mrs McKeane for the presentation and for answering the Governors' questions. The Chairman commented on the success of the project and confirmed that work would continue in this area.

3. Chairman's Introduction

- The Chairman formally welcomed the following newly elected/appointed Governors:-

Anthony Winter (Elected – Fylde)
Lynden Walthew (Elected – Wyre)
Joanne MacDonald (Elected – Lancashire & South Cumbria)
George Holden (Elected - Blackpool)
Chris Smith (Elected – Blackpool)
Susan Rigg (Appointed – Lancashire Care Trust)
Roy Fisher (Appointed – NHS Blackpool)

- The Chairman formally welcomed the following potential Appointed Governor:-

Denys Smith-Hart (North & Western Lancashire Chamber of Commerce).

- The Chairman formally welcomed the following Non-Executive Directors:-

Paul Olive
Karen Crowshaw

4. Apologies for Absence

Apologies for absence were received as follows:-

Councillor Paul Rigby – Appointed Governor (Lancashire County Council)
Councillor John Boughton – Appointed Governor (Blackpool Council)
Mrs Claire Lewis – Staff Governor (Community Health Services)
Dr Tom Kennedy – Appointed Governor (University of Liverpool)
Mr Brian Rowe – Appointed Governor (NHS North Lancashire)
Mr Chris Thornton – Elected Governors (Blackpool)
Mrs Sam Woodhouse – Staff Governor (Nursing & Midwifery)
Mr Andrew Goacher – Staff Governor (Nursing & Midwifery)
Miss Tina Daniels – Staff Governor (Non-Clinical Support)
Mrs Pat Oliver – Director of Operations

5. Minutes of the Previous Meeting

RESOLVED: That the minutes of the previous meeting held on 15th August 2011 be agreed as a correct record and signed by the Chairman.

Proposed by Mr Allcock and seconded by Mr Bamford.

6. Matters Arising

i) Action List from the Council of Governors Meeting held on 15th August 2011

It was noted that the actions had been addressed or had been included on the agenda for discussion later in the meeting.

2. Transforming Community Services Update

Mrs Swift provided an update in respect of TCS as follows:-

- As a result of Monitor's request for further information and for the Trust to review the transaction, discussion had taken place at the three respective Board meetings and it had been unanimously decided that the Trusts should proceed with the transaction.
- The process and timetable was as follows:-
 - i) 14th November 2011 - financial model to be completed.
 - ii) 18th November 2011 - Extraordinary Board Meeting to approve the financial model.
 - iii) Week commencing 21st November 2011 - PWC undertaking work for the Trust, reviewing the model and advising on the work to be undertaken to obtain agreement from Monitor.
 - iv) 30th November 2011 – the revised model and information relating to the transaction to be submitted to the Board.
 - v) 12th December 2011 - Monitor would be at the Trust undertaking integration work and would be meeting with Board members.
 - vi) 2nd February 2012 – Board to Board meeting with Monitor.
 - viii) 22nd February 2012 – decision from Monitor.
 - viii) 1st April 2012 – go-live date, however, this may be brought forward to the 1st March 2012.
- A number of groups had been reconvened to ensure integrated working.
- Further work needed to be undertaken regarding integration of clinical pathways.
- A significant amount of good work had been undertaken previously and the focus now was to ensure the pathways were at the forefront.

Mr Gandhi referred to the £60 million provided for the transaction and asked how much would be spent on administrative support. Mr Kehoe advised that the services transferring cost £60 million, a small proportion of which related to administration staff. Mr Welch stated that corporate services would be reviewed with the aim of reducing costs in this area.

Mr Olive commented that significant strands of work had been carried out previously and the key was to collate all the information and produce a benefits realisation report.

Mr Bamford commented that some patients had not been informed of changes in service, i.e. change of premises for the diabetic clinic. Mrs Swift stated that communication was an issue and that this would need to be addressed.

Mrs Smith expressed concern regarding the clinical pathways and asked if the integration would be a smooth transition. Mrs Swift advised that the interim arrangement was to integrate Blackpool and North Lancashire. Mr Kehoe commented that it should be recognised that it would take time for the staff to adapt to the new ways of working.

Mr Bamford asked if there were sufficient staffing resources available for the transition and Mr Kehoe advised that this issue had been raised by Monitor at the initial assessment, hence the reason for establishing a dedicated team with involvement from clinicians.

Mr Askew asked if the Trust was engaging with other Trusts throughout the UK regarding lessons learnt and best practice and both Mr Kehoe and Mrs Swift confirmed that this was happening.

Mrs MacDonald asked for an action plan in respect of TCS.

RESOLVED: That the benefits realisation document would be circulated to the Governors once it had been submitted to the Board.

7. Minutes of the Nomination Committee Meeting

The minutes of the Nominations Committee meeting held on 26th September 2011 were noted by the Council of Governors.

RESOLVED: That, in future, the minutes from the Nominations Committee meetings would be marked "confidential" and provided on coloured paper.

8. Matters Arising

There were no matters arising.

9. Minutes of the Governors Patient Experience Committee Meeting

The minutes of the Governors Patient Experience Committee meeting held on 5th August 2011 were noted by the Council of Governors.

It was noted that a further meeting had taken place on the 11th November 2011 and the Chairman confirmed that the committee was making progress.

10. Matters Arising

There were no matters arising.

11. Council of Governors Meeting – Action Tracking Document

The Chairman drew attention to the Action Tracking Document which indicated the progress on the various actions. It was noted that the document had been produced to ensure there was an audit trail.

RESOLVED: That, in future, the document would be printed in colour.

12. (a) Audit Fee Proposal

Mr Olive, in his capacity as Chairman of the Audit Committee, explained in detail the content of his report regarding the re-appointment of the External Auditors and the agreement of their professional fees. Mr Olive requested approval to the recommendations from the Audit Committee.

RESOLVED: That the recommendations from the Audit Committee be approved, as follows:-

- **That PWC be re-appointed as Auditors to the Trust for a period of two years at a fee rate of £53,000 (excluding VAT) for 2011/12 and £50,500 (excluding VAT) for 2012/13.**
- **That rotation at partner level would take place at least every seven years.**
- **That there would be continuity on the audit team.**
- **That the fee for the assurance requirements on the Quality Accounts be in line with the previous year's fee of £12,500.**
- **That the Trust would tender the external audit service in 2013/14.**
- **That the Trust would tender the internal audit service in 2012/13.**

Mr Olive advised the Governors that, subject to approval of the recommendations, Rachel McIlwraith, PWC Director, would give a presentation to the Governors outlining the scope of the audit work and the audit approach for the forthcoming year.

Mr Winter asked whether the Audit Committee was satisfied with the assumptions made by PWC. Mr Olive stated that there was a pressure in terms of costs. Mr Welch commented that there was a balance between continuity and familiarity and that the audit team was supportive but extremely robust.

Mr Chapman commented that 3-5 years was the expected norm for an audit contract and that there was a risk associated with the demise of the Audit Commission. Mr Olive reiterated that the Trust would tender for the external audit service in 2013/14 after the Audit Commission work had been tendered, subject to approval by the Council of Governors.

Mr Chapman asked whether the assumptions were based on appropriate internal audit being in place. Mr Olive stated that it was imperative that this be the case and that the internal audit service was tendered first rather than the external audit service.

Mr Gandhi asked whether additional staff would be needed at the Trust to meet PWC's expectations. Mr Olive advised that the External Auditors relied on reports from the Internal Auditors, however, there may be occasions when further work would need to be undertaken by staff to address a particular area of concern.

Mrs Smith referred to the movement of charitable funds to be consolidated with the Trust in future and asked whether this would cause any problems. Mr Olive reported that PWC quoted separately for charitable funds and that this was likely to be consolidated into the Annual Accounts in future years. Mr Welch stated that the Trust would be required by the Charity Commission to produce separate accounts, thus perform a separate audit.

RESOLVED: That the recommendations from the Audit Committee be approved.

Proposed by Mr Gandhi and seconded by Mrs Smith.

It was noted that there was one abstention from Mr Allcock.

(b) External Auditors' Scope of Work and Audit Approach

At this juncture, Rachel McIlwraith, PWC Director, gave a presentation outlining the scope of the audit work and the audit approach for the forthcoming year (slides attached); it being noted that the key objective was to provide an audit opinion on the accounts and certificate on completion of the audit. In addition, it was noted that PWC would review and consider the Annual Governance Statement, the Annual Report and whether proper arrangements were in place for securing economy, efficiency and effectiveness in the use of resources.

With regard to the Quality Report, Mrs McIlwraith reminded the Governors that they should have input to the local mandatory indicators to be reviewed and assessed by PWC.

Reference was made to other audit considerations and Mrs McIlwraith advised that there were various benchmarks regarding materiality. With regard to risks, Mrs McIlwraith advised that consideration needed to be given to the nature, the magnitude and the likelihood in order to determine whether the risk was elevated, normal or significant.

14. Induction Pack for Governors – Final Version

The final version of the Governors' Induction Pack was presented to the Governors for approval; it being noted that the draft induction pack had been previously circulated for comments which had been incorporated into the document.

The Governors were advised that it was proposed to obtain comments from newly elected/appointed Governors on the content of the document in order to ensure continuous improvement.

Mrs Smith commented that it was an extremely good document and that all relevant information had been included.

RESOLVED: That the final version of the Governors' Induction Pack be approved.

Proposed by Mrs Smith and seconded by Mr Gandhi.

15. Nomination of FTGA Representative

The Chairman advised the Governors that the FTGA had asked for a "Governor rep" from each member Trust to act as a link between the FTGA and the Council. It was noted that the FTGA rep would help to disseminate important information directly to the Council of Governors and the Chairman suggested that "FTGA Feedback" could be a standard item on the Council of Governors agenda.

RESOLVED: That Mrs Smith would be the FTGA Governor rep.

16. Nomination of Governor Representative on the Nominations Committee

With regard to the Nominations Committee, it was noted that Mr Roy Fisher had agreed to be the Appointed Governor representative, however, for the purpose of the imminent Non-Executive Director recruitment process, Mrs Susan Rigg had agreed to be the Appointed Governor representative.

RESOLVED: That Mr Fisher would be the Appointed Governor representative on the Nominations Committee.

That, for purpose of the imminent Non-Executive Director recruitment process, Mrs Rigg would be the Appointed Governor representative.

17. Nomination of Governor Representative on the TCS Steering Committee

The Chairman requested a volunteer from amongst the Governors to join the TCS Steering Committee.

RESOLVED: That Governors would advise Miss Oates if they were interested in joining the TCS Steering Committee.

Post Meeting Note: Mr Peter Askew and Mrs Cherith Haythornthwaite will join Mrs Anne Smith as the Governor representatives on the TCS Steering Committee.

18. Nomination of Governor Representative on the Marketing Strategy Group

The Chairman requested two volunteers from amongst the Governors to join the Marketing Strategy Group.

RESOLVED: That Mr Tony Winter would be a Governor representative on the Marketing Strategy Group.

That Governors would advise Miss Oates if they were interested in joining the Marketing Strategy Group.

Post Meeting Note: Mrs Jo MacDonald will join Mr Chris Thornton and Mr Tony Winter as the Governor representatives on the Marketing Strategy Group.

19. Charitable Funds Committee

The Chairman reminded the Governors that the Foundation Trust had been in existence for almost four years and stated that it would be appropriate to review the Governor representation on the Charitable Funds Committee. It was noted that Mr Gandhi had indicated that he would wish to continue as a Governor representative on the Charitable Funds committee for a further year to assist the new Governors.

RESOLVED: That Mr George Holden would be a Governor representative on the Charitable Funds Committee.

That Governors would advise Miss Oates if they were interested in joining the Charitable Funds Committee.

Post Meeting Note: Mr George Holden, Mrs Lynden Walthew and Mr Tony Winter will join Mr Ramesh Gandhi as the Governor representatives on the Charitable Funds Committee.

19. Schedule of Meetings for 2012

The schedule of meetings for 2012 was noted by the Council of Governors.

13. Replacement of Trust Chairman

Mr Grimshaw presented a report outlining the proposed process for replacing the Chairman who would be retiring at the end of March 2012; it being noted that the process had been discussed with Governor colleagues on the Nominations Committee, Board members and the Link Governor.

It was noted that detailed discussion had taken place regarding the key attributes required for the post in view of the climate moving forward and it had been agreed that the successful candidate would need to have significant experience of handling change in a large and complex organisation, have a strong public service ethos, have excellent inter-personal skills, be financially literate and be willing to serve at least two terms of office.

Mr Grimshaw advised the Governors of the proposed timescale for advertising, shortlisting and interviewing; it being anticipated that the process would be completed prior to the Chairman's retirement date.

Mr Grimshaw drew attention to the issue of remuneration and proposed that the post be advertised at the current rate, with the proviso that it may need to be reviewed, particularly in view of TCS, and increased up to £60,000 - £65,000, dependent on calibre of candidate.

Mrs Smith pointed out that the Governors were responsible for the Chairman's appointment and therefore any issues of concern should be raised during the meeting.

Mrs Harte asked whether the post had to be advertised nationally. Mr Grimshaw advised that it was Monitor's view that it should be a national process.

Mrs Rigg asked about professional qualifications. Mr Grimshaw advised that the view was that the person specification provided sufficient scope to attract candidates with a professional background.

Mr Smith-Hart commented that the salary was low in view of the required skills and experience.

Following discussion about the salary, Mr Askew suggested that the advert should state that the salary would be negotiable, commensurate with experience.

Mr Olive stated that it was important to receive the appropriate wording from Hoggett-Bowers for this key position.

Mr Grimshaw confirmed that the Governors would be involved in selection process.

RESOLVED: That the advert would indicate that the salary was negotiable, commensurate with experience.

That the draft job description and person specification be approved.

That the proposed selection process be approved.

That Governors would forward any comments regarding personal attributes and other issues to Miss Oates.

20 Annual Self Assessment – Feedback from Governors Workshop

The Chairman referred to the Governors' Workshop held on the 4th November and commented that, from her attendance during the last half hour of the session, it appeared to be a successful event.

It was noted that formal feedback was awaited from Deloitte but that the proposed way forward was to arrange further workshops to discuss specific themes.

21. Deloitte Action Plan – Exception Report

The Chairman advised the Governors that the majority of the actions had been completed but that some actions were not scheduled to be completed until early 2012. It was noted that Deloitte would be completing their Board effectiveness review in January 2012.

Mrs Smith made reference to the significant length of time served by some of the Non-Executive Directors' and was advised that the Non-Executive Directors' term of office was set out in the Trust's Constitution; it being acknowledged that some Non-Executive Directors had been in post prior to FT status.

22. Feedback from Governors' Attendance at Board Meetings

Mrs Walthew, who had observed the Board meeting on the 26th October, highlighted the significant amount of information, the robust discussions, the process for decision-making and the need for the Governors to be familiar with the documentation in advance of the meeting.

Mr Chapman commented that some of these issues had been raised at the Governors' Workshop and, hopefully, would be addressed following receipt of the feedback from Deloitte.

The Chairman expressed thanks to Mrs Walthew for providing such detailed feedback.

23. Chief Executive's Report

Mr Kehoe reported on the following:-

- Monitor Update.
- QulPP Update.
- Financial Performance.
- Department of Health – Quarter 1 Report 2011/12.
- Transforming Community Services.
- CQC Visit.
- Annual Members and Public Meeting and Staff Achievements Ceremony.
- Facebook.
- ENT Steering Group.
- New Governors' Induction.
- Infection Prevention.
- Staff Survey 2011.
- Flu Campaign.

Mr Kehoe also provided an update regarding the Fylde Coast Public Consultation Document; it being noted that the provisional date for the consultation was 2nd February 2012. Mr Kehoe emphasised that, by delivering the right care to patients in the right setting, the number of beds required could be reduced.

RESOLVED: That an additional Council of Governors meeting would be arranged for January 2012 to discuss the options within the consultation document regarding the number of hospital sites and hospital beds.

At this juncture, reference was made to the monthly meetings with Monitor and the red rating for governance was queried. Mr Kehoe confirmed that a red financial risk rating automatically resulted in a red governance risk rating.

Mrs Smith stated that the consultation was an opportunity to impress upon the public that services were changing and that the public needed to be educated about different ways of working.

With regard to the Annual Members and Public Meeting and Staff Achievements Ceremony, Mr Gandhi reported that a presentation had been made to the "Cardiac Nurse of the Year".

With regard to the ENT Steering Group, Mr Gandhi asked whether ENT services were transferring to Preston. Mr Kehoe explained about the need for greater collaboration in service delivery between primary and secondary care and between acute hospitals and that work was on-going in this connection.

Mr Allcock commented that there would be an increased risk to patients if there were insufficient beds. Mr Kehoe stated that improved redesign of pathways would result in less beds.

24. Quarterly Finance Report

Mr Welch presented the quarterly finance report for the period 1st July to 30th September 2011 and highlighted the key points as follows:-

i) Income and Expenditure

- There had been a surplus for the period to the end of September.
- There had been some challenge with regard to the Scheduled Care Division.
- The performance during October had improved.
- There had been £1.3 million of exceptional costs relating to redundancies.

ii) Cash Balance

- There had been a cash balance of £11.7 million which was in line with the plan for the quarter.
- The cash position included the impact of expenditure on redundancy.
- The remaining balance of the Foundation Trust Financing Facility loan remained available across the remainder of the year.

iii) Financial Risk Rating

- The financial risk rating remained at 2.
- There had been debate by the Board and the Finance & Business Monitoring Committee about the mechanism for applying the financial risk rating.
- There were plans in place to return to a financial risk rating of 3 by the year end.

Mrs Smith expressed concern regarding the absorption of TCS. Mr Welch anticipated that the mid to long term strategy would result in an improved financial risk rating.

25. Quarterly Performance Report

The quarterly performance report for the period 1st July to 30th September 2011 was noted by the Governors.

RESOLVED: That coloured copies of the performance report would be provided for future meetings.

26. Quarterly Complaints/PALS Reports

It was reported that there had been an increase in complaints and PALS during the second quarter of the financial year, particularly in relation to administration. Mr Kehoe pointed out that managerial and administration overheads had been reduced in order to reduce costs and that the process was being reviewed to ensure that the equilibrium was right.

Mr Gandhi asked about communication and referred to the complainant that had written to all Governors about her husband's treatment. Mr Gandhi suggested that these issues be discussed at the meeting. Mr Kehoe stated that efforts had been made to improve communication via the Blackpool Way. Mr Gandhi was advised that it was not appropriate to discuss individual complaints at the Council of Governors meeting.

The Chairman assured the Governors that complaints were taken very seriously and investigated in detail.

The Chief Executive advised that the Patient Experience Manager was undertaking a significant amount of work in relation to the patient experience and made reference to the IHI website regarding the Patient Experience Revolution.

RESOLVED: That the Patient Experience Manager would be asked to attend the next meeting to provide an update regarding complaints and the Patient Experience Revolution.

Mr Bamford emphasised the importance of being assured that arrangements were in place to learn from complaints, pointing out that it could be devastating for the small percentage of patients who experienced poor treatment. Mr Kehoe advised that detailed discussion regarding lessons learnt took place at the Learning from Incidents and Risks Committee.

Mrs MacDonald referred to appreciative enquiries whereby patients were asked about the best part of their care, which would more than likely result in positive rather than negative feedback.

27. Serious Untoward Incidents

Mr Kehoe reported on the Serious Untoward Incidents that had occurred since the previous meeting.

Mr Bamford asked whether there were early warning signs to recognise deteriorating patients. It was acknowledged that some cases had not been managed as effectively as they could have been.

28. Vision Programme Update

An update in respect of the Vision Programme was provided for information.

29. Membership Report

Mrs Smith placed on record her thanks to Mrs Gaynor who was working extremely hard in her membership role.

The membership report for the period 31st March to 26th October 2011 was noted by the Governors.

30. Items Referred from the Membership Committee Meeting

- Mr Longstaff had chaired the Membership Committee meeting on the 31st October in the absence of Mrs Smith.
- There was currently a vacancy on the Committee for an Appointed Governor.
- It had been suggested that the Governors in either the Fylde or Wyre Constituency contact their constituents direct, asking them to feedback any issues or concerns about the Trust.

RESOLVED: That the Governors in the Wyre Constituency would contact their members direct to obtain feedback about the Trust and, if the initiative was successful, it would be rolled-out to the other Constituencies.

31. Feedback from the Formal Patient Safety Walkabouts: August/September/October

Mrs Smith referred to the ward visits that had been arranged as part of the Governors' Patient Experience Committee and suggested that more time be allocated to this part of the meeting and that the Governors should meet at the relevant ward rather than at Trust Headquarters.

RESOLVED: That the ward visits would be arranged in accordance with Mrs Smith's suggestion.

Mr Butler reported that he had visited X-Ray Central as part of the Formal Patient Safety Walkabouts and had been asked to spend half a day in the department.

RESOLVED: That the Chairman would consider this request and advise Mr Butler accordingly.

32. Feedback from Governor Development Programme Event held on 30th September 2011

Mrs Haythornthwaite provided feedback from the Governor Development Programme Event on the 30th September 2011 as follows:-

- The more experienced Governors were very supportive.
- Many other Trusts were addressing similar themes.
- The Patient Safety Focus Group had been informative.

33. Feedback from Foundation Trust Network Annual Governance Conference held on 12th October 2011

Mr Allcock reported that the Annual Governance Conference had been an excellent event and advised that the presentations and the recording of the speech by the Chief Executive of Monitor would be made available to the Governors.

Post Meeting Note: the presentations were emailed to the Governors on the 15th November 2011. With regard to the speech, it has not been possible to successfully transfer the tape recording to disk.

34. Feedback from Elections Sub-Group held on 1st November 2011

Mr Allcock reminded the Governors that it had previously been agreed to form an Election Sub-Group to discuss the process for Governor elections.

It was noted that the inaugural meeting had taken place on the 1st November 2011 and that a further meeting had been arranged for the 6th December 2011.

RESOLVED: That the recommendations from the Elections Sub-Group would be submitted to the next meeting of the Council of Governors for consideration and ratification.

35. Chairman's Communications

The Chairman advised the Governors that Dr Paul Kelsey had advised of his intention to resign from his Medical Director post on the 31st March 2012 and arrangements were being made for the recruitment of his replacement.

The Chairman advised the Governors that the recruitment process for one replacement Non-Executive Director and one additional Non-Executive Director was on-going; it being noted that five candidates had been shortlisted for interview on the 21st November 2011.

36. Motions or Questions on Notice

The following two questions had been submitted by Mr Bamford, Elected Governor for Wyre:-

- i) Whilst acknowledging that the Trust has made excellent improvement in certain clinical areas, how do the Governors know that the high level Summary Hospital Mortality Indicator result for the Trust is not indicative that the overall performance of the Trust is below its peers in terms of delivering safe, high quality, patient care?
- ii) If the Trust Board does not consider the SHMI metric to be a meaningful measure of overall hospital performance, what metric do they believe should be used bearing in mind their duty to "put and keep in place and comply with arrangements for the purpose of monitoring and improving the quality of health care provided by and for the Trust?"

It was reported that there were currently three indicators, namely, CHKS, Dr Foster and SHMI, and that work was on-going to ascertain the difference between all three indicators; it being noted that one obvious difference was that SHMI did not account for deprivation.

RESOLVED: That Dr Kelsey would be invited to attend the next Council of Governors meeting to give a presentation.

That Dr Kelsey's presentation would include the following:-

- **A more detailed analysis of the SHMI.**
- **Information about the Quality Framework and the different metrics used to review quality.**
- **The rationale for selecting CHKS as opposed to Dr Foster or SHMI.**
- **The main differences between the three measures.**

Mr Kehoe referred to the PRISM study which indicated that the Trust's quality of care was better than most other organisations. It was noted that a report was due to be submitted to the Board at the end of November with a recommendation that an external organisation be commissioned to undertake a review of the Trust's mortality rates.

RESOLVED: That the outcome of the mortality review would be shared with the Governors in due course.

The Chairman expressed thanks to Mr Bamford for raising his concerns about mortality.

37. Urgent Motions or Questions

There were no urgent motions or questions.

38. Date of Next Meeting

The next meeting will take place on Monday 13th February 2012 at 9.30 am in Room 4, Education Centre, Blackpool Victoria Hospital.