

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Wednesday 29th October 2014
at 1.30 pm in Rooms 3 & 4, Education Centre, Blackpool Victoria Hospital

Present: Mr Ian Johnson – Chairman

Council of Governors

Public Governors:-

Mr Peter Askew – Wyre Constituency
Mr John Bamford – Wyre Constituency
Mr Neal Brookes – Blackpool Constituency
Mr Cliff Chivers – Blackpool Constituency (for items 1 – 13a)
Rev David Crouchley – North of England Constituency (for items 1 – 10b)
Mr Ramesh Gandhi – Wyre Constituency
Mr George Holden – Blackpool Constituency
Mrs Sheila Jefferson – Fylde Constituency
Dr Anthony Nixon – Lancashire & South Cumbria Constituency
Mrs Pat Roche – Blackpool Constituency
Mrs Lynden Walthew – Wyre Constituency
Mrs Gillian Wood – Fylde Constituency

Staff Governors:-

Mr Paul Aspden – Non-Clinical Support
Mr Ashok Khandelwal – Clinical Support
Mr Michael Phillips – Community Health Services
Dr Raj Verma – Medical & Dental

Appointed Governors

Mr Mike Bullock – Council for Voluntary Services
Mr Philip Hargreaves – Institute of Directors
Councillor Martin Mitchell – Blackpool Council
Miss Francesca Oram – Blackpool Sixth Form College
Mrs Jean Taylor – UCLAN
Mr Tony Winter – Citizens Advice Bureau (for items 1 – 10b)

In Attendance: Mr Gary Doherty – Chief Executive
Mr Tim Bennett – Director of Finance & Performance
Mrs Nicky Ingham – Director of Workforce & OD
Mrs Pat Oliver – Director of Operations
Mrs Karen Crowshaw – Non-Executive Director
Mr Jim Edney – Non-Executive Director
Mrs Michele Ibbs – Non-Executive Director
Dr Malcolm McIlmurray – Non-Executive Director
Mr Tony Shaw – Non-Executive Director
Miss Judith Oates – Foundation Trust Secretary
Mrs Debra Chamberlain – Manager, KPMG
Ms Sue Whittam – Interim Assistant director of Workforce & OD (for items 4 & 5)

1. Chairman's Welcome and Introductions

The Chairman welcomed attendees to the meeting, in particular the newly elected Governors, and commented that it was an excellent turnout from Governors and Board members.

For the benefit of the newly elected Governors, introductions were made from amongst attendees; it being noted that there was a diversity of interests and backgrounds and that the key issue was to maximise these for the benefit of the Trust.

The Chairman advised that this was the first time the Board of Directors meeting and the Council of Governors meeting had taken place on the same day; it being noted that the purpose of this was to be able to discuss the assurance issues at the Board meeting, thereby providing an opportunity for in-depth discussions at the Council of Governors meeting about other issues; it being acknowledged, however, that not all Governors had heard the presentations/reports at the morning's Board meeting.

2. Register of Interests

It was noted that there were no declarations of interests from the Governors in relation to agenda items for this meeting and that there were no amendments to individual declarations for inclusion in the Register of Interests.

The Chairman confirmed that being a patient at the Trust was not a declarable interest.

3. Library and Knowledge Services

The Chairman introduced Michael Reid and Michael Farrell who had been invited to the meeting to explain about the excellent on-site library services.

Governors were advised that the Library & Knowledge Services Department provided evidence-based knowledge and information in support of corporate and clinical decision-making and service development across the Trust and that one of its main functions was to support the development of policies, guidelines, and pathways to ensure best practice.

Mr Farrell repeated a quote made by the Chairman at a recent meeting of Clinical Librarians and Trainers, which he had attended, that "evidence is at the heart of everything we do". Mr Farrell also circulated an Information Pack to each Governor which included details about the library and the services available to support the Governor role.

Reference was made to the services provided as follows:-

- A range of electronic and print resources and access to electronic databases.
- Advice on, and facilitation of, Athens registrations to enable open access to a range of online resources.
- Information skills training for individuals and groups, in particular in accessing databases, undertaking literature searches, and critical appraisal.
- Facilitation of inter-library loans.
- Dissemination of current awareness bulletins on a range of specialist topics.
- A collection of lifestyle and wellbeing books, fiction, and DVDs for recreational use.
- 24 hour access to registered users.

Mrs Roche commented that she had recently used the library to obtain specific information about mindfulness and that she had found the service to be very responsive.

It was noted that Governors were currently able to register, utilise library workspaces, receive the current awareness service and access the library 24 hours a day, however, they would require a Trust email account for access to electronic resources, PCs and inter-library loans.

At this juncture, Mr Askew explained the problems relating to IT access for Governors; it being noted that there was not an easy solution in terms of providing access to an NHS email account. Mr Askew further explained that he was currently arranging for a Governors' portal to be set up with the aim of Governors being able to interact and exchange ideas which, hopefully, would reduce the number of email exchanges.

Mr Bamford commented that he had used the Library and had found it to be an excellent service. He also commented that he had experienced problems with remote access email but that this issue had now been resolved.

4. Staff Friends and Family Test

Mrs Ingham introduced Sue Whittam, Interim Assistant Director of Workforce.

Mrs Ingham reported that workforce had been discussed in detail at the Board meeting and commented that workforce was a significant challenge throughout the NHS and that the challenges were not unique to Blackpool.

Mrs Ingham reminded Governors that an update regarding the Friends and Family Test had been an action from the previous meeting and she gave a detailed presentation which included, in respect of Quarter 1 and Quarter 2, a national comparison, local comparison, divisional breakdown, staff group breakdown and external benchmarking.

Mrs Ingham reported that the results indicated an overall positive picture, however, further improvements needed to be made, in particular, in relation to "how likely are you to recommend this organisation to friends and family as a place to work" and also in relation to "how likely are you to recommend this organisation to friends and family if they needed care or treatment."

Mrs Wood asked for assurance that actions were being identified and addressed by the divisions and Mrs Ingham advised that the trends indicated that improvements had been made. It was noted that the Executive Directors had regular Performance Review Meetings with the divisions, therefore they could discuss the actions and monitor whether they were being addressed and were on target.

It was further noted that a number of engagement events had taken place during the summer months to engage with staff on the Strategic Direction and the Vision and Values.

Mrs Jefferson referred to the difference in responses to the question "I look forward to going to work" and "I am enthusiastic about my job" which did not appear to correlate and was advised that it could be due to staffing levels or line management issues.

Ms Whittam commented that, in relation to the statement “I am able to make improvements happen in my area of work”, this could be achieved in areas where the staff were enthusiastic and that managers needed to encourage staff to submit ideas.

Dr Verma referred to the low response rate and queried whether there was a problem with engagement amongst staff groups. Mrs Ingham indicated that the response rate was fairly equal amongst staff groups but that the response rate definitely needed to improve; it being acknowledged that staff needed to understand that the surveys were anonymous. It was noted that a “Best Place To Work” Group had been established which would involve staff discussing how the response rate could be improved.

Mr Askew suggested benchmarking against other organisations rather than the NHS and Mrs Crowshaw agreed with this suggestion.

5. Recruitment and Retention

Mrs Ingham continued her presentation to include the Workforce Strategy and highlighted the following issues:-

- The Strategy had been developed with staff via a number of staff focus groups.
- Five key workstreams had been established as follows:-
 - Attract, Recruit and Retain our Workforce
 - Effective Leadership, Engagement and Accountability
 - Versatility of the Workforce to Realign and Transform as Services Change
 - Embed the Values into the way we do things
 - Caring for the Health and Wellbeing of our Staff

Mr Khandelwal asked how it was intended to change the culture in order that staff felt they belonged to the organisation. He commented that he had been unable to make contact with “One HR”. With regard to the culture, Mrs Ingham advised that it was the responsibility of managers to role model best practice.

RESOLVED: That Mrs Ingham would address the issue relating to “One HR” outside the meeting.

Mr Phillips asked Mrs Ingham whether she was confident that the organisation would have a different culture in a few years’ time and Mrs Ingham responded that the level of change would be dependent upon national interference.

Mrs Roche asked whether middle managers could use the values as a live document and Mrs Ingham advised that, underlying the values, there was the “Trust Way” which outlined the expectations of Trust managers.

The Chairman reported that he had received a few written questions from Governors about workforce issues and suggested it may be more useful to proceed with the approach suggested by Mrs Ingham whereby focus groups be established from amongst the Governors to enable detailed discussion to take place about workforce issues.

Mr Bullock commented that the detailed presentations, and the subsequent discussions, had been excellent and asked whether it would be helpful to Mrs Ingham to receive comments from Governors. Mrs Ingham confirmed that Governors' feedback would be useful.

RESOLVED: That focus groups would be established from amongst the Governors to enable detailed discussion to take place about workforce issues.

That the Workforce Strategy would be circulated to Governors.

6. Apologies for Absence

Apologies for absence were received as follows:-

Governors:-

Mr Clive Barley – Fylde Constituency
Mrs Janet Briers – Nursing & Midwifery
Mr Zacky Hameed – Blackpool Constituency
Mrs Camilla Hardy – Blackpool Constituency
Mr Robert Hudson – Blackpool Constituency
Mr Steve Winterson – Lancashire Care NHS Foundation Trust

Non-Executive Directors:-

Mr Doug Garrett – Non-Executive Director
Mr Alan Roff – Non-Executive Director

Executive Directors:-

Professor Mark O'Donnell – Medical Director
Mrs Wendy Swift – Director of Strategy/Deputy Chief Executive
Mrs Marie Thompson – Director of Nursing & Quality

7. Minutes of the Previous Council of Governors Meeting

RESOLVED: That the minutes of the previous Council of Governors Meeting held on 15th August 2014 be agreed as a correct record and signed by the Chairman.

8. Matters Arising

a) Action List from the Council of Governors Meeting held on 15th August 2014

The Chairman reported that all items were complete with the exception of the following:-

- NEDs Objectives.

RESOLVED: That Chairman would circulate the NEDs' objectives to Governors once completed.

- Declarations of Interests Form.

RESOLVED: That those Governors who had not returned their completed Declarations of Interests form would action as a matter of urgency.

- Governor Responsible for Responding to New Members

RESOLVED: That Mr Askew would be the nominated Governor from the Wyre Constituency.

That those Governors who had not responded to Mrs Gaynor would action as a matter of urgency.

b) Council of Governors Meetings – Action Tracking Document

It was noted that there were five items which were not yet due for completion.

RESOLVED: That the Chairman would review the action tracking document and determine whether any items were no longer relevant.

c) CIP Schemes – RAG Rating Progress

With regard to CIP, Mr Bennett reported that the formal position at the end of September was that 10% of the £20.6m target remained RAG rated red and that he was confident that £18m would be achieved by the year end.

Mr Bennett further reported that additional work had been undertaken with the divisions and the outstanding 10% had now reduced to 4% (£800k), however, there remained a risk against delivery.

It was noted that plans were being made for 2015/16 because the figures were equally challenging.

In summary, Mr Bennett stated that the CIP was progressing well for current year, however, it was a continual challenge to deliver the targets.

The Chairman commented that there had been no complacency at the Board meeting for the work undertaken to date.

Dr Verma commented that the targets would be difficult to achieve in view of the reduced funding and asked whether efforts were being made to increase funding by other sources. Mr Bennett stated that other income opportunities were being considered, but not specifically R&D; it being noted that the main mechanism for central funding for R&D had reduced and that the Board had recently agreed for the core infrastructure for R&D to continue and the department had been tasked with submitting proposals about expanding R&D.

9. Chairman's Report

a) Chairman's Update

The Chairman's update was provided for information.

The Chairman asked Governors to contact him if they wished the Non-Executive Directors or himself to attend Governor events.

b) Re-Appointment of Non-Executive Director

The Chairman reminded Governors that one of their most important roles was to re-appoint Non-Executive Directors and he advised that the term of office for one of the existing Non-Executive Directors (Alan Roff) was due for review at the end of November 2014.

The Chairman reported that a meeting of the Nominations Committee had taken place to consider whether it was appropriate for Mr Roff's term of office to be extended for a further three years and, following feedback from the Chairman regarding Mr Roff's performance, the Nominations Committee had given approval to Mr Roff's re-appointment.

The Chairman asked the Council of Governors to endorse the recommendation from the Nominations Committee to re-appoint Mr Roff for a further three year term.

RESOLVED: That the recommendation from the Nominations Committee be ratified by the Council of Governors.

c) Schedule of Meetings for 2015

The Chairman advised that the schedule of meetings for 2015 would be circulated to Governors once feedback about the suggested revised format had been received.

RESOLVED: That a pro-forma would be circulated to Governors in order that they could provide feedback about the suggested revised format.

10. Items for Discussion

a) Clinical Care Pathways

Mr Doherty provided an update regarding Clinical Care Pathways as follows:-

- It was one of the issues raised in the Keogh review and, as a result, a process had been introduced whereby specific conditions were reviewed, improved and monitored.
- It was a structured process designed to assist patients in making a decision about their treatment.
- To date, eight Clinical Care Pathways had been launched at the Trust:-
 - Pneumonia
 - COPD
 - Sepsis
 - Abdominal Pain
 - Cardiac Chest Pain
 - Fractured Neck of Femur
 - Stroke
 - AKI
- Examples of the documentation were circulated to Governors.

Mr Holden referred to the presentation about clinical care pathways at the Annual Members and Public Meeting and queried whether patients would be able to understand the process. Mr Doherty stated that the process would be easier to understand for those patients who had a single condition pathway as opposed to those patients who had multiple condition pathways. Mr Holden asked for reassurance that the pathways would coincide and that an explanation would be given to patients if required. Mr Doherty stated that the process was not intended to cover every aspect of care from admission to discharge but to ensure the right diagnosis and treatment from the early stages of care.

Mr Bamford stated that he was pleased to note the progress that had been made by the Trust as a result of introducing clinical pathways and commented that the Trust needed to build on this and continue to understand how to ensure full compliance with the pathways. Mr Bamford also stated that the Trust could learn from the implementation of this process and apply it to other projects in the Trust.

Mr Doherty commented that the introduction of clinical care pathways was an excellent piece of work which the Trust could be proud of and which was clinically focused.

Mr Gandhi congratulated the Trust on the success of the launch of the clinical care pathways and emphasised the importance of ensuring that patients were made aware of the process.

Mr Khandelwal stated that the pathways had resulted in clinical efficiency, which, hopefully, would reduce length of stay for patients.

Mr Bullock referred to the tremendous improvements that had been made and asked about integration of healthcare and the degree of engagement with GPs. Mr Doherty confirmed that GPs had been engaged in the process and that some specialties were having hospital consultant/GP discussions.

Mr Phillips asked whether the results of audits had been shared with staff/public and Mr Doherty confirmed that mortality rates had been made available.

Mrs Roche commented that the sample documents circulated earlier were quite complex and asked whether there was any possibility of translating the content for patients in order that they could understand them and therefore become more involved and more relaxed.

RESOLVED: That Mr Doherty would arrange for a review of the type of information to be included.

b) Complaints Process

The Chairman reported that, unfortunately, Marie Thompson and Paul Jebb were unable to attend the meeting and he therefore suggested that this item be deferred to the next meeting.

RESOLVED: That the Complaints Procedure would be circulated to Governors in advance of the next meeting.

11. Role of the Non-Executive Director and Individual Responsibilities

Mrs Ibbs advised the Governors that she had joined the Trust in September 2013 and she provided a detailed description of her background and experience and also her role as a Non-Executive Director which included the following:-

- Chair of Finance Committee
- Member of Quality Committee
- Member of Patient Complaints Review Panel
- Attendance at CCG Meetings
- Engagement with Staff/Governors/Patients
- Assisting/Supporting the Executive Team

12. Lead Governors Report

a) Feedback from the Governors Informal Meeting

Mr Askew thanked Mr Bamford for recording the notes from the Governors informal meeting which had been positive and had resulted in a number of questions being raised.

Mr Edney reported that he had attended the meeting in his NED capacity and there had been detailed discussions about staffing issues and recruitment/retention. Mr Ingham referred to her earlier presentation and commented that, hopefully, she had allayed the concerns raised.

The importance of the informal meetings was emphasised; it being noted that it resulted in input to the formal CoG meetings.

Mr Askew commented that the Governors portal would be helpful.

b) FTN/FTGA Feedback

Mr Askew reminded Governors that the FTGA was now defunct and that the FTN would be organising the GovernWell courses.

13. Membership Report

a) Membership Update

It was noted that the most recent meeting of the Membership Committee had not been quorate and that additional Governors were needed to join the Committee.

RESOLVED: That any Governors interested in joining the Membership Committee should contact Mrs Gaynor.

It was reported that discussions at the meeting included:-

- Ideas about reviewing the promotional material for staff.
- The point of contact for new members.
- Information about the work of the CVS.
- The work being undertaken by Mrs Vickers with St Mary's School.
- Links with other organisations, i.e. CAB.

b) Items Referred from the Membership Committee Meeting held on 21st October 2014

There were no items referred from the Membership Committee meeting on 21st October 2014.

14. Feedback Reports:-

a) Feedback from FTN GovernWell Events:-

- Accountability (12th September 2014)
- Core Skills (29th September 2014)
- Effective Questioning (30th September 2014)
- Governor Role in NED Appointments (1st October 2014)

Mr Phillips reported that the Accountability course had been more informative than the Effective Questioning course.

b) Feedback from North West Governors Forum (30th September 2014)

The written feedback from Mrs Roche was noted by the Governors.

Mrs Roche commented that the agenda allowed for discussion with Governors from other Trusts, however, she was disappointed that the event had finished earlier than planned.

c) Feedback from Joint Governors' Induction Day (16th October 2014)

It was reported that the event had been intense but interesting and had included information about the structure of the NHS and an insight into the challenges for the NHS.

15. Standard Reports – Mr Johnson to report:-

a) Items to be Reported to the Board of Directors

The Chairman stated that the minutes of the meeting would identify any items to be reported to the Board of Directors.

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

The Chairman stated that the minutes of the meeting would identify any items to be recommended for decision or discussion by Trust committees.

c) Annual Work Plan

The Annual Work Plan was provided for information; it being noted that it did not reflect the proposed change in format for future meetings which would have an impact on the issues to be discussed.

At this juncture, the Governors provided initial feedback about the format of the meeting; it being noted that this would be reflected in the pro-forma to be circulated to Governors.

Mrs Crowshaw suggested that Board members could attend the Council of Governors meetings on a rotational basis.

d) Attendance Monitoring

The Chairman stated that attendance at meetings was good.

e) Motions or Questions on Notice

There were no motions or questions on notice.

f) Urgent Motions or Questions

There were no urgent motions or questions on notice.

g) Declaration of Confidentiality

RESOLVED: That no items be declared confidential under the Freedom of Information Act.

h) Date of Next Meeting

The next meeting will be confirmed in due course.

Post Meeting Note: the next meeting will take place on Wednesday 28th January 2015.