

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Monday 13th February 2012
at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital

Present: Mr Paul Olive – Acting Chairman

Council of Governors

Public Governors:-

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
Mrs Anne Smith – Fylde Constituency
Mr Chris Thornton – Blackpool Constituency

Staff Governors:-

Mr Andrew Goacher – Nursing and Midwifery
Dr Tom Kane – Medical and Dental
Miss Tina Daniels – Non-Clinical Support

Appointed Governors

Councillor John Boughton – Blackpool Council
Miss Nicole Burke – Blackpool Youth Council
Mr Roy Fisher (for items 19 -29)
Councillor Paul Rigby – Lancashire County Council (for items 1 – 24)
Mr Brian Rowe – NHS North Lancashire
Mr Denys Smith-Hart – North and Western Lancashire Chamber of Commerce
Mrs Jean Taylor - UCLAN

In Attendance: Mr Tim Welch – Deputy Chief Executive
Mrs Pat Oliver – Director of Operations
Mrs Wendy Swift – Managing Director of Community Development and Transformation (for items 1 – 18)
Mrs Mary Aubrey – Deputy Director of Corporate Affairs and Governance
Miss Judith Oates – Foundation Trust Secretary
Mr Doug Garrett – Non-Executive Director
Mr Alan Roff – Non-Executive Director
Mr Mike Hodgkinson – Blackpool LINK
Dr Paul Kelsey – Medical Director (for items 2 and 43 (i))
Mr Nick Grimshaw – Director of HR & OD (for items 3, 4 and 5)

6. Chairman's Introductions

Mr Olive, Deputy Chairman, introduced himself to the Governors and explained that the Chairman had tendered her apologies for the meeting. Mr Olive pointed out that this would have been the Chairman's last meeting prior to her retirement and that she would be writing to all Governors to thank them for their contribution to the Trust. It was noted that there would be an opportunity for the Governors to meet with the Chairman prior to her retirement on the 31st March 2012.

Mr Olive introduced Mr Alan Roff, newly appointed Non-Executive Director; Mr Doug Garrett, Non-Executive Director and former Governor; and Mr Mike Hodgkinson, Blackpool LINK representative and former Governor.

1. Mortality Report
43 (i) Mortality Rates – Out of Hours

Mr Olive introduced Dr Kelsey, Medical Director, who had been asked to attend the meeting to explain in more detail the work undertaken by AQuA and also to report on mortality out of hours.

Dr Kelsey thanked the Governors for the opportunity to attend the meeting and to respond to the Governors' request for information about mortality rates.

Dr Kelsey gave a detailed presentation (slides attached) about the background to the various measures of SMR, the methods for reviewing quality, the AQuA review process and weekend staffing and pointed out that the real question related to quality of care.

Dr Kelsey outlined the key questions, the SMR principles and the difference between, HSMR, RAMI and SHMI. Reference was made to the trends in life expectancy for males and females in different parts of the country; it being noted that Blackpool was one of the worse places in England in terms of male life expectancy. Mr Smith-Hart suggested a breakdown on mortality by age group but Dr Kelsey advised that age related data as a modifier would not be valid.

With regard to mortality out of hours, it was noted that the Trust's HSMR at weekends was higher than weekdays. Dr Kelsey reported that plans were in hand to increase the number of consultants on duty at weekends. Dr Kelsey further reported that work was on-going in respect of seven day working.

Mrs Smith asked whether local GPs referred patients into hospital, aware that they were likely to die shortly. Mrs Smith also asked whether there was a tendency to discharge patients into the community too soon. Dr Kelsey advised that work was on-going with the local PCTs and the Palliative Care Team regarding discharge arrangements for patients with chronic diseases. Dr Kelsey also advised that length of stay was a significant challenge for the Trust.

Mr Chapman referred to the difference in mortality rates between the Trust and its peers and asked whether the Trust was an outlier. Dr Kelsey advised that the data showed that the best indicators related to areas of London and pointed out that, coincidentally, London had a high rate of smoking but a low rate of lung cancer.

Dr Kelsey advised that it was not known whether the slight difference in crude mortality was due to clinical performance or casemix and that the findings from the AQuA review should provide an explanation.

Dr Kelsey reported that clinical coding was currently an issue and that this was being addressed. Mrs Smith asked about the amount of training provided in order to ensure improved documentation and coding. Dr Kelsey advised that the coding staff could only code based on the information provided in the case notes. Dr Kelsey further advised that the Trust was currently recruiting a Chief Information Officer which should improve the coding situation. It was noted that training was on-going, particularly for junior doctors.

Governors were advised that the draft report from AQuA was due at the end of February and that the final report would be issued at the end of March.

RESOLVED: That an update in respect of mortality would be provided to the Governors in due course.

At this juncture, Mr Olive advised the Governors that Dr Kelsey would be retiring as Medical Director at the end of March 2012 after six years in that role and the Governors joined Mr Olive in thanking him for his contribution to the Trust.

3. Nurse Staffing Report

Mr Grimshaw provided an update in respect of nurse staffing as at the end of January 2012 as follows:-

- There had been significant vacancies on the medical and surgical wards.
- The Trust had carried out an intensive nurse recruitment campaign which had been successful.
- Recruitment agency staff had been employed on a temporary basis until the end of March 2012.
- The nurse staffing levels were being monitored and action taken as appropriate.
- Significant progress had been made during the past three months to achieve establishment and ensure forward plans were in place.
- Full complement would be achieved, linked to the number of beds open, by the end of March 2012.

Mr Grimshaw assured the Governors that the Board's top priority was to ensure that safe levels of nurse staffing were in place for the number of beds open.

Mr Chapman asked whether consideration had been given to the staffing levels for allied health professionals. Mr Grimshaw stated that, with the exception of pharmacists, there were no proven recruitment difficulties for this group of staff and that the workforce plan did not identify any shortfalls although it was noted that there would always be challenges in terms of staff nurses and some specialty doctors.

Mr Butler asked whether the plans in place would avoid the Trust being in a similar position again and Mr Grimshaw confirmed that, provided the Trust continued to manage the forward pipeline, there would be no nurse staffing shortages in the future. Mr Grimshaw emphasised the need to continue to recruit and retain staff and not to be complacent.

Mr Goacher asked about the plans in place for ensuring retention of staff. Mr Grimshaw advised that those staff who had been in post for two years usually continued in post thereafter. It was noted that a support group was in place for newly qualified nurses.

Mr Gandhi asked whether there were sufficient support staff for new starters. Mr Grimshaw responded that training was provided for registered nurses and for HCAs and that there was a Practice Development Sister in each of the areas.

Mrs Harte stated that the report provided by Mrs Thompson approximately three years' ago indicated only slightly less whole time equivalent nurses in post, therefore there had been no significant increase in terms of whole time equivalents. Mr Grimshaw stated that there were more staff in post in relation to the number of beds open and that the ratio of staff to beds had improved for each of the last three years.

4. Recruitment of Trust Chairman

Mr Grimshaw reported that Mr Askew had addressed the Governors regarding the recruitment of the Chairman at the Extraordinary Meeting which had taken place immediately prior to the formal Governors meeting.

In summary, it was reported that the final part of the selection process had taken place on the 9th and 10th February involving five shortlisted candidates and that one candidate had been appointed, subject to satisfactory references.

5. Recruitment of Medical Director

Mr Grimshaw reported that the recruitment process for the Medical Director post was underway and, to date, seven applications had been received for this key position. It was noted that the presentations, discussion panels and interviews would take place on the 16th March 2012 and that Governors would have the opportunity to be involved.

7. Apologies for Absence

Apologies for absence were received as follows:-

Miss Beverly Lester – Chairman
Mr Aidan Kehoe – Chief Executive
Mr Eric Allcock – Elected Governor (Blackpool)
Mrs Cherith Haythornthwaite – Staff Governor (Clinical Support)
Dr Tom Kennedy – Appointed Governor (University of Liverpool)
Mrs Claire Lewis – Staff Governor (Community Health Services)
Mr John Longstaff – Elected Governor (Fylde)
Mrs Jo Macdonald – Elected Governor (Lancashire & South Cumbria)
Mrs Susan Rigg – Appointed Governor (Lancashire Care NHS Foundation Trust)
Mr Chris Smith – Elected Governor (Blackpool)
Mrs Lynden Walthew – Elected Governor (Wyre)
Mr Tony Winter – Elected Governor (Fylde)
Mrs Sam Woodhouse – Staff Governor (Nursing & Midwifery)

8. Minutes of the Previous Meeting

RESOLVED: That the minutes of the previous meeting held on 14th November 2011 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-

Page 12, Item 26, Quarterly Complaints/PALS Reports, Second Paragraph, Second Sentence to read: Mr Gandhi suggested that a number of issues be discussed at the meeting.

Proposed by Mr Butler and seconded by Mr Bamford.

Mr Bamford asked whether the minutes could be circulated to Governors soon after the meeting, in addition to being included with the agenda for the next meeting. Miss Oates commented that the minutes and action list had been emailed to Governors in advance of the agenda for the next meeting being circulated. Mrs Aubrey stated that, where possible, the minutes would be circulated in accordance with Trust policy.

At this juncture, Mrs Smith expressed concern about Miss Oates' increased workload. It was noted that the workload and structure were currently being reviewed.

9. Matters Arising

i) Action List from the Council of Governors Meeting held on 14th November 2011

It was noted that the actions had either been addressed, had been included on the agenda for discussion later in the meeting or had been included on the business calendar for discussion at a future meeting.

10. Council of Governors Meetings – Action Tracking Document

The Action Tracking document was noted by the Governors. Mr Bamford questioned how the Governors could be assured that issues had been satisfactory resolved.

RESOLVED: That the Action Tracking Document would be produced in the same format as the Board Action Tracking Document, i.e. one database for “closed” items and one database for “outstanding” items.

11. Annual Work Plan

The Annual Work Plan was noted by the Governors.

RESSOLVED: That the “Action Tracking Document” would be included on the Annual Work Plan, to be reviewed on a quarterly basis.

That the word “uplift” would be removed from item 15 (c).

12. Minutes of the Nominations Committee Meeting held on 25th January 2012

The minutes of the Nominations Committee meeting held on 25th January 2012 were noted by the Council of Governors. It was noted that, due to the confidential nature of the minutes, they had been marked “confidential” and had been provided on yellow paper to make them more distinctive.

It was noted that the focus of the meeting had been around the shortlisting and interview arrangements for the Chairman's post, which had been discussed under agenda item 4 and also at the Extraordinary Meeting which had taken place immediately prior to the formal Governors meeting.

Mr Olive confirmed that Mr Alan Roff had been recruited to the vacant Non-Executive Director post, effective from the 1st December 2011.

13. Council of Governors – Terms of Reference

The Chairman drew attention to the Council of Governors Terms of Reference which had been submitted for approval.

Mrs Aubrey explained that the Terms of Reference had been prepared in accordance with the National Health Service Act 2006 and the NHS Foundation Trust Code of Governance.

Mrs Smith referred to item 11 in relation to the frequency of meetings and stated that Jay Bevington from Deloitte had advised that the Council of Governors in some Trusts had more than four meetings per year. Mrs Smith suggested that consideration should be given to increasing the number of meetings to six per year. Mr Olive suggested that this issue be discussed under agenda item 21.

It was noted that there was a typo under item 4. With regard to item 4, it was suggested that details of the quorum, as set out in the Constitution, should be included in the Terms of Reference.

It was suggested that item 6 should include reference to two Governors attending Board meetings as observers on a rotational basis.

It was agreed that the following information should be included at the end of the document – Date, Approved By, Review Date.

RESOLVED: That the Terms of Reference be approved, subject to the suggested amendments above.

That the revised Terms of Reference would be submitted to the Board as part of the document entitled “Corporate Governance Committee Structure and Terms of Reference”.

14. Feedback from the Elections Sub-Group

Mrs Smith reported on the outcome of the Election Sub-Committee meetings and drew attention to the nine recommendations presented for approval and implementation.

Mr Olive referred to item 7 and reminded the Governors that the Constitution had been amended following the Special Members Meeting held on the 4th March 2011 when the following resolution had been made:-

“Include in the Trust Constitution reference to the arrangements for Governors in the event of elections not being completed by the end of their term of office, i.e. if standing for re-election, they could attend meetings as observers but would not have any voting powers.”

Mr Olive assured the Governors that arrangements were in place for elections to be held well in advance of the termination dates in order to allow sufficient time for a by-election to take place if the seats had not been filled.

Mrs Aubrey stated that there had been no problems with regard to the election process in 2011 and Mr Olive suggested that the previously agreed arrangements should continue and that recommendation 7 should be revisited only if there were issues of concern in the future regarding the timeline for elections.

Mr Chapman commented that the elections were widely publicised.

RESOLVED: That the information in relation to the election process should be provided in a simplified format in order that it was easy to understand.

That the amended system should be used, allowing the opportunity for any concerns to be addressed.

That recommendation 1 be amended to read “ that the election CV statement should contain no more that 250 words as per the Trust Constitution”.

That recommendation 7 be deleted.

That the recommendations be approved, subject to an amendment to recommendation 1 and the deletion of recommendation 7.

That Miss Oates would forward to the Governors a draft timeline from ERS in respect of the elections due to take place in 2013.

15. Annual Planning Process 2012/13

Mrs Oliver advised the Governors that the draft Annual Plan would be submitted to the Board in February 2012 and would be discussed with the Governors' Annual Plan Sub-Committee in early March prior to submission to Monitor.

16. Annual Report and Accounts/Quality Accounts

Mrs Aubrey reminded the Governors that the Trust was required to produce an Annual Report and Accounts/Quality Accounts and confirmed that the content had been developed in accordance with Monitor's requirements.

Mr Olive commented that the process had been brought forward in terms of submission dates and Mrs Aubrey stated that a Working Group had been established to ensure that the document was produced in accordance with external requirements and deadlines.

It was noted that the first draft of the document was available on Sharepoint or upon request from Mrs Aubrey or Mrs Gaynor.

RESOLVED: That Governors would provide comments/feedback on the content/format of the document to Mrs Aubrey or Mrs Gaynor.

Reference was made to income and the contract with the Commissioners and also to the process for hand-over from PCTs to CCGs. Mr Welch confirmed that these issues, together with information about sensitivities and downsides would be addressed at the Governors' Annual Plan Sub-Committee meeting.

RESOLVED: That the issues would be addressed with the Governors at the Governors' Annual Plan Sub-Committee meeting.

17. Quality Accounts – Feedback from the Governors' Sub-Group Meeting held on 20th January 2012

Mrs Aubrey provided feedback from the Quality Accounts Sub-Group meeting held on the 6th February 2012; it being noted that the draft report had been reviewed by the Sub-Group and feedback was awaited.

Mrs Aubrey advised that the first draft of the Quality Accounts would be updated at the beginning of April to take account of all the data for 2011/12.

It was noted that, as part of the external assessment, PWC would be reviewing three local mandatory indicators, namely, MRSA, 62 Day Cancer Waiting Times and Clostridium Difficile, and that this review would provide assurance that the Trust's governance processes and data quality processes were effective.

18. Draft Corporate Objectives 2012/13

Mr Welch presented the draft Corporate Objectives for 2012/13 which had been submitted to the Board in January 2012; it being noted that there were some challenging but realistic targets which would assist the Trust in aspiring to the highest standard.

The Governors commented as follows:-

- The objectives were a mechanism by which the Governors could hold the Board to account.
- There should be evidence in terms of numbers against each of the objectives.
- There should be reference to Equality and Diversity objectives.

RESOLVED: That Miss Daniels would forward the Equality and Diversity objectives to Mrs Aubrey.

- More meaningful data should be provided.

RESOLVED: That the request for more meaningful data should form part of the discussion about holding the Board to account.

Dr Kane referred to the PEAT target which indicated that 0% - 49% equalled "unacceptable". Mr Welch confirmed that the target was to achieve "excellent".

19. Fylde Coast Public Consultation Document

- i) Update
- iii) Feedback from the Additional Council of Governors Meeting held on 20th January 2012

Mrs Oliver provided an update in respect of progress with the Fylde Coast Public Consultation Document as follows:-

- An informative meeting had taken place with Governors on the 20th January 2012 to discuss the consultation document.
- Meetings were on-going with stakeholders to understand the type of engagement that had taken place regarding improvements to patient pathways and planned services.
- The timescale for the consultation was 13 weeks, following which the information would be analysed by an independent company which it was anticipated would take 3-4 months.

At this juncture, Councillor Rigby declared an interest as a member of the Task Group.

Mr Holden commented that there was no reference within the document about targeting young people as part of the consultation process. Mrs Oliver advised that the Commissioners were consulting on the proposals but pointed out that the Trust had addressed this issue by utilising school premises for events in order to engage young people.

Miss Burke commented that there were groups of young people that the Trust could work with and youth workers who could organise sessions.

RESOLVED: That Mrs Oliver would liaise with Miss Burke outside the meeting about engaging with young people.

20 Annual Self Assessment – Formal Feedback from Governors Workshop held on 4th November 2011

The formal feedback from Deloitte following the Governors Workshop indicated a number of recurring themes.

21. Initial Feedback from the Governor Workstreams held on 6th February 2012

Mr Bamford referred to the Governors Workshop held on the 6th February 2012 and highlighted the three workstreams identified by Deloitte as follows:-

- i) Holding the Board to account.
- ii) Shaping Strategy.
- iii) Membership Engagement.

Mr Bamford circulated information that he had prepared following the Workshop and drew attention to the following issues:-

- i) Holding the Board to account

It was noted that the Governors were interested to learn about strategy (i.e. the Annual Plan), objectives (i.e. corporate objectives), resources and organisational arrangements (i.e. delivering objectives and ensuring the right skills sets) and measuring performance (i.e. improvement objectives and compliance with standards).

Mr Bamford emphasised the need to ensure compliance with clinical standards.

Mr Olive commented that the Council of Governors needed to be able to hold the Board to account without managing the business; it being noted that Governors needed to receive succinct valid information without overload of information.

- ii) Reporting

It was suggested that compliance against the corporate objectives should be regularly reviewed. Mr Olive assured the Governors that issues which were not RAG rated green were discussed in detail at Board meetings.

- iii) Governor Sub-Committees

Mr Bamford stated that more use should be made of the skills sets of individual Governors and that this should be taken into account when determining membership of Sub-Committees. It was suggested that issues from sub-committees should be reported to the Council of Governors.

iv) More Frequent Meetings with Less Agenda Items

It was suggested that the number of formal Council of Governors meetings should be increased from four to six per year.

Mr Olive commented that there would be a tremendous learning curve for Governors in view of the proposed additional Governor requirements and that the Governors' skills sets should be addressed on a regular basis. Mrs Smith stated that Mrs Gaynor was currently liaising with Governors to ascertain details of their skills and that this information, together with the feedback from Deloitte, would be available for discussion at the next Governors meeting.

RESOLVED: That these issues would be revisited following receipt of the formal report from Deloitte.

22. Deloitte Action Plan – Exception Report and Feedback from Deloitte's Board Effectiveness Review (Second Phase)

Mr Olive referred to the Deloitte Action Plan and confirmed that all actions had now been addressed.

Mr Olive advised the Governors that the draft report from Deloitte following the second phase of the Board Effectiveness Review was awaited; it being noted that initial feedback indicated that there had been noticeable improvements since the previous review. Mr Welch stated that the draft report from Deloitte was expected at the end of February and the final report should be issued at the end of March.

23. Feedback from Governors' Attendance at Board Meetings

In the absence of Mr Winter, Mr Olive read Mr Winter's comments following his attendance at the Board meeting on the 30th November 2011.

With regard to individual meetings with Board members, Mr Olive commented that this would be difficult to achieve due to diary commitments. Mr Olive pointed out that arrangements were made for two Non-Executive Directors to attend the Council of Governors meetings and for two Governors to observe the Board meetings. Mr Olive further pointed out that if Governors had any particular concerns, they could bring them to the attention of the Non-Executive Directors or the Executive Directors.

Mr Holden commented on his attendance at the Board meeting on the 25th January 2012 as follows:-

- There was no table provided for the agenda papers and for making notes.
- He did not feel it appropriate to speak to Board members at the end of a long meeting.
- He considered that Governors' attendance at Board meetings was an essential part of their role.
- Consideration should be given to improving the frequency of Governors' attendance at Board meetings.

24. Arrangement for the Distribution of Future Agendas

It was noted that the issue of paper or electronic correspondence for Governors had been raised at the recent informal Governors meeting.

RESOLVED: That the Governors would advise Miss Oates of their preference in terms of paper or electronic agendas.

25. Chief Executive's Report

Mr Welch presented the Chief Executive's report which included the following items:-

- Monitor Update.
- QuIPP Update.
- Financial Performance.
- Transformation of Patient Pathways.
- Queen's Diamond Jubilee.
- Mandatory Training.
- Trinity Hospice.
- Visit by the Prime Minister.
- NHSC Summary of the Chancellor of the Exchequer's Autumn Statement.
- Delivering sustainable Cost Improvement Programmes.
- Innovation, Health and Wealth.
- Fylde Coast Public Consultation .
- Care Quality Commission Compliance Report.

Monitor Update

Mr Welch informed the Governors that the recent meetings with Monitor had been positive and that there had recently been discussion regarding possible de-escalation in April 2012 which would be dependent upon evidence provided at the March meeting, particularly in relation to the Trust's financial plans for 2012/13.

26. Transformation of Patient Pathways (TOPPs)

Mrs Swift provided an update in respect of the TOPPs transaction as follows:-

- The Board to Board meeting with Monitor had taken place on the 2nd February 2012.
- A decision regarding the transaction would be made by Monitor on the 22nd February 2012.
- The Trust was working on the assumption that the transaction would be approved.
- A weekly newsletter was continuing to be issued to staff in each of the three organisations.
- Two workshops had been arranged for the 2nd and 9th March involving staff from all three organisations to discuss integrated patient pathways.

27. Quarterly Finance Report

Mr Welch presented the quarterly finance report for the period 1st October to 31st December 2011 and highlighted the key points as follows:-

- The Trust was £2.7 million ahead of plan from an income and expenditure perspective.
- The Trust was £900 thousand ahead of plan in respect of the cash balance.
- The Trust was currently forecasting a year end surplus of £4.2 million before exceptional items.
- The Trust was anticipating a year end cash balance of £11.5 million compared with £8.2 million in the original plan.
- Liquidity was a key issue in terms of achieving an improved financial risk rating.
- The cash balance had been achieved due to the exceptional payment terms relating to the Surgical Centre.

28. Quarterly Performance Report

Mrs Oliver presented the quarterly performance report for the period 1st October to 31st December 2011 and highlighted the key points as follows:-

- Complaints – detailed discussion had taken place at Board meetings regarding the 25 day response rate and there had been a significant improvement during the past few months. Work was on-going to review complaints themes and lessons learnt and also in respect of the patient experience revolution.
- Length of stay – significant work was being undertaken to improve length of stay, in particular effective use of the hospital discharge team.
- Cancer Targets – there had been delayed admissions due to the Christmas period as a result of Patient Choice.
- Patient Falls – significant work was being undertaken in respect of patient falls and improvements had been made. It was noted that the Trust was engaging with other organisations to link and share best practice.

With regard to the Nursing Care Indicators, reference was made to the percentages in respect of patient observations and Mrs Oliver advised that the frequency was dependent upon staffing levels.

Mr Gandhi expressed concern that the percentages in respect of continence care had reduced month on month.

RESOLVED: That Mrs Oliver would review the percentages relating to continence care.

29. Serious Untoward Incidents

Mrs Aubrey reported on two Serious Untoward Incidents which had occurred since the previous meeting.

Mr Bamford congratulated the Trust for the implementation of the checklist.

Mrs Smith asked how frequently equipment was tested to ensure that best value for money was achieved.

RESOLVED: That Mrs Aubrey would make enquiries regarding equipment testing.

Mr Butler stated that he had been advised by former patients that they did not feel able to make a complaint in case they were victimised in the future. Mrs Aubrey confirmed that the Complaints Policy indicated that patients would not be discriminated against. Mr Olive stated that dissatisfied patients should contact PALS or the Complaints Department.

30.

Membership Report

31.

Items Referred from the Membership Committee Meeting

Mrs Smith presented the membership report for the period 31st March to 26th October 2011 which indicated that there had been a slight decrease in membership during 2011/12 to date compared with the previous year.

Mrs Smith encouraged all Governors, not just those Governors on the Membership Committee, to become involved in membership recruitment.

It was noted that work was on-going to recruit members, i.e. events at schools/colleges, membership boxes in specific areas of the hospital, Wyre Governors emailing members in the Wyre Constituency direct.

Mr Butler asked about the display boards and was advised that arrangements were in hand for producing display board to include photographs of all Governors.

Mr Butler commented that some GP Surgeries were not interested in promoting FT membership via membership forms. It was suggested approaching the CCGs to encourage GP Practices to promote FT membership.

RESOLVED; That Mr Butler would liaise with Mrs Gaynor about membership forms in GP Practices.

32.

FTGA Feedback

39.

Feedback from the North West Governors' Forum held on 23rd January 2012

It was noted that Mr Bamford had attended the North West Governors Forum held on 23rd January and he circulated information from the event, highlighting the following issues:-

- There would be increased responsibility for Governors, including the introduction of open Board meetings.
- A presentation was given by Picker in relation to the Patient Experience Revolution and it had been recommended that patients should be asked about their experience rather than their satisfaction, in order to find out about the type of improvements to be made.
- There would be more emphasis on patient outcomes and less emphasis on monitoring compliance. Reference was made to the information relating to compliance with protocols for pressure ulcers, falls, infection control and VTE which indicated compliance at between 75% and 100% and good care at 25%. It was noted that the process for compliance was currently being addressed.

- 33. Board Assurance Framework Summary
- 34. Corporate Risk Register Summary
- 35. Quarterly Complaints/PALS Reports
- 36. Vision Programme Update
- 37. Clinical Audit Update

At this juncture, Mr Olive referred to items 33 to 37, which had been provided for information, and asked Governors if they had any questions in relation to these items.

Corporate Risk Register Summary

Mr Chapman reported that he had raised an issue in relation to NICE Guidance in advance of the meeting and had subsequently received a response from the Director of Nursing.

RESOLVED: That the information from Mr Chapman and Mrs Thompson would be circulated to the Governors.

That the Governors would advise Mrs Aubrey if they wished to meet with the Clinical Audit Lead to discuss further the issue of NICE guidance.

Mrs Smith asked about CRR 135 in respect of mis-identification of patients. Mrs Aubrey stated that this related to patients not being x-rayed on the correct area of the body. It was noted that this issue had been raised and discussed at the Board meeting in January. Dr Kane stated that this happened approximately thirty times per year.

Quarterly Complaints/PALS Reports

Mr Holden referred to the lessons learnt in relation to the provision of a discharge lounge facility and asked about the outcome of the meeting that had been scheduled for December 2011. Mrs Oliver reported that the provision of a discharge lounge facility was regarded as a failure because it would result in another stage of the patient journey. It was noted that discussions were on-going within the division about whether to create a discharge area; it being noted that this would need to be provided for the right reasons, i.e. if patients wanted to wait rather than if there were delays in providing medication on discharge. With regard to drug prescribing, it was noted that the divisions were reviewing the arrangements with a view to improving processes.

- 38. Feedback from the Formal Patient Safety Walkabout held on 31st January 2012

Mr Chivers provided feedback from the formal Patient Safety Walkabout to Ward 32 held on the 31st January 2012 as follows:-

- He was delighted to be invited to attend.
- The Chief Executive made the staff feel at ease and explained to the staff the reason for the visit.
- An action list had been produced and the actions were being addressed and would be signed off by the Matron in due course.
- The process was good.

RESOLVED: That the checklist would be circulated to the Governors with the minutes of the meeting.

40. Items to be Reported to the Board

RESOLVED: That the following item would be reported to the Board:-

- **Progress with regard to the direction of travel in respect of the Council of Governors following the work undertaken by Deloitte.**

41. Items to be Recommend for Decision or Discussion by Trust Committees

There were no items to be recommended for decision or discussion by Trust committees.

42. Chairman's Communications

It was noted that an issue had been raised at the Governors informal meeting on the 20th January about Staff Governors not having the same status as other Governors. The Staff Governors were reassured that they did have the same status as other Governors.

Mr Olive reiterated that this would have been the Chairman's last meeting prior to her retirement and that she would be writing to all Governors to thank them for their contribution to the Trust. It was noted that there would be an opportunity for the Governors to meet with the Chairman prior to her retirement on the 31st March 2012.

43. Motions or Questions on Notice

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

- i) Published data suggests that mortality rates in hospitals increase out of normal day hours Monday to Friday (i.e. at the weekend and overnight). What is the experience at Blackpool? Have we got the staff with the right skills present when they are needed?
- ii) "Could we have a brief description of what is involved in the escalation process? Does escalation increase the risks to patients?"

It was noted that the first question had been answered by Dr Kelsey under item 1.

With regard to the second question, Mrs Oliver reported that the escalation process was planned and the arrangements were outlined as follows:-

- Wards 5 and 7 had planned to be opened in November in line with the winter plan and it was anticipated that these two wards would close at the end of March.
- Ward 6 had remained closed until the new year and had opened in January.
- Wards 5 and 7 were staffed by permanent staff.
- There were some vacancies which had been recruited to and these staff were needed due to turnover.
- Ward 6 was staffed by a number of staff from the Unscheduled Care Division and Practice Development Sisters and it was anticipated that this ward would close by the end of February.

- There had been an increase in admissions during the last three weeks which had not been anticipated.
- The other area of escalation was the Cardiac Day Case Unit due to the fact that it was equipped as a ward.

Mrs Oliver emphasised that the key criteria was for every bed to be appropriately staffed.

44. Urgent Motions or Questions

i) Governors' Email Distribution List

Mr Smith-Hart referred to the numerous emails forwarded to him as part of the Governors email distribution list, some of which were not relevant to him, and asked if all emails could include a subject heading in order that he could be selective about which emails to read.

RESOLVED: That Miss Oates would liaise with Mrs Gaynor regarding this issue.

45. Date of Next Meeting

The next meeting will take place on Monday 21st May 2012 at 9.30 am in Room 4, Education Centre, Blackpool Victoria Hospital.