

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Tuesday 12 November 2019  
at 2.00 pm in the Board Room, Trust Headquarters,  
Blackpool Victoria Hospital

Present: Mr Pearse Butler Chair

Public Governors:-

Mrs Jeannette Beckett	Blackpool Constituency
Mrs Sue Crouch	Wyre Constituency
Mr Graham Curry	Blackpool Constituency
Mrs Adele DeVito	Blackpool Constituency
Mr Steven Gratrix	Fylde Constituency
Mrs Pat Greenhough	Wyre Constituency
Mrs Camilla Hardy	Blackpool Constituency
Mr George Holden	Blackpool Constituency
Mrs Sheila Jefferson	Fylde Constituency
Mrs Lisa Robins	Blackpool Constituency
Mr Graham Stuart	Fylde Constituency

Staff Governors:-

Miss Tina Daniels	Non-Clinical
Mr Peter Farrington	Nursing & Midwifery
Mrs Jenny Gavin	Clinical Support
Mrs Sharon Vickers	Nursing & Midwifery

Appointed Governors:-

Dr Debbie Kenny	UCLAN
Dr Amelia Hunt	Lancaster University (via conference call for full meeting)

In Attendance:

Mrs Angela Bosnjak-Szekeres	Director of Corporate Governance (until 3:50 pm)
Mr Keith Case	Non-Executive Director (from 2.45 pm)
Ms Julie Harrison	Membership and Governors Officer (Temp) (minutes)
Mr Kevin McGee	Chief Executive (until 2:55 pm)
Mrs Mary Whyham	Non-Executive Director
Mr Stefan Verstraelen	Deputy Director of Quality Governance (for item 11)
Mrs Terri Vaselli	Freedom to Speak Up Guardian (for item 12)

1. Chair's Welcome/Introductions and Implications of Purdah

The Chair welcomed everyone to the meeting together with Mrs Mary Whyham, Non-Executive Director, who was attending the full meeting and presenting on item 8b.

The Chair informed the meeting that Dr Amelia Hunt was attending via conference call for the full meeting.

The Chair introduced Mrs Angela Bosnjak-Szekeres, Director of Corporate Governance, to the meeting.

The Chair reminded the meeting that Purdah was in operation leading up to the UK General Election on 12 December and would be in place until 13 December, subject to a new Government being formed.

2. Declarations of Interests

It was noted that there were no declarations of interests from the Governors in relation to the agenda items for this meeting.

3. Apologies for Absence

Apologies for absence were received from Mr Zacky Hameed, Mr Tim Bennett, Mrs Pat Roche, Mrs Christina Mackenzie-Townsend, Mrs Margaret Bamforth, Mr Paul Bibby, Cllr Charlie Edwards and Mr Stephen Cross.

The Chair noted the meeting was quorate, as eleven Public Governors, two Appointed Governors (one via conference call) and four Staff Governors were present. The Terms of Reference stated that a quorum was eight Governors; six Public Governors, one Staff Governor and one Appointed Governor.

4. Minutes of the Previous Council of Governors (CoG) Meeting held on 11<sup>th</sup> September 2019

Mr Bibby had advised the Membership and Governors Officer via telephone that his apologies had been omitted from the records of the above minutes. Mrs Harrison apologised and advised that the minutes and Attendance Monitoring Document would be amended to reflect this.

**RESOLVED: That the minutes of the previous meeting be agreed as a correct record and signed by the Chair following the above amendment.**

**ACTION: Mrs Harrison to amend the Minutes and Attendance Monitoring Document in respect of Mr Bibby's apologies.**

5. Matters Arising:-

a) Action List from the Previous Council of Governors' Meeting held on 11<sup>th</sup> September 2019

The Chair reported that out of the eight items on the action list, seven items had been completed and one item not completed which related to support for Recruitment, Retention and Training (RRT) for Governors.

Mrs Crouch confirmed that the Governors had previously requested a dedicated session on RRT and that herself and Mr Burrow would progress this issue. Mrs Crouch added that, should the Governors still wish to proceed, the content and format would need to be reviewed. Governors agreed that commitment in principle was needed from Governors to dedicate some time to attend. Mrs Crouch stated that she was willing to make the arrangements subject to receiving the assurance of the commitment of the Governors.

b) Action Tracking Document

It was noted that there were four items on the action tracking document and updates were provided as follows:-

- i) IPR Reporting – The Chair confirmed that the Trust was changing the way it reported to the Board as the RAG rating was not found to be particularly useful. Implementation of the new IPR was planned from January 2020 and training would be organised for Board members. This report was a much more accurate way of reviewing data over a period of time.

Mr McGee commented that the new system of reporting would be cascaded throughout the Trust.

Mr Holden asked whether the new way of reporting was similar to other Trusts. Mr McGee responded that the information was more accurate and provided a better picture.

- ii) IG Mandatory Training – the Chair stated that training was outstanding for two Governors. Mr Stuart commented that he would be completing his training later that day. The other outstanding individual had been contacted in relation to this matter.
- iii) Feedback to Mr Murphy regarding the programme and engagement of Youth Health Leaders – this matter was on-going.
- iv) Electronic Patient Records (EPR) Option Update – the Trust had an approved Health Informatics Strategy (this document had been forwarded to all Governors for information) and was contributing to the Fylde Coast Digital Strategy, which was to be submitted to the Board for approval once signed off by the Fylde Coast Health Informatics Steering Group. The Chair informed the meeting that approval had been received for the purchase of the EPR System and the funding approved in principle. The current storage facilities for archived health records were not fit for purpose. This would be a 5 year business investment.

6. Minutes of the Extraordinary Council of Governors Meeting held on 16<sup>th</sup> September 2019

The Chair checked that the Governors had received the minutes of the meeting and asked if there were there any comments or amendments. No comments were made nor amendments suggested.

**RESOLVED: That the minutes of the Extraordinary Council of Governors Meeting held on 16 September 2019 be approved.**

At this point, Mr Holden advised the meeting that the Attendance Monitoring Document for the Council of Governors meeting had not been circulated with the agenda.

**ACTION: Mrs Harrison to circulate the Attendance Monitoring Document to Governors for information.**

7. Chair's Report

a) Recruitment of Chief Executive, Medical Director and Director of Nursing, AHP and Quality.

Chief Executive

The Chair formally announced that Mr Kevin McGee had been appointed to the joint post of Chief Executive at East Lancashire Hospitals NHS Trust and Blackpool Teaching Hospitals NHS Foundation Trust with effect from 1 October 2019. It was noted that Mr McGee had been undertaking the role on an interim basis since May 2019. Both Trust Boards and NHS Improvements/England (NHSI/E) had supported the appointment on a permanent basis.

The appointment followed extensive discussions with Board members of both organisations, the Governors of Blackpool Teaching Hospitals Foundation Trust, Governance Advisors, Regulators and it was noted that both Trusts would benefit from sharing good practice and experience.

Mr Curry asked for reassurance in respect of the CQC's comments on Well Led, bearing in mind Mr McGee's post was part-time (2½ days per week). Mr McGee explained that his post was full-time across the two organisations and that both Trusts together were still smaller than some Trusts with only one Chief Executive and one Executive Team. Mr McGee pointed out that BTHFT and ELHT had one Chief Executive with two Executive Teams, one in each Trust, therefore it was well-equipped in terms of leadership.

Medical Director

The Chair reported that Dr Jim Gardner had been appointed as the Medical Director and would commence in post on 1 January 2020. Dr Gardner was currently a Clinical Non-Executive Director at the Trust.

Director of Nursing, Allied Health Professionals (AHP) & Quality

The Chair stated that Mr Peter Murphy had been appointed as the substantive Director of Nursing, AHPs & Quality. Mr Murphy was previously covering this post on an interim basis.

The Chair advised the Governors that Dr Gardner's appointment to the above post had created a vacancy for a Clinical NED. The advert for this vacancy would be published on 17 November 2019, with a planned interview date of 5 December 2019. The Chair was hopeful that the advert would reach out to under-represented communities and attract a diverse range of applications. The Chair informed the meeting that three applications had been received to date.

b) Non-Executive Director Term of Office

The Chair asked the Governors to consider the recommendation from the Nominations Committee in respect of the re-appointment of Mrs Mary Whyham, Non-Executive Director. Mrs Whyham joined the Trust on 1 December 2016 and therefore her first 3 year term of office was due to expire on 30 November 2019. Mrs Whyham was keen and committed to continue in post for a further term of office (until 30 November 2022). Mrs Whyham's overall performance had been assessed by the Chair at the appraisal and the outcome of the assessment was 'Exceeds Expectations' (Level B).

The Nominations Committee discussed Mrs Whyham's term of office at the meeting held on 22 October 2019 and it was agreed to recommend to the Council of Governors that her tenure be renewed for a second term.

The Council of Governors unanimously agreed with the recommendation for the re-appointment of Mrs Mary Whyham as a Non-Executive Director for a further term of 3 years.

**RESOLVED: That the recommendation of the Nominations Committee to re-appoint Mrs Mary Whyham as a Non-Executive Director for a further 3 year term to November 2022 be approved.**

8. Performance and Strategy

a) Winter Plan Update

Mr McGee commented that he was delighted to be here supporting the Trust and there were two key areas of focus. There was a recognition that more work needed to be undertaken in respect of staffing levels and a recognition that the mortality figure was one of the highest in the country and needed to improve.

Mr McGee emphasised the importance of supporting staff which would need to be led by management. It was noted that a significant amount of work was on-going in respect of the recruitment, support and retention of staff. Governors raised a question about vacancy percentage of nursing by speciality. Mr McGee confirmed that a report on percentages of nursing post vacancies would be obtained. Mr McGee confirmed that activity continually increased as the colder weather approached.

It was noted that focus also needed to be directed on keeping people out of hospital ("Home First" was working on this initiative, keeping the length of stay in hospital as short as possible, giving the appropriate care and right care in order that the patient's stay is not unduly long).

Mr Holden observed that staffing and mortality had been discussed previously, but asked about bullying in the Trust. Mr McGee confirmed that the 'Big Conversation' scheme was on-going in the Trust. Mr McGee clarified that bullying would not be tolerated. Mr McGee confirmed that there were relevant groups for staff to approach, such as the Freedom to Speak Up Guardian and the Freedom to Speak Up Champions.

**ACTION: Mr McGee to request a report providing the percentage of nursing vacancies by speciality for all nursing posts.**

b) Board Committee Feedback: Workforce Transformation Committee

Mrs Whyham delivered a presentation on Workforce Transformation which included:-

- The Overarching Workforce Transformation Strategy which was underpinned by the following strategies: Recruitment and Retention; Staff Engagement; Health and Wellbeing; Education; Apprenticeships, Equality, Diversity and Inclusion; Compassionate Leadership and Just Culture.
- Key Challenges: Sickness 5.4%; 230 WTE Nursing Vacancies; 89 WTE Medical Vacancies; Medical Turnover 17%; Nursing Turnover 10%; Agency Spend circa £36M per year; Staff Engagement 7.18%, Core Skills Training 87%

Governors discussed the recruitment of nurses and comments were made as follows:-

- The Trust should prioritise growing their own nurses and support staff through apprenticeships.
- Some nurses who had trained and worked here previously had applied for posts and not been successful. Mr McGee responded that the Trust should consider removing barriers to staff and nurses applying for a job at the Trust.

c) Board Committees: Governor Feedback Forms

i) Workforce Transformation Committee 29<sup>th</sup> July 2019

The feedback form was provided by Mrs Roche and circulated with the full committee meeting papers. There were no actions from this meeting for the Governor attendee.

The Chair asked if there were any comments regarding this feedback. No comments were received.

ii) Finance Committee 18<sup>th</sup> September 2019

The feedback form was provided by Mr Owen and circulated with the full committee meeting papers. There were no actions from this meeting for the Governor attendee.

The Chair asked if there were any comments regarding this feedback. No comments were received.

iii) Quality Committee 23<sup>rd</sup> September 2019

The feedback form was provided by Mr Owen and circulated with the full committee meeting papers. There were no actions from this meeting for the Governor attendee.

The Chair asked if there were any comments regarding this feedback. No comments were received.

iv) Performance & Operations Committee 23<sup>rd</sup> October 2019

Mr Gratrix provided feedback from the above Committee meeting. Mr Gratrix stated that the Chair of the meeting (Mr Mark Beaton) had reported that the Performance & Operations Committee was a newly established Committee, previously attached to the Finance Committee and that the remit of the members should be interactive and participative. Mr Gratrix commented that the Divisional Directors were invited on a rotational basis each month to report on positive issues and areas of concern.

9. Lead Governor and Deputy Lead Governor Reports

a) Governors Informal Meeting held on 28<sup>th</sup> October 2019

Mrs Crouch reported that most items had been included on the agenda, but she wanted to convey her thanks to the Chair on behalf of the Governors for his prompt response to Governor enquiries.

b) Buddy System Update

Mr Holden reported that there were four new Governors who had expressed interest in having the support of a buddy. Mr Holden had contacted each established Governor regarding the Buddy system to ask if they would like to support a new Governor and had received one response. Mr Holden would contact the new Governors again to establish if they still wished to use the Buddy System.

**ACTION: Mr Holden to contact the Governors regarding the Buddy System.**

10. Chairs Updates from Council of Governors Committee Meetings

a) Membership Committee Feedback Form from 7<sup>th</sup> October 2019

The feedback form was provided by Miss Daniels and circulated with the full committee meeting papers. The Membership Committee feedback report was noted.

Mrs Crouch added that there had been some discussion around canvassing the Governors about their involvement in promoting membership and refreshing the Membership Committee.

**ACTION: Mrs Crouch to write to all Governors about refreshing the Membership Committee.**

b) Governors' Strategic Focus Group Feedback Form from 8<sup>th</sup> October 2019

The feedback form was provided by Mr Burrow and circulated with the full committee meeting papers. The GSFG feedback report was noted.

c) Nominations Committee Meeting Feedback Form from 22<sup>nd</sup> October 2019

The feedback form was provided by Miss Oates and circulated with the full committee meeting papers. The Nominations Committee feedback report was noted.

11. Quality and Safety

CQC Action Plan

Mr Verstraelen, Deputy Director of Quality Governance, introduced himself and provided an update on the progress of the Trust's CQC Action Plan.

Mr Verstraelen reported that the Trust's care was graded as good with areas graded as outstanding and this message should be communicated to staff throughout the Trust. The Well-Led domain was the main area of improvement and it would be the responsibility of the Trust's leaders to lead the Trust towards a more open and honest culture. The Trust was in the midst of developing the Action Plan together from the CQC Report which identified 32 'must do' actions and 86 'should do' actions for the Trust.

An explanation of the terms was given by Mr Verstraelen: 'must do' actions indicated that the Health Care Provider had breached regulations and 'should do' actions indicated that if the Provider had failed to make improvements, they could be in breach of regulations.

The Trust was now finalising the plan for sign off by the Executive Team. Governors noted that work was on-going whilst the plan was being finalised to align the 'must do' actions to the relevant Board Committee with a Lead Director being associated to each action. The 86 'should do' actions would be prioritised once the 'must do' actions had been addressed and one action plan would be formulated. The Board Committees would have ownership and monitor the delivery of the action plan. The Quality Committee would be the overarching Committee reporting to the Board of Directors on the delivery of the CQC action plan.

The Chair stated that staff should be commended for delivering good care under difficult circumstances.

The Chair also stated that he expected another CQC Inspection next year, however, they could visit at any time without notice.

12. Engagement

a) Freedom to Speak Up Report

Mrs Terri Vaselli, Freedom to Speak Up Guardian, introduced herself and gave a presentation regarding progress in respect of Freedom to Speak Up activities taking place across the Trust.

13. Items Recommended for Discussion or Decision

There were no items to recommend for discussion or decision.

14. Items for Information/Discussion/Approval

a) Attendance Monitoring

The attendance monitoring document had not been included in the full papers for this meeting in error and would be circulated to all Governors as per the action under item 6.

b) Trust Values/Examples of Value of the Month

The Value of the Month was noted.

15. Motions

a) Motions or Questions on Notice

There were no motions or questions on notice.

b) Urgent Motions or Questions on Notice

There were no urgent motions or questions on notice.

16. Formal Meeting Review

Governors stated that the meeting had been productive.

17. Declaration of Confidentiality

No items were declared confidential.

18. Date of Next Meeting

The next meeting of the Council of Governors will be held on Wednesday 11 March 2020 at 2.00 pm in the Board Room, Trust Headquarters, BVH.