

Minutes of the Council of Governors Meeting
held on Wednesday 18 November 2020 at 2.30 pm
via Microsoft Teams

Members Present: Mr Pearse Butler – Chairman

Public Governors:-

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| 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 Patricia Greenhough | Wyre Constituency |
| Mr Zacky Hameed | Blackpool Constituency |
| Mrs Camilla Hardy | Blackpool Constituency |
| Mr George Holden | Blackpool Constituency |
| Mr Ian Owen | Wyre Constituency |
| Mrs Pat Roche | Blackpool Constituency |
| Mrs Lisa Robins | Blackpool Constituency |
| Mr Graham Stuart | Fylde Constituency |

Staff Governors:-

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| Miss Tina Daniels | Non-Clinical Support |
| Mrs Jenny Gavin | Clinical Support |
| Dr Ranjit More | Medical & Dental |

Appointed Governors:-

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|----------------------------|-----------------------------------|
| Mrs Margaret Bamforth | Blackpool & The Fylde College |
| Mr Paul Bibby | Lancashire & South Cumbria NHS FT |
| Dr Debbie Kenny | University of Central Lancashire |
| Dr Amelia Hunt | Lancaster University |
| Councillor Martin Mitchell | Blackpool Council |

In Attendance:

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| Mrs Sharon Adams | Interim Director of HR & OD |
| Mr Mark Beaton | Non-Executive Director |
| Mr Tim Bennett | Deputy Chief Executive/Executive Director of Finance and Performance |
| Mrs Angela Bosnjak-Szekeres | Director of Corporate Governance |
| Mr Mark Cullinan | Non-Executive Director |
| Mrs Jacinta Gaynor | Membership & Governors Officer (minutes) |
| Mrs Amy Hirst | Corporate Governance Officer (observer) |
| Mrs Natalie Hudson | Executive Director of Operations (Emergency and Urgent Care) |
| Professor Tony Warne | Non-Executive Director |

It was noted that some items would be discussed out of sequence to the agenda.

1. Chair's Welcome / Introductions

The Chairman welcomed everyone to the meeting and explained the protocol for virtual meetings.

At this point, the Chairman informed the Governors that Mrs Betty Ray, a longstanding volunteer at the Trust and a former Governor for the Wyre Constituency, had sadly died the previous week.

2. Declarations of Interests

With regard to declarations of interests, the Chairman declared that he was the interim Chair of Atlas.

3. Apologies for Absence

Apologies for absence were received from Councillor Charlie Edwards (Appointed Governor – Lancashire County Council) and Mrs Sharon Vickers (Staff Governor - Nursing & Midwifery).

It was noted that the meeting was quorate.

4. Minutes of the Previous Council of Governors Meeting held on 16 September 2020

The minutes of the previous meeting held on 16 September 2020 were presented for approval.

RESOLVED: The minutes of the previous meeting held on 16 September 2020 were approved as an accurate record.

5. Matters Arising:-

a) Action List

The Chairman confirmed that one item on the action list, which was in relation to an update on Atlas, was outstanding and that he would provide a verbal update in his Chair's Update and that a detailed update would be provided at the next meeting.

ACTION: A detailed update on Atlas to be provided at the next meeting.

In response to Mr Holden's request for clarity in relation to the progress reported on the above item, it was confirmed that the Chair and Non-Executive Director (NED) recruitment referred to the Atlas Chair and NED and this would be provided as part of the Trust Chair's update.

6. Governance

a) Governor Elections Update

The Chairman invited Mrs Bosnjak-Szekeres to provide an update to the Governors. Mrs Bosnjak-Szekeres drew attention to the previously circulated report which, in-line with the Trust Constitution, requested approval from the Council of Governors in respect of the election timetable outlined in section 2 of the report and to agree the delegation of the vetting of the tenders to a group/committee of the Council of Governors, which would then make a recommendation to the Council of Governors for the appointment of the Returning Officer. It was noted that four quotations had been requested and three had been returned. Due to the tight deadlines involved it was agreed that the Nominations Committee be given delegated authority by the Council of Governors to progress with the vetting of the quotes for the appointment of the Returning Officer for the Governor elections.

RESOLVED: That the Nominations Committee be provided with delegated power of authority to progress with the vetting of the quotes for the appointment of the Returning Officer for the Governor elections.

That the elections timetable be approved as outlined in section 2 of the report.

b) Equality Impact Assessment

The Chairman invited Miss Daniels to report. Miss Daniels reported that, following a discussion relating to the Chairman's appraisal, Governors had requested information about Equality Impact Assessments (EIA) and the process for completing an EAI. Miss Daniels drew attention to the report, taken as read, and provided a brief overview. She stated that she would respond to any questions from Governors outside the meeting. Mrs Crouch requested that the process be illustrated at a future meeting.

ACTION: Miss Daniels to respond to any questions from Governors outside the meeting.

The process to be illustrated to the Governors at a future meeting.

7. Chair's Report: -

a) General Update

The Chairman informed the Governors that the Trust was experiencing another challenging period due to the pandemic and that a detailed update would be provided later in the meeting.

i) Atlas Update

The Chairman informed the Governors that discussion had recently taken place about commencing a recruitment process for the Atlas Chair's post and two new NED roles due to terms of office expiring. It was noted that the composition of the Atlas Board of Directors would be restructured to include the Trust's Chief Executive as a member on the Atlas Board to enable closer working with the Trust.

In response to a query from Mr Gratrix about the recruitment process, the Chairman confirmed that it would be carried out on a similar basis to the Trust's Chair recruitment process.

ii) Covid – Control and Command

With regard to Covid control and command, the Chairman reported that the Trust and the whole of the NHS had moved from Level 3 to Level 4 and was now under the direction of the Department of Health (DoH) and the Secretary of State.

iii) Integrated Care System (ICS)

The Chairman informed the Governors that a new Chair had been appointed to the ICS, Mr David Flory. He commented that the Trust would now begin to note the impact of partnership working with the ICS and it was noted there was an acknowledgement across all partnership organisations about the impact of the pandemic across the North West region.

In response to Mr Curry's query relating to Parkwood, the Chairman informed the Governors that the Parkwood land/building would become Trust property and that consideration was being given to using the site to provide a safe space for the care of patients with mental health issues who presented at the Emergency Department (ED).

b) Emergency Village and Critical Care (EVCC) Scheme Update

The Chairman invited Mr Bennett to provide an update. Mr Bennett gave a brief overview of the business case progress to date. He reported that there had been some significant changes to the originally submitted business case, but stated that the business case would still meet the requirements of the Trust. He confirmed that some funding had already been received and further funding would be received at the end of the year. He reported that following significant patient and user input the main changes were; an increase from a 14 to 16 beds facility, retention of an 8 beds High Dependency Unit to be re-located adjacent to the ED, an increase in critical care facilities within the ED.

Mr Bennett confirmed that a new mental health unit would be built adjacent to the ED to provide a safe environment to care for patients and that the Urgent Care Centre would be brought back on site with an increased waiting area and five new major cubicles. It was noted that a re-design of care pathways was being undertaken with a focus on 'front door' treatment. Reference was made to the lengthy timescale, which was due to work being carried out within the confines of an operating ED.

In response to Mrs Roche's question on how flexible the system was to deal with the possible increase in patients with mental issues as a result of Covid-19, Mr Bennett confirmed that the new unit would provide a safe, enhanced and dedicated area for the care and treatment of patients who presented at the ED. He stated that working with Lancashire Care NHS Trust the model would be to treat as many patients as possible within the community. Mrs Roche commented that she understood that part of The Harbour had been closed due to a lack of staff and sought assurance that the Trust would have the required staff to operate the unit. Mr Bennett stated he could not comment on The Harbour as this was part of the Lancashire & South Cumbria Trust,

however, he had been assured that the required staff would be recruited. There was a short discussion on the long-term strategy around staffing and the Trust's 'growing our own' initiative.

In response to Mrs Hardy's question on how the success of the EVCC would be measured, Mr Bennett confirmed that the business case outlined key performance indicators (KPIs) for clinical improvements such as improved mortality and clinical pathways for patients and that these would be used to monitor the success of the EVCC.

Mr Bibby referred to Mrs Roche's comment about The Harbour and confirmed that it was fully operational, but that it experienced the same staff challenges as other NHS organisations across the country and confirmed that work had been undertaken to address the short and long term staff shortages. He further stated that it had been estimated that an increase of up to 25% - 30% for mental health services could be experienced as a result of Covid, but the demand was being regularly monitored. Mr Bibby commented that he welcomed the addition of the mental health unit at the Trust. Mr Beaton reported that the long-term staffing plan was monitored at the Operations Committee with the use of a staffing trajectory and that an improvement had been noted over the past two months, but that it would take some time to resolve the issues.

c) People Plan Update

Mrs Adams drew attention to the previously circulated slides and reported that the People Plan had been published at end of July 2020 by NHS England/Improvement and Health Education England to set out collectively how the NHS supported its workforce and how to foster an inclusive culture and work together differently to deliver patient care. She stated that the plan would focus on four themes; looking after people, belonging in the NHS, new ways of working and growing for the future. Mrs Adams referred to the Trust's plan for 'growing our own' and confirmed that this would take between 2 to 3 years.

Mrs Adams reported that the Trust had reviewed the actions to be taken in partnership with Lancashire and South Cumbria and the two organisations were working closely together to incorporate the actions across the Trust. She reported that Professor Warne had been appointed as the Non-Executive Wellbeing Guardian and Mr Bennett had been appointed as the Cycle to Work Lead. The Chairman asked for an update on the People Plan to be reported to the Board of Directors.

ACTION: Mr Moynes/Mrs Adams to provide an update on the People Plan to the Board of Directors.

d) Non-Executive Director Update

The Chairman invited Professor Warne to report. Mr Warne referred to the previously circulated report and stated that the Quality & Clinical Effectiveness Committee continued to focus on the work within the Divisions to gain assurance. He reported that the Divisional Triumvirates attended the meetings to present and feedback on their action plans and he commended the quality of the reports presented and the work carried out with the Executive Directors and the divisions prior to the meetings taking place.

e) Covid-19 / Recovery / Winter Plan

The Chairman invited Mrs Hudson to report. Mrs Hudson referred to the previously circulated slides and confirmed that the Phase 3 plan had been submitted. She reported that the Trust had achieved 84% of elective activity during October and confirmed that cancer work and urgent operations had continued to be undertaken, although there were significant pressures due to Covid-19. She confirmed that bed occupancy was up to 92% due to Covid-19 and this was impacted by patients being unable to be discharged until 14 days after receiving a positive Covid test result.

Mrs Hudson drew attention to the winter plan slide and confirmed that the Trust had 40 schemes within the plan to improve patient pathways and to streamline services. She confirmed that the NHS 111 Pilot scheme data was under review to assess the impact on the ED service and the key issue was around patient flow. The Chairman advised that this was a national issue due to the strict rules surrounding the care of Covid-19 patients.

In response to Mrs Robins' question relating to the lack of referrals to Care Home Select care homes in Blackpool, Mrs Hudson confirmed that she would investigate the issue.

ACTION: Mrs Hudson to investigate the lack of referrals to Care Home Select care homes in Blackpool.

In response to Dr More's query about whether there were any other schemes other than the NHS 111 Pilot scheme for relieving the pressure of non-serious patients, Mrs Hudson confirmed that Fylde Coast Medical Services (FCMS) streamlining model was used for non-urgent patients, however, there was currently a high volume of ambulance admissions of sick patients. She confirmed that the winter plan schemes needed to be reviewed in relation to the streamlining of patients.

There was a short discussion around the impact of a possible vaccine and it was confirmed that this would not have any immediate impact, but that work would be undertaken with system partners around designated pathways.

In response to Mr Curry's query on patients contracting Covid-19 after being admitted, the Chairman stated that due to the nature of Covid-19, patients could be admitted to the ED and be negative, but within days could test positive. He confirmed that all patients were currently being tested on day 3 and day 5 following admission. In addition, it was noted that it was possible to contract the virus from staff who were asymptomatic. Mrs Hudson confirmed that, in-line with national guidance, the Trust aimed to test all front facing staff twice a week in order to identify asymptomatic staff who would then need to isolate and that all patients were swabbed and were not moved until their results had been received.

There was a short discussion around bed modelling mitigations and it was reported that, since re-modelling due to Covid-19, there were some issues in relation to discharge pathways which were being constantly monitored.

In response to a query from Mr Gratrix relating to an outbreak within a nursing home and staff continuing to work, Mrs Hudson stated that the home had been closed to admissions for 28-days with no patients transferred. The Chairman confirmed that none of the staff had worked within the Trust.

Mrs Gavin highlighted an issue with newly recruited Indian nurses who had been required to isolate for 14-days and had not received any support from the Trust. The Chairman confirmed that this would be investigated.

ACTION: Mrs Adams to investigate the lack of support provided to the newly recruited Indian nurse in isolation.

In response to Mrs Greenhough's query relating to the testing of air vents across the Trust, Mrs Hudson confirmed that air vents in theatres were regularly checked, however, she would investigate whether other air vents were regularly checked and provide feedback.

ACTION: Mrs Hudson to investigate whether air vents were regularly checked and provide feedback to the Governors.

8. Governor Feedback from Board Committee Meetings:-

a) Quality & Clinical Effectiveness Committee (22 September 2020 and 27 October 2020)

The Chairman invited Mrs Bamforth to provide feedback from the Quality & Clinical Effectiveness Committee meetings. Mrs Bamforth referred to the feedback forms that had previously been circulated to Governors and stated that she agreed with Professor Warne's feedback that the Committee had noted significant traction in the work being undertaken across the Trust.

b) Operations Committee (24 September and 29 October 2020)

The Chairman invited Mr Gratrix to provide feedback from the Operations Committee meeting. Mr Gratrix advised that discussion had taken place at the meeting about the reports submitted to the Committee and he commended the Non-Executive Directors and Executive Directors because it was evident that all reports had been read and challenged where appropriate, however, he stated that the focus should be on the feel of the Trust rather than just from reports.

c) NHS Providers National Governors' Conference

Mrs Crouch referred to the previously circulated report and stated that the conference had raised a number of interesting items and she suggested that these be discussed at the next Governors Informal Meeting or Governors Strategic Focus Group meeting.

ACTION The Corporate Governance Team to include this item on the agenda for either the next Governors Informal Meeting or the next Governors Strategic Focus Group meeting.

NHS Providers Governors' Advisory Committee (GAC) Elections

Mrs Crouch drew attention to the NHS Providers Governors' Advisory Committee (GAC) elections, details of which had been circulated to Trusts. It was agreed to circulate the information to Governors, seeking expressions of interest.

ACTION: The Corporate Governance Team to circulate the GAC information to Governors requesting expressions of interest.

d) Feedback from Governors Informal Meeting on 27 October 2020

Mrs Crouch confirmed that items discussed with the Chairman had been placed on the Council of Governors meeting agenda.

Mrs Crouch highlighted two issues; firstly, the lack of membership on the Membership Committee and she asked Governors to consider joining the Committee and, secondly, the previously circulated report in relation to how best to function as a group and she stated that the Non-Executive Directors were interested in working with a sub-group of Governors and this would be taken forward by the Governors Strategic Focus Group.

ACTION: Governors to consider joining the Membership Committee.

The Governor Strategic Focus Group to take forward the NED/Governor working.

9. Attendance Monitoring

The attendance monitoring form was noted.

10. Any other Business

a) Thank you

Mrs Crouch took the opportunity to thank the Chairman for all the work he had done for the Trust and especially in relation to the Governors.

11. Formal Meeting Review

This item was not discussed.

12. Declaration of Confidentiality

The Chairman confirmed that no items were to be declared confidential.

13. Date of the Next Meeting.

The next Governors Formal Meeting will take place on Wednesday, 17 March 2020.