

Council of Governors Meeting
held on Wednesday 21st March 2022
at 2.00.p.m. via Microsoft Teams

Members

Mr Steve Fogg	Trust Chairman
Mrs Margaret Bamforth	Appointed Governor – Blackpool and the Fylde College
Mrs Jeannette Beckett	Public Governor – Blackpool Constituency
Mrs Sue Crouch	Public Governor - Wyre Constituency (Lead Governor)
Miss Tina Daniels	Public Governor - Non-Clinical Support
Mrs Adele De-Vito	Public Governor - Blackpool Constituency
Mrs Jenny Gavin	Staff Governor - Clinical Support
Mrs Gail Goodman	Public Governor - Fylde Constituency
Mr Zacky Hameed	Public Governor - Blackpool Constituency
Mrs Debbie Kenny	Appointed Governor – UCLAN
Miss Christina McKenzie-Townsend	Public Governor – Wyre Constituency
Cllr Martin Mitchell	Appointed Governor – Blackpool Council
Mr John Moore	Public Governor – Fylde Constituency
Dr Ranjit More	Staff Governor - Medical & Dental
Mr Ian Owen	Public Governor – Wyre Constituency
Mr Nigel Patterson	Public Governor – Blackpool Constituency
Mrs Lisa Robins	Public Governor - Blackpool Constituency
Ms Pat Roche	Public Governor - Blackpool Constituency
Cllr Rick Scott	Public Governor – Blackpool Constituency

In attendance

Mrs Jacinta Gaynor	Corporate Governance Officer
Mrs Natalie Hudson	Chief Operating Officer
Miss Lauren Kavanagh	Corporate Governance Officer
Mrs Louise Ludgrove	Interim Director of People and Culture
Mr Peter Murphy	Director of Nursing, Midwifery, AHP & Quality
Mrs Esther Steel	Director of Corporate Governance

Apologies

Mr David Collett	Staff Governor - Nursing & Midwifery
Mr Graham Curry	Public Governor - Blackpool Constituency
Mrs Pat Greenhough	Public Governor – Wyre Constituency

1. Welcome and Introductions

Mr Fogg welcomed members to the meeting, and it was noted that the meeting was quorate.

2. Declarations of Interest

There were no declarations of interests.

3. Apologies for Absence

Apologies were received as recorded above.

4. Minutes of the Previous Meeting

Members having had the opportunity to review the minutes of the previous meeting, approved them as a true and accurate record, subject to the amendment of Mrs Beckett name.

RESOLVED: The minutes of the previous meeting held on 15 December 2021 were approved as a true and accurate record, subject to the amendment above.

5. Matters Arising and Action Matrix

Members noted the position of the action list. It was agreed that all actions within the action list would be addressed before the next meeting and an additional meeting on strategy would be arranged for Governors.

ACTION: Arrange a separate Governor meeting on Trust Strategy.

6. Chairman's Report

The Chairman reported that the Board of Directors Meetings were becoming more transparent and highlighted important content. The Trust had welcomed new appointments to the Board and would be welcoming new Non-Executive Directors (NEDs) shortly. It was highlighted that the Trust was implementing a new governance structure with regards to Board Sub-committees, which would include Workforce Assurance Committee, Quality Assurance Committee and Finance and Performance Committee.

The Chairman advised that the Integrated Care System (ICS) had recruited a new Chief Executive and that he would be invited to attend the Council of Governors meeting at a future date.

ACTION: To invite the ICS new Chief Executive to a future meeting of the CoG.

It was noted that the Chairman and Chief Executive had met with Mr Boris Johnson and had a productive session, where it had been discussed that Blackpool would be a great pilot for transformation.

The Chairman highlighted the work being undertaken as a community with local authorities to ensure all organisation were working with an integrated approach going forward.

Governors discussed the work of Blackpool Council and the tremendous work with regards to the Covid-19 vaccination programme. Governors highlighted the importance of integration and confirmed that steps to link the local authorities and the Trust were already commencing.

Governors agreed that their engagement within the community was important to ensure the correct integrated messages were being discussed and welcomed development of this.

7. Lead Governor Report

The Lead Governor advised that at the Informal CoG meeting on the 27th February 2022, the Governors raised issues around the CQC report, unvaccinated staff, Nightingale Ward and the New Hospital Programme (NHP). It was noted that these issues were on the agenda and that the NHP would be discussed at a future meeting.

ACTION: To add the NHP to a future CoG agenda.

The Lead Governor recommended that the Governors attend the Board of Directors Meeting in Public, as it provided an overview of the business of the Trust.

It was agreed that the Lead Governor would work with the Director of Corporate Governance to ensure Governors could seek assurance from the committees.

It was further agreed that Dr Heather Catt (Consultant in Public Health) would attend a future CoG meeting to discuss the green plan and updaters on public health.

ACTION: To invite Dr Catt to attend a future CoG meeting.

8. Governors Feedback from the Quality and Clinical Effectiveness Committee

The Quality and Clinical Effectiveness Committee observer provided a brief update on the recent meeting and advised that the Governors were all invited to the shadow committee which was a deeper dive into topics discussed on the agenda.

It was noted that there was evidence of challenge at the committee and topics discussed included serious incidents, maternity, infection prevention and control, mortality and health and safety.

9. Governors Feedback from the Operations Committee

The Lead Governors who attend the Operations Committee highlighted that the Trust had an underlying deficit of £150 million, and that the NEDs had requested a 2-year plan with regards to HR.

It was noted that in the future reporting structure, HR would be reporting to the Workforce Assurance Committee, which a Governor would be invited to attend.

Members highlighted the benefits of the Shadow Committees as it provided Governors with an inclusive discussion with the NEDs

10. Care Quality Commission (CQC) Update

The Director of Nursing, Midwifery, AHP & Quality gave an update on the recent CQC visit and subsequent actions that the Trust would have to take to address the challenges highlighted by the CQC. The following points were raised: -

In September and October 2021, the CQC carried out an announced well-led inspection and four unannounced core services inspections at the trust covering:

- Urgent and Emergency services,
- Medical (including older people's care),
- Surgery,
- Critical Care.

Within the inspection report received there were 59 recommendations: 32 MUSTs and 27 SHOULDs.

In addition to the inspection report, in October 2021, the Trust received a Section 29a Warning Notice concerning three key areas:

- Harm reviews for patients waiting longer than expected (RTT),
- Emergency Department (ED) and incidents,
- Incident management and learning (Governance).

The Trust had implemented three workstreams in response to each concern within the Section 29a Warning Notice, each with a Senior Responsible Officer and associated action plan in place.

Members noted the challenges within the ED due to levels of attendances and the pressure that the staff were experiencing. The Director of Nursing, Midwifery, AHP & Quality advised that the Trust had psychological and senior staff support for staff within the ED and continually recognised the hard work they do every day. It was noted that work was required to improve the department and that was outlined within the CQC action plan.

Members noted that work had to take place with regards to the culture within the Trust and were encouraged that work had already commenced to improve this challenge. The Chairman commented on the work that had already taken place despite dealing with the Covid-19 pandemic.

The Chief Operating Officer advised that work was ongoing with regards to electives, data quality and waiting lists. It was noted that an external company had been tasked with reviewing the Trust's waiting lists.

Members welcomed this update and highlighted the importance for the Governors to understand the recommendations from the CQC and how the Trust was addressing them.

11. Covid Update (Nightingale Ward and Vaccination Programme)

The Chief Operating Officer provided an update on the vaccination programme. Members noted that 160,000 vaccinations had been delivered through the vaccination hub, with 88% of staff being triple vaccinated. Members noted that due to a statute passed through Parliament, that mandatory vaccination was no longer a condition of employment for NHS. It was noted that work continued to be undertaken to encourage all staff to be vaccinated.

The Chief Operating Officer provided an update on the Nightingale Ward and explained that the Trust had attempted to use the ward as a means to alleviate the pressures within the ED and increase the patient flow throughout the hospital. Unfortunately, due to the strict governance arrangements required to be in place in order to admit patients to the ward this had not been a viable option.

12. Update on Operational Pressures and Recovery

The Chief Operating Officer gave an update on the operational pressures with the key highlights relating to the continued ED pressures due to an increase in attendances specifically walk-in attendances being up by 20% compared to the previous four months and ambulance handovers were being impacted. Members noted that all Lancashire & South Cumbria trusts were being challenged in this respect. Currently, there were a significant number of inpatients with Covid as an underlying rather than primary reason for treatment.

Members noted an increase to the bed base with a new modular ward due to arrive on site either late March or early April 2022 to house medically fit patients due for discharge with more therapy support.

Members noted that in relation to elective waiting list activity the CQC had raised concerns, these issues were being addressed with any patients at 104 weeks due to be treated by July 2022. It was noted that there were currently 22 patients being tracked.

Members noted that in relation to cancer services there were challenges within colorectal and breast due to the increase in referrals and the 2-week wait 95% target was not achieved in February 2022, however, it was predicted that 92% would be achieved in March 2022. Members further noted that a number of patients had gone over the 62-day treatment standard and that these patients were due to be treated as soon as possible, albeit there were challenges across the ICS. It was reported there remained issues in endoscopy, but that a business case proposal had been written for a fully staffed modular unit to be placed to address the issues.

At this point, the Chairman stated that he welcomed Executive Directors (EDs) to attend the Council of Governors to provide updates and that EDs should contact the Corporate Governance Team (CGT) to add items to the agenda when an update was required.

ACTION: EDs to contact the CGT to add items to the CoG agenda if updates are required.

There was a short discussion around the discharge patient information leaflet and how it could be alarming to patients by the detail and what they have to do. The Chief Operating Officer (COO) explained that the leaflet was aimed more at providing information to a patient's family, but that the concerns would be taken on board and feedback, it was noted that any other concerns could be directed to the COO directly.

Dr More enquired whether in relation to the increase in walk-in attendances at the ED, had primary care been affected the same? Members noted that a postcode analysis would be undertaken to ascertain what GP areas walk-ins were coming from. Members further noted that the Walk-in Centre opening hours had been extended and that a scoping document was being undertaken to propose GP surgery's opening at weekends.

13. Update on NED appointment

The Director of Corporate Governance stated that the process was progressing well. It was noted that of the 18 applicants, 14 would have a pre-interview with Peridot to enable shortlisting to take place. Members noted that due process was being followed to ensure a high calibre of candidate progressed through to the short-list. Further feedback would be available week commencing 28th March 2022.

14. Any Other Business

Culture Update

The Chairman informed the Governors that Mrs Ludgrove, Interim Director of People & Culture would provide them with an update on the recent publications in the Gazette newspaper and provide the Governors with her background details.

Mrs Ludgrove provided the following background information to the Governors, and stated that she had worked in the NHS for the past 30 years, 19 of which was in one Trust where she had progressed to Assistant Director of HR. Following this she embarked on an 'interim' career and over the past 11 years had worked in nine different trusts, whereby she had worked for specific reasons and in order to make changes to address specific challenges within those trusts.

It was reported that work was being undertaken with the Gazette to improve the relationship with the Trust. Members noted that a specialist company was to undertake work within the Trust to address cultural issues and to encourage staff to speak up. It was reported that the Board of Directors (BoD) fully supported the work and would welcome input from the Governors going forward.

The Chairman confirmed that the BoD were fully supportive, and the Chief Executive was very keen to progress the work being undertaken by the specialist company.

There was a detailed discussion around the issues, and it was confirmed that the BoD acknowledged there were issues to be addressed and that it would take time and effort from everyone.

Champions of Care

Mrs Beckett informed the Governors that she had been honoured to be involved in the shortlisting process for the Champions of Care Awards and that the nominations had all been very inspirational.

Informal Council of Governor Meeting

Mrs Crouch informed the Governors that Esther Steel, Director of Corporate Governance had expressed an interest in attending the second half of the meeting. Mrs Crouch stated that she would email Governors for their views following the meeting.

The Chairman stated that this would be beneficial from his point of view to enable queries to be dealt with in a timely manner.

ACTION: Mrs Crouch to email Governors seeking their views on Mrs Steel attending the Informal CoG meetings.

Members noted that the progress with engagement that had been undertaken over the past 12 months would continue through the Shadow Committees and Executive Directors would be invited to attend meetings of the CoG.

15. Date and time of the next meeting

The next meeting of the Council of Governors will be held on Wednesday 7th June 2022 at 3pm.