

## Board of Directors (In Public)

### Item 1.10

**Subject:** Chief Executive's Report  
**Date of Meeting:** Tuesday 7<sup>th</sup> February 2023  
**Presented by:** Jane Tomkinson, Chief Executive  
**Purpose of Report:** To Note

BAF Reference	Impact on BAF
All	The report updates on a range of issues.

Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	<b>Acceptable assurance</b> Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	<b>Partial assurance</b> Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	<b>Low assurance</b> Evidence indicates poor effectiveness of controls

### 1. CMAST Update

The CMAST Leadership Board met on an informal basis in both December 2022 and January 2023.

On 2<sup>nd</sup> December the group considered the current facts and planned responses to then proposed strike action in a discussion led by the ICB workforce team. Further business considered by the Board included:

- A review and proposed refresh of the ongoing work on pathology hubs being led by the Diagnostics Programme Board –we expect this refresh to result in an updated timetable for delivery that may, in time, require Trust decision making. Since the meeting confirmation has been received that a further 2 community diagnostic centres (CDC) have been approved at Halton and the Rutherford centre.
- Outcomes and conclusions of the Clinical Pathways Programmes, to date, on orthopaedics. This included a number of collaborative and improvement initiatives that did not require significant service change. Clinically and operationally led collaborative recommendations for optimising current system capacity were commended by the Board. The work we are doing on the ACS pathway has received much positive attention and the workstream lead Simon Constable Warrington CEO would like to incorporate this into the plan.
- A discussion on the impact and imperatives in urgent and emergency care arising from recent system pressures, including the delivery of zero >78 week waits by March 2023.

- NHSE Provider Collaborative Innovator Scheme expressions of interest process.

The CMAST Leadership Board also met on 6<sup>th</sup> January 2023, this was a shorter meeting in recognition of the ongoing significant operational pressures. The discussion was used to provide space for sharing and reflection covering the following areas:

- Current system pressures, hospital discharges and the ICB role as a system coordinator and convenor.
- Reflection from recent strike experiences and a look forward to proposed future industrial action.
- Cheshire and Merseyside orientation on the anticipated approach to responding to NHSE Planning requirements.
- The cancer backlogs are of concern with 14000 patients waiting on a pathway

The arrangements for formal Committee in Common (CiC) reporting continue to be developed.

## **2. Liverpool Clinical Services Review**

The Liverpool Clinical Services Review report has been published through the Cheshire and Merseyside Integrated Care Board public Board papers on the 20<sup>th</sup> January 2023. In terms of outcome, the context is that

*“As NHS organisations we all strive to deliver the very best care for our patients, but it’s only by working together that we will make the biggest impact in improving outcomes. Closer collaboration also means we can create the right conditions for recruiting and retaining a highly skilled workforce, with the benefits that this brings for both our staff and the wider population we serve.”*

In terms of next steps for the system:

- The report was to be presented to Cheshire and Merseyside ICB at its meeting on 26 January.
- Following the decision of the ICB the governance processes and structures will be established to deliver the recommendations.

The full report has been reviewed by the Board of Directors in the January 2023 extraordinary meeting.

## **3. COCH support update**

LHCH, has a long history of collaborating with other local hospitals in the best interests of patient care and improving outcomes. This was evident throughout Covid, and has continued with many LHCH teams, departments and individuals, both clinical and non-clinical, providing outstanding leadership and support to other local NHS services. However, most recently this has also included our support for the Countess of Chester Hospital NHS Foundation Trust (COCH) with their ongoing operational pressures and Improvement Plan.

The context to the support is that following the resignation of the COCH Chief Executive Officer, the LHCH CEO was approached by Cheshire and Merseyside ICB to provide support to the COCH.

In terms of the current position, Jane took up duties as Acting Chief Executive in December 2022 whilst continuing in her role at LHCH. Furthermore, to provide additional leadership support to COCH, dual roles have also been taken up by Sue Pemberton as Assistant Chief Executive, where she will offer invaluable experience on nursing, quality and patient safety, whilst Jonathan Develing is providing his expertise in the development of a new strategic plan for the Trust from January 2023. These are all part time secondments and will be reviewed at 6 months

Jane has built strong executive and leadership teams at LHCH, which will continue to drive forward LHCH's ambitions and strategic plan, and ensure LHCH maintains our outstanding services.

Following approval through the respective Remuneration Committees in January 2023, and for the COCH the Council of Governors (as per the COCH constitution), Jane has now been formally confirmed as the Accountable Officer for the COCH.

#### **4. Industrial Action Update**

The NHS alongside other sectors continues to face industrial action from a number of unions. LHCH has ensured a continued focus on preparedness for strike action, working with strike committees to maintain safe services.













We also recognise the impact of industrial action in other sectors including travel and education which has implications for our teams.

Appendix A provides an overview of confirmed strike dates as provided by Cheshire and Merseyside.

#### **5. Recommendations**

The Board of Directors are asked to review the content of this report.

## Appendix A – Confirmed NHS Industrial Action for Cheshire and Merseyside

Industrial Action Strikes announced across Cheshire and Merseyside							NHS Cheshire and Merseyside
19th January	23rd January	24th January	26th January	6th February	7th February	9th February	20th February
 <p>08:00 – 20:00hrs</p> <ul style="list-style-type: none"> <li>Countess of Chester Hospital NHS FT</li> <li>Mid Cheshire Hospitals NHS FT</li> <li>Bridgewater Community Healthcare NHS FT</li> <li>Wirral Community Health and Care NHS FT</li> <li>Wirral University Teaching Hospital NHS FT</li> <li>NHS Cheshire and Merseyside ICB</li> <li>St Helens and Knowsley Teaching Hospitals NHS Trust</li> <li>Cheshire and Wirral Partnership NHS FT</li> </ul>	 <p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>West Midlands Ambulance Service (provides PTS across C&amp;M)</li> </ul>  <p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>North West Ambulance Service</li> </ul>  <p>07:00 – 19:00hrs</p> <ul style="list-style-type: none"> <li>Liverpool Heart and Chest NHS FT</li> <li>Liverpool University NHS FT</li> </ul>  <p>11:00 – 23:00hrs</p> <ul style="list-style-type: none"> <li>North West Ambulance Service</li> </ul>	 <p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>North West Ambulance Service</li> </ul>	 <p>00:00 – 00:00hrs</p> <ul style="list-style-type: none"> <li>Alder Hey Children's NHS FT</li> <li>Liverpool Heart and Chest NHS FT</li> <li>Southport and Ormskirk Hospital NHS FT</li> </ul>	 <p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>North West Ambulance Service</li> </ul>  <p>08:00 – 20:00hrs</p> <ul style="list-style-type: none"> <li>Countess of Chester Hospital NHS FT</li> <li>Liverpool University Hospitals NHS FT</li> <li>Mid Cheshire Hospitals NHS FT</li> <li>Wirral University Teaching Hospital NHS FT</li> <li>St Helens and Knowsley Teaching Hospitals NHS FT</li> <li>Liverpool Heart and Chest Hospital NHS FT</li> <li>The Clatterbridge Cancer Centre NHS FT</li> <li>Liverpool Women's NHS FT</li> <li>Alder Hey Children's NHS FT</li> <li>The Walton Centre NHS FT</li> <li>North West Ambulance Service</li> </ul>	 <p>08:00 – 20:00hrs</p> <ul style="list-style-type: none"> <li>Countess of Chester Hospital NHS FT</li> <li>Liverpool University Hospitals NHS FT</li> <li>Mid Cheshire Hospitals NHS FT</li> <li>Wirral University Teaching Hospital NHS FT</li> <li>St Helens and Knowsley Teaching Hospitals NHS FT</li> <li>Liverpool Heart and Chest Hospital NHS FT</li> <li>The Clatterbridge Cancer Centre NHS FT</li> <li>Liverpool Women's NHS FT</li> <li>Alder Hey Children's NHS FT</li> <li>The Walton Centre NHS FT</li> <li>North West Ambulance Service</li> </ul>	 <p>00:00 – 00:00hrs</p> <ul style="list-style-type: none"> <li>East Cheshire NHS Trust</li> <li>Mid Cheshire Hospitals NHS FT</li> </ul>	 <p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>North West Ambulance Service</li> </ul>

NHS Cheshire and Merseyside ICB  
Emergency Preparedness, Resilience and Response Team  
Version 2.1. 19/01/2023

# Industrial Action Strikes announced across Cheshire and Merseyside

6th March	20th March						
<p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>• North West Ambulance Service</li> </ul>	<p>00:01 – 23:59hrs</p> <ul style="list-style-type: none"> <li>• North West Ambulance Service</li> </ul>						