

Board of Directors (In Public)

Item 1.8

Subject: Chief Executive's Report
Date of Meeting: Wednesday 26th April 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) To be used when the content of the report provides evidence of assurance					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Cheshire and Merseyside ICS Update

As a combined Cheshire and Merseyside system wide financial deficit remains, the Integrated Care Board (ICB) has been asked to make further planning submissions for the financial year 2023/24. Consequently, at an ICB level there is no approved plan and as organisations and systems have a statutory duty to live within resource envelopes, further work is being undertaken to put in place new expenditure controls. LHCH continues to collaborate as part of the ICS and the LHCH annual plan will remain in draft until the system plan is finalised.

The ICB has published the draft forward plan which has had extensive engagement and input from providers, networks, and other agencies. The plan reflects the population health approach being taken, strategic intelligence its use and application in meeting health inequalities and earlier intervention and prevention. In summary the plan seeks to improve services, structuring an approach around the themes of:

- Starting Well
- Living Well
- Ageing Well
- Physical and Mental Health
- Learning disabilities, disability, and autism
- End of Life Care

The plan also considers workforce, systems development, and the use of resources. The plan is also supported with the 9 Placed Based plans currently in development. The plan is expected to receive feedback from NHSE prior to formal publication in May 2023.

An ICS People and Workforce event was held on the 31st March 2023, and was attended by the LHCH Chief People Officer and Chair of the People Committee. This was an early step in exploring the changing landscape, the Cheshire and Merseyside workforce and the opportunities for collaboration.

2. CMAST Update

The mental health and community collaborative have developed a value proposition that seeks to provide an operating model and standardised approach across several areas within the collaborative.

Whilst the Cheshire and Merseyside Acute and Specialised Trust Alliance (CMAST) operate with different membership, to that of the former, there are clear interdependencies where collaboratives will wish to partner particularly in respect of community services, demand on urgent care services, hospital flow and community discharge.

Hence proposals are being brought forward for a convergence of work streams as and where appropriate, with both collaboratives meeting several times a year.

3. One Liverpool Update

The One Liverpool Partnership Group has held a workshop to consider progress against each of the segment workstreams by way of assuring impact and coordination. These are

- Liverpool clinical services review
- Long Term Conditions
- Healthy Children and Families
- Population Health
- Prevention and Health Inequalities
- Mental health and Learning Disabilities
- Complex Lives

4. Liverpool Clinical Services Review

In respect of the clinical services review, Sir David Sloman Chief Operating Officer of NHS England, has visited Liverpool to understand progress against the review to date. Observation and recommendation include:

- Development of an integrated population health approach
- Clinical strategy for the ICB and the city of Liverpool
- Pan Liverpool clinical senate
- System wide commitment to support Liverpool University Hospital
- More collaboration at scale

- Exploration of an integrated approach to Information platforms

The Joint Broadgreen Committee between LHCH and LUFT has met again in support of delivering the recommendations of the Liverpool Clinical Services Review, and included representation from MerseyCare NHS Foundation Trust. A joint workshop between Directors of Strategy and Chief Operating Officers was undertaken in advance of this meeting to look at key priorities for the 2023/24 workplan. It was agreed that 3 key workstreams would be taken forward; a joint operation and estates workshop (to include areas such as pharmacy and catering), a car parking options appraisal and development of well-being opportunities.

5. Liverpool Cardiology Partnership

CEOs from both LHCH and LUHFT met with Fiona Lemmons (Chair) to refresh and update the commitment towards the Liverpool Cardiology Partnership work. It was agreed that the partnership was vital in addressing some of the recommendation of the Liverpool Services Review and should now feed directly through the Broadgreen Joint Committee. Workstreams on ACS improvement have continued to be developed and the next phase of a pilot has commenced with the direct conveyancing of a small cohort of patients through NWS in the Liverpool system. Evaluation of this pilot will then feed to any subsequent roll out in Cheshire & Merseyside.

6. Hewitt Review

The Hewitt Review into the role and powers of integrated care systems (ICSs) was published on 4th April 2023. The review sought to maximise the opportunities ICSs bring to improve population health and wellbeing. The review identified a number of challenges which need addressing to enable ICSs to progress, including workforce and leadership development, funding, streamlined data requests, and planning. National targets were also considered alongside local targets. The fundamental need to join up health and social care was recognised throughout the review.

The four chapters within the review are:

- From focussing on illness to promoting health
- Delivering on the promise of systems
- Resetting our approach to finance to embed change
- Unlocking the potential of primary and social care and their workforce

NHS England and the ICS will need to consider the findings of the review, and the Trust will continue to support the developments as part of the Cheshire and Merseyside ICS.

7. Covid Inquiry

The Trust continues to track the Covid-19 Public Inquiry. In terms of progress

- there was a second preliminary hearing on the 1st March 2023 to look at the scope and procedures for the forthcoming public hearings for module 2 (focused on the UK's core political and administrative decision-making in relation to the Covid-19 pandemic) on 3rd March 2023.
- there was a first preliminary hearing on 28th February 2023 for module 3. This module includes consideration of the healthcare consequences of how the UK

government, devolved administrations and the public responded to the pandemic. This includes the capacity of healthcare systems to respond to a pandemic; the primary, secondary and tertiary healthcare sectors and services; and people's experience of healthcare during a pandemic.

The Trust voluntarily responded to the 'pre rule 9' questionnaire providing some initial feedback. It is expected that this will support the inquiry in determining the 'rule 9' requests (note: rule 9 entitles the Inquiry to send a written request for evidence).

The Trust has an identified Covid Inquiry team which will respond to any information requests as the inquiry proceeds.

8. Provider Licence

The new NHS provider licence (standard conditions) was published on 31st March 2023 following a consultation exercise which commenced in October 2022. The licence conditions are effective for 2023/24.

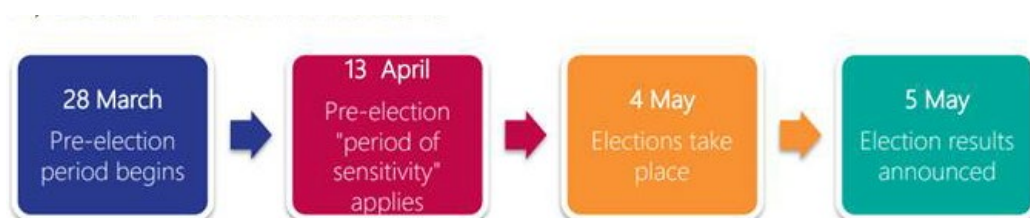
The NHS Provider Licence was introduced in 2013 for all NHS Foundation Trusts (as well as independent sector providers and from 2018 NHS controlled providers). Alongside the NHS Oversight Framework, the Provider Licence forms part of the oversight arrangements for NHS providers. The provider licence together with the statutory enforcement powers provide the legal mechanisms for any formal regulatory intervention and mandated support for challenged providers.

The licence has been updated to reflect the Health and Care Act 2022, with key changes including the expectation to collaborate, integrated services and health inequalities.

LHCH reviewed the draft revised licence and responded to the consultation in November 2022. A baseline assessment against the published licence will be completed and the quarterly checklist updated to provide assurance to the Audit Committee in Q1.

9. Local Elections

There are a number of considerations for NHS foundation trusts and trusts in the period of time known as the pre-election period (often referred to as purdah) leading up to the 2023 local government elections. The pre-election period begins on the 28th March 2023 and the local election timetable is set out below.



NHS Providers have set out the following key information for NHS Foundation Trusts and Trust Board of Directors.

Board meetings and normal regulation

Normal business and regulation need to continue during the pre-election period. NHS England, for example, is not expected to alter the dates on which it expects information from providers. Where a board discussion or sign off is required, there is no problem with holding a board meeting.

Where a board meeting needs to take place, the agenda should be confined to those matters that need a board decision or require board oversight. Matters of future strategy or the future deployment of resources may be construed as favouring one party over another and should be avoided.

Use of the confidential part or part 2 of the agenda to discuss matters that may be politically controversial is not recommended. Such matters should be deferred until after the pre-election periods.

The NHS Providers briefing has been shared with all Board members and considerations made for the April 2023 meeting of the Board of Directors.

10. Industrial Action Update

The NHS alongside other sectors continued to face planning for industrial action from a number of unions. LHCH continues to ensure a strong focus on preparedness for strike action, working with strike committees to maintain safe services. The divisions have continued to look at actions to support activity and performance whilst ensuring patient safety is at the heart of all decisions. The reduction of activity on strike days will mean continued delays in patient care, extension of performance trajectories and increased financial pressures. The British Medical Association Junior Doctor Strike days planned in April 2023 will mean a challenging start to 2023/24 with significant workforce challenges following the Easter Bank Holiday. The financial arrangements for 2023/24 see activity move to API (aligned payment incentives) from a block payment system, and the financial and performance impact of the strikes will be evaluated as part of the review against plan in Month 1.

11. Recommendations

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

Appendix A

Industrial Action Strikes announced across Cheshire and Merseyside

30th April 2023

1st May 2023

2nd May 2023



RCN Industrial Action will take place from 30th April 20:00hrs through to 2nd May 20:00hrs over the Bank Holiday Weekend.

Alder Hey Children's NHS Foundation Trust
Bridgewater Community Healthcare NHS Foundation Trust
Cheshire and Wirral Partnership NHS Foundation Trust
Countess of Chester Hospital NHS Foundation Trust
Liverpool Heart and Chest Hospital NHS Foundation Trust
Liverpool University Hospitals NHS Foundation Trust
Liverpool Women's NHS Foundation Trust
Mersey Care NHS Foundation Trust
Mid Cheshire Hospitals NHS Foundation Trust
NHS Cheshire and Merseyside ICB
Northwest Ambulance Service NHS Trust
St Helens and Knowsley Teaching Hospitals NHS Trust
The Clatterbridge Cancer Centre NHS Foundation Trust
The Walton Centre NHS Foundation Trust
Wirral Community Health and Care NHS Foundation Trust
Wirral University Teaching Hospital NHS Foundation Trust

National Education Union Strikes to take place across England on the following dates –

- 27th April 2023
- 2nd May 2023

NHS Cheshire and Merseyside ICB
Emergency Preparedness, Resilience
and Response Team
Version 6. 17/04/2023