

Council of Governors (in Public)

Item 8

Subject: Chief Executive's Report
Date of Meeting: Tuesday 7th March 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					
✓	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. CMAST Update

The Cheshire and Merseyside Acute and Specialist Trust (CMAST) Leadership Board met on 3rd February 2023. The meeting focussed on:

- **Liverpool Clinical Services Review** – The CMAST Leadership Board discussed the report recommendations in the context of the work of CMAST and the wider Cheshire and Merseyside Integrated Care System (ICS).
- **Workstream updates**
 - Workforce
 - Diagnostics
 - Cancer
 - Elective Recovery
 - Clinical Pathways
 - Finance, Efficiency and Value
 - Efficiency at scale (finance, procurement, medicine optimisation, workforce)
- **Planning process update** - The Integrated Care Board (ICB) and their partner NHS Trusts/FTs have a duty to prepare a first Joint Forward Plan. These plans need to be owned by the system – ICBs and their partner NHS trusts, and foundation trusts

should be writing these documents jointly with their system partners to ensure plans are fully aligned with the wider system partnership's ambitions.

The January 2023 CMAST briefing is appended to this report.

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 20th 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 presented to Cheshire and Merseyside ICB at its meeting on 26 January 2026. Following this the governance processes and structures will need to 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. Covid Inquiry Module 3

The Covid-19 Inquiry is taking a modular approach. Module 3 is in progress and this will consider the impact of the Covid-19 pandemic on healthcare systems in England, Wales, Scotland and Northern Ireland.

As part of Module 3 an information request in the form of a questionnaire was issued to all NHS Trusts. LHCH has responded to the request which focussed on what went well, what could have been better and lessons learned. The key aspects of our response were:

What went well:

- The provision of mutual aid across the system in terms of critical care capacity during the pandemic.
- The command structures operating within the Trust.
- The 6 point plan which included Segregation, Barrier Nursing, PPE, Cleaning and an addition of staff hygiene and work wear.

What could have been better:

- Access to PPE in the early stages of the pandemic.
- Clarity and consistency of communication from Regional/National sources on what was required for infection prevention purposes.

What we are most proud of:

- The way our team worked together to provide the best possible care for patients, working with the system to maximise the use of our critical care capacity.
- Our continued focus on the recovery of our services and reducing the waiting list backlogs accumulated during COVID-19.

5. 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. (*Note: the potential RCN Industrial Action for 1st- 3rd March 2023 is yet to be added to the infographic*).

6. Recommendations

The Council of Governors are asked to note the content of this report.

Appendix A – Confirmed NHS Industrial Action for Cheshire and Merseyside

