

## Item 3 Council of Governors (in Public)

**Minutes of the Meeting of the Council of Governors held on Tuesday 6<sup>th</sup> June 2023 at 1pm (in the Conference Room and via Microsoft Teams)**

Val Davies  
Michelle Beaver  
David Bromilow  
Dorothy Burgess  
Joan Burgen  
Terence Comerford  
Ray Davis  
Dr Neil French  
Elaine Holme  
Peter Humphrey  
Denis McAllister  
Allan Pemberton  
Dusty Rhodes  
Peter Wareham  
Trevor Wooding  
Wendy Caulfield

**In attendance:**

Nicholas Brooks  
Bob Burgoyne  
Jonathan Develing  
Margaret Carney  
Jonathan Mathews  
Karen Nightingall  
Sue Pemberton  
Louise Robson  
Jane Tomkinson  
Karan Wheatcroft  
Ian Gilbertson  
Karen Edge  
Nusaiba Cleuvenot

**Apologies for absence:**

Julian Farmer  
Karen Higginbotham  
Princey Santhosh  
Lynne Addison  
Megan Cromby  
Sharon Faulkner

Chair  
Staff Governor – Registered and Non Registered Nurses  
Public Governor – Merseyside (until 3pm)  
Public Governor - Merseyside  
Public Governor – North Wales  
Public Governor - Merseyside  
Public Governor - Merseyside  
Nominated Governor – University of Liverpool  
Public Governor – Merseyside (until 2pm)  
Public Governor - Merseyside  
Public Governor – Cheshire  
Public Governor – Cheshire  
Public Governor – North Wales  
Public Governor – North Wales  
Senior Governor/Public Governor - Merseyside  
Nominated Governor – Friends of Robert Owen House

Non Executive Director  
Non Executive Director  
Director of Strategic Partnerships  
Non Executive Director  
Chief Operating Officer  
Chief People Officer  
Director of Nursing, Quality & Safety  
Non Executive Director  
Chief Executive Officer  
Director of Risk & Improvement  
Deputy Chief Digital Information Officer  
Chief Finance Officer  
Exec Office Manager & Corporate Governance Lead

Non Executive Director  
Nominated Governor – LJMU  
Staff Governor – Registered and Non Registered Nurses  
Public Governor – Rest of England & Wales  
Staff Governor – Non Clinical  
Staff Governor – Registered and Non Registered Nurses

Rachael McDonald  
Stephen Storey  
Dot Price  
James Roberts

Staff Governor-Non Clinical  
Public Governor - Cheshire  
Staff Governor – AHP, Technical and Scientific  
Nominated Governor – Liverpool City Council

## **Opening Matters**

The Council of Governors meeting was conducted using a hybrid approach where governors could attend in person or via video conferencing to ensure ease of access. In order to conduct this meeting efficiently, the papers were produced as usual and in accordance with the business cycle and distributed on 25<sup>th</sup> May 2023 by e-mail, and post to those who had requested this.

A template was circulated in advance for each Governor to complete individually. This gave each participant the opportunity to record comments and questions as they reviewed each paper prior to the meeting. Responses were collated and those questions/comments were raised by the Chair or referred to the Governor to raise during the course of the meeting. This pre-work had been particularly helpful for virtual meetings and enabled the Council of Governors meeting to be conducted efficiently given the number of participants. Governors also received the opportunity to attend a pre meeting for 30 minutes prior to the meeting. The Chair also invited governors to make contributions during the course of the meeting. Governors attending virtually posed questions and made comments using the 'raise hand' or 'chat' functions on the video conferencing facility.

### **1. Apologies for absence**

Noted above.

### **2. Declarations of interest relating to Agenda Items**

There were no conflicts of interests declared.

### **3. Minutes of the Council of Governors (CoG) held on 7<sup>th</sup> March 2023**

The Council of Governors agreed the minutes were an accurate reflection of the meeting and **approved** these for the meeting held on 7<sup>th</sup> March 2023.

AP queried the results of two outstanding complaints as detailed in item 11.3 and assurance was provided on progress.

### **4. Action Log**

Action 1 – Progress continues to be made on reducing acronyms and remains standing on the action log.

Action 2 – Deferred to September 2023.

Action 3 – SP to follow up on the action for the September 2023 meeting.

Action 4 – On the current agenda and can be removed.

Action 5 – Completed and can be removed.

Action 6 – Completed and can be removed.

Action 7 – VD to follow up and remains on the action log.

Action 8 – Will be circulated in late June 2023.

### **5. Patient Story**

The Director of Nursing, Quality & Safety shared a video of a patient who had a cardiac bypass at LHCH. He commended the process in which the treatment options were explained to him. He described his overall positive experience with remote

monitoring and attending virtual wards. Communication was regular, all staff were helpful throughout his journey and kept him well informed.

There was discussion regarding how remote monitoring is used across the Trust and how Digital support could be used in the future. The governors commended the impact digital progress had on the Trust and patient experience.

This story was well **received** by the Council of Governors.

## 6. Digital Systems Update

Ian Gilbertson, provided an overview of the structure of the iDigital Team and Services across Alder Hey Hospital and Liverpool Heart and Chest Hospital. The Digital Excellence strategy was detailed and how the core objectives have been threaded through other projects across the Trust. A patient's experience with the closed loop medication system was shared via video and overall feedback had been positive from both patients and staff. An update on the new digital systems in place and benefits from this was detailed further. There was a forward look at upcoming projects and what to expect from the iDigital team.

There was thorough discussion regarding safeguards for patient identity, digital exclusion and the importance of keeping data safe. IG provided reassurance of the checkpoints in place to protect patient identity and details of the data impact assessment. It was noted that there currently is staff training in place and that digital training could potentially be expanded to support digitally immature patients in the future.

MB raised some teething issues with the Closed Loop Medication process on the wards and AP requested that the Tech Bar was included in the future walkabout schedule.

**NC**

TW thanked IG and commended the progress and usability of the digital patient letters and shared his own positive personal experience with the Tech Bar.

The Council of Governors **received** the update.

## 7. Chair's Briefing

The Chair provided an update on system activity. The Integrated Care Board (ICB) five year system plan will be published soon and that this would be shared with governors. VD further discussed outcomes from the recent CMAST Chair's meeting and CMAST Leadership Board. It was noted that CMAST workstreams was on today's agenda and would be discussed further later in the meeting. Progress continues following the last Joint Broadgreen Site Committee. The next meeting is due in July 2023 and feedback will be provided.

In terms of leadership changes, Kathryn Thomson, CEO at Liverpool Women's Hospital NHS Foundation Trust has announced her retirement; Prof Carolyn Wilkins appointed as Chair at Mid Cheshire NHS Foundation Trust; Hilary Garret and Dr Naomi Rankin both appointed to Cheshire and Merseyside (C&M) ICB.

The Council of Governors **received** the briefing.

## 8. CEO Report

The Chief Executive Officer (CEO) provided a high-level update on a range of internal and system issues. As mentioned by the Chair, the five year forward plan

would be shared with the Governors once published. JT provided an update on provider collaboratives and further explained the Cheshire and Merseyside Urgent and Emergency Care (UEC) Tier system. She highlighted that recommendations from the Liverpool Clinical Services Review were strongly linked to the work of the Joint Broadgreen Site Committee. It was also noted that Liverpool Health Partners (LHP) would now be hosted by Liverpool University Hospital NHS Foundation Trust (LUHFT).

There was further discussion regarding capacity and resources for the Prevention Agenda. Jonathan Develing, Director of Strategic Partnership provided context on the matter and updated on current and future projects. Clarification was sought on what intervention would be likely depending on UEC Tier rating. JT explained some of the potential measures in place but noted that Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) was in a positive position.

The Council of Governors **received** the update.

## **9. Senior Governor Update**

Trevor Wooding, Senior Governor provided an update following his attendance at the Lead Governors Network Meeting, NHS Providers Conference and the C&M Public Health Collaboration webinar. He commended how well informed LHCH governors are in comparison to other governors in C&M. TW thanked Kwh, Director of Risk & Improvement and VD for keeping the governors abreast of the relevant system and internal landscape.

TW reminded governors that they are invited to observe the Public Board of Directors meetings; which offers valuable insight into the hospital's governance and evidence of NEDs fulfilling their roles.

The Council of Governors **received** the update.

## **10. Strategy and Service Improvement**

### **10.1 Operational and Financial Plan Update**

The Operational and Financial plan was shared with the governors and key objectives set out. The Trust has set performance, workforce and activity targets in line with the national trajectories for recovery and these have been agreed with the ICB. The financial plan is set to deliver £9.8m surplus position which supports the financial risk within the system for 2023/24, whilst the system financial strategy is developed. Finance and Performance is monitored in year through the Integrated Performance Committee.

TW queried the achievability of the CIP target. KE stated that is possible with over 50% of CIP already identified. Although it is a challenging target it encourages the Trust to think innovatively. CIP targets are being progressed by the Divisions and this remains a priority.

AP sought clarity on the impact of the ICB capital allocation on the Trust's capital schemes. It was noted that the allocation was lower than expected which means some projects will be spready over a number of years. However it is important to consider other system priorities where allocations may be more fundamental. Concern was raised regarding the impact of autonomy on investment. KE did not feel that the Trust's projects would be compromised but timescales may be altered to fit with system priorities.

The presentation was **noted**.

### **10.2 Quality and Safety Strategy Update**

The Quality and Safety Strategy is in its second year. The paper included a detailed action plan and it was noted that significant progress had already been made. SP also highlighted that patient safety training is being rolled out.

The Governors **noted** the excellent progress.

### **10.3 People Strategy Update**

Karen Nightingall, Chief People Officer provided progress update on the People Strategy. The following points were highlighted.

- Continuing to embed 'Be Civil Be Kind'
- Sickness rates are below target
- Retention has improved
- Focus on wellbeing – roll out of Finance Wellbeing Survey and upcoming Live Well Work Well event
- Last cohort of Live Well Champions completing training this week

There was brief discussion regarding the collaboration with Edge Hill University in developing the Cardiothoracic Practice Masters.

The Governors **noted** the update.

### **10.4 CoG Objectives**

The Director of Risk and Improvement presented the report which detailed the progress the Council of Governors had made against their 2023 objectives. It was noted that good progress had been made to date.

AP commented that NED walkabouts should be included under Objective 2.

The Council of Governors **received** the update.

## **11. Performance & Operations**

### **11.1 SOF Performance Dashboard**

The new format of the report was introduced. This has been divided into Performance, Workforce, Quality and Finance.

Jonathan Mathews, Chief Operating Officer set the context of operational performance. Annual planning for 2023/24 is now complete with performance targets and trajectories updated to reflect delivery of regional and national expectations. Given continuation of industrial action the Trust has been able to deliver strong performance against targets in M1. Activity delivered 100% over the plan, cancer performance has shown positive improvements through Q4 and remains a priority in 23/24. DM01 and virtual OPA attendance continues to deliver against national targets.

Sue Pemberton, Director of Nursing Quality & Safety set out the quality of care section of the report. The report shows good performance against a range of metrics

with majority achieving target and remaining in the expected parameters. Falls continue to reduce, and additional measures are being taken with an aim to reduce this consistently. SP noted that VTE assessments were not at target, this had been discussed at Quality Committee and a new lead has been appointed. SP also highlighted that we had now reached 92.3% patients receiving discharge summaries on the day.

Karen Edge, Chief Finance Officer covered the finance performance. The Trust financial plan has been agreed by the ICB and the system has an approved the position nationally. Significant risks remain with regards to delivery with excess inflation, industrial action and CIP is a focus for all providers. The Trust delivered a surplus of £423k against a planned surplus of £819k, therefore £396k worse than plan. The impact of industrial action on the financial position was described and the positive performance on private patient income and Isle of Man activity was noted. A number of CIP schemes had been identified and the focus is on transacting these in month 2 onwards. The industrial action impact in terms of the full case mix is being reviewed.

Karen Nightingall, Chief People Officer provided an overview of workforce performance. Staff survey action plans have been developed and presented to the People Delivery Group. The final staff survey action plans will be presented to the Operational Board in June and monitored through Divisional Performance. Long term sickness has dropped to 2% this month which has had a positive impact on overall staff sickness. There is continued focus on retention and mandatory training. Significant work on mental health performance, and the next live well work well event takes place next week.

TC queried how the staff turnover metrics aligned with the staff survey results. KN confirmed that these metrics were compared nationally and in this respect our turnover rates are considered low. She also reiterated that the main reasons for leaving were promotion or relocation. AP questioned how mandatory training compliance was being addressed. It was confirmed that an executive lead was assigned to each area however compliance with face to face mandatory training remained a challenge. MB raised how problematic ESR (platform used to complete mandatory training) is. IG shared that ESR was a national system and beyond the IT department's control, however would engage with the national team to see if there are plans to improve this.

VD invited feedback on the new format of this report and overall governors were pleased with the clarity of the data.

The Governors **noted** the SOF dashboard.

### **11.2 Finance Report**

The financial performance for the year ending 31<sup>st</sup> March 2023 is a surplus of £4,132k against a planned surplus of £2,326k, which is £1,806k above plan. This is consistent with the forecast agreed previously and represents strong financial performance for the year.

The Trust was also able to maximise capital expenditure in line with the plans agreed at the start of the year and continues to hold strong cash balances.

The Governors **noted** the report.

### **11.3 Annual Complaints Summary**

The report outlined the complaints, informal concerns and compliments received from 1<sup>st</sup> April 2022-31<sup>st</sup> March 2023. In total there has been twenty six formal complaints and seventy two compliments. Overall there had been a 30% reduction in formal complaints compared to the previous year. The impact of strike action was noted and the ongoing focus on learning was highlighted.

The Governors **noted** the report.

### **11.4 Digital Excellence Update**

The paper set out the progress of the Digital Excellence strategy. The paper was taken as read and topics had been covered in the earlier presentation. There were no further questions.

The Governors **noted** the report.

### **11.5 Annual Staff Survey**

The paper set out the high-level results of the 2022 National Staff Survey. LHCH received a 69% response rate in comparison with the national average of 46%. This was also an 8% increase from 2021. The areas for improvement were detailed but overall the results had been very positive with LHCH being rated top in the country as a 'place to work'. The staff survey action plan has been approved. KN shared that NHS Employers had requested LHCH as a key note speaker to share good practice. This echoes our progress with collaborative working and focus on sharing, learning and improvement.

There was discussion on how Bank staff's results were collated and how this impacted the Trust's overall results. There was further discussion on how Mandatory Training compliance was recorded for Bank staff. KN confirmed it was mandatory for all Bank staff to complete this but would find out the compliance rate and how this was recorded. **KN**

TW commended the results and LHCH's role in sharing of good practice.

The Governors **noted** the report.

### **11.6 PLACE Assessments**

The results of the PLACE assessments were detailed in the paper. Areas of improvement were highlighted and action plans have been put in place. Mini PLACE assessments are also carried out every two-three months to ensure standards are upheld and areas for improvement are monitored regularly.

TW commended the work done by Laura Allwood, Patient and Family Support Services Manager, during the latest assessment.

The Governors **noted** the report.

## **12. External Review & Assurance**

### **12.1 Regulatory Update: Code of Governance/ Addendum**

The presentation set out the key features of the addendum and what this meant for governors. The Trust would continue to ensure the Council of Governors (CoG) are sighted on system developments and collaboration through the CoG business cycle.

The following new governance documents were referenced and would be added to GovernorHub: **GD**

- Code of governance for NHS provider trusts
- Guidance on good governance and collaboration
- Addendum to System working and collaboration: role of foundation trust councils of governors

AP queried any impact the changes would have on the upcoming governor elections. It was confirmed that there were no significant changes at this stage but governors would be briefed closer to the elections

The Governors **noted** the update.

## 13. Governor Issues

### 13.1 Feedback from Network/ Engagement Events/ Development Groups

Feedback was provided from recent governor attendance at the NHS Providers Governor Focus Conference and MIAA Governor event at which KWh was a speaker. LHCH's strong engagement and knowledge of the community was highlighted.

TC queried how we can increase diversity amongst the governors. EH and DB were to discuss this further at the next Chair's Lunch session.

There were no further comments and the Governors **received** the positive update.

### 13.2 Senior Governor Appointment

The paper set out the Senior Governor appointment process and timescales. It was noted that TW would be completing his third and final term, in September 2023. The deadline for self nominations is 28<sup>th</sup> June. VD and TW invited any individual conversations to discuss the role further.

TC queried if these dates clashed would clash with the governor elections. VD would double check this. **VD**

The governors **noted** the appointment process.

### 13.3 Governor Elections

The paper detailed progress regarding the ongoing Governor elections. Notice of Election for these elections were given on Friday 11th May 2023. The deadline for existing governors to re-stand in their role, and new governors to nominate themselves, will be 5pm on Friday 9<sup>th</sup> June 2023. A full timetable for this election process is provided within this report.

The governors **noted** the deadline dates and **supported** the ongoing election timetable.

## 14. Working Groups

### 14.1 Memberships and Communications



EH shared a report detailing the key points discussed at The Membership and Communications sub-committee on 4<sup>th</sup> May 2023. The paper was taken as read.

It was highlighted that all key performance indicators within the Membership Strategy had been achieved. EH provided an update on upcoming activities, engagement events and the link with Charity to plan more initiatives. EH thanked all committee members for their hard work and commended the engagement from governors.

The update was **noted** by the Governors.

**EH left the meeting at 1.56pm**

#### **14.2 Staff Governor Group**

A staff governor group had not recently taken place. VD would be writing to the staff governors to ascertain the need for the meetings.

The update was **noted** by the Governors.

### **15. Board of Directors**

#### **15.1 Committee Updates**

The committee updates were taken as read. The presentation is to be recirculated to governors as this now included the People Committee update from the 5<sup>th</sup> June 2023. **NC**

AP queried the link between Charity and research projects. BB confirmed that the Charity supported funding for equipment with may be used in research but did not directly fund research. AP also queried the actions being taken following a death on the waiting list. It was confirmed the case had been thoroughly investigated a Safe Waiting List Management Committee is underway.

The governors **noted** the committee updates.

#### **16. Date and Time of Next Meeting:**

Tuesday 19<sup>th</sup> September 2023

#### **17. Meeting Effectiveness**

#### **18. Resolution:** To exclude the public from the meeting at this point by reason of the private nature of business to follow.

The general consensus was that the Governors were pleased with the addition of metrics data in the new SOF dashboard.