

## Board of Directors (in Public)

### Item 5.1

**Subject:** Re-prioritisation of Workload during Third Surge of Coronavirus Pandemic  
**Date of Meeting:** Tuesday 26<sup>th</sup> January 2021  
**Prepared by:** Lucy Lavan, Director of Corporate Affairs  
**Presented by:** Lucy Lavan, Director of Corporate Affairs  
**Purpose of Report:** For Approval

BAF Ref	Impact on BAF
WC7	Provides assurance regarding the governance and decision making during the Coronavirus pandemic

#### 1. Executive Summary

The purpose of the paper is to ask the Board to review and support a number of proposals to support the reprioritisation of workload that will enable the Trust to focus on the five priorities set out in Bill McCarthy's letter of 11<sup>th</sup> January 2021. (Appendix 1). The arrangements will be in place for 7 weeks and reviewed at the end of February 2021.

#### 2. Background

The coronavirus pandemic was declared a national emergency at the end of January 2020 and as the first wave escalated, national guidance was issued around the reprioritisation of workload to ensure that focus and resources were directed towards saving lives. In May 2020, the Board received and approved a detailed paper setting out the governance and decision making arrangements that were put in place nationally, regionally, locally and within the Trust itself to manage the incident response. As the first wave subsided by the early summer of 2020, the Trust refocussed attention on re-set and recovery and the Board has received regular updates on this work.

A second peak of COVID emerged in October / November but was managed alongside the recovery work.

January has seen a third surge, exacerbated by the new mutation of the virus which has increased the speed of transmission.

Throughout the entirety of the pandemic, the Trust has kept its command and control management structures in place and operational, flexing the frequency of Gold / Silver / Bronze command meetings in accordance with the prevailing priorities. Regional Gold command and Critical Care Networks have continued and recently been stepped up to daily, including weekends, in

recognition of the emergency situation. The Liverpool system calls and CRN / LHP meetings also continue.

NHSE/I has continued to issue frequent EPRR notices which are logged and allocated for action by Silver Command; documentation continues to be maintained for actions and decisions taken at Gold Command, and these are disseminated via Bronze.

From 5<sup>th</sup> January 2021, the Trust's vaccination centre was established in the conference room, with an admin hub in the research meeting room, and therefore meeting room capacity has been significantly restricted, with the majority of participants attending command and control meetings via MS Teams.

In January 2021, the third and most significant surge to date of the pandemic began to escalate, and with effect from 11<sup>th</sup> January, the Trust again stood down elective in patient activity in order to offer mutual aid; this included the continuation of support to LUFT in respect of cancer and vascular services; and critical care support for COVID patients. On 11<sup>th</sup> January, Bill McCarthy, Executive Regional Director (North West) wrote to Chairs setting out five priorities for the next seven weeks, which would be critical to saving lives. (Refer Appendix 1). Trusts were asked to review assurance processes and minimise unrelated activities, keeping meetings limited to taking assurance on these priorities.

### **3. Releasing Capacity to focus on the 5 operational priorities and save lives**

The following proposals have been considered by the Chair, Chief Executive and discussed with the Executive Team on 13<sup>th</sup> January and are now set out for review and ratification by the Board of Directors on 26<sup>th</sup> January 2021:

Remote Working	<p>Chair and NEDs to continue to work remotely.</p> <p>Core group of execs to be present most days; all execs to be present to meet as a group on Wednesdays; otherwise execs to work from home per CEO rota.</p> <p>All Board members now fully equipped to attend meetings via MS Teams.</p> <p>Majority of Gold members to join remotely (Conference room in use as vaccination centre)</p>
Board of Directors	<p>January meeting – agenda reviewed and curtailed where practicable, with focus on assurances in respect to 5 priorities.</p> <p>CEO's report to be used to provide progress reports / updates where this is practical, to reduce report-writing burden.</p> <p>Template to document questions and comments from NEDs to be used to aid streamlining of the meeting.</p> <p>Accessible to public via Teams.</p> <p>Parking Lot to be re-instated.</p> <p>Re-set and recovery – programme to close – closing report on January BoD agenda</p> <p>February Strategy Day – to be postponed – review March 2021.</p> <p>Continue with weekly NEDs call.</p>

	Board Assurance Framework – Jan BoD to focus on IPC BAF; Q3 review of Trust BAF limited to exceptions report.
Council of Governors	<p>Continue with fortnightly comms bulletin and monthly Teams call with Chair and Director of Corporate Affairs.</p> <p>Planned development groups with NEDs to be paused – review March 2021.</p> <p>March CoG meeting to proceed with limited agenda / papers for business critical items and exec attendance not required.</p> <p>Membership &amp; Communications Sub Committee to be suspended.</p> <p>Membership online events to be postponed to release clinical staff / speakers involved.</p> <p>Membership Strategy review to be paused.</p>
Executive Team	Continue with weekly Wednesday meetings – all execs on site.
Operational Board	<p>This has been re-set to account for ongoing Gold meetings.</p> <p>The January and February meetings will be kept to minimum essential items (Gold has stepped up to 4x pw)</p> <p>Divisional reviews and Service Line reviews to be suspended – items by exception to weekly exec team.</p>
Assurance Committees	<p>Quality, Audit and Charitable Funds Committees have taken place in January – plan to proceed as normal for March / April meetings unless guidance is extended beyond the 7 week period.</p> <p>IPC / People Committees – Exec Leads to have conversation with Committee Chairs and agree ‘lite’ approach and / or reschedule – where business items are deferred, Parking Lot to be maintained. General principle is that assurances should be limited to the 5 priorities set out in Bill McCarthy’s letter. Where assurance reports are provided to the full Board, Assurance Committees should seek to avoid duplication and minimise time and workload for executives and officers over the next 7 weeks.</p> <p>All Assurance Committees to produce a brief annual report but this can be done ‘offline’ with approval of members by e mail, where there is no meeting scheduled in Q4. Annual reports to reflect adaptations made in response to COVID. Completion of these will support annual governance statement and annual reporting disclosures.</p>
Team Brief	Team brief has been stood down for January 2021 and position will be reviewed in February – additional Comms to be included in either weekly Wednesday Bronze briefings or Friday Comms bulletins.

#### 4. Recommendation

The Board is asked to note the report, support the governance arrangements in place to enable the Trust to respond effectively to the emergency situation and confirm that it continues to receive satisfactory assurance that decision making is backed up by robust process.