

Board of Directors (Public)

Item 22

board report

Subject: Report from Joint Council of Governors and Board of Directors
Development Day – 19th November 2014
Date of meeting: Tuesday 27th January 2015
Prepared by: Gill Donnelly, Membership and Communications Officer
Presented by: Lucy Lavan, Associate Director of Corporate Affairs

| Data Quality Rating | BAF Ref | Impact on BAF Risk Rating |
|---------------------|---------|---------------------------|
| Bronze | 3 | None |

1. Executive Summary

The annual joint development day was held on 19th November 2014 and was facilitated by Ann Utley. Ten Governors out of 22 attended for the full day and four attended for part of the day. All members of the Board of Directors were present for the joint session in the afternoon.

The attached paper provides a summary of the work undertaken at the joint development day and summarises the key themes for Council of Governor objectives in 2015.

Since the development day, and as agreed at the Council of Governors meeting on 1st December 2014, a task and finish group for the Council of Governors met and considered the objectives further. Final objectives will be brought forward to Council of Governors meeting on 2nd March 2015 for approval.

The attached report is provided for information.

2. Recommendations

The Board of Directors are asked to note the report.

Outcomes from Joint Council of Governors and Board of Directors Development Day – 19th November 2014

1. Introduction

The annual joint development day was held on 19th November 2014 and was facilitated by Ann Utley. 10 Governors out of 22 attended for the full day and 4 attended for part of the day (see attached attendance list). All members of the Board of Directors were present for the joint session in the afternoon.

The purpose of this paper is to provide a summary of the work undertaken at the joint development day and to set out the proposed objectives of the Council of Governors for 2015.

2. Summary of Themes Discussed:

2.1 Council of Governors – Objectives

At the Council of Governors meeting on 29th September 2014, Governors reviewed and closed down the objectives for 2014.

Governors reflected again on the objectives set for 2014 at the joint development day and recognised there was scope for any new objectives for 2015 to be 'smarter' with clear KPIs for measuring impact and value added by the work of the Council of Governors.

It was recognised that during 2014 the Council of Governors had been extremely active, having delivered the engagement and communications plan for membership; provided input to a number of task groups and projects; attended walkabouts, patient and family engagement events and participated in local and national development events; as well as ensuring that the statutory duties of governors had been met.

2.2 KPMG Survey

Governors reflected that the 2014 KPMG survey demonstrated very positive results for LHCH and an excellent response rate which was well above the average, giving confidence that LHCH Governors are actively engaged and feel able to undertake the new roles and responsibilities required by the Health and Social Care Act.

From discussion of the responses it was concluded that the role of the staff governor was not always clear-cut; and due to turnover and varying levels of individual time commitment it was unrealistic to think that all Governors would have the same level of understanding and involvement in all issues; for example, understanding of Governors' responsibility in relation to significant transactions was variable.

Commitment was given to the following principles:

- The importance of Governors being able to talk openly in their role and represent the views of their membership effectively. In relation to the particular challenge for staff governors, it was noted that a quarterly meeting of staff governors with the Chairman had been established and was a useful forum to 'test the temperature' on staff views and to debate any concerns that staff governors might wish to raise and how these might best be dealt with.

- The value of staff and public governors working together, particularly in preparing for Council of Governor meetings .
- The early involvement of Governors in strategic planning through regular briefings and discussions at CoG and Chair's lunches.
- The provision of specific Governor development in relation to their role in approving significant transactions, as and when required. The emphasis being on ensuring that a robust process had been followed by the Board in reaching a recommendation, rather than the need for specific expert knowledge.
- Governors to check, where appropriate that NEDs are able to demonstrate that decisions are evidence – based; noting the distinction between 'assurance' and 'reassurance' – the rolling programme of presentations from NED Committee Chairs at CoG will aid this process.

2.3 Review of Membership Strategy

Ann Utley shared insight into the latest work on membership, noting that Monitor was now placing a greater emphasis on member engagement as measured by the number of elections that are contested and the turnout at elections. It was noted that in recent years, the Trust had not actively sought new Governors, where existing Governors had wished to be re-elected, in recognition of the time taken for Governors to develop into their role and establish effective working relationships within the Trust and within their communities.

It was noted that Monitor's indicators were already included within the Trust's membership strategy, but it was recognised that whilst members of the membership and Communications Committee were well versed in the development, implementation and periodic review of the membership strategy, the key messages and KPIs were not easily visible to all Governors and the document itself is quite lengthy. It was also noted that there was an opportunity to build on the membership engagement work in a more holistic way, to ensure benefits of membership were recognised by staff, patients, families and the public.

It was agreed that the Membership and Communications Sub Committee would give consideration to the following:

- Compilation of a succinct overview of the membership strategy and better definition of 'why become a member'.
- Review of the engagement strategy within the wider context of public and patient engagement e.g. increasing the profile of membership at Patient and Family Engagement events which may include an opportunity for Governors to have a 5 minute slot to explain membership and the role of a Governor.
- Increase staff understanding of membership and what it means for them – the pathfinder pilot may provide an opportunity to engage with staff on membership and enhance the profile of staff governors and their role. It was agreed that Sharon Hindley would join the Membership and Communications Sub Committee to support this work.
- Clarity on what LHCH wishes to engage with members.
- Increased use of social media for greater and exploration of how the Trust might better connect with the younger generation in terms of membership recruitment and engagement.

- Development of a Governor Succession Plan in recognition of the number of governors nearing the end of their maximum tenure, coupled with Monitor's refreshed interest in member engagement.

2.4 Quality Governance Framework

Ann Utley provided an overview of Monitor's Quality Governance Framework and the role that governors might wish to play in relation to 'holding to account'; asking the right questions in relation to quality Governance and engagement in the development of the framework for well led reviews.

2.5 Strategic Update

Board members attended the afternoon session and the Chief Executive facilitated a presentation and discussion on progress towards our vision to 'be the best', highlighting the opportunities and challenges posed by the changing external environment and financial constraints facing the local health economy.

A discussion followed on the Mutuels project, following the Trust being selected as a Pathfinder for exploratory work on alternative models.

Governors were briefed on the Healthy Liverpool Programme and progress of the review of cardiology.

Group work followed enabling table discussions on the implications of the Healthy Liverpool Programme.

Governors then took opportunity to 'challenge the Board' on a number of topic areas and initiated a discussion reflecting on the issues that had led to the CQC's finding in February 2014 that the Trust was non-compliant against 3 standards within critical care.

2.6 Wrap up and consideration of Objectives for 2015

Governors reflected on the day's discussions and presentations and set out 5 themes as the basis for the Council of Governor's objectives for 2015. It was recognised that further thought would need to be given to articulate objectives in such a way that they could be measured for impact at the end of the year. The 5 themes are set out in section 3 below.

3. Council of Governor Objectives 2015 – 5 Key Themes

1. Public Accountability

The Membership and Communications Sub Committee will review this objective and give further consideration to the work identified in 2.3 above.

2. Strategic Planning

Ensuring opportunities for Governors to actively contribute to discussions with the Board of Directors on the strategic direction of the Trust and consistently promote the Trust's vision 'to be the best'.

3. Quality Governance Framework/Well Led

To further Governors' understanding of the Quality Governance Framework and Well Led requirements, and utilise the key domains within the framework to inform discussion with the Board.

4. Staff engagement

To ensure that staff can benefit from membership through raising the profile of staff governors and ensuring staff governor involvement in the mutual pathfinder project, providing regular update reports to the Council of Governors.

5. Organisational Performance

Holding the board to account to ensure the Trust continues to meet all regulatory targets. Governors are to make best use of Interest Groups to discuss and prepare questions for the Council of Governors meetings.

4. Recommendations

The Council of Governors is asked to note the outcomes from the Joint Council of Governors and Board of Directors Development Day held on 19th November 2014.

In relation to the 2015 objectives it is recommended:

1. The Membership and Communications Sub Committee to make recommendations in respect of Objective 1.
2. Further consideration is given to Objective 2, particularly around how we will measure impact.
3. A Task and Finish Group is convened to get greater understanding of the quality governance framework, review evidence and identify any gaps.
4. To identify staff governor representation for the Mutual Pathfinder Project Steering Group.
5. Governors to take the lead role in managing Interest Groups and ensure constructive challenge in relation to Trust performance.

Governors are asked to support the 5 themes for 2015 objectives, recognising that there is further work required to ensure that they are Specific, Measurable, Achievable, Realistic and Timed (SMART).

A quarterly update of progress of the 2015 objectives will be brought to the Council of Governors as a standing item throughout the forthcoming 12 months.

Attendance Record 19.11.14

Present (Full Day): Paula Pattullo, Public Elected Governor, Merseyside
Vera Hornby, Public Elected Governor, Merseyside
Trevor Wooding, Public Elected Governor, Merseyside
Ken Blasbery, Public Elected Governor, Cheshire
David Hicks, Public Elected Governor, Cheshire
Mike Brereton, Public Elected Governor, Cheshire
Denis Bennett, Public Elected Governor, North Wales
Tony Roberts, Public Elected Governor, Rest of England and Wales

Tony Grimes, Staff Elected Governor, Non Clinical
Sharon Hindley, Staff Elected Governor, Non Clinical

Michelle Laing, Nominated Governor, LJMU

Neil Large, Chairman
Lucy Lavan, Associate Director of Corporate Affairs
Ann Utley, Facilitator
Gill Donnelly, Membership and Communications Officer

Present (a.m. only) Peter Hannaford, Public Elected Governor, Registered and Non
Registered Nursing (until morning break)
Brian Roberts, Public Elected Governor - Merseyside

Present (p.m. only) Judith Wright, Public Elected Governor - Cheshire

David Bricknell, Senior Independent Director
Lawrence Cotter, Non Executive Director
Mark Fuller, Non Executive Director
Marion Savill, Non Executive Director

Jane Tomkinson, Chief Executive
David Jago, Chief Finance Officer/Deputy CEO
Glenn Russell, Medical Director
Sue Pemberton, Director of Nursing
Debbie Fryer, Director of Strategy & Organisational Development
Tony Wilding, Chief Operating Officer
Mark Jackson, Director of Research and Informatics