

Item 3

minutes

Council of Governors

Minutes of the Meeting of the Council of Governors held on Tuesday 1st December 2020 at 1pm (via Zoom)

Present:

Neil Large
Lynne Addison
Mark Allen
Peter Brandon
Joan Burgen
Dorothy Burgess
Wendy Caulfield
Terence Comerford
Charlie Cowburn
Megan Cromby
Dr Rebecca Dobson
Sharon Faulkner
Elaine Holme
Peter Humphrey
Rachael McDonald
Allan Pemberton
Dorothy Price

Hollie Swann
Dusty Rhodes
Lindsey Van Der
Westhuizen
Trevor Wooding
Rachel Glynn Williams

Chair
Public Governor – Rest of England and Wales
Public Governor - Cheshire
Public Governor - Cheshire
Public Governor – North Wales
Public Governor - Merseyside
Nominated Governor – Friends of Robert Owen House
Public Governor - Merseyside
Staff Governor – Registered and Non Registered Nurses
Staff Governor – Non Clinical
Staff Governor – Registered Medical Practitioners
Staff Governor – Registered and Non Registered Nurses
Public Governor - Merseyside
Public Governor - Merseyside
Staff Governor – Non Clinical
Public Governor – Cheshire
Staff Governor – Allied Healthcare Professionals, Technical & Scientific
Nominated Governor –University of Liverpool
Public Governor – North Wales
Public Governor - Cheshire

Senior Governor/Public Governor - Merseyside
Public Governor - Merseyside

In attendance:

Nick Brooks
Bob Burgoyne
Jonathan Develing
Gill Donnelly
Karen Edge
Julian Farmer
Elaine Gossage
Mark Jones
Hayley Kendall
Lucy Lavan
Jonathan Mathews
Karen Nightingall
Karen O'Hagan
Sue Pemberton
Jane Tomkinson

Non Executive Director
Non Executive Director
Director of Strategic Partnerships
Membership and Communications Officer (Minutes)
Chief Finance Officer
Deputy Chair/Senior Independent Director
Lead Nurse – Knowsley Community Services (Item 7.4 only)
Non Executive Director
Chief Operating Officer
Director of Corporate Affairs
Divisional Head of Operations - Medicine (Item 7.4 only)
Chief People Officer
Non Executive Director
Director of Nursing
Chief Executive

Apologies for absence:

Cllr Sharon Connor
Ian Jones
Peter Wareham
Princey Santhosh

Nominated Governor – Liverpool City Council
Nominated Governor - LJMU
Public Governor – North Wales
Staff Governor – Registered and Non Registered Nurses

1. Opening Matters

In accordance with the Trust's response to Covid 19, the Council of Governors meeting was conducted remotely via video conferencing to maintain social distancing. In order to conduct this meeting efficiently, the papers were produced as usual and in accordance with the business cycle and distributed on 20th November 2020 by e-mail and post.

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 Director of Corporate Affairs during the course of the virtual meeting. This pre-work enabled the Council of Governors meeting to be conducted efficiently given the number of participants. The Chair also invited governors to make contributions during the course of the meeting. Governors posed questions and made comments using the 'raise hand' or 'chat' functions utilising the video conferencing facility.

2. Apologies for absence

Noted above.

3. Patient Story

Sue Pemberton, Director of Nursing shared a story which highlighted an experience from a patient receiving an angiogram at the hospital. The patient had paid tribute to the friendly reassurance from the teams in Holly Suite and the Catheter Laboratory. The patient thanked the consultant and the rest of the team for ensuring he had a pleasant and positive experience during his stay at Liverpool Heart and Chest Hospital.

4. Minutes of the Council of Governors (CoG) held on: 22nd September 2020

The Council of Governors approved the minutes of the meeting held on 22nd September 2020.

5. Chair's Briefing

The Chair took the opportunity to welcome Peter Humphrey, Megan Cromby and Rachael McDonald to their first Council of Governors' meeting. He added he would look forward to also meeting with Princey Santhosh who was not in attendance at today's meeting.

He added that the Trust had nominated Trevor Wooding, Senior Governor, to

participate on the NHS Providers Governor Advisory Committee and he hoped that he would be elected to share his knowledge and skills at a national level.

It was noted that the Chair had been saddened to hear of the sad loss of Ken Blasbery who had previously been a Senior Governor for the Trust for many years. He paid tribute to Ken and offered his thoughts to his family at this time.

The Chair updated on the latest thinking in relation to national plans to introduce Integrated Care Systems with possible abolition of CCGs from April 2022, with focus on greater collaborative working from April 2021. A consultation process was expected along with detailed operational planning guidance for 2021/22. Detail would be needed to define funding mechanisms within a new financial regime and legislative change was expected to follow.

The Chair welcomed Karen Nightingall, Chief People Officer, to her first Council of Governors meeting and congratulated Hayley Kendall, Chief Operating Officer, on her appointment to an executive (voting) position on the Board of Directors.

6. Covid 19 Updates

6.1 Covid Dashboard and Impact of Second Surge on Re-set and Recovery of Non-COVID activity/targets

The Chief Operating Officer presented the Covid Dashboard and highlighted that the Trust was 8% ahead of plan for RTT Trajectories within the Phase 3 recovery plan. It was added that good levels of elective activity had been maintained despite the second COVID-19 surge, although impact of this may affect elective work in the coming weeks. The Cath Lab utilisation was currently high at 98.72% and surgery lower at 71% due to higher number of Covid patients currently being treated in inpatient beds and impacting upon capacity.

The Chief Operating Officer also noted that there were currently 61 long wait patients as of 23rd November who had waited over 52 weeks. It was noted the teams had been focused on working on reducing this number as much as possible before the end of the year. Good progress had been made in relation to Phase 3 trajectories for diagnostics and in particular in reducing CT and MRI waiting lists. It was noted that patient referrals continued to be consistent with previous years. The Trust's cancer performance had remained strong and clinical teams had supported the local healthcare system in terms of collaboration to ensure services continue for a range of cancer patients.

The Council of Governors received the report.

7. Performance and Operations

7.1 Performance and Report for Period Ended 31st October 2020 Q2

The Chief Operating Officer presented a report to update on Trust

performance for the period ending 31st October 2020. It was noted that the 6 week diagnostic performance continued to be below target at 62.9% but the teams had been making good progress and had significantly reduced longer waiting patients in CT and MRI. An urgent business case would be presented to the Board to replace the ageing CT scanner which had become unreliable with significant downtime.

Although the sickness levels were higher than the Trust's target at 4.9% it was noted that the Trust was one of the best performing in this regard, compared with other Trusts in the region. The Chief Operating Officer noted that staff absence was particularly low considering the current challenges faced during Covid pandemic.

It was highlighted that the referral to treatment waiting times remained below target as expected due to the significant backlog accumulated during the second surge. Routine surgical activity had been slightly lower as there had been additional demand for inpatient beds from emergency patients and Covid patients. It was noted that elective restoration remained challenging due to higher numbers of Covid positive patients in hospital.

A discussion followed around the timeframe was for VTE risk assessment compliance. The Chief Operating Officer acknowledged there was still work to be done on this by the teams in the Medicine and Surgical divisions and it had their absolute focus.

The Council of Governors received the report.

7.2 Finance Report for Period Ended 31st October 2020 Q2

The Chief Finance Officer presented the Finance Report and noted that the Trust had achieved a break even position at Month 7, £76k better than forecast but £0.5 million behind plan. It was added that the forecast submitted to NHSI was a £1.5million deficit for the second half of the year. Given the level of volatility of Covid infections in the Liverpool City Region, this would be kept under review. It was noted that the Cheshire and Mersey region was also forecasting a deficit position and the Trust's position was consistent with this. The Chief Finance Officer added that this had been an exceptional year with the Covid financial regime and the Trust had maintained full control of its costs despite exceptional circumstances. It was explained that the capital expenditure was currently behind plan at present but this would be fully utilised as there were schemes commencing in the second half of the year. In addition, the Trust was achieving Cost Improvement Plan performance despite slippage of some schemes which had been offset by non-recurring CIPs of £288k. It was noted that some of the cost improvement schemes were currently on hold due to covid and would be re-started again when possible.

There was a discussion around the investment in digital infrastructure and the Chief Finance Officer confirmed that approximately £750,000 would be assigned to this over this financial year. It was understood that Cheshire and Mersey Health Board were looking at linking the systems interfaces across the health system. There was a discussion around the percentage of investment given for capital projects and this was confirmed by the Chief

Finance Officer to be 7% this financial year.

The Chair thanked everyone involved for the excellent financial and performance positions for the Trust in the circumstances. The Council of Governors received the report.

7.3 Patient & Family Support Team Activity Report Q2

The Director of Nursing presented the Patient & Family Support Team Activity Report. It was noted that the Trust had received a total of 5 formal complaints for Quarter 2. In addition to this, 77 contacts were made, 40 informal concerns and 37 requests for information or advice. Of the 5 complaints received there had been no common theme identified and 3 were upheld. One complaint was partially upheld and one was still under investigation awaiting final outcomes. The Director of Nursing added that these complaints were received during the peak of Covid and there had been a number of appointment changes and changes in the administration team and delays due to Covid requirements. It was explained that there had been a lot of activity during this period and the Patient and Family Support team had provided a valuable service throughout. The team had ensured family members of patients received regular calls and communication throughout this difficult period when visiting had been restricted. This had included regular ward rounds by the Patient and Family Support Team Manager and Quality Matron and the facilitation of Ipads to enable video calls to family members. There had been a lot of positive feedback from family members that the Trust had done what it could to alleviate the anxieties for patients and family members during this difficult time. It was noted that consideration would be given to the visiting restrictions currently in place at a regional level. The Council of Governors were asked to receive the report and to be assured on the robust complaints process in place at the Trust.

There was a discussion regarding the processes in place for recording a patient as deceased on the system. The Director of Nursing explained there was a process in place to ensure that this would be recorded if the Trust was notified of a death.

The Council of Governors received the report.

7.4 Winter Preparedness

The Chief Operating Officer introduced Jonathan Mathews, Divisional Head of Operations - Medicine and Elaine Gossage, Lead Nurse – Community Services to present an update on some of the programmes in place to support Winter Preparedness. The Divisional Head of Operations - Medicine highlighted the plans to build on the experiences over the past two winters and to extend the current offer to include early identification of suitable patients requiring cardiac intervention. This was in addition to reducing the unnecessary admissions/re-admissions for respiratory patients and reducing average length of stay of non-elective admitted respiratory and cardiology patients.

The Lead Nurse for Community Services explained some highlights of the LHCH/NWAS response including a Respiratory Car Service which was

accessible via 111 seven days a week. The service recommenced on 2nd November 2020 with 91 patients reviewed and 39 admissions avoided. It was added that the In-Reach Respiratory Nurse Service (SWISS Nurse) had also recommenced on 2nd November with 3.72% of those screened avoiding admissions.

Acute Coronary Syndrome (ACS) Accelerated Transfer Protocol started this week. An On Call Cardiology Registrar would be available to be contacted by decision maker at Liverpool University Teaching Hospitals to review the case and accelerate transfer to Liverpool Heart and Chest Hospital if appropriate.

The Council of Governors received the presentation.

Jonathan Mathews and Elaine Gossage left the meeting.

8. Governor Issues

8.1 Governor Induction Day Feedback

The Chair invited feedback from the Governor Induction Day and it was noted the day had been successful and well received by those in attendance.

The Council of Governors received the update.

8.2 Report of Joint CoG/BoD Development Day 10.11.2020

The Director of Corporate Affairs presented the report of the Joint CoG and BoD Development Day which documented the day held on 10th November 2020. It was noted that the morning session had focused on how the Council of Governors currently worked and there had been a section to explore how governors could fulfil their duty of holding the Non Executive Directors to account for the performance of the Board. The afternoon session focused on strategy with the Board of Directors.

The Director of Corporate Affairs highlighted that from discussions on the day an informal mentorship programme was now in place. Two new Staff Governors had been paired up and would update on the value of the programme next year. The Director of Corporate Affairs thanked governors for their comments on the report and a number of additions had been noted including the addition of attendance at the Patient Safety Congress to the section on ensuring that governors are equipped for their role.

There was a discussion around the work undertaken to ensure that the Chair's Appraisal Process followed the published national guidance. The Director of Corporate Affairs noted that a paper would be brought to the next Council of Governors meeting in March 2021 to agree the process for the Chair's Appraisal for 2020/21. It was added that the process had been completed this year, albeit without input from the full range of external stakeholders and despite the challenges faced with the pandemic; the outcome had been submitted to NHSE/I as set out in the guidance.

Governors discussed the value of attending Board of Directors meetings to obtain a sense of how these operated and the dynamics of the Non

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Executives holding the Executives to account. It was added that the information was very similar to that provided at Council of Governors meetings. The Chair noted that all governors and members of the public continued to be very welcome to attend and observe Board of Directors meetings held in public. Governors discussed the value of recording the attendance of governors at Board of Directors meetings as evidence for governors to reflect on at the Joint CoG and BoD development day in 2021.

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The Chair also confirmed that the Non Executive Director led groups would be set up in January 2021. These were one-off groups set up to share and discuss the terms of reference of each assurance committee.

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The Council of Governors received the report and approved the Council of Governor objectives for 2021.

8.3 CoG Meeting Date Schedule 2021/22

The Council of Governors received and noted the meeting schedule for 2021/22.

8.4 Membership and Communications Sub Committee

Elaine Holme, Public Governor – Merseyside and Chair of the Membership and Communications Sub Committee provided a summary of the hot topics discussed at the last Sub Committee meeting. It was confirmed that Elaine Holme had taken on the role of Chair and Dorothy Burgess as Deputy Chair of the Membership and Communications Sub Committee.

It was noted that all key performance indicators had been achieved and the membership strategy would be refreshed and reviewed at the next meeting on 11th February 2020. It was noted that hosting a series of virtual health events online had been discussed at the meeting. The first virtual health event had been hosted by the Respiratory Diagnostics team on Monday 16th November as a pilot event. The event was discussed by governors and it was concluded that the event had been very well received and was a good stepping stone for future events. It was added that it would be ideal in future events if the speakers could present in separate rooms to negate the need to wear masks. The plan for future events would be discussed and agreed in more detail at the next meeting. Elaine Holme, Public Governor – Merseyside added the electronic edition of Members Matters had been published and the next edition would be posted and circulated electronically in the new year. Elaine Holme welcomed Dot Price, Rachel Glynn Williams and Lindsey Van Der Westhuizen to the Membership and Communications Sub Committee going forward.

Trevor Wooding, Senior Governor highlighted that following a discussion at the Membership and Communications Sub Committee a date had been set for a joint virtual health talk with Ainsdale Medical Centre Patient Participation Group on 4th February 2021. Dr Rebecca Dobson, Consultant Cardiologist (Imaging and Oncology) had kindly agreed to provide a presentation on cardio-oncology. It was added the final details would be confirmed in the next couple of weeks. Elaine Holme, Public Governor –Merseyside thanked Trevor for the update.

The Council of Governors received the report.

8.5 NHS Providers Governor Focus Conference 2020

Dorothy Burgess, Public Governor-Merseyside presented the report from the NHS Providers Governor Focus Conference and explained it would be beneficial for all governors to try and attend at least one of these NHS Providers run conferences and sessions in the future. Allan Pemberton, Public Governor-Cheshire added that the Governor Showcase had been virtual this time and the Trust had been doing well comparatively with other Trusts. It was highlighted at the conference that good practice involved more regular contact with the Non Executive Directors. The Chair explained that the NED Led Groups were due to be organised for the new year would support governors with this however, a more detailed discussion around holding NEDs to account would follow at the Chair's Lunch in February 2021.

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The Council of Governors received the update.

8.6 Staff Governors Drop In 3.11.20

The Chair provided feedback from the Staff Governors Drop In session when a number of points were discussed. It was noted the lighting in the Car Park had since been addressed and this had been well received by staff. There was also a discussion from governors around the staff facilities available for break times and lunch breaks. The introduction of the Staff Hub had been well received and was extremely popular however could be busy at peak times. Jane Tomkinson, CEO, noted that demand had been higher for the Staff Hub due to the winter months as outdoor seating such as new gazebos had been unsuitable. This, in addition to social distancing requirements, had added pressure on the need for indoor seating areas. It was recognised that the Trust was in a much better position than it had been with regard staff seating for lunches and breaks and staff were asked to be flexible during this time when social distancing was key.

The CEO added that the Trust had been exploring the option of utilising a ward on the Broadgreen site to increase inpatient bed capacity. However as this was a time limited offer it was not envisaged that this would be of use. In addition to this, the Council of Governors were reminded that the Trust continued to treat a significant number of patients for Upper Gastrointestinal and Liver Surgery ensuring that they received the cancer services and treatment they need. This support had been well received by LUFT.

The Chair confirmed that the team had been doing as much as they possibly could in terms of staff health and wellbeing. However physical capacity and space to increase staff areas at present was not available.

The Council of Governors received the update.

9. Governor Engagement during COVID Pandemic

The Chair asked governors if they were happy with the current frequency of monthly meetings (either formal or informal). The Council of Governors confirmed they were happy with this.

10. Board of Directors

10.1 Report from the Audit Committee

Julian Farmer, Deputy Chair and Chair of the Audit Committee, presented an update from the Audit Committee and noted that all Assurance Committees reported good attendance and work plans were on track at the mid-year review. It was noted that the Trust had retained a high Data Quality Maturity Index rating and was in the top of 10% of data providers which was a real credit to the team involved. It was added that the Trust was in a very positive position now that internal audit recommendations were being implemented when they fall due. It was noted that The Audit Committee had agreed to recommend to the Council of Governors that the external audit contract was extended for two years in 2021. The Deputy Chair provided assurance that the work of the Audit Committee was on track and positive progress had been made.

There was a discussion from governors around the role of the Quality Assurance Committee which would be explained in more depth at the forthcoming NED-led Groups. The Chair invited Nick Brooks, Non Executive Director, to provide a brief summary of some of the quality and safety areas covered at the meeting. Nick Brooks, NED, noted that this Assurance Committee had a huge remit covering mortality, quality impact assessment of cost improvement programmes, infection prevention and control and management of sepsis to name a few.

It was noted that the Research and Innovation agenda was not covered by an Assurance Committee as the Board as a whole received assurance on strategy and progress. However, Bob Burgoyne would be able to touch on R&I assurance as part of the Charitable Funds NED-led group. The Chair confirmed that plans for these groups would be circulated to governors including time, terms of reference and agenda in the new year.

Dorothy Burgess, Public Governor – Merseyside, requested an update on the Trust's application for university status. Jane Tomkinson, CEO added that a nomination to the UK Association to achieve university status was still planned and currently in process.

Trevor Wooding, Senior Governor, highlighted that papers from the Board of Directors meetings held in public are made available on the Trust website prior to the board meetings.

Allan Pemberton, Public Governor – Cheshire, asked for an update on the Covid 19 at the Trust. Jane Tomkinson, CEO, provided this and explained that extensive plans were currently in place to enable facilitation of the national vaccination programme and that the Trust was very much ready in the event of the go ahead from the national team. It was explained that staff would be offered the facility of a vaccination in line with national guidance and supported if they wished to take this up. It was added that the lateral flow

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testing kits had been distributed to all patient facing staff and these had been well received. Nine asymptomatic staff had tested positive to date utilising the home kits which had ensured that the spread of the virus had been controlled ensuring patient and staff safety. It was added that the Trust continued to be vigilant and tenacious in this regard going forward. The Chair thanked all staff on behalf of the Council of Governors who had worked so hard and been so compassionate over the last nine months to deal with the pandemic.

The Council of Governors received the report.

11. Action Log

Action 1 – completed and closed

Action 2 – completed and closed

Action 3- completed and closed

12. Date and Time of Next Meeting

Tuesday 2nd March 2021 at 1pm