

Council of Governors (in Public)

minutes

Tuesday 12th March 2019

1.00pm

LHCH Conference Room

Present:

Neil Large
Lynne Addison
John Black
Peter Brandon
Dorothy Burgess
Elaine Holme
Sharon Hindley
Allan Pemberton
Dorothy Price

Ron Smith
Dusty Rhodes
Ruth Rogers
Rachel Glynn Williams

In attendance:

Nick Brooks
Jeanette Broome
Jonathan Develing
Gill Donnelly
Mark Jones
Lucy Lavan
Dave Macmillan
Ken Morris
Sue Pemberton
Marion Savill
Jane Tomkinson
Jo Twist
Robin Wiggs
Claire Wilson

Apologies for absence:

Mark Allen
Joan Burgen
Wendy Caulfield
Cllr Sharon Connor

Chairman
Public Governor – Rest of England and Wales
Public Governor - Merseyside
Public Governor - Cheshire
Public Governor – Merseyside
Public Governor – Merseyside
Staff Governor – Non Clinical
Public Governor – Cheshire
Staff Governor – Allied Health Professionals, Technical and Scientific
Public Governor – North Wales
Public Governor – North Wales
Public Governor – Merseyside
Public Governor - Merseyside

Non Executive Director
Cath Lab Manager (Item 1 and 2 only)
Director of Strategic Partnerships (Item 7.2 only)
Membership and Communications Officer (Minutes)
Non Executive Director
Director of Corporate Affairs
Senior Estates & Capital Projects Manager (Item 1 and 2 only)
Non Executive Director
Director of Nursing & Operations
Non Executive Director/Senior Independent Director
Chief Executive (Item 7.2 only and from Item 9)
Director of Workforce Development
Assistant Director – Business Development (left after Item 7.1)
Chief Finance Officer

Public Governor – Cheshire
Public Governor – North Wales
Nominated Governor – Friends of Robert Owen House
Nominated Governor – Liverpool City Council

Charlie Cowburn
Lynn Trayer Dowell
Matt Greene
Ian Jones
Caroline McCann
Trevor Wooding
Lindsey Van Der
Westhuizen

Staff Governor - Registered and Non Registered Nurses
Staff Governor – Registered and Non Registered Nurses
Staff Governor – Non Clinical
Nominated Governor – LJMU
Staff Governor – Registered Medical Practitioners
Senior Governor/Public Governor – Merseyside
Public Governor - Cheshire

1. **Apologies for absence**

Noted above.

The Chairman informed the Council of Governors that Wendy Caulfield is the new Nominated Governor – Friends of Robert Owen House and that he looked forward to welcoming her to the Council of Governors. He also thanked Marion Savill, Non Executive Director and Ken Morris, Non Executive Director who will shortly be stepping down from the Board of Directors as their terms of office come to an end.

2. **Patient Story**

The Director of Nursing & Operations shared a patient story from a family member perspective. This highlighted a positive experience received and emphasised the dignity and respect ensured at all times for the patient. The story praised the staff for going above and beyond in the delivery of care and highlighted the Palliative Care, Pharmacy, Patient and Family Support/Bereavement team, Hygiene Assistants and Robert Owen House teams in particular for their exceptional compassion and care.

3. **Catheter Lab Refurbishment Programme**

Robin Wiggs, Assistant Director – Business Development, Dave Macmillan, Senior Estates Manager and Jeanette Broome, Cath Lab Manager provided an update on the Catheter Lab Refurbishment Programme. It was noted the construction team were currently in Week 6 of Phase 1 of the programme and were in the process of constructing a brand new decant lab.

It was discussed that the ultimate vision for the programme is to refurbish all 6/7 Catheter Laboratories and a final business case to this effect would be brought to the Board of Directors later in the year. It was explained that it was a possibility that the Trust may seek to receive commercial support to assist with the finance of this project and realise this vision. A waiting area for families of emergency PPCI patients and a separate receiving/recovery area for elective and emergency patients were noted as a key ambition in the re-design to ensure all privacy and dignity needs are met.

There was a discussion around the tender processes followed for this project and how the Trust went about ensuring the new Cath Lab design meets the needs of patients and families. It was noted that all tenders follow a competitive process. It was also highlighted that the architects conducted a user group and shadowed the teams working to ensure the design met all

requirements.

The Chairman thanked Robin Wiggs, Assistant Director – Business Development, Dave Macmillan, Senior Estates Manager and Jeanette Broome, Cath Lab Manager for their presentation.

4. Declaration of Interests Relating to Agenda Items

The Chairman asked the Council of Governors if they had any interests to declare in respect of items listed on the agenda. No interests were declared.

5. Minutes of the Council of Governors (CoG) meeting held on 11th December 2018

The minutes of the last meeting were noted and approved.

6. Chairman's Briefing

Neil Large, Chairman highlighted that the unannounced CQC inspection and well led inspection had been completed earlier in the year. Sue Pemberton, Director of Nursing & Operations explained that it was expected a draft report with feedback will be received in March 2019 and final report to the Board of Directors meeting in April 2019.

The Chairman thanked the governors who had participated in the process and attended the focus group with CQC Inspectors.

It was also noted that the Staff Survey Results 2018 had been received and were extremely positive for the Trust. Jo Twist, Director of Workforce Development & Service Improvement would give a more detailed overview later in the meeting.

Governors were invited to enter the Trust's Photo Competition which will be launched on 1st April 2019. Full details of the categories and how to enter are available on the website www.lhch.nhs.uk

The Chairman reminded all attendees that the Research Unit is a working area and politely requested quiet from all attendees on arrival and departure to meetings as a courtesy to colleagues.

7. Strategy and Service Improvement

7.1 International Update - Tampere

Robin Wiggs, Assistant Director – Business Development provided an update on the current collaborative work of the Trust on an international basis. It was highlighted that a formal 3 year partnership agreement with Tampere had now been confirmed and this is a good opportunity to share learning between the two organisations.

Following discussions, Robin Wiggs, Assistant Director – Business Development explained that consideration had been given to the impact of the planned exit from the European Union, appropriate plans were in place for this and risks identified and mitigated.

It was also stated there were a number of other potential international collaborations currently being worked on and explored.

The Council of Governors noted the update.

7.2 The NHS Long Term Plan

The Director of Strategic Partnerships provided an overview of the NHS Long Term Plan and explained it was an ambitious plan with focus on improving the lives of people by prevention, life courses and living well. It was highlighted that the clinical areas of focus included Cancer, Cardiovascular Disease, Stroke, Diabetes, Atrial Fibrillation and Respiratory Disease. Earlier detection of illnesses and improving access of diagnostic testing e.g. CT/MRI were also highlighted as priorities. In addition to a greater emphasis on research and development and digital and new technology.

There was a discussion from Council of Governors around investment and it was highlighted that this would be required to enable the NHS to deliver the plan. The Director of Strategic Partnerships highlighted that from a Trust perspective LHCH would be working to ensure the priorities were worked on and learning shared with wider health economy.

Jane Tomkinson, Chief Executive Officer provided an example of excellent partnership working between the teams at Liverpool Heart and Chest Hospital and Alder Hey Hospital for the benefit of a young patient. It was added that partnerships and collaborative working was the future for the health economy. There was real emphasis on integration of pathways going forward and the key focus was on vision and developing plans for local population.

7.3 Local Economy Update

Neil Large, Chairman discussed the planned merger between Royal Liverpool & Broadgreen University Hospital NHS Foundation Trust and Aintree University Hospitals. It is anticipated the merger will take place on 1st October 2019.

7.4 Operational Plan 2019/20 including Financial Planning Update

Claire Wilson, Chief Finance Officer presented the Operational Plan 2019/20. It was explained that the draft plan had been submitted and that the Trust's Operational Board had reviewed divisional, operational, financial plans and CIPs. The Board of Directors had reviewed the draft plan and confirmed acceptance of the Control Total. The final plan would be submitted on 4th April 2019.

Service development highlights for 2019/20 included full year impact of CHD service in collaboration with Liverpool CHD Partners, exploring development of specialist Cardio-oncology in partnership with Clatterbridge Centre for Oncology, investment in increasing TAVI capacity and inherited cardiac conditions (ICC) service to meet rising demand. This was in addition to plans to expand the robotics programme, focus on development of community services/admission avoidance work and development of Cardio Vascular

Science Centre in partnership with universities.

Claire Wilson, Chief Finance Officer confirmed the Trust's financial strategy was to maintain a strong financial position to enable capital investments e.g. Cath Lab Redevelopment Scheme and new CT/MRI Scanners. It was noted that there were risks associated with the financial plan which included Welsh commissioner funding of HRG4+ which was an ongoing and a national issue.

In addition to this, CQUIN delivery (90% delivery assumed in plan), delivery of Cost Improvement Programme and performance targets were also considered as challenges going forward. Claire Wilson, Chief Finance Officer concluded that although the Trust was in a strong financial position it continued to be mindful of and manage the risks.

7.5 Quality Account Priorities

Sue Pemberton, Director of Nursing & Operations presented the paper and it was noted that an engagement event with stakeholders to consider priorities for 2019/20 had been held on 18th January 2019. Four quality priorities had been agreed as a result of this focus group and these were supported by the Council of Governors.

The Council of Governors approved the recommendation that the local quality priority for statutory audit for 2018/19 would be – 'offering care partner to patients and family on admission'.

8. Performance and Operations

8.1 Q3 Performance Dashboard

Sue Pemberton, Director of Nursing & Operations presented the Quarter 3 Performance Dashboard and highlighted the ongoing pressure to achieve the 6 week wait for diagnostic procedure targets. It was explained the service had experienced unprecedented growth in the demand for the service due to specialist nature of the procedures. The Trust continued to also facilitate requests from other local hospitals in addition to scans for Liverpool Heart and Chest Hospital patients.

It was noted that the capital development project to install a new CT and MRI scanner would help to resolve these issues. It was reported that the project had been slightly delayed due to unforeseen circumstances. It was envisaged that this would be complete and scanners operational in August 2019.

Sue Pemberton, Director of Nursing & Operations provided assurance that the Trust was doing everything possible to reduce backlog and is currently looking at the possibility of outsourcing work out of hours. It was noted that patient safety had not been compromised and that patients continued to be reviewed on a case by case basis to assess urgency.

The Council of Governors noted the contents of the report.

8.2 Q3 Finance Report

The Chief Finance Officer presented the finance report and shared that she

was confident the Trust would achieve the control target set by 31st March 2019. The biggest area of focus before the end of the financial year was to ensure capital expenditure spend is on plan to achieve full year plan of £10 million (£4.8 million at end of Month 10). It was explained that teams had been working hard to ensure spending was complete as this was a risk for the Trust.

The Council of Governors noted the contents of the report.

8.3 Patient & Family Support Team Activity Report

Sue Pemberton, Director of Nursing & Operations presented the Complaints Report and explained there had been a total of 10 formal complaints in Quarter 3. The Director of Nursing & Quality highlighted a key area of work for her and the team going forward will be in improving communication and administration as these appear to be common themes in the report.

The Council of Governors received and noted the report.

8.4 Staff Survey Results

The Director of Workforce Development & Service Improvement presented the Staff Survey 2018 results and explained that these were an indication of staff views in October 2018 when the staff survey was completed. Overall it was noted that the staff survey results were very positive for the Trust and highlighted improvements thanks to Freedom to Speak Up, Listening into Action, Delirium and Service Improvement works. Jo Twist, Director of Workforce Development provided assurance that these were on the whole positive results for the Trust by sharing comparative benchmarking data from other hospitals. For example, the Trust had achieved the third highest score in the country for staff recommending this as a good place to work or receive treatment.

It was shared that a key area of focus going forward was to work with BAME staff network groups to understand the increase reported for bullying and harassment experienced by staff to ensure this could be resolved. In addition to this health and wellbeing would be another key area of work going forward.

The Council of Governors received the report.

9. Governance & Assurance

9.1 NHSI Quarterly Review Letter – 31st December 2018

The Director of Corporate Affairs presented the NHSI Quarterly Review Letter for information.

The Council of Governors noted the report.

9.2 Amendment the Constitution of Liverpool Heart and Chest Hospital

The Director of Corporate Affairs outlined the rationale to amend the

Constitution of the Foundation Trust referring to Item 9.2 which outlined the recommendation to make this change. It was confirmed that there were no questions or points of clarification needed by the Governors.

Thirteen members of the Council of Governors were present and voted unanimously to remove the Knowsley Council seat from the Council of Governors. The Council of Governors approved the recommendation to amend the Constitution of the Foundation Trust. It was noted that the Board of Directors had also approved this amendment. The constitution would now be amended and a copy sent to NHS Improvement for publication.

LL/GD

9.3 Corporate Governance Statement 2019

The Director of Corporate Affairs presented the Corporate Governance Statement and invited the Council of Governors to comment on this. It was noted that there would be a recommendation to the next Board of Directors meeting that the Trust explicitly highlights on the statement the ongoing risk associated with diagnostic waiting times.

The Council of Governors confirmed that there were no further issues that it wished the Board to take into account in making its self-certification.

9.4 Council of Governor Objectives 2019: Progress Report

The Director of Corporate Affairs reported on progress of the Council of Governors Objectives 2019 and explained progress was on track for completion by the end of the year.

The Council of Governors received the report.

9.5 Review of Register of Interests

The Director of Corporate Affairs presented the Register of Interests and requested governors declare any potential conflicts immediately that these arise.

The Council of Governors confirmed the register to be a complete record.

9.6 Licence Condition G4: Fit and Proper Persons Requirements

The Director of Corporate Affairs outlined the Fit and Proper Persons Requirements and provided assurance that the process in place for confirming compliance by each member of the Council of Governors had been followed.

The Council of Governors noted the report.

9.7 Membership and Communications Sub Committee 12.3.19

Ruth Rogers, Public Governor- Merseyside presented the report from the last Membership and Sub Committee meeting. It was added that she had recently attended Huyton Leisure Centre and had thoroughly enjoyed this engagement opportunity with patients and members of the public.

The Council of Governors received the report.

8 Governor Review of Performance Report

The Chairman discussed that a number of governors had met with him, the Director of Corporate Affairs and Chief Information Officer to discuss the format of the Performance Report format provided for Council of Governors. It was confirmed that the format had been developed for ease of use and the group had wished to highlight to Governors that the narrative provided an explanation of exceptions, with more detail presented in the dashboards set out in the Appendices. The Board would in due course refresh the KPIs in the dashboard for 2019/20. It was agreed that the Council of Governors would continue to receive the same report and dashboard as that provided to the Board of Directors.

9.9 Appointment of the roles of Senior Independent Director and Non Executive Lead for FTSU

The Chairman presented the report to recommend the appointment of Julian Farmer, Non Executive Director/Deputy Chair as the Senior Independent Director with immediate effect; the Council of Governors approved the recommendation.

It was noted that Mark Jones, Non Executive Director would take on the role of NED Lead for Freedom to Speak Up from 1st May 2019.

These changes reflect the fact that Marion Savill will retire from her role as NED at the end of her second term on 30th April 2019.

10. Governor Issues

10.1 Staff Governors Drop In 26.2.19

Nothing to note.

10.2 Feedback from Governor Walkabouts

Governors discussed the walkabout they had conducted earlier that day to Willow Suite (ACHD Service) and Oak Ward. It was confirmed the visit had been enlightening for those attending as the Council of Governors had received regular updates on the ACHD Service. It had been pleasing to see this service up and running now the service had launched

10.3 Interest Groups/External Events

Nothing to note.

10.4 Governor Attendance Report

Nothing to note.

11. Board of Directors

11.1 Report from the Audit Committee

Ken Morris, Non Executive Director presented the report from the Audit

Committee and provided assurance that there were no concerns to report. It was noted that in light of recent external audit failings highlighted in the Private Sector there were plans for a more rigorous approval of external audit annual review of effectiveness to be put in place. In addition to this Council of Governors would be consulted on the Terms of Reference of the Audit Committee, when these were to be reviewed.

The Council of Governors received the report.

11.2 Report from the Integrated Performance Committee

Marion Savill, Non Executive Director provided a report from the latest Integrated Performance Committee. It was highlighted that the Trust was largely on track to meet targets although the issue with adoption of HRG4+ by NHS Wales continued to be an area of concern. A key area of focus for the Committee remained oversight of cancelled operations. It was also noted that the model hospital tool was now available for specialist trusts and enabled benchmarking with other trusts to enable best use of resources.

11.3 NED Walkabouts

Ken Morris, Non Executive Director noted that the NED walkabout schedule was on track for completion.

11.4 Receipt of Minutes of Board of Directors Meeting (in Public) held on 6th November 2018

The Council of Governors received the minutes.

12. Action Log

Action 1 – completed and closed
Action 2 – completed and closed
Action 3 – completed and closed
Action 4 – completed and closed

13. Date of the next meeting

Tuesday 4th June 2019 at 1.00 pm in the LHCH Conference Room.