

## Council of Governors (in Public)

### Item 5

## minutes

**Monday 23rd September 2019**  
**1.00pm**  
**LHCH Conference Room**

#### **Present:**

Neil Large  
Lynne Addison  
Joan Burgen  
Peter Brandon  
Wendy Caulfield  
Charlie Cowburn  
Lynn Trayer Dowell  
Elaine Holme  
Sharon Hindley  
Ian Jones  
Allan Pemberton  
Dorothy Price

Ruth Rogers  
Dusty Rhodes  
Lindsey Van Der  
Westhuizen  
Rachel Glynn Williams  
Trevor Wooding

#### **In attendance:**

Bob Burgoyne  
Nick Brooks  
Steven Colfar  
Jonathan Develing  
Gill Donnelly  
Julian Farmer  
Sharon Faulkner  
Mark Jones  
Hayley Kendall  
Lucy Lavan  
Karen O'Hagan  
Sue Pemberton  
Marga Perez Casal  
Jane Tomkinson  
Robin Wiggs  
Claire Wilson

Chair  
Public Governor – Rest of England and Wales  
Public Governor – North Wales  
Public Governor - Cheshire  
Nominated Governor – Friends of Robert Owen House  
Staff Governor – Registered and Non Registered Nurses  
Staff Governor – Registered and Non Registered Nurses  
Public Governor – Merseyside  
Staff Governor – Non Clinical  
Nominated Governor – Liverpool John Moores University  
Public Governor – Cheshire  
Staff Governor – Allied Health Professionals, Technical and Scientific  
Public Governor - Merseyside  
Public Governor – North Wales  
Public Governor - Cheshire  
  
Public Governor - Merseyside  
Senior Governor/Public Governor - Merseyside

Non Executive Director  
Non Executive Director  
Divisional Head of Operations – Clinical Services  
Director of Strategic Partnerships  
Membership and Communications Officer (Minutes)  
Deputy Chair/Senior Independent Director  
Matron – Knowsley Community CVD Service  
Non Executive Director  
Chief Operating Officer  
Director of Corporate Affairs  
Non Executive Director  
Director of Nursing & Operations  
Interim Director – Research & Innovation  
Chief Executive Officer  
Deputy Director – Strategic Partnerships (from Item 7)  
Chief Finance Officer

**Apologies for absence:**

Mark Allen  
John Black  
Dorothy Burgess  
Cllr Sharon Connor  
Matt Greene  
Ron Smith

Public Governor - Cheshire  
Public Governor - Merseyside  
Public Governor - Merseyside  
Nominated Governor – Liverpool City Council  
Staff Governor – Non Clinical  
Public Governor – North Wales

**1. Apologies for absence**  
Noted above.

**2. Patient Story**

The Director of Nursing & Operations shared a story received from a recent patient. This highlighted a positive experience received and emphasised the skill and expertise provided by the team who had cared the patient and for which they were particularly grateful.

**Declaration of Interests Relating to Agenda Items**

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

**4. Minutes of the Council of Governors (CoG) meeting held on 4<sup>th</sup> June 2019**

The minutes of the meeting of the Council of Governors held on 4<sup>th</sup> June 2019 were reviewed for accuracy and approved as a correct record.

**5. Chair's Briefing**

Neil Large, Chair, informed Council of Governors that Joanne Twist, Director of Workforce Development, had now left the Trust for pastures new. The recruitment process for a new HR Director would commence shortly. He thanked Joanne for her work and commitment to date.

The Chair also advised that he was pleased that Hollie Swann, Head of Operations, for the Institute of Ageing and Chronic Disease had joined the Council of Governors as the Appointed Governor – University of Liverpool.

**6. External Review & Assurance**

**6.1 CQC Inspection Report**

Sue Pemberton, Director of Nursing & Operations, presented the CQC Inspection Report and explained that the outcome of the recent inspection was an outstanding rating in surgery and outstanding in the well-led inspection. This resulted in the Trust retaining its overall outstanding rating with demonstrable improvements since the last inspection in surgery. It was noted that work continues to ensure standards are maintained with the Trust always striving for improvements. It was explained that there is on-going work via Learning and Sharing Forum, EECS Assessments and a round of mock inspections will be undertaken in Autumn 2019.

The Council of Governors received and noted the report.

## **6.2 National Staff Survey 2018**

Sue Pemberton, Director of Nursing & Operations, presented the national staff survey results. It was highlighted that there had been a 59% response rate and on the whole the feedback was very positive and showed that the Trust was performing as one of the best acute specialist organisations in 6 of the 10 themes. The survey results highlighted key areas for improvement including the health and wellbeing of staff. It was noted that the Board of Directors was committed to introducing a new Health and Wellbeing Centre to help improve the health and wellbeing of staff. Various staff engagement sessions had been held to involve staff in the design and to seek their views and thoughts on the existing health and wellbeing offering to enable a review of this.

There was discussion around the plans in place to reduce the number of staff who have experienced violence in work from patients. The Director of Nursing & Operations explained a high proportion of these cases were closely linked with delirium of patients in Critical Care. It was noted that the team were continuing to monitor this.

The actions and improvement work were noted.

## **7. Strategy**

### **7.1 Update on National, Regional and Local Systems Working**

Jonathan Develing, Director of Strategic Partnerships, referred to the strategic workshop held with governors prior to the meeting. He thanked governors for their input and explained that engagement is underway to help shape the strategy. It was confirmed that the slides from the earlier session would be circulated after the meeting. He highlighted two key themes discussed at the session - prevention and development of the research, innovation and education offering across the country.

JD

The Council of Governors noted the update.

### **7.2 Operational Planning 2020/21**

Hayley Kendall, Chief Operating Officer, provided an update on Operational Planning process for 2020/21. It was advised that local systems were expected to deliver a coordinated five year financial and activity plan. Work was underway to produce these and outline plans would be presented to Council of Governors on 3<sup>rd</sup> December 2019. The five year plan would incorporate improvement for access including implementation and monitoring of the new 28 day faster diagnosis target.

HK/CW

Claire Wilson, Chief Finance Officer, presented an update on the financial plan and noted that this would incorporate an annual cost improvement target and capital programme including significant schemes over the next five years. It was explained that the Cath Lab Redevelopment scheme would be a significant investment going forward.

There was a discussion around the possibility of fundraising campaigns to support the funding of capital schemes. Neil Large, Chair, confirmed that the Board of Directors and Operational Board would be looking at suitable schemes which could be supported by a specific fundraising campaign in the

future.

In addition, it was asked if national tariffs were likely to change in the future and Claire Wilson, Chief Finance Officer, confirmed that and changes when notified, would be incorporated into the plan.

The Council of Governors received and noted the update.

### **7.3 Capital Projects Update**

Steven Colfar, Divisional Head of Operations, was welcomed to the meeting and provided an update on the CT and MRI scanners capital project. It was explained that this investment had been in response to increased demand for diagnostic scans including specialised complex scans. It was explained that the aim was to extend and improve the existing services and for the Radiology Department to be a centre of excellence for diagnostics regionally and nationally. It was noted that the project was now in the final stages and the aim was for the project to be operational in Autumn 2019.

Robin Wiggs, Deputy Director – Strategic Partnerships was welcomed to the meeting to update governors on the development of a business case to support the Cath Lab Refurbishment Programme – this was a major programme to refurbish the whole cath lab suite and create a world-class facility. He confirmed that the enabling scheme to create a new 6<sup>th</sup> decant lab was nearing completion and contained ‘state of the art’ equipment. It was highlighted that the outline business case had been supported by the Board of Directors and that the full business case would be developed for consideration by the Board in December 2019. It was envisaged that, if approved, the scheme to refurbish the existing facility would commence in June 2020.

The Council of Governors received the report.

### **7.4 BREXIT Update**

Robin Wiggs, Deputy Director – Strategic Partnerships, reported on the Trust’s preparedness in relation to EU Exit. It was noted that the Trust had been planning since summer 2018 and there were a number of national contingencies in place. It was highlighted that the Trust had a ‘Green’ assurance rating using NHS England’s risk framework.

The Council of Governors received and noted the report.

## **8. Performance**

### **8.1 Performance Report for Period Ending 30<sup>th</sup> June 2019**

Hayley Kendall, Chief Operations Officer, presented the Performance Report for the period ending 30<sup>th</sup> June 2019. It was highlighted that there had been issues in relation to the turnaround of histopathology in 7 days. An agreement had now been made with an alternative provider for review of urgent biopsies.

There was a discussion around waiting times for Welsh patients which exceeded the target. The Chief Operations Officer explained that the Trust continued to work with Welsh commissioners to improve waiting times for patients and was focused on ensuring any patients that do breach 26 weeks are seen before 36 weeks. The main area driving the under performance was

late or incomplete referrals from organisations and extended waiting times for diagnostic tests in Wales. Jane Tomkinson, Chief Executive Officer, provided further assurance that the Trust was doing all it could and would continue to be proactive via networks to improve the waiting times for this group of patients.

An update was requested on progress with achieving mortality screening within 7 days. Jane Tomkinson, Chief Executive Officer, explained that this was a piece of work being led by Dr Raphael Perry, Deputy CEO/Medical Director, on and further updates would be provided at the next meeting.

RAP

The Council of Governors received and noted the report.

### **8.2 Finance Report for Period Ended 30<sup>th</sup> June 2019**

Claire Wilson, Chief Finance Officer, presented the finance for period ended 30<sup>th</sup> June 2019. It was noted that the year to date overall financial position for Quarter 1 was a surplus of £81k, against a planned surplus of £79k, showing a favourable variance of £2k.

Future risks around the possible national constraints on capital expenditure and the implications of new tax and pension rules were discussed.

The Council of Governors received and noted the report.

### **8.3 Patient & Family Support Team Activity Report Q1**

Sue Pemberton, Director of Nursing & Operations, presented the Patient and Family Support Team Activity Report Quarter 1. It was noted that the Trust received a total of 9 formal complaints for Quarter 1. The team received 81 contacts, 55 of which were informal concerns (25 of which were higher level) and requests for information or advice. No trend in subject, area or operator was observed.

The Council of Governors noted the update.

## **9. Governor Issues**

### **9.1 Staff Governor Elections**

Gill Donnelly, Membership and Communications Officer, presented the report on the outcome of the recent Staff Governor Elections. It was noted that Sharon Faulkner and Charlie Cowburn had been elected to the roles of Staff Governor – Registered and Non Registered Nurses and would commence their new term of office following the Annual Members' Meeting later that day. It was added that since the publication of the paper an Uncontested Report had been received informing that Dr Rebecca Dobson had also been elected to the Council of Governors as Staff Governor – Registered Medical Practitioners.

The Chair welcomed Sharon Faulkner who was in attendance to the Council of Governors.

The Council of Governors noted the report.

## **9.2 CoG Objectives 2019:Progress Report**

Lucy Lavan, Director of Corporate Affairs, presented the progress report for the Council of Governors and advised good progress had been made. It was noted that the Council of Governors would consider these objectives and look at developing 2020 objectives at the forthcoming joint Council of Governors and Board of Directors Development Day on 5<sup>th</sup> November 2019.

The Council of Governors received and noted the update.

## **9.3 Membership and Communications Sub Committee**

Ruth Rogers, Public Governor – Merseyside, presented the ‘hot topics’ report from the Membership and Communications Sub Committee. There were no concerns in relation to membership targets. Feedback from recent membership events had been positive to date with one event remaining on the calendar ‘Healthy Lungs’ Event in Wrexham. Discussions would begin in developing the calendar for 2020 at the next Membership and Communications meeting in October.

Council of Governors received and noted the report.

## **9.4 Staff Governors Drop In**

Nothing to note.

## **9.5 Governor Walkabouts – Rowan Suite & Cherry Ward**

Governors spoke highly of the recent walkabouts to both Rowan Suite and Cherry Ward and had been impressed with the staff and facilities in both areas. The Chair invited suggestions for future walkabouts and asked governors to get in touch with Gill Donnelly who can ensure inclusion in the schedule.

## **9.6 Patient Safety Congress – June/July 2019**

Allan Pemberton, Public Governor-Cheshire, presented a report on the Patient Safety Congress he had attended recently and emphasised the importance of human factors which had been discussed within the content of the congress. Sue Pemberton, Director of Nursing & Operations, explained that human factors was well embedded within the organisation and covered at staff induction and training and discussed within the Learning and Sharing Forum attended by staff representatives from across the Trust.

## **9.7 Interest Groups/External Events**

Lindsey Van Der Westhuizen, Public Governor – Cheshire, provided feedback from the patient and family engagement session she had recently attended in Critical Care with Dorothy Burgess-Public Governor - Merseyside. She explained that feedback from the event had been excellent and that families had appreciated the event and felt it had been a valuable means of closure for them personally.

# **10. Board of Directors**

## **10.1 Report from the Audit Committee**

Julian Farmer, Deputy Chair/SID, presented the report from the Audit Committee outlining progress of work plan activities. In particular it was noted that assurance levels in internal audit are mostly good with the one exception relating to the need to ensure documentation of all procedures relating to Fundraising. However, an action plan had since been created and was well on the way to being implemented. It was also noted that 2019/20 would be the final year of the audit contract which expired in October 2020. Therefore, arrangements for securing future audit provision would be addressed in the new year.

JF

The Council of Governors noted the update.

## **10.2 Report from the Quality Committee**

Nick Brooks, Non Executive Director / Chair of Quality Committee, provided an updated from the work of the Quality Committee. He explained that the role of the Committee was to carry out an independent and objective review to assure the Board of Directors on quality governance.

It was explained that the areas of particular scrutiny had included mortality, sepsis, medication errors, consent for procedures and GIRFT (Getting It Right First Time). It was noted that a particular area for improvement work was the sepsis pathway and it was noted that there had been dramatic improvement in some sepsis management indicators as a result.

Priorities for 2019/20 included assurance on the progress of GIRFT surgical plan, continuous improvement in sepsis documentation and management and outcomes of the strategy to reduce medication errors.

The Council of Governors noted the update.

## **10.3 NED Walkabouts**

Julian Farmer explained that NEDs continued to conduct a programme of walkabouts to staff areas across the Trust. He provided assurance that there were no issues raised and that staff demonstrated strong values and behaviours on these visits demonstrating a strong organisational culture.

## **10.4 Receipt of Minutes of Board of Directors (In Public) Meeting on Tuesday 30<sup>th</sup> April 2019**

The Council of Governors received the report.

## **11. Action Log**

Action 1 – completed and closed

## **12. Date and Time of the Next Meeting**

Tuesday 3rd December 2019 at 1.00 pm in the LHCH Conference Room.

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