

Council of Governors – Part 1 (in Public)

Item 4

minutes

Minutes of the Council of Governors – Part 1 (in Public) meeting held on 05th June 2017

Present:

Neil Large
Lynne Addison
Ken Blasberry
Amanda Clarke
Charles Cowburn (part)
Kerry Fitzpatrick
Roy Griffiths
Sharon Hindley
Michelle Laing
Paula Pattullo
Allan Pemberton
Alexandra Thompson
Lynn Trayer-Dowell (part)
Trevor Wooding
Judith Wright

In Attendance:

David Bricknell
Steve Connor
Julian Farmer
Lesley Hughes
Lisa Gurrell (item 3 only)
Joanne Hillis (item 3 only)
Mark Jones
Lucy Lavan
Paul Modi
George Perera (item 1 only)
Sue Pemberton
Marion Savill
Joanne Twist
Michael Tomkins
Tony Wilding

Chair
Governor – Rest of England & Wales
Governor – Cheshire
Governor – North Wales
Governor – Staff
Governor – Staff
Governor – North Wales
Governor – Staff
Governor – Liverpool JM University
Senior Governor - Merseyside
Governor – Cheshire
Governor – Staff
Governor - Staff
Governor – Merseyside
Governor - Cheshire

Deputy Chair/Non-Executive Director
Partner – Mersey Internal Audit Agency
Non-Executive Director
Executive Office Manager (minutes)
Patient & Family Support Manager
Respiratory Counsellor – KCRS
Non-Executive Director
Director of Corporate Affairs
Consultant Cardiac Surgeon
Hospital Chaplain
Director of Nursing & Quality
Non-Executive Director
Director of Human Resource
Membership & Communications Officer
Director of Strategic Partnerships & Chief
Operating Officer

Claire Wilson (part)

Chief Finance Officer

Apologies for Absence:

Dennis Bennett
Mike Brereton
Glenda Corkish
Vera Hornby
Caroline McCann
Cllr Christina O'Hare
Brian Roberts
Doreen Russell
Roy Stott
Ged Taylor

Governor – North Wales
Governor – Cheshire
Governor – Partner Organisation
Governor – Merseyside
Governor – Staff
Governor – Partner Organisation
Governor – Merseyside
Governor – Staff
Governor – Merseyside
Governor – Partner Organisation

Public:

Katherine Griffiths
Maureen Worrall

1. Work of the Chaplaincy Team Supporting Excellence in Patient Care

George Perera was in attendance to present to the Council of Governors (CoG) on the work of the chaplaincy team which spanned across both the Royal Liverpool & Broadgreen University Hospitals NHS Trust and Liverpool Heart & Chest Hospital. He shared information in relation to the ward visits that had taken place, the attendance at the chapel services and the numbers within the chaplains' team, multi-faith representation and volunteers. The chaplaincy team worked as part of the overall health care team to provide a healing environment and were available to patients, relatives and staff.

The Chairman expressed his appreciation and that of the Governors for the work he and the chaplaincy team carried out, their recognition of the needs of individuals both spiritually and holistically which supported the values and behaviours of the Trust.

George Perera left the meeting.

2. Apologies for Absence

Noted.

3. Patient Story

Lisa Gurrell and Joanne Hillis were in attendance to share their experiences following involvement in the recent mock CQC inspection. Each shared examples of the positive responses they received from patients and relatives in relation to overall care; how they connected with patients who were anxious and the positive response received in relation to the care of both the patient and consideration of the families. Patients commented on the quality of care and comfort, the cleanliness of the

hospital, high quality of food and the courteous staff.

They were also able to identify an area for improvement which related to a patient experiencing delirium and confusion post-operatively who had been been aware of this possible implication of their treatment. Consequently pre-operative information would be amended to address this.

On behalf of the CoG and the Trust the Chairman expressed his appreciation to both for their input in the process and the importance of their roles which supports the quality of care for patients and their families.

Lisa Gurrell and Joanne Hillis left the meeting.

4. Declaration of Interests Relating to Agenda Items

None to declare.

5. Minutes of the Council of Governors (CoG) Meeting held on 06th March 2017

The minutes were approved with the exception of an amendment to item 10.4 page 9 "Elections Campaign Update", the closing date for nominations was noted as Monday 15th June and should read Monday 5th June 2017. The minutes would be amended accordingly.

LH

• 5.1 Action Log

Sue Pemberton informed the CoG that the national in-patient survey results had recently been received and a full report would be presented to the September CoG meeting. She reported that the Trust had been rated 2nd in the country for overall patient care and the following areas had seen an increase in their scores:

SP

- Hospital food
- Choice of food
- Decisions about care or treatment
- Delays on discharge
- Explaining medicines on discharge

Areas for improvement had also been identified and the following would be addressed:

- Support from health or social care professionals to assist in recovery and management of the patient's condition.

The Trust was exploring ways in which it could influence health and social care.

- Changes in admission dates were under review.
- Emotional support during hospital stay.

The Trust was in discussion with Mersey Care NHS Foundation Trust in relation to LHCH staff training.

The Chairman expressed his pride and appreciation to all staff within the organisation

Item 1: Results of Call After Discharge Pilot Scheme

Sue Pemberton reported that a phone line had been set up for aortic patients and the results were being collated. Plans would be put in place to ensure the process was captured as part of a natural practice of follow-up.

Item 2: The external audit appointment recommendation would be considered in September 2017.

LL

Item 3: Re-assess the quoracy of the Quality Account Group. It was noted that the Quality Account Group had been disbanded.

Item 4: Performance reports required modification allowing information to be more easily identifiable. Main agenda item 8.1 refers.

Item 5: Progress on the staff survey action plan to be reported. Main agenda 8.4 refers.

Item 6: Progress report on CoG objectives. Main agenda item 9.7 refers.

Item 7: Update on disabled parking. Tony Wilding reported that issues around the location and availability of disabled car parking were continuously on the agenda with the Royal Liverpool & Broadgreen Hospitals NHS Foundation Trust and that although the Trust was limited to how it could influence their decisions; all efforts were being made to address the issues. The relocation of the facilities had been explored; the cost associated would have an impact but were under discussion. Governors were reminded that previous audits had shown there were more than the recommended levels of disabled parking on site.

10.1 Well Led Review – Final Report & Management Response.

Item 10.1 of the main agenda was brought forward to accommodate the availability of Steve Connor/Commercial Director – MIAA who was in attendance.

The CoG had received a report which included a summary from Mersey Internal Audit Agency (MIAA), a summary of the recommendations and a copy of the management response approved by the Board of Directors (BoD) at their April 2017 meeting. Consequently, in line with a statutory requirement, the Chairman had provided a written response to NHS Improvement.

Steve Connor informed Governors that the well-led review was a requirement every three years and took place over a period of four months with the CoG meeting being observed, followed by the Board of Directors and assurance committee meetings. The feedback presented

outlined the results of the work that had been undertaken and detailed the process highlighting the positive facets of the role of the CoG. The report concluded that all aspects across the organisation were well led and displayed examples of good practice. The four key areas were:

- Strategy and planning
- Capability and culture
- Process and structures
- Measurement

Incorporated into the key headings were 10 questions aligned to challenge the organisation with each incorporating four key themes to develop a practical review.

The overall conclusion was that the Trust was well-led; across all four domains of the Well-led Framework MIAA had encountered examples of outstanding practice in terms of strategy, participation and leadership, a focus on quality, patient safety and patient experience, CoG and patient engagement and governance process. He highlighted the importance of the CoG in the process and how they were well respected by the BoD; noting that in organisations where the CoG was not so well engaged, this was often an early warning sign of other potential governance issues.

Governors also felt they had a good exposure and communication with all Board members and that they received the training and support to appropriately hold the NEDs to account.

Areas for development included completing the work underway to formalise the underpinning strategies, widening Board level metrics in relation to research, reflecting on future Board development needs, embedding learning and development across the Trust, strengthening the role and impact of business partners, extending the Board commitment to continuous learning and development to divisions, increasing divisional accountability, avoiding duplication across meetings and ensuring there is a formal record of appropriate scrutiny.

Governor related conclusions were highlighted:

- The Trust has spent considerable time developing the relationship with governors. Governors are well supported.
- In respect of strategy development the CoG has been engaged from the outset and a positive outcome was that the governors do feel that their views and ideas have been listened to and acted upon.
- The CoG was regarded as being an important and valued element of the Trust's governance arrangements.
- The level of engagement with governors was exemplary and their feedback had been particularly positive.
- There is a very good relationship with the governors and the Chairman had invested significantly in creating that rapport and confidence.
- Governors worked with the Board in a variety of special interest groups.
- There was a view from the governors that the Board are very

accessible.

In conclusion the final slide presented the areas for development that would be addressed.

The Chairman opened up the meeting for any questions and reference was made to the lack of evidence demonstrating how the CoG were operating on quality; CoG members assured that this was demonstrated within the full 92 page report.

The Chairman advised that the report had concluded that the organisation was well led throughout and expressed his gratitude to the CoG for their engagement. The Board of Directors approved the management response and would oversee delivery of the action plan.

Appreciation was expressed to Mersey Internal Audit Agency for the positive way in which they had facilitated the process.

The CoG noted the outcome of the Well led review and management response.

Steve Connor left the meeting.

6. Chair's Briefing

The Chairman reported on salient issues/events:

The following changes to the CoG membership were reported, effective from September 2017:

- End of Eligible Term at 25.09.17:
 - Mike Brereton
 - Paula Pattullo
 - Roy Stott
 - Judith Wright
- Resignations with effect from 25.09.17:
 - Roy Griffiths
 - Brian Roberts
-
- Sharon Hindley and Trevor Wooding would be standing for re-election.
- Doreen Russell would be retiring from the Trust and therefore resigning from her post with effect from 11th August 2017.
- Arthur Newby had resigned from his post effective 12th May 2017

Board of Directors/CoG Development Day:

The joint Board of Directors/CoG Development Day scheduled for 14th November 2017 would provide further opportunity to review the needs of

the Governors and the effectiveness of the current structure.

Nurses Day:

Nurses celebrated Nurses Day on 11th May 2017 where a range of therapies were available. Unlike previous years, therapists went out to wards and clinical areas to deliver treatments for staff who could not attend the conference room. The event also incorporated special recognition awards; staff nominating colleagues within specific categories which had proven popular amongst staff.

LHCH Open Day:

The Trust held an open day on Saturday 6th May 2017 where staff provided tours of clinical areas, namely radiology, catheter laboratories, theatres and cardiac diagnostics.

Lucy Lavan took the opportunity, on behalf of the CoG to congratulate the Chairman on his MBE and noted his recent visit to Buckingham Palace to receive his honour.

7. Strategy & Service Improvement

- **7.1 Cheshire & Merseyside 5 Year Forward Plan Update**

The Chairman updated Governors stating that the developments of plans were expected to gather momentum following the General Election.

A progress report would be presented by Tony Wilding during the course of the meeting, agenda item 7.2 refers.

Governors also noted that the Chairman would be standing down from Chairing the STP Working Group meetings due to a potential conflict; a new independent Chairman would be appointed post-election. All governance arrangements were being reviewed and a higher level of Non-Executive Director involvement would be sought.

- **7.2 Strategic Planning Update**

- **Robotics:**

Paul Modi joined the meeting and presented on the proposed introduction of robotics within cardiothoracic surgery. The presentation allowed Governors the opportunity to see how the surgery would greatly improve patient outcomes and how this would be less invasive allowing for a speedier recovery.

Governors noted that a considerable amount of work had been carried out within the Surgical Division to produce a business case proposal; this being presented to the Board of Directors at their April 2017 meeting. The Business Case had consequently been approved subject to a small number of caveats, the main element being that the financials and the need for funding is secured from charitable donations. A fundraising campaign would be launched and progress reviewed in September 2017. It was acknowledged that fundraising campaigns for similar projects

would normally be planned and monies raised over a period of years however due to timescales fundraising would be focused over the summer period when charitable trusts, networking and links through staff would be explored together with a public campaign through the use of social media and celebrity endorsements.

The Chairman confirmed the support and commitment of the Board of Directors to this important strategic development reiterating the benefits to patients, research and how the technology was leading edge and therefore beneficial to clinicians and would have a positive impact on future recruitment.

Governors were asked to support the fundraising campaign by communicating the purpose and goals through their private and professional contacts; suggested contacts to Mary Liley/Head of Fundraising (mary.liley@lhch.nhs.uk tel: 0151 600 1831) and supporting fundraising events.

Governors would be presented with an update report at their September 2017 meeting.

TW/CW

- **Private Patients**

Tony Wilding informed the CoG that a Private Patient Strategy was being developed for presentation to the Operational Board followed by the Board of Directors. Market analysis had delayed the process and was required to underpin the Strategy. The report would be presented at a future CoG meeting.

TW

- **CVD Pathway**

Tony Wilding updated the CoG on the progress of the CVD Programme presenting an overview of the CVD Programme Board membership and governance. The presentation outlined the programme management; their seven priorities, partnership working and the support provided to the clinical leads, links and champions. It was noted that a single cardiology service proposal was being developed to agree the scope of the project and an Operational Group had been formed supporting the work of the 'Healthy Liverpool' programme.

The Adult Congenital Heart Disease programme was out to public consultation until 17th July 2017 with a final decision expect by December 2017. Work on the revised Business Case and Implementation Plan was on-going.

The case for change was expected September/October 2017 and it was noted that the governance on STP was crucial. Challenges to the service were expected.

Single Cardiology Service: Joint meetings have been held with the Royal Liverpool & Broadgreen University Hospitals Trust and Aintree University Hospital NHS Foundation Trust and chaired by Jane Tomkinson. A proposal was being developed to agree the scope of the project and an operations group has been formed to progress this. The work would support the Healthy Liverpool Programme with more joined

services for patients being developed.

- **7.3 Financial Planning Update**

Item 8.2 refers.

Charlie Cowburn joined the meeting.

8. Performance and Operations

- **8.1 Performance Assessment using the Strategic and Operational Dashboard**

The CoG received and noted the newly formatted strategic and operational dashboards presented by Tony Wilding (TW) who highlighted the salient points:

- Mixed sex accommodation: additional bed capacity had been achieved.
- Recommendation as a place to work: 64% for quarter 4 2016/17 was recorded. No recurrent themes had been identified.
- Mortality Review: Screening process in place to reduce the overall process and improve performance.
- Falls: Benchmark work had identified a low fall rate in comparison to other Trusts. Improvement work continued to focus on reduction of falls.
- Blood cultures: Work was ongoing to improve the management of sepsis.
- 62 day wait for treatment following urgent GP referral: Internally monitored to ensure the most efficient pathway was in place for lung cancer patients. It was noted that the reduced performance related to one patient but due to the low numbers the statistic impact was high regardless.
- Welsh 26 Weeks: Work continued with the Welsh Commissioners with face to face meetings proving to be more effective.
- Cancelled Ops: Reported 2.2% for 2016/17. A revised procedure allowing “the surgeon of the day” to review each cancellation when it occurred was now in place.
- Delayed Transfer of Care: Work was on-going with other organisations to ensure patient discharges were being managed efficiently.

The Chairman referred to the number of red indicators reported within the performance but highlighted that some were due to the Trust implementing its own high level goals; there were no areas of concern.

- **8.2 Finance Report for period year ended 31.3.17 and M1 Update**

The financial update presentation and Finance Reports were delivered by Claire Wilson (CW) and the following salient points were noted:

- The final accounts had been submitted following Board of Director's approval.
- As forecast, the Trust had maintained its financial position and were therefore allocated sustainability funding of £509K.
- The revised control total now stood at (£418K).
- Due to an increase in the estates valuation a financial position of £1,183K surplus was expected.
- The financial position against the target was achieved and stood at (£392K).
- Agency fees had reduced by half in the previous financial year.
- The cost improvement programme had not been achieved but recurrent savings would be the focus during the coming year.
- Improvements in the environment and replacement equipment would be the key elements relating to capital spend. This currently stood at £0.121m which was £0.555k below plan.

Finance Report: period Ending 30th April 2017

The CoG had previously requested a breakdown of the cost improvement schemes and this was detailed within the report. Discussions had been held within finance sub-groups to consider how the schemes would progress, in particular the nursing establishment review in relation to specialist nurses and how they could work more efficiently and effectively which was being led by the senior nurse team and overseen by Sue Pemberton. The CoG noted that the nursing establishment across all areas was fully staffed and any review would not impact on the quality of patient care or the services provided.

In response to the question on staff morale, the CoG was assured that the review had not had any significant impact and the nursing teams supported any change to their working practice that provided an improvement in the quality and safety of care provided.

The Chairman referred to the challenges for staff in relation to the cost improvement programme and noted that although the 2016/17 CIP targets had not been fully achieved; the Board of Directors remained focused on CIP delivery without any compromise on safety and quality care.

Benchmarking was being carried out and the Trust would go out to tender for its catering contract with a view to reducing costs while maintaining quality. Internally the work was underway to explore ways of incentivising budget holders whilst holding people to account.

The CoG noted the remainder of the report.

- **8.3 Q4 Patient & Family Support Team Activity Report 2016-17**

The CoG received the quarter four Patient & Family Support Team activity report for 2016/17 which outlined the themes from concerns raised and those under investigation. The table demonstrated complaints per division and compared the numbers and subject of complaints with those of the previous year.

It was noted that one complaint had been referred to the Parliamentary Health Service Ombudsman for consideration and possible investigation. A response was awaited.

The CoG also noted the learning from complaints, the proactive and robust management and the improvements that had been implemented.

- **8.4 National Staff Survey 2016**

Jo Twist presented the National Staff Survey Results for 2016.

The CoG noted that the Trust had performed well overall with consistently high scores in relation to patient care, staff appraisal and staff engagement. The Trust had achieved the highest score nationally when compared with acute specialist trusts.

A number of areas had been highlighted where action was required. The HR team was analysing the results to department level, the results of which would be shared with divisions with key areas for improvement being identified and action plans put in place linked into the planned engagement road shows/big conversations scheduled during the course of the year.

Lynn Trayer-Dowell left the meeting.

In response to a question referring to the improvement in reporting errors and the impact of the HALT process, it was considered that this was now embedded as 'business as usual'; staff were confident in reporting using this process.

The Chairman expressed his appreciation for the work across the Trust which had resulted in a positive response by staff.

9. Governor Issues

- **9.1 Governance Principles and Actions following Governor Discussion Group 6.3.17**

The CoG received and noted the report presented by Lucy Lavan following the review of the CoG infrastructure held on the 6th March 2017; the notes from the meeting were included within the report. The CoG confirmed their approval against the following recommendations:

- Governance Principles set out within the covering report (paragraph 2 referred).
- The decisions/action taken as set out within the covering report (paragraph 3 referred).
- Terms of Reference and Business Cycles for the Nomination & Remuneration Committee (for Chair/Non-Executive Director appointments) and membership and Communication Sub-Committee; there were no significant changes to note.
- Senior Governor role description
- The remaining actions would be delivered in accordance with the

timeframes set out in the covering report (paragraph 3 referred).

The CoG noted the remainder of the report and it was highlighted that the Quality Account Sub Committee had been disbanded due to poor duplication with the Quality Interest Group.

• **9.2 Membership and Communication Group Sub-Committee**

In the absence of Mike Brereton/Chair of the Membership and Communication Sub-Committee, Amada Clarke presented the progress report highlighting the salient points as follows:

- Membership leaflets continued to be available in the Trust's entrance areas and Robert Owen House.
- A briefing had been provided around the fundraising initiative for the new surgical robot and the consequent action to engage with and support the campaign.
- There were three recruitment events planned; detailed within the report.
- The successful recruitment of 79 new members following the Liverpool John Moores University recruitment event held on 4th April 2017 was noted.
- Governors were asked to volunteer their support on 16th July 2017 for the Disability Awareness Day being held in Walton Hall Gardens, Warrington.

It was noted that the Chair of the sub-committee, Mike Brereton would reach the end of his maximum term therefore Amanda Clarke offered her nomination and was supported by the Committee. The CoG approved Amanda Clarke's appointment.

• **9.3 Governor Focus Conference 4.5.17**

The CoG received a detailed report from Allan Pemberton following his attendance at the third national NHS Providers Annual Governor Conference which had been held to allow an increased understanding of key national issues facing the NHS and explore how Governors could support their Trusts.

The report set out the background and the bearing on the NHS to deliver its service, the financial impacts relating to Government policy and the challenges that are yet to be faced. The possible implications for Governors were also set out within the report with a proposal for the Trust to consider exhibiting with Governors in attendance.

The Chairman referred to the financial deficits within the provider sector and the variation when attempting to identify those with genuine financial problems. The ratio of Trusts requiring improvement following Care Quality Commission inspections and the need for a clear vision, an agreed approach with clarity of context, a full analysis of the range of possible solution and a clear structure for implementation on how provision would be delivered was required.

It was also highlighted that approximately 90% of Governors received

information about the stage of their Trust's sustainability and transformational plans (STPs) and approximately half had been advocates discussing or approving proposals.

A considerable percentage of Governors received information on STPs and approximately half of Governors approved final possible solutions. Governors were encouraged to take full part in this and be an advocate and support. The CoG were informed that Dr Raph Perry/Medical Director would be attending a meeting the following day to share information around the STP agenda.

The Chairman highlighted that the CoG had noted the Cheshire and Merseyside Five Year Forward View – Memorandum of Understanding at its meeting in February 2017.

Claire Wilson left the meeting.

Following observations around the role of the Governors, Non-Executive Directors, the governance structure in relation to challenge and the impact of the STPs, the Chairman stated that Governor responsibility and role would be a key element of the Governors Induction Day with Ann Utley/Preparation Programme Manager – NHS Providers scheduled for 9th November 2017.

It was noted that NHS Providers supported the role of the Governors; course details were available through the NHS Providers website and information circulated by the Membership Office; Amanda Clarke/Governor – North Wales would be attending the event on 15th June 2017 - Member and Public Engagement in London.

Allan Pemberton provided details of showcasing the Trust at next year's Governor Focus Conference and would attend the next meeting of the membership group to discuss this.

The CoG noted the remainder of the report.

- **9.4 Staff Governors Meeting**

The Chairman had met with staff governors on 31st May 2017; the discussion had focused on the challenges of the CIP programme delivery.

There were no further issues to report.

- **9.5 Feedback from Governor Walkabouts**

The Chair reported that Governors had visited the following areas:

- Radiology
- Pulmonary Function

Governors felt well informed following their visits and were impressed by the level of expertise/technology, passion and enthusiasm of staff, team spirit and investment in leading edge equipment within the clinical areas.

- **9.6 Interest Groups / External Events**

There were no items to report from interest groups or external events.

- **9.7 Council of Governors Objectives 2017 - update**

The CoG noted the update on progress around the the CoG objectives for 2017 presented by Lucy Lavan.

Progress reports would be provided against each of the objectives at future quarterly CoG meetings.

It was noted that the election campaign had commenced in April 2017 to ensure an effective succession plan.

10. Board of Directors

- **10.2 Report from the Audit Committee**

The CoG received an update on the work of the Audit Committee from its Chair, Julian Farmer.

The outcomes of the May 2017 meeting were set out within the presentation and the following was noted:

- The 2016/17 annual accounts, Annual Governance Statement, Annual Report and Quality Account were recommended for Board of Director approval.
- The accounts presented were noted as accurate with no errors and to a high standard. Due to the outcome and tight timescales the Finance Team were commended for their work.

It was also noted that the Trust had strong underlying financial systems.

- **10.3 Report from the People Committee**

The CoG received an update on the work of the People Committee from its Chair, Mark Jones.

The Staff Engagement Cycle for 2017/18 was displayed demonstrating the focus over for the remainder of the year. He referred to the excellent staff survey results reported on earlier in the meeting. The People Strategy would be aligned with the NHS changes within the Carter Report. The five main aims within the strategy were noted as:

- Recruitment: Plans in place to address the shortage of junior medical staff despite their high demand; bring more advanced nurse practitioners and to develop and retain staff.
- Staff Survey: Working with divisions to ensure action plans were in place to address issues.
- Improve the quality of appraisals through bespoke training.
- Populate talent management.
- Continue to focus on the management of bank and agency staff.

LL

The meeting discussed the support of the aging workforce within different roles noting that this was a core element of the People Strategy and the introduction of a new toolkit that would ensure the HR Business Partners were aware of the requirements.

- **10.4 Non-Executive Director (NED) Walkabouts**

The CoG noted that NED walkabouts continued to take place on a regular basis with areas specifically identified throughout the year. A programme of visits had been agreed with NED colleagues for 2017/18.

- **10.5 Receipt of Minutes of Board of Directors (Public) meeting held on 28th March 2017**

The CoG received and noted the minutes from the BoD meeting (in public) held on 28th March 2017.

11. Date and Time of Next Meeting

Monday 25th September 2017 at 13.00 in the LHCH Conference Room

ALL