

Combined General Meeting of the Council of Governors and Annual Members Meeting 2016

Item 4

minutes

Date of Meeting: 26th September 2016
Time: 4.30 pm
Venue: Conference Room, Research Centre

Board of Directors: Neil Large/Chairman
David Bricknell/Deputy Chair/Senior Independent Director
Lawrence Cotter/Non-Executive Director
Julian Farmer/Non-Executive Director
Marion Savill/Non-Executive Director
Lucy Lavan/Associate Director of Corporate Affairs
Jane Tomkinson/Chief Executive
Raphael Perry/Medical Director
Debbie Herring/Director of Strategy & Organisational Development
Claire Wilson/Chief Finance Officer
Sue Pemberton/Director of Nursing & Quality
Tony Wilding/Chief Operating Officer
Mark Jackson/Associate Director Research and Informatics

Governors: Lynne Addison/Public Governor - Cheshire
Dennis Bennett/Governor – North Wales
Ken Blasbery/Senior Governor
Mike Brereton/Governor – Cheshire
Glenda Corkish/Governor – Partner Organisation (Friends of Robert Owen House)
Mike Desmond/Staff Governor
Roy Griffiths/Governor – North Wales
Paula Pattullo/Governor - Merseyside
Roy Stott/Governor – Merseyside
Alex Thompson/Staff Governor – Non Clinical
Lynn Trayer-Dowell/Staff Governor - Registered & Non-registered nurses
Trevor Wooding/Public Governor - Merseyside

In attendance: Dr Sue Benbow/Secondary Care Doctor on the Governing Body, Knowsley CCG
Mathew Back/Communications & Marketing Manager
Anthony Bennett – Divisional Head of Operations (Clinical Services)
Steve Connor – Commercial Director – Deputy Managing Director, MIAA
Charlie Cowburn – Staff member
Gill Donnelly/Membership and Communications Officer
Ashleigh Ealing – Grant Thornton

Kath Griffiths/Member – North Wales
Lesley Heath/Committee Secretary
Robert Humphries - Member
Mary Liley/Head of Fundraising
Robyn Sefton – Charity Administrator
Helen Turner/Executive Assistant
Jo Whittingham/Senior Manager – Grant Thornton Auditors
Maureen Worrall – Member

**Apologies for
absence:**

Cllr Eddie Connor – Knowsley Council
Sharon Hindley/Staff Governor (Part)
Vera Hornby/Governor – Merseyside
Mark Jones/Non-Executive Director
Michelle Laing/Governor – Liverpool John Moores University (Partner
Organisation)
Arthur Newby/Governor - Merseyside
Allan Pemberton/Public Governor Cheshire
Brian Roberts/Governor – Merseyside
Doreen Russell/Staff Governor
Cllr Ged Taylor/Governor – Liverpool City Council (Partner
Organisation)
Judith Wright/Governor – Cheshire
Dr Afshin Kahaltbari – Clinical Lead

1. Welcome and Introduction

The Chair welcomed members and attendees to the Combined General Meeting of the Council of Governors and Annual Members Meeting 2016 and introduced the Executive Team

2. Patient Story

The Patient Story was introduced by Sue Pemberton, Director of Quality and Nursing, the link to Stephen's story a patient on Oak Ward can be found below.

<https://www.youtube.com/watch?v=pCjfdciRfPE&feature=youtu.be>

3. Apologies for absence

Apologies as noted above

4. Minutes of the Annual Members Meeting held on 29th September 2015

The minutes of the Annual Members Meeting held on 1st October 2015 were approved as an accurate record.

There were no matters arising.

5. Board of Directors' Reports:

5.1 Receipt of Annual Report and Accounts 2015/16

The Council of Governors and Members received the Annual Report and Accounts 2015/16.

Full copies of the Annual Report and Accounts 2015/16 were available to collect following the meeting or available for download via the Trust website www.lhch.nhs.uk at the following link

<http://www.lhch.nhs.uk/media/4747/lhch-annual-report-201516web.pdf>

The Chair commented that the CQC 'outstanding' result was the ultimate in delivering quality care and that he was very proud of LHCH staff'.

2015/16 Overview – LHCH journey from Good to Outstanding

I. Quality

Sue Pemberton, Director of Nursing and Quality representing the Executive Team delivered the presentation on LHCHs journey from good to outstanding highlighting performance in 2015/16 across the domains of quality, workforce, operational targets and finance as follows:.

Sue Pemberton stated that the Patient and Family Experience Committee is at the heart of everything LHCH does working to maintain and improve quality standards.

Examples of this are:

- Care Partner – working 'with' patients and families rather than 'doing to'
- Open Visiting – received excellent feedback
- Speak Out Safely, Patients and Families – stopped complaints escalating
- Listening and Learning – commitment to consistent learning.

Quality Targets highlights include:

- 0 MRSA
- Low rates of Clostridium difficile
- 47% pressure ulcer reduction from 2014/15
- Top in the country for overall patient care (*National Inpatient Survey 2015*)

Improved environment highlights include:

- Family Experience – improved critical care waiting area
- Main Entrance

A commitment to organisational learning has meant that the following processes in 2015/16 have been put in place to improve practice and safety throughout the Trust

- Human Factors building capability
- FTSU champions
- HALT
- Daily safety huddle and ward huddles
- Forum/bulletins for sharing learning
- Organisational learning policy

II. Workforce

Highlights included:

- Staff survey results were the best the Trust had ever received:
 - 2nd in country - staff not experiencing harassment or bullying
 - 2nd in country -staff agree their role makes a difference to patients
 - 3rd in the country - staff engagement
 - 3rd in country - recommendation to work or receive treatment

Initiatives that have contributed to the results include

- Culture Work
- Education – be the best they can be
- The Guardian Role
- Speak out Safely
- Listening into Action

III. Performance

The exemplary Monitor risk rating of green for 2015/16 has been achieved by

- Focussed work on capacity planning – right bed, right patient
- Reduced mixed sex breaches and delayed discharges
- Improvements to patient flow
- Leadership
- Strong divisional structures
- Operations Board led by Chief Executive
- Board of Directors – Well Led

IV. Finance

An overall summary of the year saw that LHCH:

- Continue to face a challenging financial environment
- Ended the year with a deficit of £1.2m
- Delivered £3.3m of efficiencies whilst maintaining an outstanding quality of care.
- Invested £4.9m to improve the LHCH estate and environment.

5.2 Report of the Auditor

Jo Whittingham/Engagement Manager - Grant Thornton (external auditor) presented the Audit Findings Report which highlighted the key issues affecting the results of the Trust; preparation of the Financial Statement for the year ending 31st March 2016 and reports audit findings to management and those charged with governance in accordance with the requirements of the International Standard on Auditing.

During the course of the audit there were no changes to the Auditor's approach which was communicated in their Audit Plan of March 2016. The Auditors provided an unqualified audit opinion in respect of the financial statement. They had not identified any errors affecting the Trust's financial position and so the draft and audited financial statements for the year reported a retained deficit of £1.5m.

The key messages arising from Grant Thornton's audit of the Trust's financial statements were:

- That the draft financial statements presented for audit were of a high quality and within the required timeframe;
- A small number of amendments have been identified which management have agreed to make
- Audit trails and working papers have significantly improved, however there is more work to do on operating expenditure.

Jo Whittingham also presented the Quality Report 2015/16 confirming that based on the results of their findings:

- The final draft report presented for audit was comprehensive and apart from a number of minor presentational issues was of a good quality.
- Confirmed that the Quality Report had been prepared in all material respects in line with the requirements of the ARM and supporting guidance.
- Confirmed that the Quality Report was not materially inconsistent with the sources specified in Monitor's Guidance
- Testing of the mandated indicator for referral to treatment incomplete pathways included in the Quality Report is unqualified
- Testing of the mandated indicator for 62 day wait for cancer treatment included in the Quality Report is unqualified
- Testing of the local indicator selected by governors, 'home for lunch' was qualified. The system for calculating the indicator allows the end date and time i.e. the time the patient was discharged to their discharging area to be input manually at any time. The auditor was unable to stratify the population into those with or without manual adjustments and therefore was unable to provide independent assurances over the reliability of the data set.
- The arrangements for preparing the accounts and responding to audit queries had improved.

The audit findings were noted.

5.3 Forward Look – Our Vision and Future Plans

Jane Tomkinson, Chief Executive presented the forward look, an outline of LHCH's vision and future plans 'to be the best'.

The presentation recapped on achievements and responses to feedback in 2015/16 which included

- Improved engagement
- Develop mentors leadership
- Upgrade outpatients
- Bid for CHD
- A discharge lounge opened
- A main entrance
- Start of new trials
- Enhanced learning

Five key areas through a focus on patients and families were identified as key to continuing the Trust's journey 'to be the best' and an outstanding Trust which were:

Systems:

- An active partner in the sustainability and transformation plans
- Leading the Cheshire and Merseyside cardiovascular disease programme
- Partnering with Alder Hey, Royal Liverpool & Women's re: Congenital Heart Disease
- Leveraging health and learning through Liverpool Health Partners

Staffing:

- Embedding the guardian role
- Enhancing inclusivity programme
- Further developing our leaders
- More listening events
- Promoting HALT and speaking out

Service:

- Implementing adult congenital heart disease service
- Introducing cardio oncology clinic in partnership with Royal Brompton
- Decision on robotics
- Ceasing LAAO and PFO procedures
- Upgrading Maple Suite and Catheter Labs

Science and Digital:

- Launching the genomics strategy
- Digital integration with health economy

- Roll out of EPR into community
- New major incident trials – RIPCORDER 2 SACRED 2
- Enhanced remote digital patient monitoring
- Implementing a new network

Sharing and Learning:

- Implement the human factors strategy
- Organisational learning program
- Roll out of EPR into community
- Learning from incident reporting – DATIX
- Leveraging research capacity – ICMS

It was also stated that following the CQC report and the overall outstanding rating, LHCH has ambitions to improve the safe and effective measures from good to outstanding.

6. Council of Governors' Reports

6.1 Governors' Reports 2015/16

Paula Pattullo, Senior Governor provided an overview of Governor activity and development during 2015/16 namely:

- Joint development day with Board of Directors (November 2015)
- Governors represented on local and national Governor networks
- Presentations of topics of interest at the start of Governor meetings and regular 'walkabouts' to wards and departments.
- Continuation of improved 'interest groups' led by an Executive Director.
- Regular communications and development through a range of meetings and events.

The presentation set out the key tasks of the Governors and how their role provided assurance to members of the public.

CoG Public meetings were open to all staff and public to attend and any comments, suggestions or concerns are welcomed via the Membership Office

6.2 Membership Report

Mike Brereton/Governor – Cheshire provided an overview of the work that had been undertaken by the Membership and Communications Sub-Committee.

As per last year's report the Trust has achieved optimum membership of 10,100. Recruitment activity in 2015/16 aimed to improve representation of members in terms of geographical areas, age, ethnicity and gender, whilst managing the turnover rate.

Further outlined were the membership strategy, health and community events and how the membership group worked.

Plans for 2016/17 included the managing the membership, a programme of events the majority of which had taken place.

It was confirmed that work was on-going to improve the Merseyside membership

The report was noted.

7. Appointments/Changes to the Board of Directors and Council of Governors 2015/16 and 2016 Elections Results.

The Chair outlined the appointments/changes to the Council of Governors in 2015/16 period:

Public Governor – Merseyside

- Neil Marks concluded his term of office on 1st October 2015.
- Arthur Newby commenced his first term of office at the end of the AMM on 1st October 2015.

Public Governor – Cheshire

- David Hicks sadly passed away in May 2015.
- Allan Pemberton commenced his first term of office at the end of the AMM on 1st October 2015.

Public Governor – North Wales

- Ian Painter joined the Council of Governors on 1st October 2015.

Public Governor – Rest of England and Wales

- Tony Roberts stepped down on 14th February 2016.

Staff Governor – Non Clinical

- Tony Grimes completed his term of office at the AMM on 1st October 2015.
- Alexandra Thompson commenced her role as Staff Governor-Non Clinical at the end of the AMM on 1st October 2015.

Staff Governor – Registered Nurses and Non Registered Nurses

- Peter Hannaford completed his term of office on 1st October 2015 at the AMM.
- Lynn Trayer Dowell commenced her term of office at the end of the AMM on 1st October 2015.

Founder Governor Tony Roberts stood down from his role of Public Governor – Rest of England and Wales on 14th February 2016

Neville Rumsby retired on 29th May 2016 from his role as Staff Governor – Registered Nurses and Non Registered Nurses.

- Ian Painter stood down from his role of Public Governor – North Wales on 21st July 2016.
- Councillor Ruth Hirschfield completed her term of office for Liverpool City Council on 20th July 2016.

Additions to the Council of Governors in the 2016/17 period

Staff Governor – Registered Nurses and Non Registered Nurses

- Charles Cowburn will commence his term of office 'at the close of' the AMM on 26 September 2016
- Kerry Fitzpatrick will commence his term of office 'at the close of' the AMM on 26 September 2016

Public Governor – Rest of England and Wales

- Lynne Addison commenced her term of office on 8 June 2016

It was also noted that in the 2016/17 period the following changes to the Board of Directors took place:

- David Jago being replaced as Chief Finance Officer by Claire Wilson
- Dr Raphael Perry, Medical Director taking on the Deputy Chief Executive role

8. Questions and Answers

The Chair invited questions from members.

A member, Mr Robert Humphries shared his congratulations on the 'outstanding' result and received assurance that staff were invited to the AMM and that there were seven staff Governors on the Council of Governors. He also asked how the best practice and learning from the result could be shared with other Providers.

The Board of Directors commented that Providers do work collaboratively but new ways of working to share best practice and learning was needed and standardising practice at a national level from those eight Providers who have achieved an 'outstanding' result could go some way to improving quality and care throughout the sector. LHCH's community contract with four other Trusts was cited as an example of collaboration to improve pathways and care for patients over a wider population.

Mr Humphries asked a further question on how a potential Merseyside devolution and the metro Mayor would change how LHCH operate, the Board of Directors responded that it would mean working in partnership with those the sector hadn't historically worked with particularly the Third sector. The Chair outlined the vision for Liverpool Heart and Chest Hospital and the benefits of working with partners collaboratively across the wider system. He expressed the commitment of the Board to do the right thing for patients and the population and advised that any service change would be underpinned by a robust evidence base.

The Chairman thanked all present at the meeting for their attendance and continued support.

9. Date and Time of Next meeting:

To be confirmed.