

Council of Governors Meeting (In Public)

Item 3

minutes

Date of Meeting: 13th June 2016
Time: 1.00 pm
Venue: LHCH Conference Room

Present: Neil Large/Chairman
Dennis Bennett/Governor – North Wales
Glenda Corkish/Governor – Partner Organisation
Vera Hornby/Governor – Merseyside
Sharon Hindley/Staff Governor
Michelle Laing/Governor – Partner Organisation
Arthur Newby/Governor - Merseyside
Allan Pemberton/Governor - Cheshire
Paula Pattullo/Senior Governor
Brian Roberts/Governor - Merseyside
Roy Stott/Governor - Merseyside
Alex Thomson/Staff Governor
Lynn Trayer-Dowell/Staff Governor
Trevor Wooding/Governor - Merseyside
Judith Wright/Governor - Cheshire

In attendance: Fiona Altintas/Critical Care Manager (Patient Story)
David Bricknell/Deputy Chair/Senior Independent Director
Gill Donnelly/ Membership and Communications Officer
Peter Delahunty/Charge Nurse (Item 1 only)
Alan Eastham/Support Worker (Item 1 only)
Lesley Heath/Committee Secretary
Debbie Herring/Director of Strategy & Organisational Development
Mark Jackson/Director of Research & Informatics
Andrea McIver/Lung Cancer Specialist Nurse (Presentation)
Dave Murphy/Head of Digital Systems
Claire Wilson/Chief Finance Officer
Lucy Lavan/Associate Director of Corporate Affairs
Dr Martin Ledson/Consultant Chest Physician (Presentation)
Mary Liley/Head of Fundraising
Sue Pemberton/Director of Nursing & Quality
Marion Savill/Non-Executive Director
Tony Wilding/Chief Operating Officer

Public: None

Apologies for absence: K Blasbery/Governor - Merseyside
M Brereton/Governor - Cheshire
M Desmond/Staff Governor
R Griffiths/Governor – North Wales

R Hirschfield/Governor – Partner Organisation
D Russell/Staff Governor
I Painter/Governor – North Wales
R Hirschfield/Governor – Partner Organisation

1. Patient Story

The patient story was delivered by Fiona Altintas, Critical Care Manager and her team members, Peter Delahunty/Charge Nurse and Alan Eastham/Support Worker demonstrating an example of the highest level of care, consideration and excellence of staff within the organisation to accommodate its patients and their families.

The Chairman applauded the work and dedication of the team and asked that the appreciation of the Council of Governors (CoG) be conveyed to the staff involved.

The Critical Care team left the meeting.

2. Apologies for absence

As given.

3. Presentation: Transforming the Start of the Lung Cancer Diagnostic Pathway

Dr Martin Ledson and Andrea McIver presented on how the organisation had transformed the lung cancer diagnostic pathway setting out the key achievements in the service improvement since 2014.

The presentation demonstrated the traditional lung cancer pathway and the challenges this brought and how the service had been transformed and adapted to consider the direct needs of the patient through shorter referral and treatment times. They also demonstrated how this had been supported by General Practitioners and hospital providers resulting in earlier diagnosis and a more streamlined, efficient and effective lung cancer pathway. The organisation was a national leader in this approach and was now sharing its outcomes and experience nationally.

The implementation of a 'virtual clinic' referral system allowing patients to receive a telephone call in preference to a clinic appointment had proven to be the preferred option for 98% of patients who felt informed and supported.

Patients were also surveyed in relation to the length of time they preferred to be contacted following their initial appointment, how the information they received helped them prepare for the next test which enhanced the patient experience and allowed for a flexible model that was adapted to the individual patient.

The Chairman thanked them for their informative presentation and congratulated their team for the transformation in the care of lung cancer patients.

Martin Ledson and Andrea McIver left the meeting.

4. Declarations of Interests Relating to Agenda Items

None to declare.

The Chairman took the opportunity to introduce and welcome Claire Wilson who was the newly appointed Chief Finance Officer; previously Chief Finance Officer of Bury Clinical Commissioning Group.

The Chairman advised that there would be some changes to the order of agenda items allowing the presentations from those in attendance to be brought forward and this was agreed.

5. Overview of New Website (Agenda Item 7.2 refers)

Dave Murphy/Head of Digital Systems was in attendance to update the CoG on the work that had been carried out on the new website through engagement with stakeholders, a task and finish group and the appointment of a web development student. The new website had been launched in March 2016 however developmental work was on-going to further improve the content and enable new features.

Governors were encouraged to provide feedback and/or suggestions outside of the meeting on how the website could be enhanced further.

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The Chairman thanked Dave Murphy and his team for the transformation of the website, how they had updated the technology so this was compatible across all platforms and presented a more user friendly and efficient tool for patients and visitors.

Governors noted that in addition to the new corporate LHCH Website, the task group also supported the development of new web portals for the LHCH charity and ICMS – The Institute of Cardiovascular Medicine and Science. These were all hosted in a single web enterprise with the potential to add more websites if required.

The task group were focussing effort on redevelopment of the local intranet to improve internal communications and online facilities for staff.

Dave Murphy left the meeting.

6. Fundraising Strategy Update (Agenda Item 7.3 refers)

Mary Liley/Head of Fundraising was in attendance to update the CoG on the Fundraising Strategy and its implications for the organisation.

The new fundraising brand had been launched with examples of the literature tabled for information.

Relationships with potential corporate supporters and a legacy programme were being developed.

The following suggestions were put forward on ways for Governors to be

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involved in fundraising:

- Be aware of what the charity is doing raising awareness amongst business and social networks.
- Enquire through local Golf Clubs or business. Is there a “Charity of the Year”?
- Raise awareness with friends about LHCH events and encourage participation.
- Encourage family/friends/colleagues to make a donation.
- Promote the Charity through the Membership events.
- Become a charity representatives eg if a fundraising event is being held where it is not viable for a member of the charity team to attend due to distance, attend and thank the organisers for their support.
- Help to organise a local fundraising group.
- Organise events for LHCH, make donations or become regular givers.

Any assistance that the Governors could offer would be appreciated.

David Bricknell, Chair of the Charitable Funds Committee took the opportunity to express the gratitude of the Trust for the work that had been achieved to date acknowledging the increasing competitiveness and how the charity was now more pro-active in its approach.

Mary Liley left the meeting.

7. Minutes of the Council of Governors (CoG) meeting held on 1st March 2016

Noted and approved.

8. Action Log

All actions had been discharged or included within the main agenda.

9. Chair’s Briefing

The Chairman informed the CoG of the following:

9.1 Jane Tomkinson/CEO: It was announced that Jane Tomkinson had formally been presented with her OBE by Prince Charles at Buckingham Palace on Thursday 9th June 2016.

9.2 Volunteers Lunch: A volunteers long service awards event was held recognising 5 years, 1000 hours and 100 hours service in appreciation of the work and commitment of our volunteer staff.

The Chairman also took the opportunity to personally acknowledge the contribution of volunteers to the Trust and how their services were valued by staff, patients and visitors.

9.3 Capital Development: The works to the new main entrance and Outpatients Department development were progressing.

9.4 Members Health Event and Open Day Saturday 10th September 2016: Governors were invited to attend; expressions of interest to Gill Donnelly.

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9.5 CoG Membership: The Chairman announced Lynne Addison had been elected (uncontested) to the Rest of England and Wales constituency.

The election process for two staff Governors would be taking place over the next month.

Councillor Eddie Connor had now joined the CoG as a representative for Knowsley Council.

9.6 Membership Events: Governors were invited to attend the membership event that was taking place at the Village Hotel, Whiston on 14th June 2016. It was noted that Brian Roberts would be attending.

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The Chairman reported that Neville Rumsby/Staff Governor had recently retired and expressed his appreciation for his valued contribution during his terms of office.

10. Strategy & Service Improvement

10.1 Operational Plan 2016/17

Debbie Herring presented the final version of the Operational Plan 2016/17 that had been approved by the Board of Directors and submitted to NHS Improvement (formerly Monitor). This had been developed with input from the Board of Directors, CoG and operational teams summarising how the Trust would continue to deliver high quality and cost effective services within the context of the financial challenge facing the Trust and wider health economy.

The plan demonstrated the delivery of safe, high quality services and would sit within the context of the five year Sustainability and Transformation Plan (STP) currently being developed across Cheshire and Merseyside.

Governors were informed that the final version had been widely circulated and was available via the Trust's and NHS Improvement's websites.

The Council of Governors noted the content of the Operational Plan 2016/17.

10.2 Overview of New Website

Item 5 above refers.

10.3 Fundraising Strategy Update

Item 6 above refers.

10.4 Patient Survey Headlines

Sue Pemberton presented feedback from the 2015 National Patient Survey where the Trust had been placed top in the country for overall care, a

consistent achievement in 8 out of the previous 10 years.

The Trust also stood second best in the country within 10 categories for its response rate. Within this the Trust was placed top in the country against six elements, namely:

- Waiting to get a bed on a ward
- The hospital and ward
- Doctors
- Nurses
- Care and treatment
- Overall experience

The remainder of the presentation demonstrated where the Trust was rated top in the country and where scores were significantly higher than the previous year.

Whilst acknowledging these excellent results, the Trust continued to strive to improve on its overall care for patients and families with delayed discharges and patient flow being key areas for improvements in 2016/17.

The Chairman commended Sue Pemberton in her continuous pursuit of an exemplary service for patients and their families.

11. Performance & Operations

11.1 Strategic Dashboard & Operational Performance: Overview of Year End Performance

Tony Wilding presented the strategic dashboard and performance reports to the CoG incorporating the update on RTT and cancer pathways.

The following was highlighted and noted:

- Positive feedback had been received relating to the friends and family test which achieved a 98% response rate.
- Mixed sex accommodation reported red however meetings with Commissioners were productive and a resolution was being sought.
- Work within the Quality Committee meetings and Medical Director was on-going to improve the sepsis bundle performance.
- Work was progressing to address medical errors.
- The adverse events had previously been reported to the CoG
- 18 week incomplete pathway targets were achieved.
- The delivery of referral to treatment time and 18 weeks remained challenging with national waiting lists increasing.
- 36 week wait for Welsh patients was a priority.
- All cancer targets were met.
- An internal target for cancelled operations were being identified.
- Delays in transfers of care were expected to continue. A new Commissioners target had been set at 4.5%.
- GP and DGH referrals were within target.

It was noted that the Trust faced a number of challenges and under performance in several of its indicators. Governors were advised that they were assured managers and clinicians were well sighted on the issues and action plans had been produced and were actively monitored.

Governors were also informed of the impact of prioritising resources however the clinical leads managed the pressures within the system.

The remainder of the report was noted.

11.2 Update on RTT and Cancer Pathways

Item 11.1 refers.

11.3 Finance Update

Claire Wilson presented the overview of the Trust's year end performance (2015/16) which stood at a £1.2m deficit (£900k less than plan). Overall £3.3m savings schemes were delivered compared to the £4.6m planned.

The presentation identified the priorities over the coming months and demonstrated how the financial position had changed over the previous three years.

It was highlighted that there had been an investment of approximately £5m into the Capital Development Programme.

The financial plan for 2016/17 incorporated a £4.3m deficit, a cost improvement target of £3.7m, quality investment programme of £2.7m and a capital programme of £5.3m.

Priorities were to strengthen the Programme Management Office to support the development of savings; create a five year financial plan to support the organisational strategy; play a key role in the development of the Merseyside Strategic Transformational Plan (STP) and for the business partners to support the clinically led divisional teams.

Work was progressing to enhance the support for the divisions with each team being allocated their own finance business partner.

Governors were invited to feedback any requirements for future reporting outside of the meeting and noted the 2015/16 closing financial position.

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11.4 Annual Report on Complaints 2015/16

Sue Pemberton presented the Annual Complaints Report 2015/16 where the CoG received assurance that complaints management was robust and proactive and that all complaints were investigated appropriately. The report set out the findings on complaints activity, trends and organisational learning.

A total of 65 complaints had been received during the year and were categorised within a table which demonstrated that complaints based on clinical care continued to remain between 36 and 40 per annum with no themes

identified.

Meetings with complainants were being managed to accommodate their preference ie home visits or a venue of their choice.

The CoG noted the remainder of the report.

11.5 CQC Inspection Update Report

Sue Pemberton presented the update report following the CQC inspection 26th – 29th April 2016.

The feedback overall from the inspection was positive with no immediate safety concerns raised. However, the CQC suggested that the Trust review its processes for incident reporting; staff required clarification regarding the types of incidents to be reported.

As a consequence the Trust had developed a guidance document that had since been shared with the CQC. The Trust could also demonstrate there was an action plan in place against all other issues raised.

An unannounced visit had taken place on 13th May 2016 within POCCU and ITU, no concerns were raised at that time.

Feedback from staff and the inspectors was positive with staff eager to demonstrate sharing and learning.

Governors commended Sue Pemberton's leadership which was outstanding; they believed her engagement strategies with staff and Governors had an immense impact on the successful management of the inspection.

The final report was expected at the end of June 2016 and would be circulated on receipt.

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The CoG noted the remainder of the report.

11.6 Q3 2015/16 Monitor Letter

The CoG noted the Monitor Quarter 3 letter confirming that the Trust's current financial sustainability risk rating as 3 and a governance rating of green.

12. Governor Issues:

Due to another commitment Brian Roberts requested his item be brought forward therefore the following was reported:

12.1 Membership and Communication Group Sub-Committee (Agenda Item 12.1 refers)

The CoG noted the update by Brian Roberts who presented the salient points from the Membership and Sub-Committee. The Committee recommended that the key performance indicator for governor election turnout be amended 'from' above 30% 'to' higher than national average for staff and public elections.

The updated membership strategy was approved by the CoG.

A membership initiative focusing on Knowsley would be distributed; the outcome of this would be brought to the next sub-committee meeting.

Members Matters would be distributed during spring and autumn with electronic versions available for intervening quarters.

The remainder of the report was noted.

Brian Roberts left the meeting.

12.2 CoG Objectives 2016/17: Progress Report

Governors noted the progress against the four objectives agreed at the March 2016 meeting.

Further progress reports would continue to be provided at each quarterly CoG meeting.

12.2.1 Well Led Review: An overview of the scope and approach to the review would be presented to the September 2016 meeting which Mersey Internal Audit Agency had been commissioned to undertake.

12.3 Elections Update

Governor elections had been held to fill the vacancies of two Staff Governors in the Registered and Non Registered Nurses staff class and one Public Governor in the Rest of England and Wales constituency.

An uncontested report from Electoral Reform Services (ERS) was received by the Trust on Wednesday 8th June 2016, confirming that Lynne Addison had been elected to the CoG with immediate effect; the term of office will run until the Annual Members' Meeting in September 2018.

Following completion of the staff elections, a full report would be presented to the CoG meeting in September 2016.

The CoG noted the report.

12.4 Feedback from Governor Walkabouts

The Chairman reported that during the course of the morning he and Lucy Lavan had accompanied Glenda Corkish and Trevor Wooding on an interesting and informative visit to Critical Care and the Research and Development department.

Governors were informed that a new electronic based trial (RIPCORDER2) was being undertaken that evaluated the ability of routine measure of intra-coronary blood flow and was expected to lead the way for future trials.

The trial would be patient focused with patients being given electronic access

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so participate. The trial named “Improving Clinical Effectiveness through the Continuous Assessment of Practice (ICE CAP) was led by Dr Rod Stables/Consultant Cardiologist.

13. Report from the Board of Directors:

Receipt of Minutes of Board of Directors (Public) Meeting Held on:

29th March 2016

25th April 2016

The approved minutes from the Board of Directors meetings held in March and April 2016 were noted.

14. Non-Executive Director Update:

14.1 Report from the Audit Committee

In the absence of Julian Farmer/Audit Committee Chair, David Bricknell updated Governors on the key items of business from the April 2016 Audit Committee meeting.

He reported that the Trust's Auditors had recognised the work of the Finance teams and had complimented them on their work.

The Audit Committee had received Annual Reports relating to the Quality and People Committees and had undertaken a review of internal management issues including receipt of the Mersey Internal Audit Anti-Fraud Services Annual Report.

A powerpoint presentation incorporating a comprehensive summary of the Audit Committee's work would be circulated to Governors

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14.2 NED Walkabouts

David Bricknell reported that the NEDs had completed their schedule of walkabouts for 2015/16 and Governors noted that a walkabout programme was in place for 2016/17.

15. Working Groups:

15.1 Membership & Communication Group Sub-Committee

Item 12.1 above refers.

15.2 Quality Account Group

Due to the absence of Ken Blasbery this item was deferred to the September 2016 meeting.

15.3 Staff Governors Group

Lucy Lavan provided a summary of issues discussed at the Staff Governors

Group held on 8th June 2016 including the 2015 National Patient Survey results, update on the health economy and STP work, and the outcome of the Strategic Options Appraisal.

15.4 Feedback from Network/Engagement Events

There was nothing further to report.

15.5 Governor Focus Conference, London 20th April 2016

Allan Pemberton presented his report on feedback from the NHS Provider Governor Focus Conference he had attended which highlighted the role of the Governor.

The report set out the purpose of the conference and detailed the National Policy update provided by Chris Hopson/Chief Executive, NHS Providers. Governors noted that there were no plans to change their role and recognition of their value. Plans were in place to provide support and training on a more regular basis.

The role of the Governor in quality was also highlighted with guidance on Governor roles and responsibilities in relation to Care Quality Commission inspections.

Overall the conference provided a greater understanding of the Governors role; the report provided for information a link where Governors could access an overview of the conference.

The remainder of the report was noted.

16. Any Other Business:

The interview for the Deputy Chief Executive vacancy had been scheduled; an announcement would be made in due course.

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17. Date and Time of Next Meeting:

Monday 26th September 2016:

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1pm Council of Governors Meeting
4.30 pm Annual Members Meeting

Conference Room, Research Centre