

Council of Governors – Part 1 (in Public) Item 3

minutes

Minutes of the Council of Governors – Part 1 (in Public) meeting held on 26th September 2016

Present:

Neil Large
Lynne Addison
Dennis Bennett
Ken Blasbery
Mike Brereton
Glenda Corkish

Mike Desmond
Roy Griffiths
Allan Pemberton
Paula Pattullo
Brian Roberts
Roy Stott
Cllr Ged Taylor

Alexandra Thompson
Lynne Trayer –Dowell

Trevor Wooding

In Attendance:

David Bricknell

Charles Cowburn

Lawrence Cotter
Gill Donnelly

Julian Farmer
Kath Griffiths
Lesley Heath
Debbie Herring
Mark Jackson

Claire Wilson

Chair
Public Governor – Rest of England
Public Governor – North Wales
Public Governor - Merseyside
Public Governor – Cheshire
Nominated Governor – Friends of Robert Owen House
Staff Governor
Public Governor – North Wales
Public Governor – Cheshire
Senior Governor
Public Governor - Merseyside
Public Governor – Merseyside
Nominated Governor – Liverpool City Council
Staff Governor – Non Clinical
Staff Governor – Registered & Non-Registered Nurses
Governor – Merseyside

Deputy Chair/Senior Independent Director
Staff Member – Registered and Non-Registered Nurses
Non- Executive Director
Membership and Communications Officer
Non-Executive Director
Public Member – North Wales
Committee Secretary
Director of OD & Strategy
Associate Director Research & Informatics
Chief Finance Officer

Lucy Lavan
Sue Pemberton
Marion Savill
Jane Tomkinson
Helen Turner
Tony Wilding
Maureen Worrall

Apologies for Absence:

Cllr Eddie Connor
Vera Hornby
Michelle Laing
Judith Wright
Arthur Newby
Doreen Russell

Sharon Hindley

Associate Director Corporate Affairs
Director of Nursing and Quality
Non- Executive Director
Chief Executive
Executive Assistant
Chief Operating Officer
Member - Cheshire

Governor – Knowsley Council
Public Governor - Merseyside
Nominated Governor – LJMU
Public Governor – Cheshire
Public Governor – Merseyside
Staff Governor- AHPs, Technical & Scientific
Staff Governor – Non Clinical

The Chair introduced and welcomed the new Governors Lynne Addison, representing the Rest of England and Wales and Councillor Ged Taylor from Liverpool City Council and Helen Turner, Executive Assistant.

Steve Connor, Commercial Director – Deputy Managing Director, MIAA presented on the Well Led Review, which started today, Monday 26 September 2016 and would take place over the next 6 months with the findings on the Trust's governance being reported to the March 2017 Board.

He explained the context and expectation from NHS Improvement as

- Good governance essential in responding to the current challenges in the sector.
- Good governance systems and oversight an integral part of Foundation Trust Boards.
- Concern over the increase in Governance issues across the sector, 1 in 3 Foundation Trusts has faced regulatory action.
- Recommended three yearly reviews provide NHSI and Trusts with assurance that governance systems are fit for purpose.

The review will cover four areas; strategy and planning; capability and culture; measurement; process and structures.

It was also explained there were five milestones to the review and the first two, scope and approach and preparation had been completed.

As part of the review the lead Governor will be interviewed as well as MIAA observing the Council of Governors meeting.

Lucy Lavan outlined the approach taken in selecting MIAA as the Trust's partner to conduct this review.

Governors noted the report and that MIAA were leading reviews in other Trusts including another specialist hospital.

1. Apologies for Absence:

As above

2. Declaration of Interests Relating to Agenda Items

None declared

3. Minutes of the Council of Governors (CoG) Meeting held on: 13th June 2016

Agreed as a true record

4. Action Log

All items were covered under the main agenda.

5. Chair's Briefing

The Chair expressed his condolences and sincere apologies to Keith Williamson's family and reported the findings of the Coroner's inquest which had returned a narrative conclusion. The Coroner had advised that there were no 'section' 28 requirements in respect of the Trust's system and processes.

Congratulations and thank you was expressed to all staff over the 'outstanding' CQC report which was a "tribute" to all their fantastic dedicated work at LHCH. A celebratory event was planned for 30 September 2016.

The Chair informed the CoG of the following:

- Dr Raphael Perry, Medical Director had been appointed as Deputy Chief Executive.
- The main entrance is complete and the official opening will take place in November 2016
- The Outpatients Department refurbishment would be completed shortly.

6. Strategy & Service Improvement:

6.1 CQC inspection Report

Sue Pemberton, Director of Nursing and Quality confirmed that the CQC report had been circulated to members and the action plan for follow up, containing mostly minor actions was being submitted to the Board of Directors meeting on 27 September 2016. Next steps are to build on the outstanding work and share best practice. The Governors commented on the excellent preparation for the inspection and the years of work in making LHCH an 'outstanding' Trust.

6.2 Report from the Freedom to Speak up Guardian (FTSU)

Lucy Lavan, Associate Director Corporate Affairs confirmed that she had been appointed the Trust's FTSU Guardian in line with the national requirement to appoint by the end of September. Alongside the appointment 12 FTSU champions had also been appointed to ensure staff had suitable access to the FTSU mechanism and as of 26 September 2016 this channel for expressing concerns had been used on nine occasions by staff.

The Governors felt this was an excellent process and also queried the route to express clinical concerns that required immediate action. Lucy Lavan explained the suite of options available to staff to report concerns and in this instance the HALT process would be invoked.

The Governors noted the report and confirmed they had received assurance that local FTSU arrangements were in place and met best practice guidance.

6.3 STP Update

The Chair gave an update on the Sustainability and Transformation Plan and explained the background which was to save £1 billion across the Cheshire and Merseyside footprint over the next four years with LHCH leading on the CVD pathway. Work currently being undertaken was to identify savings through new ways of working such as redefining pathways and the amalgamation of back office services. The Chair confirmed that STPs were still at the exploratory stage of developing new models of care and that there were no fixed plans in terms of reconfiguration. The next round of submissions was to take place on 21 October 2016.

Governors commented on the term 'managed demand' and that it usually meant rationalisation. The Chair confirmed that it may be the wrong term to use and an explanation of 'commissioning evaluation' was given to expand on the rationale for some of the STP work. Concerns were expressed about the decline of the national health and social care budget and the response of the STP. However it was recognised that the local health economy had to work within the context it had been given and to make the best decisions it could given the current climate.

6.4 2017/18 Planning & CoG Involvement

Debbie Herring, Director of OD and Strategy gave an update on the 2017/18 planning round and CoG involvement. Guidance for the planning round which will encompass a two year period instead of one as in previous years was issued on 22 September and the 'kick off' meeting held on 26 September 2016.

Timescales:

- Control total issued 30 September 2016.
- Draft plans submitted by noon 24 November 2016.
- Final plans to be submitted and aligned with contracts by 23 December 2016.

CoG involvement in the planning has been scheduled for 16 November 2016 BoD/CoG strategy day and 5 December 2016, CoG meeting.

A discussion took place on workforce recruitment and Debbie Herring confirmed that there were always areas that needed work, for example bank and agency staff which had had a lot of focus and as a result use had significantly decreased.

Hard to recruit to areas were discussed and while workforce assumptions would not be radically different in 2017/18 it was incumbent on the Trust to attract the best staff and the 'outstanding' rating would play an appreciable part in this.

7. Performance and Operations

7.1 Strategic Dashboard & Operational Performance Period Ended 31.08.16

CoG received and noted the strategic and operational dashboard from Tony Wilding, Chief Operating Officer.

The salient points included:

- Bed occupancy amber due to under occupancy rather than over occupancy as in previous dashboards
- Cancelled operations had decreased and the majority of cancellations were due to emergency operations.
- Electronic referral system being rolled out (post 2018 Commissioners will not pay for paper referrals all must be on the system)
- A successful meeting with the Welsh Commissioners agreed that in line with NHS England practice LHCH will cease submitting paperwork for admitted and non-admitted pathways
- LHCH had 26 week RTT internal target for the Isle of Man of which 100% was achieved.

Governors queried an article in Liverpool Echo about the Trust potentially being one of the most overspent in the country. Jane Tomkinson, Chief Executive confirmed this was incorrect and had no basis in fact.

**Include the inpatient/outpatient numbers on the dashboard
Isle of Man figures requested for Glenda Corkish**

7.2 Finance Update

The CoG received a presentation from Claire Wilson; Chief Finance Officer that confirmed at month 5 the Trust was on plan to deliver its financial target of a £927,000 deficit due to a surplus of income even

though expenditure and CIP were behind target.

Other salient points CoG noted were that

- The Trust is developing a 2 year financial plan
- National Tariff - HRG 4+ being implemented from 1 April 2017
 - Impact for Trust expected to be significant
 - However, national 'target surplus' will be set
- Trust continues to work hard on efficiency programme
- Cost Improvement Programme (CIP)
 - 3% in 2017/18
 - 2% in 2018/19

Governors discussed the achievability of the CIP targets and that next year's CIP had to be achieved to assure the Trusts financial robustness. Claire Wilson stated that the most any organisation could save in year was 3%.

7.3 Monitor Letter: 2016/17 Operating Plan and Q4 Letter*

The CoG noted the Monitor Letter: 2016/17 Operating Plan and Q4 letter and had no further questions or comments.

7.4 PLACE Report

Sue Pemberton, Director of Nursing and Quality presented a paper on the PLACE report.

Areas for improvement include wellbeing of patients and the provision of television/radio facilities and the score was affected by the OPD and the main entrance work and the lack of food provision during this time.

Other areas that could improve the score with small scale change include dementia, food provision and parking.

The CoG noted the PLACE report and approved the recommendations for improvement work to meet the new standards across the organisation and had no further questions or comments

7.5 Quarter 1 Complaints Report

CoG received the report and assurance that the complaints management process is proactive and robust from Sue Pemberton, Director of Nursing and Quality. It was reported that there is a trend of more reports being accepted by the ombudsman investigating whether the Trust has responded to the complaints in an appropriate and thorough manner. To date the ombudsman has ruled that LHCH has investigated properly.

In Quarter 1 95 contacts were made, a decrease from the previous year's Quarter 1. Themes included waiting times for surgery, waiting times for appointments for surgery, referral enquiries and car parking charges. It was also stated that in nearly all complaints communication was a central issue.

7.6 2015 National Patient Survey Results

The CoG received the results of the national in patient survey and planned future work. The Trust had the second best response rate in the country and in 2015 achieved top in the country for patient experience.

The Governors noted that this was another example of the exemplary work by the Trust and the best survey results achieved so far.

8. NED Updates

8.1 Report for the Audit Committee

The CoG noted the presentation by Julian Farmer, Chair of Audit Committee of the key issues of Audit Committee and had no further questions.

8.1.1 Appointment of External Auditor

The CoG noted the presentation by Julian Farmer, Chair of Audit Committee of the steps to appoint an external auditor once Grant Thornton's term expires in September 2017.

8.2 Report from the People Committee

In the absence of Mark Jones, Chair of People Committee, Debbie Herring, Director of OD and Strategy updated CoG on the key focus of People Committee which included:

- Culture & Engagement
- Relevant workforce
- Equality & Inclusion
- Education and Training Support
- Focus on data received, actions and outcomes

There were no further questions or comments from members.

8.3 NED Walkabouts

David Bricknell, NED reported that the yearly programme of hospital walkabouts were well received by both staff and the Non-Executive Directors and were an informative and essential part of the NED role.

9. Governor Issues

9.1 Governor Elections: Final Report of Voting

The CoG received a report on the Governor elections and noted the outcome of the recent elections and that the elections were run in accordance with the rules and constitutional arrangements as set out previously by the Trust. Three new governors were elected:

Lynne Addison – Rest of England and Wales (unopposed)
Charlie Cowburn – Staff registered & non-registered nurses
Kerry Fitzpatrick – Staff registered & non-registered nurses

9.2 CoG Objectives 2016/17: Progress report

The CoG noted the regular report on progress against the 2016/17 four CoG objectives and that all were on course to be completed. Objectives for 2017/18 would be reviewed and set at the joint BoD and strategy day on 16 November 2016

9.3 Feedback from Governor Walkabouts

Feedback for the walkabouts was positive and as per the NED walkabouts were well received by both staff and Governors and an essential part of the Governor role.

9.4 CoG Induction Day 01.11.16

The Chair invited existing members to the CoG induction day as a helpful aide memoire to their role and to give the benefit of their experience and knowledge to new members.

10. Working Groups

10.1 Membership and Communications Sub Committee

The CoG received and noted a report from the Membership and Communications Committee which outlined the membership strategy performance against its KPI and an evaluation of the member events programme. There were no further questions.

10.2 Quality Account Group

The CoG noted the report on the Quality Account Group who had benefited from the updates and presentations of the following items:

- Quality Priorities – Joan Mathews, Head of Nursing (Corporate)
- Strategic Objectives – Mark Jackson (Associate Director Research and Informatics)

There were no further questions or comments

10.3 Staff Governors Group

The CoG noted the update on the Staff Governors Group session which had reflected on the CQC inspection. There were no further comments or questions.

10.4 Feedback from Interest Groups/External Events

Patient and Family Listening Group – Governors commented that it was an excellent session and that the CVD morning session attendees were enthusiastic and complimentary about the quality of

the community support they receive. The afternoon session on COPD was much better attended and again full of praise for the COPD team.

11. Any Other Business

- Alan Pemberton attended the IGNITE launch
- Glenda Corkish informed members that a picture had been donated worth £1200 for auction to raise funds for Robert Owen house.
- CoG also commented that the agenda and papers balance was just right

12. Date and Time of Next Meeting:

Monday 5 December 2016, 1pm

DRAFT