

Council of Governors (in Public)

Item 13.4

Subject: Joint Board of Directors and Council of Governors
Development Day 12th November 2024
Date of meeting: 3rd December 2024
Prepared by: Gill Donnelly, Communications and Membership Officer
Ben Vinter, Director of Governance & Risk
Presented by: Ben Vinter, Director of Governance & Risk
Purpose of Report: To Note

1. Executive Summary

This paper documents the work undertaken by Governors at the annual Joint Board of Directors and Council of Governors Development Day on 12th November 2024. On this day the Governors:

- Received an update on progress and reflections regarding Liverpool Acute and Specialist Providers (LAASP)
- Reflected on the achievements of the Trust and the Council of Governors in 2024
- Took part in an exercise to get to know each other better to create a team
- Discussed and agreed objectives for the Council of Governors in 2025
- Considered with the Board of Directors what makes Liverpool Heart and Chest Hospital unique, what good looks like in terms of collaboration with our partners and what the main barriers and enablers were for successful collaboration.

A summary of the day's work and associated themes and actions are set out in this report for information.

2. Background

The annual Joint Council of Governors and Board of Directors Development Day was held on 12th November 2024. The morning session was for Governors only and the Board of Directors joined for the afternoon session. 13 out of 24 Governors attended the day with was face to face only (attendance list attached at Appendix 1). It was an ideal opportunity for newer governors to meet and integrate with the rest of the council members.

3. LAASP Update

Liz Bishop, Chief Executive shared a presentation to update on the Liverpool Acute and Specialist Providers who have recently announced a process for establishing a group model to develop a long-term and sustainable strategy for health care services in Liverpool.

The COG heard how the five Adult Acute and Specialist NHS Trusts in Liverpool have agreed to integrate our Trusts into a city-wide hospital Group and will be developing a long-term strategy for healthcare services in Liverpool over the next few years.

It was added that Liverpool Heart and Chest Hospital NHS Foundation Trust would join the group during 2025/26. Representatives from each of the five Trusts sit on the Liverpool Adult Acute and Specialist Providers (LAASP) Joint Committee, which will oversee delivery of this integration roadmap whilst also developing a five-year strategy. It was added the next joint committee would take place at the end of the month and further updates and communication would follow.

4. Reflections on the Year

Val Davies, Chair reflected on the year and noted there had significant changes on the Board of Directors throughout the year and strong appointments made. It was highlighted that the Trust had continued to deliver outstanding care to patients and families. Excellent results had been received in the Care Quality Commission National Inpatient Survey and National NHS Staff Survey. It was noted the Trust had also been recognised for national awards, showcased work nationally and internationally.

5. LHCH CoG: Getting to Know Each Other

Elaine Holme, Lead Governor led a session which provided governors with the opportunity to pair up and learn more about each other. For example, the skills and experience that led them to their Governor role. In addition to this, governors shared what interests them most about the Council of Governors agenda. Initial feedback shared at the end of the session highlighted that the Trust had an experienced group of governors with a breadth of skills and experiences. For example, experience of Human Resources leadership, business change, health care, research, patient perspective, listening and communication skills. It was added that governors had an enthusiasm and passion to strive for the best for the patients and families of Liverpool Heart and Chest Hospital. It was discussed that a governor's life experience may lead to a specific interest in a part of the Council of Governor agenda. Furthermore the group reflected that empowering and encouraging staff to be the best they can be and that communication was key in organisational change.

Action (Elaine Holme):

Work to collate this will continue and feedback will be provided by Elaine Holme, Lead Governor, to the wider group at the Chair's Lunch meeting in January 2025.

6. Council of Governors Objectives

There was a session during the morning that focused on shaping the Council of Governors objectives for 2025. The proposed objectives are outlined in agenda Item 12.2 for governors to receive.

7. Strategic Planning Session with the Board of Directors

Given the focus on system working and collaboration and the development of the LAASP agenda explored in the earlier part of the meeting the Lead Governor and Trust Chair agreed to facilitate exploration of the opportunities and barriers to optimal collaboration for the Trust with the COG.

The questions explored with summarised feedback are set out below. Group work, progressed via a world café approach, was facilitated by Trust execs:

What does good look like in relation to a culture of collaboration - where are we doing it well?

- We have a long track record of collaborating and we need to learn from and apply the lessons we can capture from these experiences
- Focus on patient outcomes with a clinically led focus has delivered best results
- Capitalising on organic growth
- Openness
- Transparency
- Mutual respect
- Clinical leadership and engagement

What are the main barriers to collaboration and the enablers that can help us move forward?

Potential barriers identified:

- Feeling threatened which can result in resistance to change
- Will there be a loss or threat to 'outstanding' status
- Personalities and behaviours
- A common understanding of what good looks like
- How it feels, for us, relative to others
- Concerns need to be heard
- LHCH is highly values driven
- ICB leadership or direction
- Loss of goodwill

Potential enablers identified:

- A need for consistency
- Avoiding enforced change
- Capacity to respond and /or engage
- Frame the debate – what are our assets, contribution or solution
- Engage with staff and teams – to enhance the case for change
- City based healthcare driving forward research and innovation with strong links to the city
- One point of access with minimised delays / hand offs
- Streamlined decision making
- Optimal site utilisation
- Development of red lines – retained quality standards
- Cultural engagement and understanding

How will you know when collaboration is working, what will you/others experience?

- Optimal pathways
- Patient experience is at least consistent. Ideally better
- Increased performance by and for all
- Equality of participation and opportunity
- Happy staff
- Effective pathways / outcomes
- Reduced pressure on ED departments

- Stable or enhanced team morale
- Equitable service access and standards for care for all of our patients and potential patients
- Reduced service fragility
- Reduced service isolation or single points of failure
- Delivery of quick wins a drum beat of good news
- Improved access to social care
- Using the right language
- Living the 'one NHS' approach

Underpinned by:

- Good data
- Available and responsive technology
- Transparency
- Innovation

6. Recommendation

The Council of Governors is asked **to receive** the contents of the report and actions identified.

Appendix 1 - Joint CoG and BoD Development Day 12.11.24 Attendance

Governors - public:

Michael Carney, Public Governor - Merseyside
Vivienne Carr, Public Governor - Cheshire
Kim Crowe, Public Governor – Merseyside
Ian Ferguson, Public Governor - Merseyside
Elaine Holme, Public Governor – Merseyside/Lead Governor
Peter Humphrey, Public Governor - Merseyside
Margaret Roberts, Public Governor – North Wales

Governors – nominated:

Dr Neil French, Nominated Governor – University of Liverpool

Governors – staff:

Michelle Beaver, Staff Governor - Registered & Non-Registered Nurses
Sharon Faulkner, Staff Governor – Registered & Non Registered Nurses
Dr John Kendall, Staff Governor – Registered Medical Practitioners
Dot Price, Staff Governor – AHP, Technical and Scientific
Keith Wilson, Staff Governor – Non Clinical

Val Davies– Chair

Ben Vinter– Director of Risk and Corporate Governance

Gill Donnelly – Membership and Communications Officer (AM only)

Apologies:

Apologies – Wendy Caulfield, Terence Comerford, Ray Davis, Karen Higginbotham, Lynsey Jackson, Denis McAllister, Richard McLean, Peter Wareham, Princey Santhosh, Stephen Storey, Dusty Rhodes, Claudette Elliot (NED)

Directors (PM only):

Liz Bishop, CEO
Sarah Barr, Chief Digital and Information Officer
Manoj Kuduvalli, Medical Director
Joan Mathews, Director of Nursing
Jonathan Mathews, Chief Operating Officer/Deputy Chief Executive
James Thomson, Chief Finance Officer
Tom Pharaoh, Director of Strategy
Jane Royds, Director of People
John Doyle, Non Executive Director
Nick Brooks, Non Executive Director
Bob Burgoyne, Non Executive Director
Margaret Carney, Non Executive Director