

The Clatterbridge Cancer Centre NHS Foundation Trust

**MINUTES OF THE COUNCIL OF GOVERNORS MEETING
HELD ON MONDAY 3rd JULY 2017
AT 5.30PM AT THE CLATTERBRIDGE CANCER CENTRE**

	<p>Present:</p> <p>Jane Wilkinson Ian Boycott-Samuels John Field Carla Thomas Yvonne Tsao Angela Cross Doug Errington Pauline Pilkington</p> <p>Andrea Chambers Sonia Holdsworth Luke Millward-Browning Cheryl Rosenblatt Burhan Zavery Dave Steele Shaun Jackson</p> <p>Vice Chair - Phil Edgington</p> <p>In Attendance:</p> <ul style="list-style-type: none"> - Andrew Cannell - Chief Executive - Helen Porter - Director of Nursing & Quality - Gil Black - Non Executive Director - Andrea Leather - Corporate Governance Manager - Margaret Moore - Secretary (Minutes) 	
	Administrative items	
036/17	Vice Chair's welcome, introductions and apologies for absence:	
	<p>Phil Edgington opened the meeting and noted the following apologies:</p> <ul style="list-style-type: none"> • Wendy Williams • Mike Sullivan • Ray Murphy • Steve Sanderson • John Roberts • Andy Pettitt • Andrew Bibby 	
03717	Declaration of Governors' and other attendees interests concerning agenda items	
	There were no declarations of interests concerning any of the agenda items.	

038/17	Minutes of Meeting	
	The minutes of the Council of Governors meeting held on the 27 th March 2017 were agreed as a true and accurate record.	
039/17	Matters Arising	
	023/17 – Governors Discussion Group – completion date 06.09.17 031/17 – Governors due to re-stand and choose not to - completed	
	Items for Discussion - Performance	
040/17	Report from Senior Governor	
	<p>Jane Wilkinson (JW), Public Governor provided the Governors with an update on Steve Sanderson'(SS) behalf.</p> <p>Haemato Oncology Unit She advised both herself and SS had visited the Haemato Oncology Unit at the Royal Liverpool hospital. They spoke to both staff and patients regarding the service transferring to the Clatterbridge Cancer Centre from 1st July 2017.</p> <p>Membership & Communications Committee JW commented that the committee had been considering a number of topics to identify opportunities to recruit new members. This item will be discussed at the next Membership & Communications Committee on 11th July 2017. (see item 045/17)</p> <p>Patient Experience Committee (PEC) The issue of Governor training was raised, it had been suggested forming a working group to review training options. This will be picked up at the next PEC and brought back to Council of Governors meeting in October. (see item 046/17)</p> <p>Board of Directors At a Board meeting at the end of May 2017 the approved the Project Agreement with PropCare, which enabled PropCare to enter into the Construction Contract with Laing O'Rourke for the new build in Liverpool. Council of Governors are to receive updates at their meetings.</p>	SS
041/17	Chief Executive & Performance Report Andrew Cannell (AC), Chief Executive presented a report outlining the Trust's current performance which encompasses the following topics:	

➤ **Year End Financial Performance 2016/17**

Delivering the financial plan

- Surplus to end March £7,553k (£2,035k above plan)
- Costs £1,188k over planned budget (drugs related)
- Savings £86k above plan
- Strong liquidity (£62.8m cash in the bank)
- Trust expects to deliver forecast year-end surplus of £5,518k

However:

- Trust has breached its £1.22m Annual Agency Target
- At month12 agency spend - £2.04m Major contribution due to additional IT costs as part of the EPR delivery
- Overall pay costs remained within planned budget
- The Workforce Redesign Group, continued to review all Trust vacancies and improve controls for the use of agency staff.

- **Operating Standards** – all targets achieved with the exception of 62 day referral to 1st treatment (up to and including Month 2) Classic Q1- 79.6% (Month 2 - 70%) and Screening Month 2 – 66.6%

➤ **Current Performance: finance to May 2017**

- Surplus to end of May £1,177k (£33k above plan).
- Costs £70k under planned budget (drugs related and agency spend)
- Savings £53k below plan.
- Strong liquidity £59.1m cash in the bank.
- Trust expects to deliver forecast year end surplus of £6.8m.

However:

- Trust has been set an Annual Agency Target of £1.22m
 - At month 2 agency spend - £0.062m, which is below the monthly run rate of £0.100m
- However overall pay costs remain within planned budget.
- The Workforce Redesign Group, continue to review all Trust vacancies and improving controls for the use of agency staff.

➤ **Transforming Cancer Care Programme – New Cancer Centre (Building for the Future)**

- Construction contract signed and work fully underway
- Building handover planned for February 2020
- Total project cost £162M (including equipment, external works and Wirral redevelopment)
- Site webcam set up – <http://www.cctvmon.com/Clatterbridge.html>

➤ **Haemato-oncology: Service Transfer**

- As of 00:01 on 1st July CCC is now accountable for delivering HO services

- 127 staff transferred, CCC has £23m more contracted activity and a 4th Clinical Directorate
- We have a plan for the critical 1st 100 days to ensure integration is a success. This includes a celebration event on 13th July at The Royal.
- The H-O programme will move now into a new phase, focussing on 2 big changes:
 - Rolling out CCC IT and E-prescribing to HO
 - Bringing Aintree and Southport HO services into the single service for North Mersey.

➤ **Cancer 62 Days Target**

- The top SoS priority
- Changes to measurement of the target means CCC has more time to treat patients but takes a share of more breaches
- CCC one of 5 Trusts in C&M who have to submit an action plan
- Also CCC is leading on a C&M wide Cancer Alliance plan
- Central themes of CCC plan:
 - See >75% of patients within 7 days of referral
 - Improve tracking of patients through Radiotherapy
 - Alert local commissioners to hot spots of persistently late referrals into CCC

➤ **Operational challenges re: medical staffing**

- CCC is carrying 6 vacancies plus 3 long-term sickness
- Some immediate short-term changes are being made to some elements of our service model
- These affect Consultant clinic appointments in Chester (CRC and UGI), Southport (CRC and lung) and Warrington (CRC/UGI).
- Patients will be offered appointments with the sector (ie. Southport patients seen at Aintree, Chester at CCC-Wirral and Warrington patients in St Helens
- A package of urgent clinical workforce investments has been approved – advanced practitioners in pharmacy, radiotherapy and nursing
- CCC is actively recruiting additional consultants but this is a national and local challenge
- CCC is working closely with local hospitals and commissioners to manage the impact
- **All treatment will continue to be delivered locally – no change to chemo clinics.**

A general discussion took place regarding the operational challenges, the lack of oncologists is a national problem not just for CCC. We are looking at the possibility of Advanced Nurse Practitioners as a future clinical model to ease the workload for our Consultants.

➤ **CQC Quality Summit**

- Following the receipt of our inspection report and our 'Outstanding' rating the final part of the process was a

	<p>Quality Summit which was held on 24th April 2017</p> <ul style="list-style-type: none"> • The summit was held by the CQC at CCC with a range of stakeholders in the audience. The presentation by the CQC was extremely positive about the Trust <p>➤ Strategy Development</p> <ul style="list-style-type: none"> • A key objective in 2017/18 is for the Trust to refresh its long-term (10 year) strategy • The purpose is to: • Build on existing strategy (new Cancer Centre, H-O etc) • Ensure the Trust can harness developments in cancer care • Prepare for changing NHS structures • Over the next few months a strategy will be built with input from the Board, staff, CoG and external stakeholders 	
	Items for Discussion – Quality	
042/17	Quality Report and Quality Committee Performance	
	<p>Quality Report (i): Helen Porter (HP) explained that this report contains four elements and will be presented to the Patient Experience Committee at their meeting in October.</p> <ul style="list-style-type: none"> • The 6-monthly complaints review – between 01.10.16 and 31.03.17 the Trust received 13 direct formal complaints and assisted with 4 complaints to other hospitals. • PALS Contacts – During period a total of 158 contacts were received. • Patient Story – 6-month review detailing patients views. • High level results of the CQC In-Patient Survey 2016 – CCC scored within the best-performing category on 45 of the 63 questions relevant to its service. There were no areas where it came below average. <p>Quality Committee Performance Report (ii) – this report provides an overview of quality at the Trust; highlighting performance against key quality indicators and providing supporting details. The integrated quality performance report brings together the following documents into a single report. It was presented in the following sections:</p> <ul style="list-style-type: none"> • Quality Accounts: Improvements Priorities • CQUINs • Key Performance Indicators and supporting information related to: Safe, Effective, Caring and People Management and Culture. 	
043/17	Patient Story	
	<p>Helen Porter (HP) presented a patient story which showed an interview with two patients concerning their views in relation to our Aintree site.</p> <p>They were extremely positive and complimentary about the staff they had met. They felt they had been put at ease due to the staff explaining their treatments and what to expect. This they felt had</p>	

	<p>helped them before and during their treatment.</p> <p>The patients talked about the location of the centre now and in the future. One of the patients hadn't realised CCC are building a new hospital next to The Royal Liverpool Hospital. Both felt it was a good idea if it would help more patients to be treated in a centre of excellence. They both described their treatment and care as "second to none".</p>	
044/17	External Assurance on Quality Accounts report – 2016/17	
	<p>Helen Porter (HP) explained that this report 'Report to the Governors on the Quality Report (Accounts) 2016/17' is a mandatory part of a foundation trust's Annual Report. Its specific aim is to encourage and improve the foundation trust's public accountability for the quality of the care it provides.</p> <p>Governors were also asked to note this report.</p>	
	Sub-Committee Assurance Reports	
045/17	Membership & Communications Committee	
	<p>Jane Wilkinson (JW) advised that the meeting scheduled for June had been cancelled owing to the number of apologies received. The meeting will be held on 11th July 2017.</p> <p>JW reiterated the need to increase our membership numbers. Steve Sanderson (SS) will attend the Committee meeting next week to discuss concerns raised following his attendance at CCC's Charity Event, 'Beside the Seaside' event . After some discussion surrounding the re-vamp of our membership forms it was decided that this topic will also be reviewed at the next Membership and Communications Committee meeting.</p>	SS
046/17	Report from the Patient Experience Committee	
	<p>Angela Cross (AC) gave a verbal update from the last Committee meeting in June. She advised the issue of Governor training had been raised, it was agreed to established a working group that could review training options – Angela Cross, Steve Sanderson, Ian Boycott Samuels, David Steele, Carla Thomas and Pauline Pilkington to attend. Both Angela and Steve Sanderson said they would be willing to Chair the working group. An action plan will be brought back to the Council meeting in October.</p>	AC/SS
047/17	Remuneration Committee	
	<p><i>Phil Edgington, Vice Chair – left the room for this item.</i></p> <p>The Council were advised that Phil Edgington's three year term of office will expire on 31st July 2017 and that consideration now needed to be given to whether this Non Executive Director should be re-appointed or if renewal is not an option, define the action necessary to establish a recruitment process. At its meeting on 26th June 2017, the Remuneration Committee reviewed Phil's appraisal and considered the</p>	

	<p>options.</p> <p>After a brief discussion, the Council approved the Committee's recommendation that Phil Edgington's term of office be extended for a further 3 years commencing 1st August 2017 and culminating on 31st July 2020.</p> <p>The minutes of the meeting held on 26th June 2017 were noted.</p> <p><i>Phil Edgington returned to the meeting.</i></p>	
	<p>Governance & Other Matters</p>	
<p>048/17</p>	<p>Audit Committee Update</p>	
	<p>Gil Black (GB) provided the Council with a report in respect of two Audit Committee meetings which had taken place since the last Council meeting as follows:</p> <p>26th April 2017</p> <ul style="list-style-type: none"> • Approved the delay of the Internal Audit of: <ul style="list-style-type: none"> ○ The Incident management review until Q2 2017/18 Post Datix EPR rollout ○ The Prop Care review of arrangements to Q2/3 2017/18 to allow the arrangements to be embedded. • Formally approved the extension of MIAA's contact for 2017/18 to fit in with wider STP plans with the same fees as last year at £78,300 and approved the audit plan after due consideration of their qualifications. • Reviewed the Overall Opinion of the Director of Internal Audit, which gave significant Assurance. • Approved the schedule of losses. There are 6 items to date amounting to £20,954 for the year ended 31st March 2017: <ul style="list-style-type: none"> ○ As reported in the previous report relating to a payment of £625 per quarter for an injury sustained by an employee. ○ As reported in the previous report two electronic screens identified as missing during an audit, valued at £870 ○ Fridge failure - £7,907 drugs written off. ○ Pertuzumab drug not registered on Blueteq. A non-recovery from CDF of £5,748 ○ CDF drugs additional charge identified of £2,996 which cannot be recovered ○ A debt review identified £ 932 write off • Reviewed the schedule of debts greater than £500 outstanding for longer than 90 days • Noted the current position on Financial procedures • The Audit Committee reviewed and confirmed the External Auditor's understanding of CCC's Governance as part of the annual Audit process. • The Audit Committee received the Anti-fraud annual plan for 2017/18 and approved fees of £10,240, the same as last year. 	

	<p>19th May 2017</p> <ul style="list-style-type: none"> • Considered the Post-Audit draft Accounts 2016/17 and the supporting statements, the Annual Governance Statement, the Letter of Representation and ISA260 Audit Memorandum, seeking clarification as required • Considered the Quality Report 2016/7 and the Report to the Governors on the Quality Report by the external auditors • Recommended that the Board <ul style="list-style-type: none"> ○ approved the Annual Accounts (2016/17) and approved the supporting documentation ○ approved the Quality Report (Accounts) 2016/7 <p>GB also advised the Council that the Audit Committee, after due consideration, had recommended that the Council of Governors extend the appointment of Grant Thornton for a further 12-months. Formal approval was given by the Council.</p>	
049/17	Trust Charity Appeal Update	
	This item was deferred owing to apologies from Katrina Bury.	
050/17	Governor Election 2017	
	<p>Andrea Leather (AL) drew attention to the arrangements for Governors elections, voting packs will be despatched 2nd August 2017.</p> <p>Elections will take place for vacancies in the following constituencies:</p> <p>Public:</p> <ul style="list-style-type: none"> • Cheshire West and Chester (1 seat) • Liverpool (1 seat) • St Helen’s & Knowsley (1 seat) • Warrington & Halton (2 seats) • Wirral and rest of England (2 seats) <p>The terms of office for three of the current Governors Barbara Boulton, Cheryl Rosenblatt and John Field are due to end, all three are eligible to re-stand in their relevant constituency. AL asked if they did not intend to re-stand, could they please email her? She also advised that if they are applying for re-election they need to complete the relevant forms.</p> <p>Staff:</p> <ul style="list-style-type: none"> • Non Clinical (1 seat) • Other Clinical (1 seat) <p>The above two staff vacancies are both due to staff retirements.</p> <p>As in previous years the election process will be managed by Electoral Reform Services (ERS) on behalf of the Trust.</p> <p>AL made Governors aware that the election dates had been put back slightly owing to the transfer of data from Capita to Membership Engagement Services Limited (MES).</p>	BB/CR/JF

	The outcome of the elections will be reported at the Annual Members Meeting on 28 th September 2017.	
	Closing Business	
051/17	Any Other Urgent Business	
	As there was no other business, Phil Edgington asked Governors if the meeting and its content was satisfactory and had met their requirements? All Governors agreed it was.	
052/17	Date and time of next Meeting	
	Date: Monday 30 th October at 5.30pm Time: 5.30pm Location: Research & Innovation Centre – Room 3	

Wendy Williams
CHAIR

DATE

COUNCIL OF GOVERNORS ACTION SHEET
From meeting held 3rd July 2017

Item No.	Date of Meeting	Item	Action(s)	Action by	Date to complete by	Date completed
050/17	03.07.17	Governor Elections 2017	Andrea Leather asked for those eligible to re-stand this year but did not wish to, to email her.	BB/CR/JF	a.s.a.p.	Complete
046/17	03.07.17	Patient Experience Committee	Creation of working group for training issues	Across/SS	30.10.17	
045/17	03.07.17	Membership & Communication Committee	Re: Membership & Communication Committee – to attend and identify opportunities for recruiting new members	SS	11.07.17	Complete – SS attended meeting 11.7.17
040/17	03.07.17	Report from Senior Governor	Board of Directors – to provide updates of new build in Liverpool	SS	30.10.17	Complete - update to be included within Chief Executive report and/or the Governor Discussion sessions
023/17	27.03.17	Report from Senior Governor	Governors Discussion Group – to arrange Walkround for 6 th September 2017	SS	06.09.17	

