

The Clatterbridge Cancer Centre NHS Foundation Trust
MINUTES OF THE COUNCIL OF GOVERNORS
Thursday 26th November 2020
MS Teams (Recording)
5:00pm

Present:	<p>Kathy Doran (KD) Chair Ray Murphy (RM) Governor, Nominated - Cancer Steering Group Sonia Holdsworth (SH) Governor, Nominated – Macmillan Cancer Support John Field (JF) Governor, Public – Wirral & rest of England Andrew Waller (Awa) Governor, Public – Wirral & rest of England Glenys Crisp (GC) Governor, Public – Warrington & Halton Pat Higgins (PH) Governor, Public – Cheshire West & Chester Brian Blundell (BB) Governor, Public - Cheshire West & Chester Keith Lewis (KL) Governor, Public – Liverpool John Roberts (JR) Governor, Public – Liverpool Jane Wilkinson (JW) Governor, Public – Wales Steve Sanderson (SS) Governor, Public – St Helens & Knowsley Deborah Spearing (DB) Governor, Staff – Non Clinical Samantha Wilde (SW) Governor, Staff – Radiographers Yvonne Nolan (YN) Governor, - Nominated - WBC Laura Jane Brown (LJB) Governor, Staff – Nurse Andy Pettitt (AP) Governor, Nominated – UOL Andrew Bibby (AB) Governor, Nominated – Asst. Regional Director of Specialised Commissioning (North) NHS England</p> <p>Liz Bishop (LB) Chief Executive James Thomson (JT) Director of Finance Jayne Shaw (JSh) Director of Human Resources Sheena Khanduri (SK) Medical Director Joan Spencer (JSp) Chief Operating Officer Alison Hastings (AH) Non Executive Director Geoff Broadhead (GB) Non Executive Director Elkan Abrahamson (EA) Non Executive Director Terry Jones (TJ) Non Executive Director Mark Tattersall (MT) Non Executive Director Angela Wendzicha (AWe) Assoc. Director of Corporate Governance Emer Scott (ES) Assoc. Director of Strategic Marketing & Communications</p> <p>Sara Barr (SB) Chief Information Officer Tom Pharaoh (TP) Assoc. Director of Strategy</p>
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Apols:

<p>Andrea Chambers (AC) Governor, Nominated - Manx Cancer Help Anne Olsson (AO) Governor, Public - Sefton Pat Gillis (PG) Governor, Public – St Helens & Knowsley Jackie McCreaney(JMc) Governor, Public – Liverpool Sheila Lloyd (SL) Director of Nursing & Quality</p>
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Item	Administrative Items	Action
COG-27-20	<p>Chair Welcome and Note of Apologies</p> <p>The offered apologies were noted.</p>	
COG-28-20	<p>Welcome New Governors</p> <p>Following our recent elections KD welcomed:</p> <ol style="list-style-type: none"> 1. John Roberts – Public Governor – Liverpool. John was a Governor 2016-2019 he successfully applied following a 12-month break. 2. Yvonne Nolan - Nominated Governor - Wirral Borough Council. 3. John Field, re-elected Public Governor - Wirral & the rest of England. 4. Deborah Spearing, re-elected - Staff – Non Clinical. 	
COG-29-20	<p>Declarations of Committee Members and other attendees interests concerning agenda items</p> <p>No declarations of interests were received.</p>	
COG-30-20	<p>Minutes of the meeting: 10th September 2020</p> <p>The minutes of the last meeting were agreed as a true and accurate record.</p>	
COG-31-20	<p>Matters Arising and Summary of Agreed Actions</p> <p>It was agreed that the Action Sheet was correct as reported with the following updates provided at the meeting:</p> <p>CoG-09-20: KD informed the Council that two volunteers had visited Trust Board last Wednesday and talked about the work they do as Volunteers at our Liverpool site. There are approximately 100 volunteers at the Liverpool site, a lot of them are students who have helped during the Covid19 crisis. JW and LJB agreed that the dedication our volunteers show is exemplary. KL informed he and other Governors had offered their help but to date had not been asked. This will be discussed with Karen Kay.</p>	AW
Performance & Strategy		
COG-32-20	<p>Integrated Performance Report:</p>	

Operational Performance – JSp advised the Council that the report provides an overview for October 2020 explaining key operational issues, highlighting the following:

- The Trust has maintained excellent operational performance throughout the COVID-19 pandemic and expansion into Liverpool.
- Haemato-Oncology are continuing to make good progress with streamlining cancer pathways.
- Work remains ongoing for the Haemato-Oncology in-patient move onto Meditech on the 1st December 2020
- We are continuing with our offer of mutual aid to the system; this includes Imaging services, transfer of AO & HO patients from LUHFT and developing pathways for Interventional Radiology.
- The consultation regarding our new management structure closed 21/11/20 with a plan to implement a new management structure by January 2021.

A Governor asked if there was any leeway regarding breaches? JSp confirmed that during the first wave there was a slight leeway but advised we had maintained excellent operational performance throughout the pandemic and the expansion into Liverpool. Everyone is better prepared during the current second wave.

A question was raised regarding the new management structure. JSp explained that following the move to Liverpool we would need to function in a different way, preferably to place the Site Reference Groups (SRGs) at the heart of the decision making within the Directorates. The management restructure will reflect each division to be led by an Associate Medical Director, a Divisional Director and a Divisional Nurse or Allied Health Professional.

A Governor asked for an update regarding the 5-year Plan, JSp explained that this had been signed off by the Trust Board and will be circulated shortly. This is also an agenda item, COG-33-20.

Quality Performance: JSp highlighted that overall performance around quality is excellent, noting various areas in red on the slide, explaining how they were resolved.

- IMER – number of reportable incidents – following a 72 hour review it was found there was no harm to the patient.
- MSSA (attributable) – related to a line in a patients arm resulting in a post infection review.
- Kiebsiella (attributable) – linked to a prostate cancer abscess infection.

- Formal complaints to be resolved with 25 working days – currently only achieve 31%. The operational team and quality team are working together to develop a new process.
- Policies out of date - AWe informed the Council currently we have 260 policies of which 12 are to be reviewed. 10 of the 12 will be going through committee structures during November with virtual approval through December.

JSp informed the Council of the work our Emergency Preparedness Resilience & Response (EPRR) team had successfully achieved including antibody testing to all staff, Lateral testing kits to all front line staff and managed the flu campaign.

Patient Experience –

- Friends and Family SMS Text reminder service was launched in October 2020
- Weekly Patient Experience ‘ward rounds’ commenced
- Ongoing recruitment of front of house volunteers

JSp commented that despite Covid-19 the quality team have managed to continue monthly reporting through the Integrated Governance Committee and the Quality Committee.

At this point KD congratulated JSp as this is her first meeting since her appointment to the substantive role of Chief Operating Officer

KD also noted that John Roberts, Public Governor for Liverpool and Yvonne Nolan, Nominated Governor for Wirral Borough Council have joined the meeting, KD welcomed them.

Financial Performance - JT explained the key financial headlines for October 2020 advising the small deficit we have should break even by end of our financial year. Our funding, which is a fixed allocation includes amounts for both growth and Covid-19 costs.

He advised there is sufficient cash to fund all our capital investments, although we are slightly behind in our capital programme this will pick up in the final quarter this year. JT further confirmed the budget setting for next year 2021/22 will take place in quarter four. The Council will be informed accordingly when ready for sign off.

Workforce Performance – JSh gave the Council a general summary highlighting there are no reds on the chart and the ambers are almost green. This compares favourably with other organisations.

	<p>JSh indicated our sickness absence has remained static over the last 3-months. Regarding Mandatory training our compliance is one of the top performing across Cheshire & Merseyside.</p>	
<p>COG-33-20</p>	<p>Five Year Strategy</p> <p>LB confirmed that the 5-year Strategy had been approved at the October Trust Board. TP highlighted the steps taken in developing the strategy during 2020.</p> <p>The Strategy outlines six strategic priorities:</p> <ul style="list-style-type: none"> • Be outstanding – includes Quality, Operational and Finance. • Be collaborative – relates to partnerships we are involved with. • Be a great place to work – outlines our strategic priorities around workforce over the next 5-years. • Be research leaders – outlines collaborative working in our Research Strategy. • Be digital – digital technology for patients and staff. • Be innovative – to be enterprising and innovative exploring opportunities that improve or support patient care. <p>A detailed discussion ensued with the following matters being raised:</p> <p>Governor Strategy Committee: It was highlighted that previously, the Governors had been part of a Governor Strategy Committee but this has not met recently. Discussion ensued as to how the Governors could become involved with the Strategy development. TP added that the Strategy has already been approved by the Board. KD suggested that the Governors have a separate online session in relation to the strategy implementation.</p> <p>A Governor suggested, in connection with communications – it should be about ‘engagement’ with staff rather than ‘communicated’ to them. LB responded and informed the Council that the development of the strategy had been a two way conversation which started last Christmas. Each tumour group was involved and asked what should be included in the 5-year strategy.</p> <p>ES introduced herself (Emer Scott, Assoc. Director of Strategic Marketing & Communications) and agreed that communication is very much two way and we do involve people in what we are doing. Further clarity was sought by the Governors on communication with external audiences with LB confirming that</p>	

	<p>we have a list of stakeholders which includes M.P's etc. and is regularly updated.</p> <p>ES advised that we are currently looking at how best to communicate to the general public as well as staff and patients. AW informed, the external company which facilitates our annual elections, also have the facility to contact every member, this could help with communications. AW will meet with ES to discuss.</p> <p>Regarding digitalisation - sometime ago the Council were advised that CCC's platform was not compatible with The Royal (LUHFT) and paper records were being transported between sites, how has this been addressed? SB advised CCC Haemato-oncology are using some of the I.T. provided by The Royal (LUHFT), we expect to be fully integrated on Meditech next Tuesday 1st December. SB pointed out that all information had been transported safely without using paper copies.</p> <p>A suggestion was made that perhaps patients could access information through Community Centres, LB confirmed this action was already being investigated by the Cancer Alliance.</p>	AW/ES
Corporate Governance		
COG-34-20	<p>Non-Executive Director Appointment</p> <p>Jane Wilkinson, Lead Governor informed the Council the recruitment for this vacancy had resulted in excess of 60 applicants. Following deliberations, five were invited for interview.</p> <p>The interview process was robust and consisted of a Focus Group and an interview panel. The panel consisted of Kathy Doran, Liz Bishop, Andy Waller and myself with Jayne Shaw providing HR advice. The panel agreed unanimously that there were two outstanding candidates.</p> <p>The following candidates are recommended to the Council of Governors:</p> <p>Asutosh Yagnik Asutosh has a proven track record in senior leadership in small and large complex organisations with a focus on people, commercial as well as governance and leadership within a range of companies. Asutosh is currently working with University College London at their Institute for Strategy, Resilience and Security. He has vast experience in industry relating to pharmaceutical, Healthcare financial services, public sector manufacturing and oil and gas energy and Utilities.</p> <p>Anna Rothery</p>	

	<p>Anna is currently the Lord Mayor of Liverpool and brings with her a wealth of experience in community development. Anna is actively working with Cheshire NHS Midwifery initiative on increasing representation from diverse communities. Anna is passionate about the Trust and about people and individual rights to equality and has and continues to be involved in ground-breaking initiatives.</p> <p>Both individuals will bring something very different to the Board and the Governor Nominations Committee strongly recommend both Asutosh Yagnik and Anna Rothery as new Non-Executive Directors from 1st January 2021.</p> <p>A brief discussion took place, it was noted that the Focus Group had agreed unanimously with the interview panel. KD thanked all who had been involved with the interview process and asked the Council if they agreed with the recommendations? The Council agreed.</p> <p>KD advised the successful candidates C.V's will be circulated to the Council.</p>	AW
COG-35-20	<p>Audit Committee - Update</p> <p>MT informed the Council there have been regular meetings held during the summer with excellent feedback received from Mersey Internal Audit. During the most recent Committee meeting updates were given on results of the follow up work in six areas that that were outstanding. Challenges were noted during the summer regarding timings of completion of our external audit. This challenge necessitated questions to be raised with Grant Thornton (external auditors) and our internal team to examine what had caused the delays. A joint report supported by our team was subsequently submitted to the October meeting, this report highlighted actions for Grant Thornton and our internal team to examine in an attempt to halt future delays.</p> <p>Our internal tracking system has been greatly improved and easily identifies any problems resulting in clarity and giving assurance.</p> <p>MT reminded the Council that Grant Thornton were appointed on a 2-year term, therefore during the first quarter of next financial year plans will need to be put in place to begin the tender process for new external auditors, this process will involve the Governors.</p> <p>Board Assurance Framework (BAF) – this supports the 5-year Strategy in managing the risks, any change to the strategy has</p>	

	to be reflected in the BAF document to identify any strategic risks.	
COG-36-20	<p>Quality Committee - Update</p> <p>TJ thanked KD for the opportunity to present to the Council of Governors for the first time during his term of Non-Executive Director. He informed the Council that following Covid-19 and to keep in line with national guidance the Quality Committee was subsumed into the Trust Board from April to September 2020 but has now returned to operating as a separate committee.</p> <p>TJ explained the Quality Committee covers a wide range, the core work is to scrutinise the work of the Integrated Performance Report and to receive reports from five sub-committees, (1) The Digital Programme Board (2) Integrated Governance Committee (3) Risk Management Committee (4) Drug & Therapeutics Committee and (5) Workforce, Education & Organisational Committee.</p> <p>Last February the Quality Committee agreed to suspend the Risk Management Committee to allow detailed work on the Datix system to be carried out and has now resumed meetings.</p>	
COG-37-20	<p>Performance Committee – Update</p> <p>GB explained that owing to Covid-19 there had been a slight pause in the meetings during the summer but is now back to regular monthly meetings. He highlighted some of the standard agenda items i.e. Transforming Cancer Care programme which mainly focused on the expansion into Liverpool. Currently the focus relates to redevelopment of the Wirral site and how it is being progressed.</p> <p>The Integrated Performance report is submitted to the Performance Committee, this report highlights performance indicators. A report from Finance informs the committee of their strategy and updates on changes instigated from NHS England including Covid-19 costs.</p>	
COG-38-20	<p>Charitable Funds Committee – Update</p> <p>KD introduced AH who Chairs this Committee, informing the Council she will be leaving at the end of this year and thanked her for her dedication over the last 9-years. JW also commended AH on her help with the Governors and their Committees.</p> <p>AH thanked KD and JW for their kind words. She gave thanks to SS who had helped when AH had been appointed Interim Chair.</p>	

	<p>AH informed the Council during the last 9-months fundraising had been very difficult thus resulting in a loss of income. Our new target is 43% of the original figure pre Covid-19. This reduction impacted our LEGO Brick Hospital, however an agreement has been reached with the company who provided the model, and they have agreed to complete the building on our behalf.</p> <p>AH advised the Investment Committee has been reinvigorated and despite the market being volatile we are experiencing a good level of return.</p> <p>There has been a serious incident regarding our Charity Bags. Households are asked to donate clothes etc and leave outside for collection. It transpired that a company imitating CCC were collecting the donated goods. The Police and Action Fraud have been notified.</p> <p>The Charity have received two donations from NHS Charities Together in the sum of £45,000 as a result of Captain Tom Moore walking during lockdown. The donation has been used to support staff, volunteers and patients impacted by Covid-19.</p> <p>SS also thanked AH for her support during his term as Lead Governor.</p>	
<p>COG-39-20</p>	<p>Patient Experience Committee – Update</p> <p>AWa explained that owing to Covid-19 Governors Patient Experience Committee meetings had been suspended however he together with KL, SS, LJB have been attending the Trusts’ Patient Experience & Inclusion Group (PEIG) committee meetings. AWa informed that Karen Kay, Deputy Director of Nursing who Chairs the committee and Kirsteen Scowcroft (KS) the lead for the Digital pledge are both to be commended for their success with this committee. He also commented that KL provides positive input to the meetings. AWa gave a brief outline about the PEIG committee and their objectives highlighting three issues that he had been asked to bring to the attention of this Council meeting:</p> <ol style="list-style-type: none"> 1. The Trust has not had a PEIG lead for sometime; would it be possible to recruit to this role? 2. Staff Health and Wellbeing is very important to PEIG: Currently there is a Strategy but no group – would it be possible to form a group to engage with PEIG? 	

	<p>3. The PEIG Committee would like a Non Executive Director to engage with the Committee and have input to the agenda?</p> <p>Pat Higgins confirmed she would like to attend the next PEIG committee meeting. AWa will advise dates.</p> <p>KD thanked all for engaging in the PEIG meetings and confirmed the three points raised will be addressed.</p>	<p>AWa</p> <p>AW</p>
COG-40-20	<p>Membership & Communications Committee – Update</p> <p>JW confirmed owing to Covid-19 the committee meetings were placed on hold however, there will be a meeting in January and confirmed that all Governors would be welcome to attend. JW will have a meeting with ES regarding communications prior to the meeting.</p> <p>AWe informed that the Governors Committees had been suspended following National Guidance in relation to Covid-19 pandemic.</p> <p>AWe updated the Council regarding the Annual Members’ Meeting: Again, owing to the pandemic the national advice given was that the AMM could not be held as normal therefore recordings and filming have taken place during the last week. A notification is on the website and various social media sites inviting people to look at our Annual Report/Annual Accounts and to let us have any questions. The recording will be available on Monday 30th November.</p>	<p>JW/ES</p>
COG-41-20	<p>Any Other Business</p> <p>KD informed the Council that Sonia Holdsworth, Nominated Governor for Macmillan will be leaving at the end of November. KD and JW thanked SH for her input over the years to the Council and hoped she may reapply as a Public Governor when a vacancy occurs in her constituency.</p> <p>There was no other business.</p> <p>KD thanked Governors and staff for joining the meeting and wished them all a very Happy Christmas and New Year.</p>	
	<p>Date of next meeting:</p> <p>February 2021 via MS Teams.</p>	