

The Clatterbridge Cancer Centre NHS Foundation Trust

BOARD OF DIRECTORS MEETING PART ONE – PUBLIC SESSION

**Wednesday 25 March 2020 at 10:15am
Virtual Meeting**

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| Present: | Kathy Doran (KD) | Trust Chair |
| | Alison Hastings (AH) | Non-Executive Director |
| | Mark Tattersall (MT) | Non-Executive Director |
| | Geoff Broadhead (GB) | Non-Executive Director |
| | Terry Jones (TJ) | Non-Executive Director |
| | Elkan Abrahamson (EA) | Non-Executive Director |
| | Liz Bishop (LB) | Chief Executive Officer |
| | James Thomson (JT) | Director of Finance |
| | Jayne Shaw (JSh) | Director of Workforce & OD |
| | Joan Spencer (JSp) | Interim Director of Operations |
| | Sheila Lloyd (SL) | Director of Nursing & Quality |
| | Sheena Khanduri (SK) | Medical Director |
| | Sarah Barr (SB) | Chief Information Officer |
| In Attendance: | Angela Wendzicha (AW) | Associate Director of Corporate Governance |
| | Mike Varey (MV) | RCN Staffside |
| (Item P1/059/20) | Tom Pharaoh (TP) | Associate Director of Strategy |
| | Fiona Jones (FJ) | Managing Director PropCare |
| Observers: | None | |

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| | Opening Matters | |
| P1/43/20 | <p>Chair Welcome and Note of Apologies</p> <p>The Chair welcomed everyone to the meeting and highlighted that due to the current restrictions imposed by the national response to Covid-19 the decision has been made not to allow members of the public into Part 1 of the Board. A notice has been placed on our public facing website and papers will be available in the usual way.</p> <p>The Chair expressed her thanks on behalf of the Board to all staff in the Trust for all their hard work in responding to Covid-19.</p> <p>Apologies have been received for Part 1 from Jane Wilkinson, Lead Governor.</p> | |
| P1/44/20 | <p>Declaration of Board Members' and other attendees interests concerning agenda items</p> <p>Declarations of interests were received from the following:</p> <ul style="list-style-type: none"> Mark Tattersall – Nominated Non-Executive Director for PropCare | |

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| | <ul style="list-style-type: none"> James Thomson – Executive Lead for PropCare and CPL Angela Wendzicha – Company Secretary for PropCare and CPL | |
| P1/45/20 | Minutes of Previous Meetings: The Board approved the minutes of the meeting held on 26 February 2020. | |
| P1/46/20 | Matters Arising Actions were noted to be either completed, in progress or on the agenda. The following updates were provided as follows: P1/38/20: Joint NED, Governor and Executive walk rounds – AW confirmed that in the current circumstances, the joint walk rounds will be deferred until further notice. The Trust Board: <ul style="list-style-type: none"> Noted the update provided. | |
| P1/47/20 | Patient Story Due to the current circumstances, patients are not attending Board and alternative ways of providing patient stories to Board are being scoped. | |
| P1/48/20 | Chair's Report The Chair informed the Board that much of her discussions with external stakeholders have been around efforts towards preparedness for Covid-19. Furthermore there have been discussions around partnership working and that confirmation has been given that we, as a Trust are happy to collaborate. The Trust Board: <ul style="list-style-type: none"> Noted the Chair's update | |
| P1/49/20 | Chief Executive's Report The CEO provided an overview to the Board in relation to the recent letter that has been sent to the five ocular oncology centres in the UK adding that there has been no adverse response as a result of the correspondence being sent. Furthermore the Board will note in the papers relating to Covid-19, the business case has been paused. The Board noted and welcomed sight of the biographies of the two recent Consultant appointments. By way of a further update to the Board, the BBC Hospital episode featuring the Trust has been signed off by the CEO and Medical Director and will be the penultimate episode of the series. The Trust Board: <ul style="list-style-type: none"> Noted the contents of the update. | |

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| | For Approval | |
| P1/50/20 | <p>Gender Pay Gap Report 2019</p> <p>JSh provided the Board with an overview of the report which Trusts are required to publish by 31 March 2020 and sets out the difference between the average hourly earnings of men and women. The paper was taken as read with the Chair noting an imbalance between male and female healthcare scientists and allied health professionals.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Approved the report for publication. | |
| P1/51/20 | <p>Equality, Diversity & Inclusion Strategy</p> <p>JSh provided the Board with an overview of the report with TJ confirming that the report had been discussed at the March Quality Committee and that the Committee were content to recommend that Board approve the Strategy.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Approved the Equality, Diversity & Inclusion Strategy. | |
| | Risk and Performance | |
| P1/52/20 | <p>Coronavirus Update</p> <p>LB provided an introduction to the slides highlighting the following:</p> <ol style="list-style-type: none"> a) Business continuity plans are in place for all departments b) National guidance for cancer patients is being followed with a reduction in footfall in outpatients by the implementation of telehealth c) Remote radiotherapy planning has been implemented d) We have consolidated chemotherapy day unit attendances e) Currently have a 10% shortfall in staffing and we have adequate Personal Protective Equipment (PPE) f) The IT department have worked very hard to implement digital working throughout the Trust in a very short timeframe. <p>SL provided the Board with an overview of the process of escalation in place as follows:</p> <ol style="list-style-type: none"> a) An incident room has been established which will be extended to provide 7 day cover. b) Three daily meetings take place at 09:30 (Operational Bronze command), 12:00 (Silver command where decisions are made by senior leaders or issues are escalated to Gold command at 14:00 hours. In addition to the internal meetings there are an increasing number of daily external meetings taking place. <p>JSh provided an overview of the significant impact on the workforce:</p> <ol style="list-style-type: none"> a) A number of national/regional initiatives ongoing; a Cheshire and Mersey Memorandum of Understanding has been signed which facilitates sharing of staff across organisations; two of our nurses who are trained in critical care are working with a neighbouring organisation. b) We are adhering to government guidance on working from home and arrangements are in place where appropriate | |

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| | <ul style="list-style-type: none"> c) Development of a comprehensive Manager's Guide that provides clarity and ensures consistency across the organisation d) There is a comprehensive health and wellbeing offer in place including an extension of special leave from 3 to 7 days. <p>Discussion took place in relation to our volunteers with SL confirming that as most fall into the high risk category, our volunteer capacity has significantly reduced with the Programme Management Office ensuring staff look after our patients at the front door.</p> <p>EA noted there is no reference to staff testing and LB confirmed although testing is not yet available for staff; patients are being screened with a temperature check prior to entering clinical areas.</p> <p>SB provided the digital update highlighting that:</p> <ul style="list-style-type: none"> a) Home working was rapidly established to support clinicians and non clinical staff to work from home. b) Rapid implementation of Microsoft Teams which allows for virtual meetings to take place. c) The IT team are supporting the multi-disciplinary team across Cheshire and Mersey. <p>JT provided the Board with an update on the joint NHSE/I financial guidance issued to support Trusts in responding to Covid-19:</p> <ul style="list-style-type: none"> a) Usual financial and contracting processes have been suspended and any additional costs incurred as a direct response to Covid-19 are to be captured and will be reimbursed. b) The usual planning guidance has been amended and there is no requirement to submit a final plan in April c) Draft 2019/20 accounts submission has been extended with a long-stop date of 11 May 2020. d) All Trusts will be reimbursed in a 'block' format based on average monthly payments; KD highlighted and JT confirmed that as we expect growth in activity there will be a gap as there is no funding available for growth with all recognising that this is an unusual situation. e) No new service developments will be commissioned during this period. <p><i>SL left the Board at 11:00 for the Chief Nurse briefing.</i></p> <p>LB provided an overview of the communications plan confirming that Emer Scott started on Monday as the new Associate Director of Communications:</p> <ul style="list-style-type: none"> a) Early communication with our patients has been key with the introduction of the Covid-19 posters on site in addition to the development of a patient frequently asked question section on the Trust website b) The patient help line has been very busy and we are currently looking at two separate lines, one for patients on treatment and one for those who have general questions. c) Daily bulletins keep staff up to date and video messages from the Executives are being disseminated. | |

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| | <p>SK informed the Board that service changes have been implemented in line with national guidance.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> Noted and welcomed the report, recognising that these are unprecedented times and appreciated the extraordinary work that all staff continues to do in response to this matter. | |
| P1/53/20 | <p>Integrated Performance Exception Report – Month 11 JSp highlighted that the report had been scrutinised at both Quality Committee and Performance Committee in March. The Board agreed that given the current circumstances the report was accepted as read.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> Noted the contents of the report. | |
| P1/54/20 | <p>Improvement and Assurance Plan - CQC The Board noted that the report had received scrutiny at the March Quality Committee and therefore noted the content.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> Noted the contents of the report | |
| P1/55/20 | <p>Finance Report – Month 11 JT provided an overview of the Finance Report which represents the financial performance of the Trust for the month ending February 2020. The Board noted that the report had received scrutiny at the Performance Committee and therefore noted the content.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> Noted the financial position. | |
| P1/56/20 | <p>Trust Financial Planning 2020-21 JT provided an overview of the report highlighting that it sets out the Trust's financial plan for 2020-21. As highlighted earlier, due to the national response to Covid-19, the usual planning processes have been suspended. Regardless of this, the Board agreed the expenditure budgets are robust and as such approved the same.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> Approved the expenditure budgets for 2020-21 | |
| P1/57/20 | <p>Staff Survey JSh provided an overview of the report highlighting the following:</p> <ul style="list-style-type: none"> a) No significant change to the results from last year b) A scatter map has been produced by Listening Together which shows we are in the top right quadrant which is where we would want to be; the Board requested sight of the scatter map and AW agreed to share in the reading room on Diligent. | AW |

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| | <p>The Board discussed the results from the survey and the Chair highlighted that there are important issues that we need to come back to following Covid-19.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the contents of the report. • Agreed to revisit the survey following Covid-19 | AW (for forward plan) |
| P1/58/20 | <p>Guardian of Safe Working Report</p> <p>SK provided an overview of the report highlighting the working hours of ward-based doctors in training and Oncology Trainee doctors were compliant with both 2002 and 2016 contracts for Quarter 3.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the content of the report. | |
| P1/59/20 | <p>TCC Programme Update</p> <p>FJ provided an update to the Board highlighting the following:</p> <ol style="list-style-type: none"> Due to challenges with the build, the decision to move the date to open to the end June remains the same. There is an expectation that Laing O'Rourke will complete by the end April and the commission will be completed in May and June 2020. Some of the project plans are rated as 'green' whereas others are in the 'green/amber' category. One 'amber/red' relates to Pharmacy with pressures around logistics of deliveries although some progress has been made in this regard. The programme is in reasonably good shape with the focus in May/June on training staff however, clarity is required on who requires training and who is going to deliver it. The link route to the Royal is moving forward and Laing O'Rourke have suggested Avrenium undertake the work to install the walkway. The Programme Management Office continues to make progress as much as they can and have recently taken on the Access Control project. There are challenges in terms of the major medical equipment which has become more problematic with the move date being changed due to Siemens' capacity and commercial discussions are ongoing with Laing O'Rourke relating to responsibilities of installation of the major medical equipment. <p>AH queried the feasibility of achieving the June date with LB clarifying further discussions will be taking place later today on that point.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update provided. | |
| P1/60/20 | <p>Performance Committee Chair's Report</p> <p>GB provided an overview of the Chair's report by exception as follows:</p> <ol style="list-style-type: none"> TCC Finance Report: The Committee discussed the potential overrun costs with the new build in addition to overrun costs as a result of the impact of Covid-19 and requested financial modelling to the next Committee. | |

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| | <p>JT confirmed that capital will be available for any costs incurred as a result of responding to Covid-19.</p> <p>The Board</p> <ul style="list-style-type: none"> • Noted the content of the report. | |
| P1/61/20 | <p>Quality Committee Chair's Report</p> <p>TJ provided an overview of the report highlighting that the Quality Committee discussed at length the response to Covid-19 and the management decisions that are likely to be made. The Committee noted the necessity for a clear audit trail of any decisions that have been made and noted the role of the Ethics Committee. LB further highlighted that all decisions are being logged to enable a clear audit trail of what decisions are being made.</p> <p>Discussion ensued in relation to the position on indemnity specific to any decisions clinicians are making at this time and some comfort was afforded by the Coronavirus Bill and more detail is expected when this is enacted.</p> <p>The remainder of the Chair's report was taken as read.</p> <p>The Trust Board</p> <ul style="list-style-type: none"> • Noted the content of the report | |
| P1/62/20 | <p>Liaison with the Governors</p> <p>KD updated the Board in that all face to face engagement involving the Governors has been stood down for now; we are keeping the Governors, who are very keen to support and help where they can, up to date with regular communications.</p> <p>The Trust Board</p> <ul style="list-style-type: none"> • Noted the update. | |
| P1/63/20 | <p>Board Meeting (including quality content)</p> <p>The Board discussed the content of the Board and in particular agreed the focus on the Trust response to Covid-19 was correct. In addition, discussion ensued around the virtual Board and all agreed it worked well. It was acknowledged that various protocols are being developed in how to manage such meetings and that these were work in progress. The Board acknowledged the hard work by the IT team in enabling and supporting this function.</p> | |
| P1/64/20 | <p>Any Other Business</p> <p>None reported.</p> | |
| | Date of Next Meeting: Wednesday 29 April 2020. | |

Signed: