

The Clatterbridge Cancer Centre NHS Foundation Trust

BOARD OF DIRECTORS MEETING PART ONE – PUBLIC SESSION

**Wednesday 29 April 2020 at 09:00am
Virtual Meeting**

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 P1/075/20)	Tom Pharaoh (TP)	Associate Director of Strategy

Observers: None

Item No.	Item	Action
	Opening Matters	
P1/66/20	<p>Chair Welcome and Note of Apologies</p> <p>The Chair welcomed everyone to the meeting with the Board viewing the presentation relating to CCC Hidden Heroes.</p> <p>The Chair expressed her thanks on behalf of the Board to all staff in the Trust for all their continued hard work in responding to Covid-19.</p> <p>No apologies received for Part 1 of the meeting.</p>	
P1/67/20	<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 • James Thomson – Executive Lead for PropCare and CPL • Angela Wendzicha – Company Secretary for PropCare and CPL 	
P1/68/20	<p>Minutes of Previous Meetings:</p> <p>The Board approved the minutes of the meeting held on 25 March 2020</p>	

Item No.	Item	Action
	<p>subject to the following update:</p> <p>P1/50/20: Gender Pay Gap Report 2019 AW advised the Board there is no requirement to publish the Gender Pay Gap Report as referred to in the minutes.</p>	
P1/69/20	<p>Matters Arising Actions were noted to be completed with the Board noting that the Staff Survey will be discussed at the Board in July 2020.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update provided. 	
P1/70/20	<p>Chair's Report The Chair informed the Board of the recent meeting with Bill McCarthy on 28 April 2020 which had taken place following the minute silence for NHS workers. It was acknowledged that good work is being carried out by all teams across the North West and the meeting discussed planning for the remainder of the year with a focus on 'living with Covid'.</p> <p>The next 3-4 months will focus on bringing services back and correspondence is due from Simon Stevens this week. This is expected to set out the national position of which services to bring back, in which order and anticipated that the management of this will be through the 'in-hospital' cell led by Ann Marr. There is an expectation there will be a separation of 'Covid' and 'non Covid' in conjunction with the need to ensure there is a fair way of ensuring patient access.</p> <p>It is more important than ever to work in a collaborative way and the importance of needing to avoid creating greater inequalities within the system was acknowledged. It was further discussed that the North West is second only to London in terms of cases and deaths.</p> <p>The Chair further highlighted there is an emerging worry about BAME staff in relation to their vulnerability and more will be discussed around this issue.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the Chair's update 	
P1/71/20	<p>Chief Executive's Report The CEO informed the Board that the majority of what would be reported is within the papers. LB added that she had had an induction meeting with Jackie Bene, the new CEO for Cheshire and Mersey Integrated Care System. Jackie Bene is a Geriatrician by background and the ex CEO of Bolton Hospital. She is supportive of the new site and happy with the progress being made around cancer surgery with the next focus being diagnostics through the Cancer Alliance.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update. 	

Item No.	Item	Action
Risk and Performance		
P1/72/20	<p>Covid-19: Trust Response and Update</p> <p>LB introduced the presentation highlighting that the established processes put in place over the previous few weeks remain.</p> <p>SL provided the Board with an update around the process as follows:</p> <ul style="list-style-type: none"> a) The incident team established on 2 March 2020 continues to operate the Bronze, Silver and Gold command meeting on a Monday to Friday basis with cover in the incident room at the weekend to respond to any guidance published over the weekend. b) Any required changes in practice are discussed and signed off at Gold Command with subject matter experts in attendance. c) Following review of over 1,800 documents and e-mails received, 181 actions have been disseminated to Directorates and Corporate teams. d) Infection, Prevention and Control: Our Infection, Prevention and Control team, although a small team, are providing expert advice with support from a new Microbiologist, Dr Sheers. Patients have been provided with masks and alcohol hand gel as they enter the hospital. e) From 24 March 2020 we introduced a Hospital lockdown reducing footfall and restricting inpatient visitors. In addition, there are designated Red/Amber/Green areas with the patients who are Covid-19 positive being looked after in the Red area. Conway Ward is our designated Red area and all staff are isolated with full Personal Protective Equipment (PPE) f) Personal Protective Equipment: Staff groups are utilising PPE appropriately and evidence of use and availability is documented on a daily basis as part of the daily safety huddles. Assurance was provided that we have never run out of PPE; we had an issue with supply of alcohol gel but that has now been resolved. Furthermore we have provided assistance to another hospital in addition to a local care home. <p>GB raised a query in relation testing with assurance being provided by SL that we have testing on site for staff and their families which is managed by the Workforce Department. Furthermore, test results are coming back within 3 days, an improvement on the initial seven days. TJ raised a question relating to staff who fail the fit testing and therefore only a limited range of masks available; SL confirmed we have a sufficient range of masks available to us.</p> <p>JSh provided the Board with an overview of how we are supporting our staff through this period as follows:</p> <ul style="list-style-type: none"> g) A comprehensive health and wellbeing offer is in place which reflects the national and local arrangements including mental health first aiders, a health and wellbeing hub providing practical advice and support online; food provision for staff working at the weekend in addition to gifts that have been donated to all staff, the distribution of which has been co-ordinated by the Charity. h) Bereavement leave has been extended to 14 days and there is now a central recording of sickness and special leave. i) Monitoring and reporting of workforce figures relating to sickness 	

Item No.	Item	Action
	<p>and isolation on a daily basis.</p> <p>SB provided the digital update highlighting that:</p> <ul style="list-style-type: none"> j) Over 700 members of staff are working effectively from home and more than 140 new laptops have been procured k) Rapid rollout of Microsoft teams resulted in more than 1200 staff registered to use the site l) Representatives from the IT department are involved in the Microsoft weekly calls relating to the 'attend anywhere' video consultation platform m) Solutions currently being developed to enable patients to video call friends and family <p>JT provided a further update on the financial guidance which continues to be published by NHS England/Improvement highlighting the following:</p> <ul style="list-style-type: none"> n) Additional revenue costs have been reimbursed by NHSE/I o) The impact of Covid-19 has been disclosed in our draft accounts which have been submitted and we continue to meet the Going Concern Test. The audit process has now commenced with the audited accounts due end June 2020. p) Heads of Terms have been agreed with the Specialist Commissioners for 2020/21 and a value has been agreed for the contract. <p>In response to GB's question how Grant Thornton are able to carry out the audit of the accounts in the current situation, JT confirmed that the department and Grant Thornton have made use of video conferencing and Microsoft Teams whereby documents can be shared on screen. In addition, the stock take was witnessed by Grant Thornton on the video conference.</p> <p>LB provided an overview of the extensive communications to patients, staff and the public. In addition, filming is currently taking place with the Clinical Director of the Cancer Alliance.</p> <p>The Chair highlighted that the recent activity on social media is very good and she thanked everyone for their continuing hard work.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted and welcomed the updates in relation to the continued hard work by the Trust in response to Covid-19. 	
P1/73/20	<p>Integrated Performance Exception Report – Month 12</p> <p>JSp introduced the report providing an update on the progress of the new format of the Integrated Performance Report. It was acknowledged that although communication from NHSE/I reduced the need for reporting on some of the indicators, we have continued to monitor these internally.</p> <p>JSp provided an overview of the Operational performance noting the following:</p> <ul style="list-style-type: none"> a) Good performance around cancer waiting times in March b) Length of stay. Elective admissions: We are seeing a number of delays relating to external bodies in putting together care packages and arrangements with care homes. <p>EA questioned the wording at the final bullet point of this section in the</p>	

Item No.	Item	Action
	<p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the content of the report and recognised the level of information provided given the current situation. 	
<p>P1/74/20</p>	<p>Finance Report – Month 12 JT provided an overview of the Trust's financial position for March 2020 highlighting:</p> <ol style="list-style-type: none"> The Trust risk rating at year end is 3 which is below the plan of 1 due to agency expenditure. Agency expenditure has reduced and is continuing to be monitored on a monthly basis. Pay is overspent this month which was expected due to the investment in the new hospital. Cost Improvement Programme: The Trust has overachieved on its Cost Improvement Programme. Capital expenditure: The main capital expenditure has related to the new build and the capital programme is supported by the Trust's cash position. <p>The Trust Board:</p> <ul style="list-style-type: none"> • Discussed and noted the financial position. 	
<p>P1/75/20</p>	<p>Opening CCC-Liverpool: Progress Report TP attended Board providing an overview of the report as follows:</p> <ol style="list-style-type: none"> The structure of meetings within the team has changed to comprise weekly Programme Boards and joint weekly Operational and Clinical meetings. The build programme is continuing at pace aiming for a practical completion date of 30 April 2020. Good progress is being made on the Major Medical Equipment in conjunction with the Physics team. Some Amber/Red areas continue to be highlighted relating to logistics and deliveries, telephony and switchboard and escalation of care. Work remains ongoing on all these work streams which have been agreed through the Programme Board. <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the contents of the report. 	
<p>P1/76/20</p>	<p>Board Assurance Framework – Quarter 4 AW provided an overview of the report illustrating a high level view of the risks relevant to the Board Assurance Framework highlighting the changes at Quarter 4:</p> <ol style="list-style-type: none"> BAF Risk 1: Additional correspondence has been received from the Clinical Senate confirming their position. BAF Risk 2: We have not been able to recruit to the BMT Clinical Director role. BAF Risk 3: The Trust Research programme has been paused in line with national guidance in response to Covid-19. BAF Risk 4: The surgical cancer hub has been coordinated by The 	

Item No.	Item	Action
	<p>Cancer Alliance.</p> <p>e) BAF Risk 6: The potential risk that Covid-19 presents to service delivery has been added to BAF Risk 6.</p> <p>f) The BAF Risks have not been aligned to the risk register for Quarter 4 due to the work required on the current risk register and additional development work will be carried out on the BAF for Quarter 1.</p> <p>The Chair further highlighted that appropriate issues had been identified and included in the BAF.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the updates to the BAF 	
P1/77/20	<p>Board Meeting (including quality content)</p> <p>The Chair invited JW as Lead Governor to comment on any matters on behalf of the Governors, recognising that not all Governors are able to get involved as some are themselves in a vulnerable position. JW was thanked for all the work she has done to date. It is not clear when we will return to the Governor sub-Committees but AW will arrange a Microsoft Teams briefing with Governors for the next couple of weeks.</p> <p>JW confirmed that Governors are being kept up to date by the Trust.</p> <p>MV added that we are in unprecedented times with Covid-19 and the preparations for the move. Staff are showing some anxiety but in many respects they are getting on with it and staff side continue to support them through this period. MV acknowledged that the work the Charity has been coordinating with the gift bags for staff has been well received.</p> <p>The Chair highlighted to the Board that we will keep everything under review in terms of Board Committees as we have to strike a balance between achieving the appropriate level of assurance whilst supporting staff.</p>	AW
P1/78/20	<p>Any Other Business</p> <p>None noted.</p>	
	<p>Date of Next Meeting: Wednesday 27 May 2020 via Web-ex.</p>	

Signed:

Kathy Doran

Chair

Dated: