

## The Clatterbridge Cancer Centre NHS Foundation Trust

### BOARD OF DIRECTORS MEETING PART ONE – PUBLIC SESSION

**Wednesday 24 June 2020 at 09:00am  
CCC-Liverpool and Webex**

<b>Present:</b>	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
<b>In Attendance:</b>	Jane Wilkinson	Lead Governor
	Angela Wendzicha (AW)	Associate Director of Corporate Governance
	Mike Varey (MV)	RCN Staffside
(Item P1/100/20)	Tom Pharaoh (TP)	Associate Director of Strategy

**Observers:** None

Item No.	Item	Action
	<b>Opening Matters</b>	
<b>P1/91/20</b>	<b>Chair Welcome and Note of Apologies</b>  The Chair welcomed everyone to the inaugural Board meeting taking place in the new hospital in Liverpool and confirming that a tour of the building has been arranged for the Board.	
<b>P1/92/20</b>	<b>Declaration of Board Members' and other attendees interests concerning agenda items</b>  Declarations of interests were received from the following: <ul style="list-style-type: none"> <li>• Mark Tattersall – Nominated Non-Executive Director for PropCare</li> <li>• Geoff Broadhead – Director of CPL</li> <li>• James Thomson – Executive Lead for PropCare and CPL</li> <li>• Angela Wendzicha – Company Secretary for PropCare and CPL</li> </ul>	
<b>P1/93/20</b>	<b>Minutes of Previous Meetings:</b> The Board approved the minutes of the meeting held on 27 May 2020.	

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P1/94/20	<p><b>Matters Arising</b> Actions were agreed to be either complete or not yet due.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Approved</b> the position relating to the matters arising</li> </ul>	
P1/95/20	<p><b>Chair's Report</b> The Chair informed the Board that she had been involved with the recent Consultant interviews following which four new Consultants were appointed. It was highlighted that the new appointees demonstrated a blend of compassion and good ideas of how they see the role of the oncologist in the future.</p> <p>The Board were updated with regard the recent virtual NHS England/Improvement meeting attended by Chairs and Chief Executives. It was reported that there is nervousness around the backlog of cancer services which has been discussed at our Board previously. There remains an acknowledgement that the backlogs will be managed through the Cancer Alliances and that LB is in an important leadership position within the Cheshire and Merseyside Cancer Alliance.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the Chair's update</li> </ul>	
P1/96/20	<p><b>Chief Executive's Report</b> The CEO noted that the majority of her update to the Board is contained within the papers but to highlight that the Risk Management Committee which the Board had previously agreed to pause will be restarting on 22 July 2020 and a paper will be presented at the July Board.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the update.</li> </ul>	SL
<b>Risk and Performance</b>		
P1/97/20	<p><b>Covid-19: Trust Response and Update</b> LB introduced the presentation highlighting that work continues in response to Covid-19.</p> <p>SL provided an update to the Board as follows:</p> <ol style="list-style-type: none"> <li>The incident team remains the point of contact for national and local communications</li> <li>A total of 305 actions have been generated from over 2868 documents received by the Trust.</li> <li>Guidance and support was in place during the expedited opening of the Liverpool hospital to assist and support working safely</li> <li>Infection, Prevention and Control: The hospital lockdown has remained in place reducing footfall with both patients and staff</li> </ol>	

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	<p>wearing masks</p> <ul style="list-style-type: none"> <li>e) The testing of patients has been extended and we continue to have designated Red/Amber/Green within the clinical areas.</li> <li>f) The Infection Prevention and Control Board Assurance Framework has been reviewed again by the national team and has been included in the Quality Committee papers.</li> <li>g) Mandated training relating to Covid-19 was introduced in June 2020 and our compliance rate is currently 48% (clinical staff) 37% (all other staff) with a target date for compliance of September 2020.</li> <li>h) To date, we have provided mutual aid to 23 Trusts relating to Personal Protective Equipment.</li> <li>i) Supporting the patient experience: The helpline established in March 2020 will continue to operate although the number of patients using this facility is now being seen to decline.</li> <li>j) As the NHS remains at Level 4 in terms of emergency planning, the incident room will continue to operate as it is.</li> </ul> <p>JSh provided the Board with an update on how we continue to support our staff, highlighting the following:</p> <ul style="list-style-type: none"> <li>k) A total of 188 staff have been tested for Covid-19 with 700 staff receiving the antibody test.</li> <li>l) All our BAME staff have had risk assessments and interventions and where necessary, adjustments have taken place as a result of those risk assessments.</li> <li>m) All BAME staff received individual letters outlining support arrangements available with a separate communication reminding BAME staff of our Freedom to Speak Up arrangements being provided in July 2020.</li> <li>n) It was noted by the Board that SL has been appointed to the Regional BAME Advisory Group.</li> <li>o) We continue to provide in-house support to staff supplemented by the national offer of support</li> <li>p) The provision of free car parking has been extended to the end July 2020.</li> </ul> <p>Discussion ensued in relation to the availability of the antibody test with EA raising a question around feedback from the test. JSh confirmed the test is not compulsory and that staff receive their own results back. It was ascertained that the antibody test was open to the Non-Executive Directors and AW agreed to facilitate.</p> <p>SB provided the Board with the Digital update highlighting the following:</p> <ul style="list-style-type: none"> <li>q) Staff embraced the use of technology with the Trust being ranked second in England for MS Teams activity.</li> <li>r) The team continue to support patient choice with over 100 clinicians now trained to support the Attend Anywhere video consultation solution. Discussion took place around the balance of usage between telephone and video consultations with more telephone consultations taking place with work ongoing with consultants to further embed the use of video consultations.</li> </ul> <p>LB provided an update in relation to the ongoing communications with the</p>	<p><b>AW</b></p>

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	<p>Covid-19 bulletins continuing twice weekly. The weekly CEO video messages continue and we are supporting the NHS campaign 'Help Us To Help You'; SK has already recorded a video for patients assuring them it is safe to come in for treatment. In addition, it is expected there will be much media interest over the next few days which is likely to include some of our patients.</p> <p>MV added that staff have not been raising concerns and have been getting ready for the move. MV added that there have been no concerns raised by staff relating to Personal Protective Equipment with sufficient supplies being available.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the updates provided</li> </ul>	
<b>P1/98/20</b>	<p><b>Integrated Performance Exception Report – Month 02</b></p> <p>JSp introduced the report informing the Board that we have received Version 11 of the National Cancer Guidance and the proposal is to implement any changes from July 2020. The main change relates to enabling treatment insofar as if a patient declines a proposed date to start treatment a 'pause' can be put in the pathway.</p> <p>JSp further provided an overview of the Access and Efficiency sections highlighting:</p> <ul style="list-style-type: none"> <li>a) There were a total of 13 breaches of the 24 day target with 5 of those breaches leading to a breach of the 62 day target with 2 being deemed avoidable.</li> </ul> <p>The Board discussed and agreed that it would be helpful to include the national and regional 62 day figures in the next report to illustrate a system wide picture.</p> <ul style="list-style-type: none"> <li>b) There was one 28 day faster diagnosis standard breach due to the patient's diagnostic test being cancelled due to Covid-19 followed by a delay to further diagnostics due to the requirements around social distancing reducing capacity.</li> <li>c) Length of stay: Bed occupancy has been below target for May; there is currently a new temporary 80% target for bed occupancy as a national directive to prepare the system for any potential second surge of Covid-19.</li> </ul> <p>SL provided an overview of the Quality section of the report highlighting the following:</p> <ul style="list-style-type: none"> <li>d) The Trust reported one Serious Incident which related to a patient requiring readmission following rapid deterioration in their condition as a result of not receiving their usual medication.</li> <li>e) Two radiation incidents were reported to the CQC under IRMER; both incidents were due to procedural errors.</li> <li>f) Policies in date: Work remains ongoing in ensuring Trust policies remain in date and ready for the move to Liverpool.</li> <li>g) Patient Safety Alert: One alert was not implemented by the deadline due to the process being dependent upon one individual; the process</li> </ul>	<b>JSp</b>

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	<p>is currently under review.</p> <p>Discussion ensued in relation to the number of Freedom of Information requests. AW provided an overview highlighting the process in addition to providing an overview of the number of requests received directly relating to Covid-19.</p> <p>SL further informed the Board that the CQC are currently on site in CCC-Liverpool in preparation for issuing our registration certificate.</p> <p>JSh provided an overview of the Workforce section of the report highlighting the following:</p> <p>h) Sickness: We have seen a reduction in month to 4.15% during May in comparison to 5.08% in April.</p> <p>i) PADR's : Again we have seen a reduction in compliance within month with May compliance at 85.39%. The Trust is still within the extended PADR window and each Directorate has a plan in place to enable compliance by September 2020.</p> <p>j) Turnover: The 12 month rolling turnover figure has decreased from 15.26% in April to 14.81% in May 2020. We are currently targeting nursing and administrative services in order to improve turnover from these areas.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the update provided within the report.</li> </ul>	
P1/99/20	<p><b>Finance Report – Month 02</b></p> <p>JT provided an overview of the Trust's financial position for May 2020 informing the Board that both MT and GB had been involved in discussions relating to the current financial position and subsequently highlighted the following:</p> <ol style="list-style-type: none"> <li>The draft financial plan for 2020-21, previously agreed by Trust Board has been submitted to NHSI, however the national planning process has been suspended due to the impact of Covid-19. This has also affected the usual financial regime in the NHS.</li> <li>The Trust received the £40K Top Up income and we are currently in a balanced position with our income currently sufficient to meet our costs.</li> <li>We continue to incur costs in direct response to Covid-19; this has predominately related to Personal Protective Equipment and IT equipment to enable remote working.</li> <li>Cash: The Trust remains in a robust cash position supported by the additional funding received to accelerate the opening of CCC-Liverpool. The Board acknowledged the additional funding received but notwithstanding this the financial position remains good.</li> </ol> <p><i>MT left the Board at this point.</i></p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Discussed</b> and noted the current financial position.</li> </ul>	

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<b>P1/100/20</b>	<p><b>Opening CCC-Liverpool: Progress Report</b></p> <p>TP attended the Board providing an overview of the report as follows:</p> <ul style="list-style-type: none"> <li>a) The building has now been handed over to the Trust.</li> <li>b) Staff are currently receiving orientation with over 500 staff having completed this.</li> <li>c) An orientation programme is also taking place with our partner agencies such as North West Ambulance Service.</li> <li>d) There remains some work to do such as signage with the company attending site this afternoon; intensive work continues to ensure the pager system is working and we are making good progress to ensure the system is working by Saturday.</li> </ul> <p>KD requested that TP pass on the Board's appreciation to the team for all their hard work.</p> <p><b>The Trust Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the update in readiness to open CCC-Liverpool.</li> </ul>	
<b>P1/101/20</b>	<p><b>Annual Report and Accounts 2019/2020</b></p> <p>JT provided an update to the Board in relation to progress against the timetable by our External Auditors, Grant Thornton. The deadline for submission of our audited accounts to NHSI is 25 June 2020 but given Grant Thornton have not completed their work, the Trust will not be able to meet this deadline; NHSI have been informed of this. The next Audit Committee on 30 June will review and reflect where we are in relation to the audit and Grant Thornton is expected to provide their report by the end of the week. JT requested Board to delegate sign off the Annual Accounts and Report to the Audit Committee on 30 June 2020.</p> <p>AW informed the Board that delegated authority to the Audit Committee is in line with our current Standing Orders and Standing Financial Instructions and that MT as Chair of the Audit Committee is content with this proposal on an exceptional basis. Subject to the Board being content with this proposal we would ensure that we met the first deadline for laying the Annual Accounts and Report before Parliament prior to the summer recess.</p> <p>Following discussion, <b>the Board approved delegated authority to the Audit Committee</b> to sign off the Annual Accounts and Report.</p>	
<b>P1/102/20</b>	<p><b>Charitable funds Chair's Report</b></p> <p>AH presented the Charitable Funds Chair's report highlighting the following:</p> <ul style="list-style-type: none"> <li>a) Income from investment for the Charity is reduced by approximately £100K due to the effects of Covid-19. The Investment Committee is due to meet for the first time on 21 July 2020.</li> <li>b) The impact of Covid-19 has resulted in a number of expected donations not materialising and the Charity is currently reviewing its focus.</li> <li>c) The Serious Incident relating to the recycle bags remains ongoing and has now been reported to Action Fraud.</li> <li>d) Two donations have been received from NHS Charities Together and used for enhancing wellbeing of patients and staff.</li> </ul>	

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P1/103/20	<p><b>Board Meeting (including quality content)</b></p> <p>The Board discussed and agreed that the Board meeting had been good with the correct level of detail being provided.</p> <p>JW added that she is in contact with the Governors highlighting that some remain shielding. The Governors are receiving the briefings and communications and feel that they are kept up to date with what is happening within the Trust.</p>	
	<b>Date of Next Meeting:</b> Wednesday 30 September 2020 via Webex.	

**Signed:**

**Kathy Doran**

**Chair**

**Dated:**

DRAFT