

The Clatterbridge Cancer Centre NHS Foundation Trust

BOARD OF DIRECTORS MEETING PART ONE – PUBLIC SESSION

**Wednesday 25 November 2020 at 09:00am
Via Webex**

Present:	Kathy Doran (KD)	Trust Chair
	Alison Hastings (AH)	Non-Executive Director
	Mark Tattersall (MT)	Non-Executive Director
	Geoff Broadhead (GB)	Non-Executive Director
	Elkan Abrahamson (EA)	Non-Executive Director
	Terry Jones (TJ)	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
	Sheena Khanduri (SK)	Medical Director
	Karen Kay (KK)	Deputy Director of Nursing (For SL)
	Sarah Barr (SB)	Chief Information Officer
	Tom Pharaoh (TP)	Associate Director of Strategy
In Attendance:	Jane Wilkinson (JW)	Lead Governor
	Angela Wendzicha (AW)	Associate Director of Corporate Governance
Item P1-179-20	Carol Thomson (CT)	Volunteer
	Wayne Hutton (WH)	Volunteer
Observers:	Alun Evans (AE)	
	Laura Brown (LB)	

Item No.	Item	Action
	Opening Matters	
P1/175/20	<p>Chair Welcome and Note of Apologies</p> <p>The Chair welcomed everyone to the Board meeting with apologies noted from Sheila Lloyd and Mike Varey.</p> <p>On behalf of the Board, KD congratulated JSp on her appointment to the substantive post of Chief Operating Officer.</p>	
P1/176/20	<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 • Terry Jones – Director of Liverpool Head and Neck Centre • Geoff Broadhead – Director of CPL 	

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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 	
P1/177/20	<p>Minutes of Previous Meetings: The Board approved the minutes of the meeting held on Wednesday 28 October 2020 as an accurate record of the meeting subject to the following amendment that Tom Pharaoh attended the Board meeting.</p>	
P1/178/20	<p>Matters Arising The Board noted that actions were either completed or not due with the following updates provided:</p> <p>P1-155-20: Food Audits – KK informed the Board that the audits remain ongoing and provided assurance that the Trust offers an extensive food and drink service provided by ISS. In addition, KK provided assurance to the Board that robust processes are in place to ensure that all dietary needs for patients are catered for.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update provided. 	
P1/179/20	<p>Patient /Staff Story KK introduced Carol Thomson and Wayne Hutton as two of our volunteers based at CCC-Liverpool who have agreed to share their experiences of being a volunteer.</p> <p>CT informed the Board that she has been a volunteer from before the new building opened which helped as she knew the geographical layout of the new hospital very well by the time patients were being treated. She described the process leading up to the opening of CCC-Liverpool as ‘full on’ further describing it as ‘amazing’ to open a new hospital in a pandemic but that she very much felt part of the team.</p> <p>Carol further described her role as welcoming patients into the hospital explaining how they ask the relatives to ‘hand over’ their relative to them and they explain that we will take good care of them. It was highlighted that some relatives can become aggressive due to the lack of understanding that they cannot stay with their relative. CT informed the Board that due to the restrictions with visitors, the patients are not left on their own with the volunteers helping as much as possible.</p> <p>CT added that although the role is very rewarding, it can also be very challenging both physically and emotionally and acknowledged the support the current volunteer co-ordinator provides to the team.</p> <p>WH provided a summary of his background to the Board informing the Board that due to the pandemic the volunteers have taken on more for the patients such as delivery of papers, assisting with changing beds and helping with drinks on the wards.</p>	

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	<p>WH emphasised that at the end of the day, he feels like he has done a good job and that the whole volunteer team providing an exceptional service.</p> <p>JW added that the volunteers do a wonderful job and sought clarity on whether patients and relatives come across as aggressive because we do not prepare them sufficiently to come in. WH clarified that they receive the necessary information but that sometimes it is human nature to respond in such a way when things are difficult but the volunteers receive support during such episodes.</p> <p>LB added that the volunteers were integral in opening the new hospital especially during the pandemic. KD added her appreciation on behalf of the Board for all the hard work carried out by the volunteers and that she would like to meet all the team once restrictions have been lifted.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Noted and welcomed the information provided by the volunteers. 	
P1/180/20	<p>Chair's Report</p> <p>KD provided the Board with a verbal update informing the Board that following a successful recruitment campaign, we will be interviewing five individuals for the Non-executive Director to replace AH who will be leaving the Trust at the end December.</p> <p>KD further informed the Board that the regular meeting with Liverpool Chairs where discussion took place in relation to ongoing mutual aid and support offered throughout the region.</p> <p>In addition, meetings have taken place with NHSE/I where it was reported that cases of Covid-19 within the North West were 20% down. In addition, preparations for the vaccine were underway in preparation for approval of the vaccine.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update. 	
P1/181/20	<p>Update on Walkabouts</p> <p>SK provided a verbal update to the Board in relation to the recent walkabouts highlighting the following:</p> <ol style="list-style-type: none"> It was felt that staff were beginning to settle into the new building with more of a focus on the future with discussions with a Specialist Registrar undertaking their Fellowship exams and has confirmed they are considering their future at CCC-L. There have been challenges in relation to embedding the haemato-oncology service but there is now a sense within the team that they feel more settled with a sense of staff coming together. <p>KD sought clarity on whether walkabouts will be carried out at other sites with SK confirming this will be the case going forward.</p>	

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	<p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the update. 	
P1/182/20	<p>New Consultant Appointments Nil to note at this time.</p>	
P1/183/20	<p>Integrated Performance Exception Report: Month 07 JSp introduced the report noting that data relating to Research and Innovation scorecard have been included again into the report.</p> <p>JSp informed the Board that a new access target relating to the number of patients treated between 63-104 days has been included at the request of the Performance Committee. There have been some pressures in relation to access with some breaches with complex pathways which have contributed to the delays. At the Cancer Alliance level, non-compliance with the 14 day standard has been largely due to the underperformance in breast, lower gastrointestinal and upper gastrointestinal site reference groups.</p> <p>The Board noted and discussed the ongoing challenges in relation to increased length of stay due to delays in transfer of care. In addition, the Board noted excellent progress in the Covid recovery plan with an increase seen in new referrals. Discussion ensued in relation to the numbers of patients attending for Bone Marrow Transplant with LB clarifying that decisions are made at Multi-disciplinary meetings as to whether it is appropriate to proceed to transplant; comparison data can be collated for Quality Committee in order to provide additional assurance on the process.</p> <p>Quality In the absence of SL, JSp provided an overview of the quality section of the report highlighting that one notifiable incident under IRMER was reported with no harm to the patient. It was further highlighted that the performance target for complaints has been reviewed with current performance around response rates at 31%. JSp added that there is work to do around complaints and the Clinical Governance Team have been directed to work together to establish how they can work together to improve the position.</p> <p>AW provided an overview of the current out of date policies noting the plans in place to continually improve compliance.</p> <p>Research SK highlighted the recovery plan in place to resume clinical trials with 26 studies opened against a target of 27 year to date.</p> <p>Workforce JSh highlighted the three exception reports to the Board reporting a slight reduction in sickness absence. The main reason for sickness has changed to chest and respiratory problems. It was noted that the PADR compliance had reduced to 94.1% at the time of the report but that has improved to 95.78%.</p>	JSp

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	<p>Discussion ensued in relation to the increase in turnover due to work life balance in addition to staff leaving due to obtaining promotions elsewhere.</p> <p>It was noted that flu vaccination compliance is currently at 83% with LB adding that we are required to continue to deliver this until the end November following which it is hoped the Covid vaccination will be available. In addition, the Board were informed that 1,500 lateral testing kits have been circulated to staff as part of the twice weekly testing following which staff report their own test results.</p> <p>KD congratulated the team on the level of flu vaccinations achieved.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted and discussed the content of the report. 	
P1/184/20	<p>Cheshire and Merseyside Cancer Alliance: Performance</p> <p>LB introduced the report which is the standard report provided for the system to enable organisations to share the data with their Boards.</p> <p>LB highlighted that the restoration of cancer services are going well with the focus on creating capacity, quality of access and increase patient confidence.</p> <p>It was noted that Endoscopy capacity was increasing through the Endoscopy network but it was acknowledged there was still more work to do. LB added that despite the second wave of Covid, few of the pathways have been suspended with surgical recovery up to the pre-Covid levels.</p> <p>KD noted that despite the second wave of Covid, access has mostly been maintained for cancer patients which is a very positive message.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted and discussed the content of the report. 	
P1/185/20	<p>Finance Report: Month 07</p> <p>JT provided introduced the report relating to the financial position for October 2020 (Month 7) highlighting the following:</p> <ol style="list-style-type: none"> a) The reported deficit is less than expected at £664K against a planned deficit of £733K. b) From Month 7, the funding position has changed with payment fixed allocation for the remainder of the year which includes funding to allow for both growth and costs relating to Covid-19. c) The Trust continues to be under plan on pay costs with the expectation this will reduce as new staff come on board. <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted and discussed the content of the report. 	
P1/186/20	Quality Committee Chair Report	

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	<p>TJ provided an overview of the Chair Report from the Quality Committee held in November alerting the Board to the following:</p> <ul style="list-style-type: none"> a) Quality Committee Risk Register: The Committee noted the work that had been completed on the risk register acknowledging that further work is required which has been remitted to the Risk Management Committee to oversee. b) Haemato-Oncology IT on-boarding: An alert came through the Digital Programme Board Chair Report relating to the limited progress from LUHFT IT department which are subsequently causing delays to the Haemato-Oncology in patient Meditech on-boarding project. c) Medication Incidents: The Committee received a report of the findings from the task and finish group relating to medication incidents and the Committee has requested this to remain on the agenda until assurance is received. d) Serious Incidents: The Committee discussed the detail of a Serious Incident whereby a number of opportunities were missed to identify a patient who had difficulty swallowing had not received their medication. Assurance in the form of a new Policy for the Management of Acute Dysphagia was requested for the next Committee. <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the content of the report 	
P1/187/20	<p>Performance Committee Chair Report GB provided an overview of the report as follows:</p> <ul style="list-style-type: none"> a) The Board were alerted to the fact that one of the Mater Directors had left the Mater without prior notification or discussion with the Trust as a partner in the Joint Venture. b) The Committee discussed and welcomed the future plans for subsidiary reporting into the Trust from both a shareholder and client perspective. c) The Committee noted the current financial position and the update to the future financial planning. <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted the content of the report 	
P1/188/20	<p>Terms of Reference</p> <ul style="list-style-type: none"> • Quality Committee • Performance Committee <p>AW highlighted the amended Terms of Reference for both Board Committees have been approved at Committee level and presented to Board for final sign off.</p> <p>The Trust Board:</p> <ul style="list-style-type: none"> • Noted and approved the revised Terms of Reference for the Quality Committee and Performance Committee. 	
P1/189/20	Board Meeting (including quality content)	

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	The Board discussed the content of the Board meeting agreeing that pertinent issues have been raised and discussed. In addition, the Board agreed that hearing from the volunteers was exceptional and gave Board members a greater appreciation of the work they carry out.	
P1/190/20	Any Other Business KD highlighted to the Board that this is the last Board meeting AH will be attending due to her leaving the Trust at the end of December. The Board acknowledged and thanked her for the contribution she had made during the 9 years she has been a member of the Board.	
	Date of Next Meeting: Wednesday 27 January 2021 via Webex.	

Signed:

Kathy Doran

Chair

Dated:

DRAFT