

Meeting of the Council of Governors
Wednesday 31 July 2019 at 1730

Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital, Crown Street, Liverpool L8 7SS

Item no. 2019	Title of item	Objectives/desired outcome	Process	Item presenter	Time allocated to item	CQC Fundamental Standard
044	Welcome & Apologies for absence	Receive apologies	Verbal	Chair	1730 (5mins)	Well led
045	Meeting guidance notes	Receive and note	Written guidance	Chair		Well led
046	Declarations of interest	Identify and avoid conflicts of interest	Verbal	Chair		Well led
047	Minutes of the previous meeting – 1 May 2019	Confirm as an accurate record the minutes of the previous meeting	Written minutes	Chair		Well led
048	Matters arising and action log - <i>No formal actions arising from the meeting.</i>	Provide an update in respect of any matters arising	Verbal	Chair		Well led
049	Annual Report and Accounts 2018/19 – Report from the Trust's External Auditor KPMG	To provide assurance on the Audit of the Trust Annual Report and Accounts 2018/19	Presentation	Emma Morgan Audit Manager	1735 (20 mins)	Well led
050	Chair's announcements <ul style="list-style-type: none"> Governor Elections 2019 Newly appointed NED Introduction Chief Executive update RTT and 62-day Cancer Trajectory Neonatal redevelopment Single Neonatal Genetics FG & Clinical Summit Outcome 	Report recent and announce items of significance not elsewhere on the agenda	Verbal	Chair, CEO & Executive Directors	1755 (30 mins)	Well led

MATTERS FOR RECEIPT / APPROVAL						
051	Activity Report from the Governor Group Meetings. <i>1. Finance and Performance Group</i> <i>2. Quality and Patient Experience Group.</i> <i>3. Communications and Membership Engagement Group</i>	Receive activity reports for assurance	Written Verbal Verbal	Group Chairs	1825 (10mins)	All
052	Patient/Staff Story	To Note	Presentation	Gill Walker, Matron Gynaecology & Staff Governor	1835 (15mins)	
053	Nursing, Midwifery and Allied Health Professional Strategy	To participate in the development of the Strategy	Workshop		1850 (35 mins)	
ITEMS FOR INFORMATION AND DISCUSSION						
054	Review of risk impacts of items discussed	Identify any new risk impacts	Verbal	Chair	1925 (5 mins)	Well Led
055	Any other business	Consider any urgent items of other business	Verbal or written	Chair		Well Led
056	Review of meeting	Review the effectiveness of the meeting	Verbal	Chair / all	Meeting end 1930	Well Led

Date, time and place of next meeting: Wednesday 6 November 2019 at 1730 in the Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital

Meeting attendees' guidance, April 2018

Under the direction and guidance of the Chair, all members are responsible for ensuring that the meeting achieves its duties and runs effectively and smoothly.

Before the meeting

- Prepare for the meeting in good time by reviewing all reports
- Submit any reports scheduled for consideration at least 8 days before the meeting to the meeting administrator
- Ensure your apologies are sent if you are unable to attend and *arrange for a suitable deputy to attend in your absence
- Notify the Chair in advance of the meeting if you wish to raise a matter of any other business

*some members may send a nominated representative who is sufficiently senior and has the authority to make decisions. Refer to the terms of reference for the committee/subcommittee to check whether or not this is allowable

At the meeting

- Arrive in good time to set up your laptop/tablet for the paperless meeting
- Switch to silent mobile phone
- Focus on the meeting at hand and not the next activity
- Actively and constructively participate in the discussions
- Think about what you want to say before you speak; explain your ideas clearly and concisely and summarise if necessary
- Make sure your contributions are relevant and appropriate
- Respect the contributions of other members of the group and do not speak across others
- Ensure you understand the decisions, actions, ideas and issues agreed and to whom responsibility for them is allocated
- Do not use the meeting to highlight issues that are not on the agenda that you have not briefed the chair as AoB prior to the meeting
- Re-group promptly after any breaks
- Take account of the Chair's health, safety and fire announcements (fire exits, fire alarm testing, etc)

Attendance

- Members are expected to attend at least 75% of all meetings held each year

After the meeting

- Follow up on actions as soon as practicably possible
- Inform colleagues appropriately of the issues discussed

Standards & Obligations

1. All documentation will be prepared using the standard Trust templates. A named person will oversee the administrative arrangements for each meeting
2. Agenda and reports will be issued 7 days before the meeting
3. An action schedule will be prepared and circulated to all members 5 days after the meeting
4. The draft minutes will be available at the next meeting
5. Chair and members are also responsible for the committee/ subcommittee's compliance with relevant legislation and Trust policies
6. It is essential that meetings are chaired with an open and engaging ethos, where challenge is respectful but welcomed
7. Where consensus on key decisions and actions cannot be reached this should be noted in the minutes, indicating clearly the positions of members agreeing and disagreeing – the minute should be sufficiently recorded for audit purposes should there need to be a requirement to review the minutes at any point in the future, thereby safeguarding organisational memory of key decisions
8. Committee members have a collective duty of candour to be open and honest both in their discussions and contributions and in proactively at the start of any meeting declaring any known or perceived conflicts of interest to the chair of the committee
9. Where a member of the committee perceives another member of the committee to have a conflict of interest, this should be discussed with the chair prior to the meeting
10. Where a member of the committee perceives that the chair of the committee has a conflict of interest this should be discussed with the Trust Board Secretary
11. Where a member(s) of a committee has repeatedly raised a concern via AoB and subsequently as an agenda item, but without their concerns being adequately addressed the member(s) should give consideration to employing the Whistle Blowing Policy
12. Where a member(s) of a committee has exhausted all possible routes to resolve their concerns consideration should be given (which is included in the Whistle Blowing Policy) to contact the Senior Independent Director to discuss any high level residual concerns. Given the authority of the SID it would be inappropriate to escalate a non risk assessed issue or a risk assessed issue with a score of less than 15
13. Towards the end of the meeting, agendas should carry a standing item that requires members to collectively identify new risks to the organisation – it is the responsibility of the chair of the committee to ensure, follow agreement from the committee members, these risks are documented on the relevant risk register and scored appropriately

Speak well of NHS services and the organisation you work for and speak up when you have Concerns

Page 129 Handbook to the NHS Constitution 26th March 2013

COUNCIL OF GOVERNORS

Minutes of a meeting held on Wednesday 1 May 2019 at 17:30
in the Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital

Present:

Mr Robert Clarke	Chair
Mr Adel Soltan	Staff Governor (Doctors)
Mrs Mary McDonald	Appointed Governor (Community/voluntary/orgs)
Dr Aminu Musa Audu	Public Governor (Rest of England & Wales)
Ms Carole McBride	Public Governor (Sefton)
Ms Gillian Walker	Staff Governor
Reverend Cynthia Dowdle	Appointed Governor (Community/voluntary groups)
Ms Mary Doddridge	Public Governor (Central Liverpool)
Ms Denise Richardson	Public Governor (Rest of England & Wales)
Ms Kate Hindle	Staff Governor (Clerical)
Mr Adrian O'Hara	Public Governor (North Liverpool)
Ms Pat Speed	Public Governor (Sefton)
Mr Isaac Olaitan Okeya	Appointed Governor (Central)

In Attendance:

Mrs Kathryn Thomson	Chief Executive
Ms Caron Lappin	Director of Nursing & Midwifery
Mr Ian Knight	Non-Executive Director
Mr Phil Huggon	Non-Executive Director
Mrs Jenny Hannon	Director of Finance
Dr Andrew Loughney	Medical Director & Deputy Chief Executive
Dr Devender Roberts	Acting Medical Director
Mr Colin Reid	Trust Secretary
Ms Loraine Turner	Director of Operations (Interim)
Mr Tony Okotie	Non-Executive Director (Senior Independent Director)
Ms Lisa Gregory	Assistant Trust Secretary (Interim) (Minute taker)

Apologies

Mrs Michelle Turner	Director of Workforce & Marketing
Ms Janice Mayer	Public Governor (South Liverpool)
Ms Sarah Carroll	Public Governor (Central Liverpool)
Reverend Anne Lawler	Public Governor (Knowsley)
Dr Susan Milner	Non-Executive Director
Ms Tracy Ellery	Non-Executive Director

- 023 **Welcome and Apologies for absence**
Apologies as noted.

- 024 **Meeting guidance notes**
Received and noted.
- 025 **Declarations of interest**
No-one present declared any relevant conflicts of interest.
- 026 **Minutes of the previous meetings**
The minutes of the previous meeting of 20 February 2019 were agreed as a true and correct record.
- 027 **Matters arising and action log**
The Chief Executive advised the Council that the OCS industrial dispute had been resolved.
- 028 **Chairs announcements**

Governors Elections 2019: The Trust Secretary advised the Council that there were 3 public seats up for election, 1 South Liverpool, 1 Knowsley and 1 rest of England & Wales. It was also announced that there were 3 Staff Governor seats up for election. It was reported that the elections would commence in July 2019 and conclude prior to the Annual Members Meeting.

Newly Appointed NED Introductions: The Chair introduced Professor Louise Kenny, Non-Executive Director to the Council. Louise provided the Council with an overview of her career and connections with the Trust, in particular highlighting her role as Executive Pro-Vice-Chancellor at the University of Liverpool and its relationship to the Trust and the health sector in the city. Louise advised that until December 2017 she was Professor of Obstetrics and Gynaecology at Cork University Maternity Hospital where she worked as a Consultant Obstetrician and Gynaecologist from 2006-2018.

The Chair advised the Council that a new Director of Operations had been recruited. It was noted that Gary Price would join the Trust at the end of July 2019.

The Chair updated the Council on the 'Big Tiny Steps appeal', advising that the entire workforce had been asked to wear neon on 9 May 2019 to support the appeal.

The Chair thanked everyone who attended the Dedicated to Excellence Awards which was a great success. Gill Walker asked that thanks be passed onto the Communications team who had organised the event.

Chief Executive Update

Neonatal Redevelopment: The Director of Finance updated the Council that Interserve going into administration had not had any impact on the Neonatal build, stating that it was still on track for completion in 2020.

Single Neonatal Surgical Service: The Chief Executive advised that work was progressing in the development of the Single Neonatal Surgical Service, reporting that a lot of work had taken place with both the clinical and management teams at both the trust and Alder Hey. She reminded the Council that the Trust was supporting Alder Hey in developing a Neonatal Surgical Unit, explaining that they currently did not have one resulting in neonatal babies requiring surgery to be treated on a paediatric unit rather than a neonatal unit. The Interim Director of Operations advised that a programme management board and program manager was in now in place and that strong relationships were being developed. The Chief Executive advised there would be further information shared at the next Council of Governors meeting of 31 July 2019.

RTT and 62 day cancer: The Council received an update on the current performance of the Trust in delivery of the national targets and assurance that the Trust was making inroads in delivery. The Interim Director of Operations referred to the Governor Group meetings which had continued to receive updates on progress. Referring to improving capacity in Uro-Gynae; the Chief Executive reported on the successful recruitment in March of 2 Uro-Gynae Consultants to help address the capacity issues and would commence their appointments in May. The Chief Executive thanked the surgeons, anaesthetists and nurses who had been working incredibly hard, putting on additional lists to cover the gaps.

CQC Readiness: The Director of Nursing & Midwifery advised that nearly all of the actions contained in the Trust's action plan arising from the 2018 CQC inspection had been closed, with just 4 now outstanding. She explained that the Quality Committee reviews the action plan at each of its meetings and reports into the Board and also the Governor Quality and Patient Experience Group. The Council noted that ward accreditation had resumed, with 4 areas being benchmarked. She advised that the Trust had only recently started the process and therefore it was early days, however she felt that the benefit of achieving accreditation to patient's care was measurable. The Director of Nursing & Midwifery reported on the monthly walk arounds with the Non-Executive Directors had also started to provide the Board with independent feedback.

Patient Experience Week: The Director of Nursing & Midwifery reported that the Patient Experience Week had taken place during the week of 23-26 April. She explained that the week had gone well, with lots of good engagement internally and externally with the Trust's stakeholders. The Director of Nursing & Midwifery thanked those Governors who had supported the events during the week.

The Chief Executive reported on the appointment of Devender Roberts as acting Medical Director and explained that she would undertake the role whilst Andrew Loughney undertook the role of Medical Director at the Royal Liverpool and Broadgreen University Hospitals Trust until October 2019. The Chief Executive advised that Andrew Loughney would remain the lead for future generations and would still be involved in research & development and education.

The Chief Executive reported on the clinical summit which takes place in June 2019. Andrew Loughney explained the topics that would be covered during the summit. The Chief Executive advised that the outcomes from the Summit would need to be considered by the Board and she expected that this could be shared with Council in October 2019.

029 Activity Report from the Governor Group Meetings

Finance and Performance Group: Denise Richardson, as Chair of the Finance and Performance Group, reported that assurance was gained around the robustness of the process that was in place regarding the Interserve contract. It was noted that the Governors had felt the meeting was very productive, with frank and open discussion throughout.

Quality and Patient Experience Group: The Chair provided an update on the Quality and Patient Experience Group meeting held on 23 April 2019. It was noted that the Group had received an update from the Chairs of the Quality Committee and Putting People First Committee on the activity of each, which they had also found really useful. He advised that both the Finance and Performance Group and the Quality and Patient Experience Group had received updates on the Trust's RTT and Cancer Performance. The Trust Secretary reported that in addition the Group had received the current draft annual quality report 2018/19 which had been distributed to all Governors prior to the Group meeting. He asked that any comments governors may have on the quality report could they please sent to himself.

Communications and Membership Engagement Group: The Council was advised that no meeting had taken place. However, Reverend Cynthia Dowdle provided an update on how the group had progressed. She reported on the work of the Group and in particular it's involvement in supporting the Communications Team in a number of initiatives including; the Getting Involved Campaign; the Neonatal Ground Breaking Event; membership database; and the Big Tiny Steps Appeal.

Cynthia Dowdle asked that the Council consider new ways of attracting members and to pass on their thoughts to the Communications Team or herself. She further advised that suggestions would be welcome before the meeting of 16 May 2019 and that Governors were welcome to attend the meeting.

The Chair thanked all Governors who had attended the Group meetings.

030 Operational Plan 2019/20

The Director of Finance provided an update on the one-year financial plan. She explained that the financial plan would deliver a breakeven control total set by NHS Improvement taking into account additional central funding of £4.6m and had been submitted to NHS Improvement.

The Director of Finance advised that in accepting the break-even control total the Board of Directors had identified key areas of uncertainty and risk.

Referring to the contracts with Liverpool CCG and associated CCGs and NHS England, the Director of Finance reported that the values had now been agreed. She advised that the contracts equate to over 90% of clinical income and 80% of income overall; 70% of this was block arrangements and a tolerance of 5% either way had been agreed with Liverpool CCG and Sefton CCG.

With regards to cost pressures the Director of Finance advised that a total of £7.1m was identified, of which £3.9m was funded. The Director of Finance noted that some of the pressures were unavoidable but also the importance of ensuring that investment in the safety of services on site was a key focus whilst the Trust continued to pursue the clinical case for change and co-locate to the adult acute site. The high level of involvement from the Divisions in determining where resources needed to be deployed was noted.

The Director of Finance drew attention to the CIP program noting that all schemes had plans in place. The Director of Finance advised that the Trust would take part in the CNST maternity incentive scheme to earn back £1m of the Trust's premium; this would be closely monitored throughout the year in order that the full earn back was achieved.

The Chair thanked the Director of Finance and also her team commenting on the comprehensive approach taken in finalising the Financial plan.

031 Review of risk impacts of items discussed

There were no risk impacts noted.

032 Any other business

The Chair requested a formal thank you be made to the Communications Team for their efforts with the Dedicated to Excellence Awards.

033 Review of meeting

The meeting achieved its objectives and all items were covered in a timely manner.

Date, time and place of next meeting

The next Council of Governors meeting will take place at 17:30, Wednesday 31 July 2019 in the Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital.



Summary

Summary pages from the External Auditors
2018/19 ISA 260

Summary



Financial Statements Audit

We intend to issue an unqualified audit opinion on the accounts following the Board adopting them and receipt of the management representations letter.

We have completed our audit of the financial statements. We have also read the content of the Annual Report (including the Remuneration Report) and reviewed the Annual Governance Statement (AGS). Our key findings are:

- There are two unadjusted audit differences, explained in section 2 and appendix 2.
- We have agreed presentational changes to the accounts with Finance, mainly related to compliance with the Group Accounting Manual (GAM).
- In addition to our routine requests we are asking for management representation over one of the provisions balances and the capitalisation of EPR expenditure, explained in section 2.
- We have reviewed the annual report and have no matters to raise with you.

Value for Money

Based on the findings of our work, we have concluded that the Trust has adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.

Audit Certificate

We are required to certify that we have completed the audit of the Trust financial statements in accordance with the requirements of the Code. If there are any circumstances under which we cannot issue a certificate, then we must report this to those charged with governance. Subject to the work outstanding there are no such circumstances to report.

Quality Report

We have completed our audit of the Trust's Quality Report:

- You have achieved a clean limited assurance opinion on the content of your Quality Report which could be referenced to supporting information and evidence provided. This represents an unmodified audit opinion on the Quality Report.
- This year we have also tested 18 week waits and 62 day cancer as the two mandated indicators. Our detailed testing on the indicators has concluded that we are giving a qualified limited assurance opinion on the presentation and recording of these.
- Our work on the local indicator, 30 day readmissions, as selected by Governors has indicated that, if required, we would not be in a position to provide a limited assurance opinion. This is because we are not able to test some of the dimensions of data quality as some are the responsibility of a third party organisation.

Other Matters

We intend to issue an unqualified Group Audit Assurance Certificate to the NAO regarding the Whole of Government Accounts submission, made through the submission of the summarisation schedules to NHS Improvement (NHSI).

We are satisfied that the Trust has addressed the recommendations raised in our ISA260 and Quality Report work in 2017/18. We have made eight recommendations as a result of our work. Four recommendations relate to the Quality Report, three relate to the financial statements and one relates to our Value for Money work. All recommendations are shown in appendix 1.

In auditing the accounts of an NHS body auditors must consider whether, in the public interest, they should make a report on any matters coming to their notice in the course of the audit, in order for it to be considered by Trust members or brought to the attention of the public; and whether the public interest requires any such matter to be made the subject of an immediate report rather than at completion of the audit. There are no matters that we wish to report.

Notes from the Council of Governors Quality and Patient Experience Group
Monday 24 June 2019 at 1730hrs
Boardroom, Liverpool Women's NHS Foundation Trust

Pat Speed being unavailable for the meeting; the Committee agreed that Cynthia Dowdle would take the Chair.

Cancer and RTT

Sarah Sherrington, Interim Service Improvement & Business Manager updated the Group on the current status of the Trust's Cancer and RTT performance. Both FPBD and Quality Committee had received an update earlier today noting that the Trust Challenges continued in achieving the 62day cancer and RTT national targets.

Sarah Sherrington updated the Group on a regional approach to managing the gynae-oncology 62day treatment target was underway with support from the Cancer Alliance and advised that NHSI had provided re-assurance that the Trust was managing the RTT performance in the most clinically appropriate manner and was satisfied with progress made.

Sarah Sherrington reported that May's (period 2) un-validated position demonstrated improved performance across the cancer KPI's. Referring to RTT, Sarah Sherrington reported that 18-week incomplete pathway performance fell slightly in April as anticipated due to the high number of colposcopy referrals and the reduction in activity predicted due to: one locum Consultant on leave during the month; continued long-term sickness of some Consultant staff; and the impact of the Easter bank holidays. Capacity issues continued to persist in Uro-Gynae; however, 2 Consultants successfully recruited in March to help address this shortfall had commenced in post in May and performance should therefore.

Sarah Sherrington advised that the priority of the service has been to treat the patients who have been waiting longest for treatment and more clinically urgent and advised that whilst this had seen a reduction in performance against the 18-week RTT, there had been a positive reduction the number of 52-week breaches.

Following concerns expressed by the FPBD and the Quality Committee at their April/May meetings the Group noted that the Interim Director of operations, has been tasked with providing trajectories for RTT to demonstrate anticipated performance against target for the remainder of the year and the mitigations being put in place to support delivery of the trajectory; such as consultant recruitment.

The Group thanked Sarah Sherrington for her verbal update and looked forward to receiving the update on the RTT trajectories at a future meeting.

Chairs Report for the Quality Committee, Putting People First Committee

The Group received feedback from each of the Board Committees on their activity since the last meeting of the Group.

Quality Committee

Susan Milner updated the Group on the work of the Quality Committee and the assurances it had received.

~ **CQC Inspection Action Plan:** The Committee received assurance on the progress being made against the CQC inspection action plan.

- ~ **Monthly Quality Performance Review M2 2019/20:** The Committee received an update on Operational Performance at Month 2 2019/20. The Committee noted that challenges continue in achieving Cancer and RTT targets and referred to the earlier discussions.
- ~ **Research and Development Annual Report 2018/19:** The Committee received the Research and Development Annual Report 2018/19 and had noted that last year had been very successful in the delivery of the Trust's Research Strategy. She advised that the Committee was assured that the Trust was working collaboratively with city wide partner organisations, the Trust's participation in the LHP starting Well programme. Susan Miler advised that the Committee had supported a proposal from the Director of Research that he looks to have informal meeting of a research committee to enable better engagement across the Trust.
- ~ **Health and Safety Annual Report 2018/19:** The Committee received the Health and Safety Annual Report 2018/19; she advised that there was some concern that the IOSH Health and safety training had not been as well attended by relevant members of staff; however, since the publication of the report progress had been made to ensure improved attendance in 2019/20.
- ~ **LocSSIPs Assurance Report:** Susan Milner reported on the requirements for the Trust to have in place Local Safety Standards for Invasive Procedures (LocSSIPs) and advised that the Committee had received the most recent iteration LocSSIPs assurance report which provided assurance on progress to date. Susan Milner advised that the Committee had agreed that a further assurance report would be provided to the Committee in September which would include the findings of the MIAA internal Audit Review and action plan and thereafter on a quarterly basis. She further advised that Liverpool CCG were very keen to see the LocSSIPs in place and fully embedded in the Trust as soon as possible and were also reviewing progress.
- ~ **Annual Complaints Report 2018/19:** The Committee received the Annual Complaints Report 2018/19 and was pleased to note the number of formal complaints had reduced from 2017/18. The main theme arising from the complaints relate to the way staff communicate with patients and the Committee was pleased to see that the Trust was exploring training to be put in place to support better communication and engagement.

PPF Committee

Tony Okotie updated the Group on the work of the Putting People First Committee and the assurances it had received:

- ~ **Staff Story** – This was delivered by Leanne Gould who secured employment with the Trust having progressed through the Trust's Pre-Employment Programme ran in partnership with the DWP and Southport College. Tony Okotie advised that he was pleased that the programme was able to deliver such an outcome and hoped that this would continue.
- ~ **Director of Workforce Report** – The Committee received an update from the Director of Workforce covering such areas as the implementation of the PPF Strategy; the appointment of resuscitation officers; the successful bid to host NHS Graduate Trainee in Operational Management. Tony Okotie advised that the Committee was assured with the activities being undertaken to support staff.

- ~ **NHS Interim People Plan** – Tony Okotie advised that the Committee had received a review of ‘NHS Interim People Plan’ and was pleased to report that the Trust’s Putting People First Strategy already reflected the key proposals within the national plan. He advised that there was considerable focus in the national plan on making the NHS the best place to work and advised that the Trust had commenced its summer of listening activities to reflect the national focus.

 - ~ **Workforce KPIs Dashboard** – Tony Okotie reported on the Committee’s KPIs and assurance gained that Divisions had clear line of sight on improving PDR and Mandatory Training rates and progress would be monitored through Divisional Boards and Divisional Performance Reviews. The Committee had received NHSI feedback on a Retention Action Plan which focused solely on nursing & midwifery (N&M) retention, given the aging population of Trust staff in those disciplines. He advised that the Trust had a target to reduce turnover in the N&M workforce in the next 12 months and was currently on track to achieve this. Referring to discussions at the last meeting of the Group, Tony Okotie advised that a deep dive into Trust-wide Sickness Absenteeism was scheduled for the September meeting of PPF and he would report back to the Group on the findings at its next meeting.

 - ~ **Fair & Just Culture Update** – The Committee received an update providing assurance on the Fair & Just Culture programme of work which was progressing in accordance with the agreed project plan and timescales. Michelle Turner advised that a presentation would be provided to the Group on progress at a future meeting.

 - ~ **Disciplinary & Grievances Annual Review** – Tony Okotie advised that the Committee had received an analysis of the disciplinary, grievance and dignity at work cases in the last financial year. He advised that the number of disciplinary cases had reduced in the last year, continuing a reducing trend from a peak number in 2015. He advised that no trends had been identified in the grievances raised in the year and the number of dignity at work complaints remained small.
- Tony Okotie advised that the Committee’s annual review of Disciplinary/ Grievance/ Dignity at Work processes and cases met the requirements for NHS Board’s as set out by NHS Improvement’s Chair, Baroness Dido Harding, in her recent letter ‘Learning Lessons to improve our People Practices’ following the high-profile case involving the death of an NHS employee undergoing a disciplinary process.
- ~ **Biannual Safe Staffing Review** – The Committee had received the biannual Safe Staffing Review and were assured that nurse/midwife staffing levels were safe and appropriate; noting the risk associated with the age profile of the nursing workforce at LWH and the national shortage of nurses and midwives.

 - ~ **Nursing & Midwifery Strategy Development** – The Committee had received an interactive session to inform the development of the refreshed Nursing, Midwifery & AHP Strategy and had emphasised the importance of the connectivity between the proposed Strategy and the existing People & Quality Strategies.

The Chair of the Group thanked Susan Milner and Tony Okotie for their reports which was noted.

Experience Senate

Mary McDonald updated the Group on the work of the Experience Senate:

- ~ **Bereavement Committee/ Honeysuckle update:** An update was provided to the Senate for the arrangements in relation to the 2019 Memorial service. Two services, one available to children and one for adults only on 14 October.
- ~ **Themes and Trends from Friends and Family, Complaints PALS, Compliments and Care Opinion:** The senate received a verbal update and noted that PALS calls relating to patients being unable to get through to the Access Teams was still a theme although improvements have been made and concerns had reduced. The Group noted that action was being taken to address the concerns with a new telephone system being put in place. It also noted that meetings were ongoing with the divisions and the Telephony Project Group regarding the timeline for installation of new telephone system for the auditing and monitoring of telephony performance.
- ~ **Volunteers:** The Group noted that the use of volunteer Dementia Friends had been discussed within the Trust and a Job Description (JD) and Standard Operating Procedure (SOP) were being developed.
- ~ **Chaplaincy:** The Group noted that feet washing facilities were now in use and signage was being developed with the help of the Trust's local Imam. Improved Chapel signage was also being developed. The Group noted that the chaplain was enquiring with other trusts to see if working with other Trusts on the on 24/7 chaplaincy on call rota would help provide a more robust service.
- ~ **Communications:** Phase 2 of the Neonatal build commences shortly, and this will impact on parking capacity at the rear of the building. Improved signage to the Mulgrave Street Car Park will be discussed further to assist patients.
- ~ **Neutral Gender Toilet Facilities:** The Group was please to be informed that the Trust had made provision for a Neutral Gender toilet facility.
- ~

Council of Governors Communication and Membership Engagement Group
Thursday 20th June 2019 at 1730hrs
Boardroom, Liverpool Women's NHS Foundation Trust

Present: Cynthia Dowdle (CD) (Chair of meeting), Phil Huggon (PH) (NED), Andrew Duggan (AD) (Head of Communications & Marketing) (minute taker), Mary McDonald (MM), Kate Hindle (KH), Sarah Carrol (SC), Governor, Lesleyanne Saville (LAS) (Corporate Affairs Manager)

Apologies from: Robert Clarke (RC), (Trust Chair) Michelle Turner (MT) (Director of Workforce & Marketing) Colin Reid (CR) (Trust Secretary), Gillian Walker (GW),

19/20/13	Apologies for absence As above.
19/20/14	Meeting guidance notes Noted.
19/20/15	Declarations of interest None declared
19/20/16	Minutes from the meeting of the Communications and Membership Engagement Group held on Thursday 20th June 2019 The minutes of meeting were approved.
19/20/17	Matters arising and action points All actions were either complete or ongoing.
19/20/18	<p>Clinical Summit (11th June) update</p> <p>AD updated the meeting on the clinical summit that took place on the 11th June. The clinical summits message remained consistent with the risks and challenges that continue within clinical services. Also noting the delays with Royal build continue.</p> <p>Patient stories were shared at the clinical summit</p> <p>Conversations are ongoing and confirmation is still awaited in order for the Trust can proceed to public consultation.</p> <p>Andrew Loughney will work with the communications team to compile key messages for the Trust and the communications team will create communications plan to entail communication challenges for the short term.</p> <p>AD handed out the following documents:</p> <ul style="list-style-type: none"> • We are not closing: leaflet – which will be updated and circulated externally & internally • Example of the letter sent to patients to ask their permission for the Trust to share their experience and to seek how much they would like to be involved to assist in order to shape the Trusts services for the future.

	<ul style="list-style-type: none"> • Key messages for spokespeople. <p>The group discussed the importance of 'hearing about patient stories' not only from the patients but also the family member/s perspective. Also the importance of hearing it from the clinician which will allow for complexities to be known.</p> <p>Reaffirming joint working with the Royal Hospital (RLBUHT) and the importance of this not only being the voice of the LWH but also that of the Royal.</p> <p>The Importance of key leaders in front of the media. Regular staff briefings will be circulated.</p>
19/20/19	<p>Workshop Overview</p> <p>It was decided to hold a workshop at this meeting. This was based on the request from a Governor at a previous meeting who had noted they were not confident with what message they should be given to the public. AD gave a brief overview with objectives for the workshop.</p>
19/20/20	<p>Workshop</p> <p>The group was asked about the Key Messages that we should be sending out to the public in relation to Future Generations. Questions that were presented below.</p> <p><i>Change of language</i> – How can we ensure a positive message is communicated to refrain from the public thinking our services are unsafe?</p> <p><i>Patient stories</i> – <i>hear more from the women and their families?</i></p> <p><i>When</i> – will the Trust be relocated/Finances where will these come from?</p> <p><i>Interim</i> – How can we improve our services now/what can we do ie gynae?</p> <p><i>How</i> – will the move happen?</p> <p><i>When</i> – 5-10 years? - clarification of this?</p> <p><i>Safe</i> – At what point are our services likely to become unsafe?</p> <p><i>Plan</i> – timeline in place?</p> <p><i>Ability to treat women</i> - At what point would the Trust be unlikely to treat women?</p> <p><i>Why</i> – can't we build on to the current site?</p> <p><i>Recruitment</i> – what are the difficulties the Trust faces?</p> <p><i>Perspective</i> – nice hospital in comparison to other?</p> <p><i>Memories</i> – women have long standing memories of a women's hospital?</p> <p><i>Landmark</i> – the Trust is a landmark of Liverpool?</p> <p>AD asked the group their thoughts on what they thought could be done to communicate to the public?</p> <p>Patient stories – the importance of hearing from not only the patient but also their families, on their experience.</p> <p>AD informed the group of the positive feedback the Trust received from the BBC Hospital series.</p> <p>A suggestion was made that consideration should be given for a patient leaflet be produced detailing several patient stories.</p>

19/20/21	<p>Workshop Summary</p> <p>The group agreed the workshop was positive, production and provided good positive discussion.</p>
19/20/22	<p>Any Other Business</p> <p>A governor asked for clarity on a metro article that had appeared in relation to the baby deaths at the Countess of Chester as a photograph of the LWH was placed at the forefront of the article. AD clarified that the metro had mistakenly used a photo of the LWH when in fact the article had nothing to do with the LWH. It was noted that fortunately there had been no negative repercussion towards the LWH and no media enquiries targeting the LWH, nor was there any proactive messages given by the LWH. There is to be no comment from the LWH in relation to this matter, as the matter of a police investigation.</p> <p>Due to poor attendance at the meeting and to try and invigorate participation the group was asked to reconsider the start time of the meeting. The group agreed moving forward they would be happy to start the meeting at 1700.</p>
19/20/23	<p>Review of meeting</p> <p>The Group felt the meeting was informative and assurance was provided on the agenda items.</p>
19/20/24	<p>Date, time and place of next meeting:</p> <p>Thursday, 19th September 2019 – Boardroom, LWH.</p>