

BOARD OF DIRECTORS

21 May 2019

PRESENT

Dr Neil Goodwin (NG), Chair
Liz Bishop (LB) CEO, CCC NHSFT
Hayley Citrine (HC) CEO, WC NHSFT
Dr Gillian Hutcheon (GH), Head of Institute of Health Research, LJM
Professor Louise Kenny (LK), EPVC Health and Life Sciences, UoL and Vice Chair, LHP
Dr Liz Mear (LM), CEO, Innovation Agency (NWC AHSN)
Dr Margarita Perez Casal (MPC), Director of Research and Innovation, LHCH NHSFT
Louise Shepherd (LS) CEO, AHC NHSFT
Kathryn Thomson (KT) CEO, LWH NHSFT
Steve Warburton (SW), CEO, AUH NHSFT
Peter Williams (PW), Interim CEO, RLBUH NHST
Professor Peter Winstanley (PW), LSTM

IN ATTENDANCE

Roger Bickerstaff (RB), UoL Finance Dept., Company Secretary for LHP
Elizabeth Collins (EAC), Programme Manager for Infection, LHP
Professor William Hope (WH), BRC Lead, UoL
Dr Mark Jackson (MJ), Director of Delivery and Performance, LHP
Dr Dawn Lawson (DL), CEO, LHP
Sarah Wright (SW), Head of Delivery and Performance, LHP

DECISIONS MADE

- (i) The Board accepted the updated LHP Mission and the use of the term Discover.
- (ii) The Board accepted the proposal to build an Intelligence function into the JRS, in response to the work on the Liverpool City Region Civic Data Trust bid.
- (iii) The Board approved the job description for the LHP Programme Director in Digital Strategy and Partnerships and to commence recruitment.
- (iv) The Board agreed that a BRC Operational Plan and BRC Communications Strategy will be presented at the July LHP Board meeting.
- (v) It was agreed that there should be an analysis of research strategies across LHP to make sure that the NHS and HEIs are aligned.
- (vi) The Board supported and approved the LHP Performance Management Framework.
- (vii) The Board approved the proposed Hosting Evaluation Panel membership.

ITEM	ACTION
Preliminary Business	
<p>1. Apologies for Absence</p> <p>Apologies were received from Joe Rafferty, Professor David Laloo, Jane Tomkinson, Jan Ledward, Professor Tony Marson and Professor Robin Leatherbarrow.</p> <p>2. Declarations of Interest</p> <p>No declarations were noted.</p> <p>3. Minutes of the Previous Meeting (March 2019)</p> <p>Minutes were approved as an accurate record, subject to one addition from LM. It was noted that Lorna Green, who attended LHP Board in March 2019, had reported on the discussions with LEP and LCA regarding an innovation fund.</p> <p>3.1 Matters Arising and Action Log</p> <p>The Board noted progress against the action log.</p> <p>3.2. LHP Mission Statement and “Collaborate, Discover, Improve”</p> <p>The Board received the paper which provided an update on amendments to LHP’s mission statement.</p> <p>Further to the query by members regarding use of the terms “economic productivity” and “Discover” at the February 2019 meeting, MJ confirmed that:</p> <ul style="list-style-type: none"> (i) the statement “...economic productivity and population health outcomes” has now been reversed to “...population health outcomes and economic productivity”. (ii) “Discover” is being used in its widest context and is not specific to discovery science. <p>The Board AGREED the updated LHP Mission and the use of the term Discover.</p> <p>4. Chief Executive's Report</p> <p>The Board received the paper.</p> <p>It was noted that:</p> <ul style="list-style-type: none"> (i) The JRS is live and staff are now co-located within LHP with full mobilisation ongoing. DL thanked organisations’ R&D Departments for their ongoing support. (ii) Edge Hill University is confirmed as joining LHP as a new member. They will join the Board in July. (iii) Collaborative bids. The Civic Data Trust bid for LCA Strategic Investment Funding, which has been developed in part to support the University of Liverpool’s Wellcome Trust C-Gull bid, will bring together data from across the LCR. These data will be used to demonstrate whether research carried out as part of the Trustworthy Researcher Environment brings benefit to the LCR. This 	<p style="text-align: right;">MJ</p>

	<p>could form part of the work of the JRS as an intelligence function. DL asked whether this would be acceptable to the Board.</p> <p>(iv) LHP is working with the IA to establish a pipeline of bids from within LCR, concentrating on how to invest and support innovation projects in the NHS that need to go through the research process and be tested. LHP is seeking expressions of interest from partners, which will then be considered via the new Liverpool Digital Health Research and Innovation Partnership Group to ensure that the region is working as a collective and in alignment.</p> <p>(v) A new job description for an LHP Programme Director for Digital Strategy and Partnerships has been developed, given that the majority of the opportunities in the system are around digital, and the importance of the alignment across organisations in the LCR.</p> <p>(vi) There are ongoing discussions regarding membership of LHP and how LHP can embrace clinicians from other trusts, how LHP makes clear its benefits and what other partnerships LHP should seek to develop, including further engagement with local government. Clarity is required on what responsibilities each network has across the region.</p> <p>(vii) Next steps for LHP may include a move to the new SPINE building in the future and possible co-location with the IA.</p> <p>MJ commented that the JRS would need some practical help in order to move to adopting a single costing model and a data sharing agreement was required to be signed by all parties.</p> <p>The Board noted the CEO's report and the good progress being made across LHP, and specifically.</p> <p>(i) The Board AGREED the proposal to build an Intelligence function into the JRS, in response to the work around the LCR CDT bid.</p> <p>(ii) The Board APPROVED the job description for the LHP Programme Director in Digital Strategy and Partnerships and the process to start recruitment.</p> <p>(iii) CEOs signed the data sharing agreement for the JRS.</p> <p>(iv) The Board welcomed Edge Hill's membership of LHP.</p>	<p>DL/LS</p> <p>DL</p> <p>DL</p>
Strategic Context and Development		
5.	<p>Infection - BRC Update</p> <p>The Board received the presentation from Prof William Hope.</p> <p>It was noted:</p> <p>(i) Timelines and strategy need to be agreed.</p> <p>(ii) A scoping document has been circulated to institutes within UoL and LSTM and needs to be returned by 28 May.</p> <p>(iii) WH has emailed all R&D Directors regarding scoping the leading issues within their Trusts. The full implications for the two existing NIHR-funded CRFs would be assessed as part of the scoping exercise. The outcome of the scoping exercise was due to be shared with CEO Board members after this meeting and prior to the BRC meeting on 13 June, which was badged as a "summit to finalise the theme".</p> <p>(iv) A strategy for PPIE will be required.</p> <p>(v) Commercialisation will be carried out via CEIDR.</p> <p>(vi) There is a need to create studentships that are AMR focussed. WH to liaise with LSTM and Prof Neil French at UoL.</p>	<p>WH</p> <p>LK/DL/WH</p> <p>WH</p> <p>WH</p> <p>WH</p>

	(vii) An early scientific advisory board will be convened. (viii) Support is required from LHP Board to progress and deliver the BRC.	WH All
	It was AGREED :	
	(i) Clear accountabilities, a project management approach and timescales are crucial.	DL
	(ii) NHS CEOs to be copied into all correspondence with NHS R&D Directors.	WH
	(iii) LHP as a collective will be able to help with PPIE and marketing.	All
	(iv) A briefing sheet on the BRC will be provided for LHP NHS CEOs on the BRC	WH/DL
	(v) An Operational Plan (with timelines and clarity on roles and responsibilities) and Communications Strategy will be presented at the July LHP Board meeting.	WH/DL
	(vi) Members to consider who should be approached as a marketing exercise, in order to convey the message regarding the BRC.	ALL
	(vii) All LHP NHS CEOs to provide feedback at the July meeting.	ALL
	(viii) DL and WH to meet with LHP NHS CEOs	DL/WH
	A further report will be presented at the next meeting.	WH/DL
6.	LHP Performance Management Framework	
	The Board received the paper.	
	It was noted:	
	(i) LHP is planning an away day for the wider executive of LHP to allow for all to come together to design the framework.	MJ
	(ii) A real-world example has been provided around JRS.	
	(iii) A Board level dashboard will contain system level metrics around LHP themes that we are sponsoring, e.g. JRS. This dashboard will be mimicked at Board and Programme level.	
	(iv) A blend of three levels of indicators will be used to measure performance and featured in the dashboard: System level indicators and programme-specific indicators; key performance indicators will be accumulated across all programmes into Board-level indicators; and key performance indicators that are programme or project specific, and need to exist only on the programme dashboard for the purposes of governing the programme. Such indicators will not be reflected at the level of the Board.	
	For the JRS, study set up time is an example metric that is in the JRS workplan to improve. For example, study set up times vary across LHP. Within each organisation there may be a different set of challenges that affects this. LHP's role is to reduce that variation in each trust, adopting a standardised approach to improve overall performance.	
	It was noted that:	
	(i) LHP will align with the mandated measures that the Trusts have to report and there also will be other measures included on the dashboard, specific to the needs to LHP, such as the JRS.	
	(ii) Programme Directors are in agreement with the framework.	
	(iii) MJ is presenting the paper at the NHS R&D Directors' meeting on the 23 May.	MJ
	(iv) The paper can be sent to Trust Committees if partners wish.	MJ
	MJ commented that LHP should have decided on several measures by mid-Autumn,	MJ

	<p>following discussions at the away day in June.</p> <p>It was AGREED that there should be an analysis of research strategies across LHP to make sure that NHS and HEIs are aligned.</p> <p>The Board APPROVED the framework, subject to the caveats noted.</p>	MJ
Governance and Organisational Development		
7.	<p>LHP Governance Committee Minutes (05/2019)</p> <p>It was noted that, as part of the hosting process, independent advice is being sought on the weighting and scoring of responses to ITT.</p> <p>The Board NOTED the recommendations from the Governance Committee.</p>	DL/MIAA
8.	<p>Hosting Update</p> <p>The Board received the presentation.</p> <p>It was noted that:</p> <ul style="list-style-type: none"> (i) Independent support representation from NHS colleagues is being sought on the evaluations panel. (ii) It will be made clear in the ITT the importance of maintaining the independence of LHP so that LHP can move at pace and not be affected by issues such as recruitment freezes etc. <p>The Board APPROVED the proposed Evaluation Panel membership and NOTED the update and process.</p>	
9.	<p>LHP Finance Report</p> <p>It was noted:</p> <ul style="list-style-type: none"> (i) The report is in line with the 4-year forecast. (ii) The Budget has slight deficit of £300k which will diminish to a more break-even position. LHP will need to use some reserves next year. <p>The Board NOTED the finance report.</p>	
10.	<p>Any Other Business</p> <p>No other business was noted.</p>	SWr
11.	<p>Key Messages from the Board</p> <p>Key messages will be circulated in due course.</p>	
12.	<p>Next Meeting</p> <p>23 July 10-12pm. The Studio, Liverpool Science Park, Mount Pleasant. L3 5TF</p>	