

BOARD OF DIRECTORS

Monday 16 September 2019

MINUTES

Chair	Dr Neil Goodwin	NG	LHP
Partners	Professor Claire Austin	CA	Associate Dean for Research & Innovation, Edge Hill University
	Liz Bishop	LB	CEO Clatterbridge Cancer Centre (CCC) NHS FT
	Professor Raphaela Kane	RK	Executive Dean (Interim), Liverpool John Moores University (LJMU)
	Professor Louise Kenny	LK	Executive Pro-Vice Chancellor, University of Liverpool (UoL)/Vice-Chair, Liverpool Health Partners (LHP)
	Professor David Lalloo	DL	Director, Liverpool School of Tropical Medicine (LSTM)
	Jan Ledward	JL	Chief Officer, Liverpool Clinical Commissioning Group (CCG)
	Louise Shepherd	LS	CEO, Alder Hey Children's Hospital (ACH) NHS FT
	Jane Tomkinson	JT	CEO, Liverpool Heart & Chest (LHCH) NHSFT
	Steve Warburton	SW	CEO, AUH NHSFT
In attendance	Roger Bickerstaff	RB	UoL Finance Dept., LHP Company Secretary
	Elizabeth Collins	EC	Programme Manager, Infection, LHP
	Lorna Green	LG	Innovation Agency (NWC AHSN)
	Dr Carianne Hunt	CH	Programme Manager for Starting Well, LHP
	Dr Mark Jackson	MJ	Director of Delivery and Performance, LHP
	Dr Rachel Joynes	RJ	Director of Research Infrastructure and Education, LHP
	Dr Dawn Lawson	DL	CEO, LHP
	Sarah Wright	SWr	Head of Delivery and Performance, LHP
Guests	Caroline Keating	CK	Incoming Director of Corporate Services, LHP
	Professor Andy Pettitt	AP	Programme Director for Cancer, LHP
	Dr Matina Tsalavouta	MT	Programme Director for Cancer, LHP

NG welcomed Professor Claire Austin (Edge Hill University), Professor Raphaela Kane (LJMU), Dr Rachel Joynes (LHP) and Caroline Keating (AUH; joining LHP from 1 October 2019).

DECISIONS MADE

- The Board supported the proposal to bid for future AHSC designation.
- The Board noted the progress made in the Cancer programme and supported the framework for the consultation being developed.
- The Board noted the progress made around the BRC and that a paper will come to the November Board on resources for the BRC.
- The Board supported the development of LHP's 2020-2021 strategy.
- The Board approved the approach to Community Involvement and Engagement (CIE) for LHP.
- The Board supported the proposal to extend LHP membership to 5 years, with a rolling subscription and one year notice period.

Ref	Item	Action
PRELIMINARY BUSINESS		
1.	<p>Apologies for Absence</p> <p>Received from Hayley Citrine (Walton Centre); Dr Liz Mear (AHSN); Joe Rafferty (MerseyCare); Kathryn Thomson (Liverpool Women's); Peter Williams (Royal Liverpool)</p>	
2.	<p>Declarations of Interest</p> <p>None.</p>	
3.	<p>Minutes of the Previous Meeting (July 2019)</p> <p>Minutes from the last meeting were APPROVED as a correct record.</p> <p>3.1 Matters Arising and Action Log</p> <p>No matters arising. The Action Log was reviewed and noted.</p>	
4.	<p>Chief Executive's Report</p> <p>It was noted that:</p> <ul style="list-style-type: none"> • LHP has reset discussions with IQVIA. LB and CCC colleagues attended this meeting with DL and MJ. • There are ongoing positive discussions regarding Liverpool joining the NIHR CRN Prime Site Initiative. • Work is ongoing with the Liverpool Strategic Partnership regarding the 'K' in SPARK, which is an important part of the Civic Data Trust bid. Business Intelligence representatives will be brought together for a meeting to take this forward. • Although the recent HDR UK bid was unsuccessful, discussions are ongoing with other funders about supporting 'Systemmatic'. <p>The Board NOTED the CEO's report.</p>	

Ref	Item	Action
STRATEGIC CONTEXT AND DEVELOPMENT		
5.	<p>National discussions</p> <p>NG and DL updated the Board on two significant discussions:</p> <p>(i) Kings Health Partners visit</p> <p>It was noted that LHP visited KHP in early September which was organised as a sharing information exercise.</p> <p>NG reported that KHP is smaller than LHP and therefore it was interesting to see their developments and the visit reinforced that LHP is unique in its approach. As a result of the visit, MJ has produced an action plan, which includes a number of immediate actions that can be implemented, alongside other items that require some more consideration by LHP Executive.</p> <p>LHP is looking at a similar visit to be held with UCL partners.</p> <p>(ii) AHSC national policy</p> <p>DL and NG met national leads Lord Dharzi (Director of the Institute of Global Health Innovation at Imperial College London), Professor Ed Byrne (President & Principal at King's College London) and Lord Kakkar (Chair of UCL Partners) in London, specifically to discuss emerging AHSC policy.</p> <p>From these discussions it was noted:</p> <ul style="list-style-type: none"> • There will be a further round of AHSC designations. Criteria are currently being developed and there are discussions ongoing regarding whether the bidding process should be linked to DH funding to support AHSCs. • There is likely to be a greater focus on the North of England, and applicants will need to demonstrate partnership and collaboration. • For LHP, there will be a need for all research-based partners (ARC, CRN, AHSN), along with LHP, to work together efficiently and effectively and for AHSCs to demonstrate what they can offer to the NHS, over and above the current focus on R&D and clinical research implementation. <p>It was AGREED that:</p> <ul style="list-style-type: none"> • All leaders of the systems' research partners need to show willingness to participate in the process, and that each partner will need to, over the next six months, promote the message that there is genuine change happening in Liverpool. • All academics, clinical academics and other researchers etc should ensure publications cite LHP as marketing is essential. 	<p>MJ</p> <p>DL</p> <p>ALL</p> <p>DL, LM, JT</p> <p>ALL</p>

Ref	Item	Action
	<ul style="list-style-type: none"> LHP will revisit the LHP logo and brand. This should include building in as part of One Liverpool and bringing in the ARC. LHP will develop a small external, expert advisory board plus a link to an international academic health science partnership. <p>The Board AGREED to support the proposal to bid for future AHSC designation.</p>	<p>CK</p> <p>NG/DL</p>
6.	<p>Cancer update</p> <p>The Board received the presentation from AP and MT.</p> <p>It was noted that:</p> <ul style="list-style-type: none"> The programme will harness the region’s research strength to improve population health, using research as a health improvement tool. The theme’s development work began in July 2019, later than other themes, with the recruitment of the Programme Manager, Dr Tsalavouta. A framework for consultation is now being developed and will be rolled out. Work is ongoing in building clinical communities around identified leaders in GI/Colorectal, Lung and Cardio-oncology. The first meeting of the Cardio-oncology working and steering groups have taken place. A joint post has been agreed between CCC and LHCH as part of this work. The University of Liverpool and Clatterbridge Cancer Centre are working together with North West Cancer Research charity to consolidate the Liverpool Cancer Research Institute. As this develops there will be an opportunity for further discussion with LHP to explore the opportunities for working collaboratively. There is active engagement with the Cancer Alliance. <p>AP requested continued support from the Board to build the community, develop the strategy and collectively identify priorities for research and delivery using the framework presented.</p> <p>It was agreed that:</p> <ul style="list-style-type: none"> AP to liaise with RK to ensure the programme links in with LJMU’s bowel screening practitioner programme, a unique collaboration with Mersey School of Endoscopy. There is an opportunity for significant population health research under the respiratory workstream in Liverpool. <p>The Board NOTED the presentation and AGREED to support the framework for the consultation.</p>	<p>ALL</p> <p>AP & RK</p> <p>AP & JT</p>

Ref	Item	Action
7.	<p>BRC update and resource plan</p> <p>The Board noted that:</p> <ul style="list-style-type: none"> (i) A more detailed proposal will be submitted to the November Board. (ii) The Shadow BRC is going through a governance process in UoL. (iii) Dame Sally Davies will be attending the launch of the Centre in January 2020, at which the Chair will be announced. <p>The Board NOTED the progress made.</p>	
8.	<p>LHP Strategy</p> <p>The Board received the presentation from MJ.</p> <p>It was noted that:</p> <ul style="list-style-type: none"> (i) The strategy for 20-21 is to transform the strategic landscape for research, education and service in Cheshire and Merseyside. (ii) Seven priority areas have been identified: <ul style="list-style-type: none"> a. Make Cheshire and Merseyside a more attractive place to do research b. Improve research capacity and capability c. Improve opportunities for partners to contribute to LHP d. Improve the recognition and profile of LHP e. Ensure continual improvement of LHP f. Support Innovation g. Focus research on the region's health needs <p>LHP is at very early stages of creating a system-wide delivery management process and a paper will be brought back to the next Board to request support.</p> <p>A campaign called '20 of 20 for 2020' has been rolled out elsewhere – where 20% doctors have 20% time to do research. LHP needs to assess what this would mean for our region.</p> <p>The Board SUPPORTED the development of the strategy.</p>	<p>MJ</p> <p>TM</p>
9.	<p>Performance Dashboard (including SPARK)</p> <p>The Board received the draft performance management dashboard for LHP and LHP SPARK.</p> <p>It was noted that this is a large, ongoing project, working across the system with LHP, CRN NWC, Innovation Agency, ARC and local government.</p>	

Ref	Item	Action
	<p>The dashboard will become a standing item for each Board meeting and will include a narrative exceptions report.</p> <p>The Board NOTED the dashboard and the progress made.</p>	
10.	<p>Liverpool Health Ventures</p> <p>The Board received the presentation from LG on the proposal to establish a shared resource and investment fund to support NHS Trusts in the LCR develop and commercialise innovation.</p> <p>The Board AGREED that the approach will be discussed by the LHP Innovation Group, chaired by LS and supported by MJ. The LHP Innovation Group will report back on how best to proceed before the next Board meeting.</p>	LS/MJ
11.	<p>LHP CIE Strategy</p> <p>The Board received the paper from EC and CA at LHP.</p> <p>It was noted that there was a lot of activity around Community Involvement and Engagement across LHP, however LHP does not have a delivery arm and the systems are not connected.</p> <p>Rather than duplicating what is already in place, LHP is proposing to bring CIE partners together into an event, to share best practice and experiences and to build relationships. This will be valuable in showcasing LHP's strengths in this area, allowing LHP to act as a conduit to direct people to CIE resources across LHP.</p> <p>The Board APPROVED the approach to CIE for LHP.</p>	
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT		
12.	<p>Membership tenure proposal</p> <p>The Board received the paper from MJ, which had been produced on the recommendations of the KPMG review, which had asked the partnership to consider elongation of the current membership arrangement, from 2 to 5 years with a one year notice period.</p> <p>MJ outlined the benefits of a longer membership and it was noted that LHP is building confidence in its membership about its plans and priorities, and benefits are already being realised. A 5 year membership would improve LHP's ability to plan, with longer term stability and a more robust financial foundation.</p> <p>The Board AGREED to the proposal.</p>	MJ

Ref	Item	Action
13.	<p>Governance Committee Minutes (09/2019)</p> <p>It was noted that CK would be joining LHP from October 1 2019 and will be conducting a review of LHP's structure and governance. The results of this will be brought to a future Board meeting.</p> <p>It was further noted that there was a proposal to provide some resource to support the BRC, utilising LHP's reserves. This will need to be taken in context with the overall status of LHP's reserves and liabilities and a paper will be brought to the Board in November.</p> <p>The Board NOTED the recommendations from the Governance Committee.</p>	<p>CK</p> <p>DL</p>
14.	<p>Finance</p> <p>14.1. Management Accounts to 31 Aug 2019</p> <p>The Board NOTED the report and the management accounts.</p> <p>14.2. Process for transfer of finance to LHCH</p> <p>The Board NOTED the paper.</p>	
CONCLUDING BUSINESS		
15.	<p>Any Other Business</p> <p>None</p>	
16.	<p>Date and Time of Next Meeting</p> <p>29 November 2019, 1-3pm, Derby Suite, UoL Foundation Building</p>	

e: info@liverpoolhealthpartners.org.uk

t: +44 (0)151 482 9388

w: www.liverpoolhealthpartners.org.uk

