



## **BOARD OF DIRECTORS**

Minutes of the meeting held on 23 July 2019

### **PRESENT**

#### **Chair:**

Dr Neil Goodwin (NG)

#### **Partners:**

Professor Zarko Alfirovic (ZA), Associate Pro-Vice-Chancellor (Clinical), UoL

Rob Collins (RC), Director of Finance, MC NHSFT

Seth Crofts (SC), Pro Vice Chancellor, Edge Hill University (EHU)

Carole Hill (CH), Director of Strategy, Communications and Integration, LCCG

Louise Shepherd (LS) CEO, AHC NHSFT

Kathryn Thomson (KT) CEO, LWH NHSFT

Jane Tomkinson (JT), CEO, LHCH NHSFT

James Thompson (JTh), Director of Finance, CCC NHSFT

Steve Warburton (SW), CEO, AUH NHSFT

Peter Williams (PW), Interim CEO, RLBHU NHST

Professor Peter Winstanley (PW), LSTM

#### **In attendance:**

Roger Bickerstaff (RB), UoL Finance Dept., Company Secretary for LHP

Paul Burdett (PB), Programme Manager for CVD, LHP

Dr Seema Chauhan (SCh), Head of SPARK, LHP

Dr Mark Jackson (MJ), Director of Delivery and Performance, LHP

Dr Dawn Lawson (DL), CEO, LHP

Professor Gregory Lip (GL), Programme Director for CVD, LHP

Professor Tony Marson (TM), Director of Research Programmes, LHP

Dr Liz Mear (LM), CEO, Innovation Agency (NWC AHSN)

Dr Charlie Orton (CO), SPARK Programme Manager, LHP

Sarah Wright (SWr), Head of Delivery and Performance, LHP

### **DECISIONS MADE**

- The Board **AGREED** that a further update regarding the BRC should be provided in September.
- The Board **AGREED** to support the critical tasks that are now required to complete the full business case for and to establish the Civic Data Trust, including exploring governance of data.
- The Board **AGREED** that nominated data analysts from across LHP should be convened to discuss the concept of a Joint Intelligence Service and that results of the discussion will be fed back to the Board.
- The Board **AGREED** that the R&D Directors forum would be an appropriate vehicle to discuss the 5 points raised in the presentation around implementation of SPARK culture and processes.
- The Board **AGREED** that members will take future commitment statements back to their Boards to discuss incorporation into research strategies.
- The Board **APPROVED** the further development of LHP strategy and business planning process.
- The Board **AGREED** the LHP Communications Plan.
- The Board **APPROVED** the refreshed Corporate Governance Manual.
- The Board **APPROVED** the recommendation for LHCH to become the new NHS host of LHP.

ITEM	Action
<p>1. <b>Apologies for Absence</b></p> <p>Liz Bishop Hayley Citrine Professor Louise Kenny Professor David Laloo Professor Robin Leatherbarrow Jan Ledward Joe Rafferty</p> <p>Neil Goodwin welcomed new member Seth Crofts, from Edge Hill University.</p> <p>2. <b>Declarations of Interest</b></p> <p>None.</p> <p>3. <b>Minutes of the Previous Meeting held on 21 May 2019</b></p> <p>Minutes of the last meeting were <b>APPROVED</b> as an accurate record.</p> <p>The Board agreed to future approved Board Minutes to be published on the LHP website.</p> <p>It was noted that for future meetings, business items that may be commercial/sensitive will be determined and the Board agenda arranged accordingly so that these items will not be published.</p> <p><b>3.1 Matters Arising and Action Log</b></p> <p>It was noted that all matters were either addressed on the log or were undergoing.</p> <p>4. <b>Chief Executive's Report</b></p> <p>The Board received the paper and noted:</p> <ul style="list-style-type: none"> <li>(i) Having reset the LHP agenda, LHP is now looking at how to promote HP regionally and nationally.</li> <li>(ii) SPARK has helped to reset the IQVIA conversation and they are keen to meet with LHP to discuss future collaboration.</li> <li>(iii) The LHP Executive Team Away session discussed the LHP SWOT and how LHP can tackle its current threats and weaknesses. A campaigns plan has been produced and LHP will develop more effective business planning for the next year.</li> <li>(iv) There have been some further collaborative bid developments within LHP's informatics/digital programme, in particular in relation to a call from HDR UK. The Liverpool bid project team has been invited for interview and it was noted that this is now the only bid from the north for HDR UK.</li> <li>(v) LHP continues to work closely with LCA on the Civic Data Trust.</li> </ul> <p>The Board <b>NOTED</b> the CEO's report and the good progress being made across LHP.</p>	<p>NG/DL</p>

5.	<p><b>Cardiovascular update</b></p> <p>Professor Greg Lip delivered a presentation to highlight work in LHP’s Cardiovascular (CVD) Programme, including the Liverpool Centre for Cardiovascular Science (LCCS).</p> <p>It was noted:</p> <ul style="list-style-type: none"> <li>(i) CVD is broad in scope, covering a range of translational, mechanistic and clinical studies, bridging primary, secondary and patient care.</li> <li>(ii) There are many cross-cutting themes where CVD is central and cardio-oncology is one of the widest growing themes in the CVD field.</li> <li>(iii) Professor Lip and colleagues are running a number of global health trials in Atrial Fibrillation, several NIHR studies are open in the EU and there are now studies in Thailand and Korea.</li> <li>(iv) Looking 2 years ahead, work within the theme is likely to bring about guidelines for management. Professor Lip is already working with local STPs around implementation of AF findings.</li> <li>(v) There is work in progress to align with the CRN and the CVD team is happy to collaborate with CRN, Innovation Agency, LHP and LCCS to ensure wider system working.</li> <li>(vi) The CVD team is being proactive around project and fellowship applications with the BHF. Professor Lip is inviting BHF for another visit to see progress. There is also local representation from BHF at the newly established CVD Community Engagement and Involvement taskforce.</li> </ul> <p>The Board <b>NOTED</b> the progress made by the CVD theme.</p>	GL/JT/DL/ LM
6.	<p><b>BRC Operational and Communications Plan</b></p> <p>This paper was requested by the LHP Board to clarify the future BRC bid process.</p> <p>It was noted:</p> <ul style="list-style-type: none"> <li>(i) A small steering group had been developed in UoL and this will now be expanded to involve NHS colleagues. The aim is to align interests so that the Liverpool BRC is one that all partners support.</li> <li>(ii) Between August and September, the group will define and narrow down what the focus of the BRC is.</li> <li>(iii) Work is ongoing to look at structures within other BRCs, with a proposal to build a Shadow BRC in Liverpool. There may be a request for some LHP reserves later in the year in order to help pump prime this, and especially in the area of PPIE.</li> <li>(iv) The paper includes a one-page summary of key messages around the BRC, for use by colleagues and, in particular, for when lobbying for Liverpool.</li> <li>(v) A paper will be brought to September Board with a clear rationale around the priorities; a proposal to use some LHP reserves for pump priming.</li> </ul> <p>The Board <b>NOTED</b> the clarification and that a further update will be provided in September.</p>	DL/William Hope
7.	<p><b>Liverpool City Region Civic Data Trust update</b></p> <p>Professor Tony Marson updated the Board on the Civic Data Trust and two other interrelated projects.</p>	

	<p><i>Civic Data Trust:</i></p> <p>It was noted:</p> <ul style="list-style-type: none"> <li>(i) LHP continues to work with LCA around how to pull together health and social care data, how this is well governed and how best to work with the public. The system that is being created will allow increased working with industry and local tech companies.</li> <li>(ii) A Full Business Case is being drawn up for LCA’s October External Panel, but first they will receive the outline plan (already approved internally by LCA) on 7<sup>th</sup> August.</li> <li>(iii) LHP is engaging with local trusts, SMEs and local businesses to pull the bid together.</li> </ul> <p>PW offered to send TM some information regarding high performance computing content.</p> <p><i>Joint Intelligence Service (the “K” of LHP SPARK):</i></p> <p>It was noted that:</p> <ul style="list-style-type: none"> <li>(i) This proposal is to try and pull together analysts from across LHP into SPARK with a suggestion that organisations identify individuals who could provide 25% of their time. Examples of data could include coding admissions, length of stay, prescribing data etc. Easy to look at patient flow within the system. This has been done for epilepsy.</li> <li>(ii) LHP is working with LCCG, and Helen Duckworth specifically.</li> <li>(iii) The proposal is for a business intelligence function to be established within LHP, working with AIMES around the infrastructure, with analysts coming from within LHP.</li> </ul> <p><i>Digital innovation Hub:</i></p> <p>It was noted that this was a bid that had been developed in response to a call from HDR UK and has some overlap with the CDT, with a focus on multimorbidity. An interview date has been set. Professors Iain Buchan (LHP/UoL) and Paula Williamson (UoL) will be co-directors if the bid is successful and it is the only bid for HDR UK in the North.</p> <p>The Board <b>AGREED:</b></p> <ul style="list-style-type: none"> <li>(i) To support the critical tasks that are now required to complete the full business case for LCA and to establish the CDT.</li> <li>(ii) This will include supporting work around governance and it was noted that there is an existing data sharing agreement already signed that could possibly be looked at and amended.</li> <li>(i) To approve the concept of a Joint Intelligence Service for LHP and to support the work in establishing this.</li> <li>(ii) Rather than provide 25% data analyst staff time at this early stage, to nominate individuals to join a data analysts group to discuss a Joint Intelligence Service for the use of the partners. Nominations should be sent to Dr Charlie Orton and Professor Iain Buchan. The results of this discussion will be brought back to the Board.</li> </ul>	<p>PW</p> <p>ALL</p> <p>IB/TM/SW</p> <p>ALL</p> <p>ALL</p>
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8.	<p><b>Liverpool SPARK Q1-Q2 Implementation Plan</b></p> <p>The Board received the paper and it was noted that:</p> <ul style="list-style-type: none"> <li>(i) 80-95% staff will be mobilised by the end of September. Staff that are already coming together now are happy in their new environment.</li> <li>(ii) From the 13 May all Edge studies will be SPARK studies.</li> <li>(iii) A workshop took place with the Operational Executive group to identify four core KPIs. They are now looking at a dashboard to present these and the Head of SPARK is working with MJ on a statistical process control tool.</li> <li>(iv) A Finance Working Group is being set up to look at a single costing model and tariff and all DoFs have been written to.</li> <li>(v) By Q2 it is expected that there will be a full complement of staff; SoPs will be in place; an Organisational Development Programme will be in place; the launch event will take place on 23 October. Finally, SPARK is looking at streamlining the sponsorship process and will have a first iteration of a costing model.</li> </ul> <p>MJ delivered a presentation to further discuss SPARK and the importance of LHP, NHS and HEI, NIHR Infrastructure and LCTC working together.</p> <p>It was noted that LHP needs to adopt the right culture and research can underpin “The Triple Win” of HEIs/NHS. Specifically, LHP SPARK needs to:</p> <ul style="list-style-type: none"> <li>1. function as a single integrated system</li> <li>2. develop a cross system performance management function for research delivery</li> <li>3. build research capacity and capability</li> <li>4. promote resourcing research activity</li> <li>5. speak in one voice about plans</li> </ul> <p>LHP will assess where bottlenecks exist in the system around set-up time.</p> <p>In regard to increasing research capacity/capability, it was commented that help is needed to resource research time, utilise PAs etc. It is also important to ensure that staff as a team in SPARK feel passionate about trials.</p> <p>It was <b>AGREED</b> that:</p> <ul style="list-style-type: none"> <li>(i) LHP will bring the IA, ARC and CRN into this work.</li> <li>(ii) The five points should be discussed at the R&amp;D Directors forum where R&amp;D Directors can work as a community on this agenda. CEOs will support this as an agenda of this forum.</li> <li>(iii) In the short term, LHP will develop the performance management function for research delivery.</li> </ul>	<p>MJ/SC</p> <p>MJ ALL CEOs</p> <p>MJ</p>
9.	<p><b>Partnership Research Strategies and Future Commitments</b></p> <p>The Board received the paper which included the recommendation for partners to include a series of statements in their organisation’s research strategies.</p> <p>It was noted:</p> <ul style="list-style-type: none"> <li>(i) All NHS trust strategies cite LHP and supportive statements around collaboration and partnerships.</li> <li>(ii) Strategies such as AHSN, CRN etc and any other policies have not yet been</li> </ul>	

<p>10.</p>	<p>looked at however, members were asked to contact CO if there are any significant strategies they feel would be useful to include.</p> <p>(iii) The statements are important in that they provide the vehicles about provision of time and use of PAs etc.</p> <p>(iv) There is a need to think about how CRN, IA, ARC and LHP work better together with a common purpose.</p> <p>It was <b>AGREED</b> that members will take statements back to their Boards to discuss incorporation into research strategies and will feed back to CO.</p> <p><b>LHP Strategy Development: Business Planning Process</b></p> <p>MJ delivered a presentation to introduce a new aspect to LHP’s strategy, which will mean embracing the full range of health determinants and moving away from the more specific area of biomedicine.</p> <p>This will help broaden the scope of LHP, is more inclusive and helps with development of new educational offers, potentially opening up more funding opportunities.</p> <p>It was <b>AGREED</b> that:</p> <ul style="list-style-type: none"> <li>(i) LEP has set up a Health Inequalities Board and LHP should explore if it can feed into this group.</li> <li>(ii) There will need to be balance in the strategy between biomedicine and wider determinants.</li> </ul> <p>The Board <b>APPROVED</b> the process and strategy.</p>	<p>ALL</p> <p>MJ</p>
<p>11.</p>	<p><b>LHP Communications Plan</b></p> <p>The Board received and <b>APPROVED</b> the LHP Communications Plan.</p>	<p>MJ</p>
<p>12.</p> <p>13.</p>	<p><b>LHP Governance Committee Minutes (07/2019)</b></p> <p>The Board <b>NOTED</b> the recommendations from the Governance Committee.</p> <p>LM (i) commented that the Innovation Agency was hoping to move into the SPINE with CRN and LHP.</p> <p><b>12.1 Corporate Governance Manual update</b></p> <p>The Board noted the changes to the LHP Corporate Governance Manual.</p> <p>The Board <b>APPROVED</b> the refreshed Corporate Governance Manual on recommendation from the Governance Committee.</p> <p><b>Appointment of NHS Host for LHP</b></p> <p>Mike Ludbrook attended from MIAA. Members with an interest were not authorised to comment on the discussion.</p> <p>LHCH NHSFT were recommended by the Governance Committee as the preferred bidder, (scoring ratio 70% Quality: 30% Cost). There will now be a 10-day standstill period between appointment of bidder, finalising the contract and taking the process forward.</p>	<p>MIAA/SWr</p>

14.	<p>The Board <b>APPROVED</b> the recommendation for LHCH to become the new NHS host of LHP.</p> <p><b>LHP Finance Report</b></p> <p>The Board received the report.</p> <p>It was noted that:</p> <ul style="list-style-type: none"> <li>(i) There is a saving on pay, mainly due to phasing of new staff appointments, of approximately £120k in Q1.</li> <li>(ii) Edge Hill has now been built into the budget.</li> <li>(iii) There is likely to be a full year projection of a break-even position.</li> <li>(iv) Further VAT savings will be generated if LHP moves to NHS host in October.</li> </ul> <p>The Board <b>NOTED</b> the finance report.</p>	
15.	<p><b>Any Other Business</b></p> <p>No other business was noted.</p>	
16.	<p><b>Key Messages from the Board</b></p> <p>Key messages will be circulated in due course.</p>	
17.	<p><b>Next Meeting</b></p> <p>16 September 2019, 10:00-12:00 at the Derby Suite, Foundation Building, University of Liverpool. L69 7ZX.</p>	