

BOARD OF DIRECTORS

Friday 29 November 2019

Derby Suite, Foundation Building, University of Liverpool

MINUTES

Chair	Dr Neil Goodwin	NG	LHP
Partners	Prof Zarko Alfirevic	ZA	University of Liverpool
	Seth Crofts	CA	Associate Dean for Research & Innovation, Edge Hill University
	Dr Cecil Kullu	CKu	Merseycare NHS FT
	Professor David Laloo	DL	Director, Liverpool School of Tropical Medicine (LSTM)
	Jan Ross	JR	Director of Operations & Strategy, The Walton Centre NHSFT
	Louise Shepherd	LS	CEO, Alder Hey Children's Hospital (ACH) NHS FT
	Jane Tomkinson	JT	CEO, Liverpool Heart & Chest (LHCH) NHSFT
In attendance	Dr Dawn Lawson	DL	CEO, LHP
	Roger Bickerstaff	RB	UoL Finance Dept., LHP Company Secretary
	Dr Mark Jackson	MJ	Director of Delivery and Performance, LHP
	Dr Rachel Joynes	RJ	Director of Research Infrastructure and Education, LHP
	Caroline Keating	CK	Director of Corporate Services, LHP
	Dr Liz Mear		CEO, Innovation Agency
Guests	Professor William Hope	WH	Antimicrobial Pharmacodynamics and Therapeutics, Department of Molecular and Clinical Pharmacology, University of Liverpool
	Elizabeth Collins	EC	Programme Director, Infection, LHP

DECISIONS MADE

- The draft Communications Strategy would be submitted to the next meeting in January 2020
- A Task & Finish Group to be set up to look at the learning from the unsuccessful application to be a Patient Recruitment Centre
- Recommendations regarding hosting arrangements to be submitted to the Board for approval in January 2020
- Statutory Accounts approved, subject to final wording regarding going concern'
- Management Accounts approved to end October 2019

Ref	Item	Action
PRELIMINARY BUSINESS		
1.	Apologies for Absence Received from Liz Bishop (Clatterbridge Cancer Centre); Hayley Citrine (Walton Centre); Raphaela Kane (Liverpool John Moores University); Louise Kenny (University of Liverpool); Jan Ledward (Liverpool CCG); Tony Marson (LHP); Joe Rafferty (MerseyCare); Kathryn Thomson (Liverpool Women's); Steve Warburton (Liverpool University Hospitals)	
2.	Declarations of Interest JTomkinson – CEO, LHCH – Item 8 (Hosting Update)	
3.	Minutes of the Previous Meeting (16 September 2019) Minutes from the last meeting were APPROVED as a correct record. The Action Log was reviewed and noted. Matters Arising <ul style="list-style-type: none"> • Communications Review – Update: The review will support the development of LHP's communications strategy in conjunction with internal and external stakeholders, including the Comms Leads of LHP's partner organisations. <p style="text-align: center;">The Board NOTED the update and agreed to receive the draft Communications Strategy at its meeting in January 2020.</p>	CK
4.	Chief Executive's Report DL highlighted the following key points: <ul style="list-style-type: none"> • LHP moving from 'reset' to delivery: LHP was actively planning and managing programme delivery and also submitting bids for research and informatics infrastructure. There were still significant challenges across the whole system to tackle historical poor research activity but with SPARK now 'live' following its successful launch in October, this presented increased opportunities to change processes 	

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	<ul style="list-style-type: none"> • National Institute for Health Research (NIHR) Patient Recruitment Centre (PRC) Application: although unsuccessful, largely due to not having a track record, the outlook for addressing this was increasingly positive as LHP continued to work collaboratively as defined in LHP’s Organisational Strategy (c.f. <i>Item 5 below</i>). • IQVIA/Northern Prime Site Initiative: the aim was for Liverpool and the wider NW Coast CRN region to be included in the second phase of this initiative in six months’ time; a response was awaited. <p>LS asked whether there would be an opportunity to reflect on the PRC application and take forward the learning, including assessing the risk of submitting aspirational bids. It was suggested that a task & finish group could be set up to address this.</p> <p>The Board NOTED the CEO's report.</p>	<p>MJ</p>
STRATEGIC CONTEXT AND DEVELOPMENT		
<p>5.</p>	<p>LHP Organisational Strategy</p> <p>MJ presented the draft Strategy to the Board and advised that all partner organisations would be asked for their input prior to the final version being submitted to the Board for final approval in January 2020.</p> <p>The Board discussed the Strategy and raised the following points:</p> <ul style="list-style-type: none"> • Further development with Innovation: LM welcomed the IA’s involvement and asked for the work to be scheduled as a priority. LS agreed that a session with the relevant teams would be helpful. • 20% of 20% (research time) campaign: it was agreed this was important to increase research capacity and capability, but would need to be carefully introduced due to operational pressures. <p>The Board SUPPORTED the development of the strategy</p>	<p>MJ</p> <p>RJ</p>
<p>6.</p>	<p>AHSC Application – Update</p> <p>NG advised the Board that the timing for this application was not ideal in LHP’s evolution and, therefore, was not guaranteed to be successful. However, an application would reinforce LHP’s assertion that Liverpool and the wider region was positively developing inter-organisational working and its reputation.</p> <p>RJ presented a summary of the application which built upon LHP’s strategy, approach and ambition. It would contain three examples of translating findings from research into health benefits, showing how the AHSC would act as a system leader for innovation and good practice.</p>	

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	<p>The Board raised the following points:</p> <ul style="list-style-type: none"> • Published metrics to assess the ASHC’s excellence in research, health education and patient care: these metrics had not changed since 2008 although wider health determinants had been brought in. Local strength in engineering, computer science and public health gives the application a wider potential remit to include. Metrics from all partner organisations would be used in the bid and, combined, were seen as stronger than a year ago • Clinical Research Facilities (CRF): these would be identified as part of the existing infrastructure across the partnership. SPARK would also be included, demonstrating how this was addressing some of the challenges • Associated organisations: aligning entities such as the CRN and ARC to the AHSC vision was critical and discussions were underway to effect this. <p>The Board received a presentation on the AHSC Designation summary metrics and noted the improvements since the last submission, including how metrics would be presented differently.</p> <p>RJ highlighted some of the key strengths and challenges in the metrics in Research, Education and Clinical Quality. She advised the Board that the overarching message would be of LHP Partners driving change across the City.</p> <p>The Board noted that the application was confidential and should not be circulated wider at this stage but comments were welcome as soon as possible. NG advised that a meeting had been scheduled the following week to take the final decision whether to apply. At this stage, the assumption was that an application would be submitted by 11 December 2019.</p> <p>The Board NOTED the presentation and AGREED to support an application.</p>	<p style="text-align: center;">ALL</p> <p style="text-align: center;">RJ</p>
7.	<p>Biomedical Research Centre (BRC) Status - Update</p> <p>The Board welcomed the key points in WH’s presentation on progress to date, including the internal launch within the University of Liverpool of the Centre of Excellence in Infectious Diseases Research (CEIDR), the shadow structure for the BRC, and key posts advertised. WH advised the Board of the plans for the next 18 months with the narrative being focussed on Antimicrobial Resistance (AMR) in its broadest sense i.e. it will include prevention in the use of antibiotics, to fully exploit Liverpool’s</p>	

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	<p>strength in global-local interplay. Although largely a research agenda, the civic element would ensure pull through into services with the right drug, at the right dose, for the right person. The aim was ultimately for a new national centre to be developed for the treatment of patients with MDR/XDR infections.</p> <p>The Board raised the following points:</p> <ul style="list-style-type: none"> • CEIDR ‘relaunched’: the aim was to expand the existing structure with academic leadership in place. It was suggested that a trajectory demonstrating the partnership work that now underpins the BRC would be helpful • A whole ‘Liverpool’ BRC Bid: identification of assets in the City would complement the bid. LHP’s support in this and the overall governance was suggested. Details of these would be included in the update to the Board in January • Patient recruitment numbers – it was crucial that the issue of low numbers was addressed. It was noted that the role of the Clinical Research Network (CRN) was critical and that partner engagement with the CRN workshop in February 2020 would be helpful. It was also suggested that all partners should complete the CRN Survey recently circulated. <p>The Board supported stakeholder engagement through a series of town hall-style meetings.</p> <p>The Board NOTED the progress made.</p>	<p>WH</p> <p>WH</p> <p>ALL</p>
GOVERNANCE AND ORGANISATIONAL DEVELOPMENT		
8.	<p>Governance Committee Minutes (14 November 2019)</p> <p>The Board noted the minutes and discussed the following items, submitted to the Governance Committee earlier in November:</p> <ul style="list-style-type: none"> • Governance Review – Update • Hosting Update <p>The Board discussed the update with JT expressing some concern of the financial implications i.e. on-going VAT costs arising from the delay to the transfer of the hosting arrangements. In response to a query regarding the issues that needed to be addressed, CK confirmed that these were in relation to the detail of the governance arrangements including the wider implications arising from the proposed change in LHP’s ownership.</p> <p>The Board NOTED the updates and agreed to receive final</p>	<p>CK</p>

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	recommendations at its meeting in January.	
9.	<p>Performance</p> <p>LHP Performance Dashboard</p> <p>MJ advised that performance reviews had been scheduled with all programme leads, the outputs of which would inform the further development of the dashboard.</p> <p>The Board was advised of the latest position regarding potential new members and discussed some areas of concern, including CRN performance which was considered to require urgent attention.</p> <p>The Board was advised of a system failure with collecting reputational data. This had now been rectified.</p> <p>The Board NOTED the dashboard and the progress made.</p>	
10.	<p>Finance</p> <p>The Board received the following documents:</p> <ul style="list-style-type: none"> <p>• Statutory Accounts for year ending 31 March 2019</p> <p>RB advised that finalising of the accounts was subject to the wording in relation to going concern which would be agreed with the external auditors. It was agreed that the wording would be circulated to the Board for final approval, enabling the final accounts to be signed off and submitted.</p> <p>The accounts for the remaining period i.e. to end January 2020 would be submitted to the Board for approval in March.</p> <p>• Management Accounts to end October 2019</p> <p>RB highlighted the key points of the accounts, concluding that they showed LHP to be in a healthy position.</p> <p>JT requested that LHP partners confirm their agreement in writing to the commitment to a 5 year membership. This would likely involve a change to the Members Agreement.</p> <p>The Board APPROVED both sets of accounts</p>	<p style="text-align: center;">RB</p> <p style="text-align: center;">RB</p> <p style="text-align: center;">CK</p>
CONCLUDING BUSINESS		
11.	<p>Any Other Business</p> <p>On behalf of the Board, NG thanked JT for supporting LHP through her chairmanship of the Governance Committee which was much</p>	

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	appreciated. Due to the conflict of interest regarding the change in hosting arrangements, JT would be stepping down from this role and expressions of interest would be sought from partners before Christmas.	NG
12.	Items for the Strategic Risk Register There were no items identified.	
13.	Date and Time of Next Meeting Friday 31 January 2020 – 1 – 3pm, Derby Suite, Foundation Building, University of Liverpool <i>NB: Board dates for 2020 are under review; new dates will be circulated in due course</i>	

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