

BOARD OF DIRECTORS
WEDNESDAY 16 SEPTEMBER 2020
Via Video Call
MINUTES

Chair	Dr Neil Goodwin	NG	Chairman, LHP
Partners	Mike Gibney, for Hayley Citrione	MB	Dir of Workforce and Innovation, The Walton Centre NHS FT
	Prof. Louise Kenny	LK	Executive Pro Vice Chancellor, University of Liverpool (UoL)
	Joe Rafferty	JR	CEO, Merseycare
	Jenny Hannon for Kathryn Thompson	JH	DoF, Liverpool Women's NHS Foundation Trust
	Jane Tomkinson	JT	CEO, Liverpool Heart and Chest Hospital
	Steve Warburton		CEO, Liverpool University Hospitals (LUH) NHS FT
	Seth Crofts	CA	Pro-Vice Chancellor and Dean Faculty of Health and Social Care, Edge Hill University
	Hayley Citrine	HC	Director of Workforce and Innovation
	David Laloo	PW	Executive Officer, School of Tropical Medicine
	Phil Jennings for Liz Mear	PJ	Deputy Director and Deputy CEO, The Innovation Agency
	Raphaella Kane	RK	Dean of Faculty of Science, Liverpool John Moore's University
	Jan Ledward	JL	Chief Officer, NHS Liverpool CCG
In attendance	Dr Dawn Lawson	DL	CEO, LHP
	Dr Mark Jackson	MJ	Director of Delivery and Performance, LHP
	Dr Rachel Joynes	RJ	Director of Research Infrastructure and Education, LHP
	Frankie Morris	FM	Head of Financial Management, LHCH
	Sarah Wright	SW	Head of Delivery and Performance, LHP
Guests	Carianne Hunt	CH	Programme Manager, Starting Well
	Michael Beresford	MB	Programme Director, Starting Well
	Colin Morgan	CM	Deputy Programme Director, Starting Well

DECISIONS MADE AND ITEMS NOTED AND APPROVED BY THE LHP BOARD:

- The LHP Board minutes of 20 July 2020 were **approved** as an accurate record.
- The Board **noted** the good news about the region's national reputation stemming from Covid-19 research and vaccines trials, and **NOTED** the CEO Report.
- It was **NOTED** that the Finance Performance and Risk Committee papers from 11.09.20 were approved by the Chair and would be circulated to the Board.
- It was **noted** that in the last six months the Starting Well programme has supported more than £3.5 million grant submissions and the theme's programmes have developed good collaborations city-wide. The board **NOTED** the Starting Well presentation and **agreed** the Programme team would link with RK from LJMU in order to discuss work around Advanced

Clinical Practice. It was **noted** that Health Education North West is setting up a Faculty of Advanced Clinical Practice. The team will also link in with the Innovation Agency regarding maternity and mental health service. The team will present to LHP Board in one year's time.

- It was **agreed** that RJ will meet with LS to discuss setting up a forum around innovation and the Board **NOTED** the Innovation paper.
- The Board **SUPPORTED** the recommendations in the LHP Reset plan paper.
- The Board **NOTED** the exceptions and risks outlined in the Performance and Risk Report.
- The Board **approved** the End of Year review noting that the LWH logo be adjusted to the corporate log.
- It was **noted** that the University of Liverpool has reaccredited their Centres of Excellence as designated Centres and the Board **APPROVED** the proposal for LHP to adopt those Centres where there is mutual benefit with the LHP programmes. The process would also be implemented should other HEI's accredit their own Centres where similar benefits exist.
- The Board **APPROVED** the Finance Report (to June 2020)

Ref	Item	Action
1	Apologies for Absence	
	<p>Apologies were received from the following members:</p> <ul style="list-style-type: none"> • Hayley Citrine, (CEO, The Walton Centre NHS FT) – nominated Mike Gibney, Director of Workforce and Innovation • Liz Mear (CEO, The Innovation Agency) – nominated Phil Jennings, Deputy Director and Deputy CEO) • Liz Bishop • Professor Tony Marson, Director of Research Programmes, LHP 	
2	Declarations of Interest To receive declarations of interest in agenda items and/or any changes to the register of directors' declarations of interest. None noted.	
3	<p>Minutes of the Previous Meeting (20 July 2020)</p> <p>The Minutes of the last meeting were APPROVED as an accurate record.</p> <ul style="list-style-type: none"> • Action Log update <p>Risk Assessment of the impact of COVID-19 on the LHP Business Plan</p> <p>It was NOTED that DL and Tony Marson (TM) had a follow up meeting with Jackie Benet of the Cheshire and Merseyside Partnership where it had been agreed that data and informatics could be a good area to begin collaboration. This was a good first step looking at aligned areas to focus on. ACTION: TM is following up with Jackie and an update will be provided at next Board meeting.</p>	TM
4	The Board received the CEO update.	

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	<p>It was NOTED that:</p> <ul style="list-style-type: none"> (i) LHP is committed to capitalising on the learning from the impact of COVID-19, which had exposed areas of weakness and strategic gaps. Part of the reset process will be able to capture part of this learning. (ii) It was worth reflecting on the significant progress that has been made via the STOP COVID Command process and that NIHR CRN NWC remains at number six nationally for recruitment to Covid and vaccines trials. (iii) The CEO update included the final version of LHP’s rebrand (appended to the report). This new branding signifies a step change in LHP’s confidence to collaborate within the system, and this is bolstered by LHP’s new appointment of LHP Communications Manager , Melanie Harvey, who started in August, (iv) The work around organisational development continues to develop in LHP. There are a couple of changes in the immediate environment and LHP needs to cement the collective leadership piece of work. This also links to the talent management consent item on the agenda, to enable LHP to perform as a high performing team. Regular progress reports will be provided to the Board. <p>The Board NOTED the good news about the region’s national reputation regarding Covid and vaccines trials and NOTED the CEO Report.</p>	
5	<p>Strategy and Operations:</p> <ul style="list-style-type: none"> • Starting Well presentation – Carianne Hunt, Colin Morgan, Michael Beresford <p>MB and CH updated the committee and commented:</p> <ul style="list-style-type: none"> (i) Since they last presented to the Board in March 2019, the team has been building a proactive and collaborative Starting Well community across all members of LHP, acknowledging a life course approach. An evidence-based approach has been key to this and to collect the thoughts of the Starting Well community on the objectives of the Programme. (ii) In order to achieve the three objectives set, the Programme team conducted an adapted Delphi study to develop and inclusive and meaningful strategy. The consultation process drew out three domains and five core programmes of work. (iii) At the start of 2020 there was a first wave of communicating the strategy to all partners. COVID-19 did impact on delivery, however the team was able to support grant applications and other activity in the short term. It also allowed the programme to adapt to COVID-19 and try out different ways of working. (iv) Part of these new ways of working included holding knowledge broker workshops to explore some potential ideas for projects. These workshops also identified who might contribute to the membership of the Starting Well Strategic Leadership and Oversight Groups. <p>It was NOTED that in the last six months the Starting Well programme has supported more than £3.5 million grant submissions. This highlights already the good level of collaboration in support of delivering the 5 Starting Well programmes, which have included working with Conor Malluci in mental health (in particular, adolescent mental health).</p>	

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	<p>It was also NOTED that the programme has developed good collaborations across the city region, for example with the Children’s Transformation Board, UNICEF Child Friendly City and partners in C-Gull.</p> <p>The next steps for the programme include:</p> <ul style="list-style-type: none"> (i) Establish the Strategic Leadership and Oversight Groups, to maximise the synergies across the partners and continue to inform and engage with member organisations. The leadership group will also foster early career researchers. (ii) Build research capacity. This will take the form of Advanced Clinical Practice training. Looking at how to develop these modules and key area of focus in the coming months. (iii) Ongoing grant support and developing collaborations, including collaborations with NIHR Applied Research Collaboration NWC (in particular around Community Involvement and Engagement) and as part of the Hugh Greenwood Programme. (iv) Holding a Liverpool Women’s Hospital Research Workshop. (v) Establishing a Community Research Group across AHCH NHS FT and MC NHS FT. <p>NG commented on the impressive integration of the Programme across the system. LS further commented that work on the Programme felt strongly collaborative and created a lot of energy and was the best evidence of a research programme with a service transformation programme that she has been involved in. It was noted that there would be a Starting Well theme as part of the Integrated Care System.</p> <p>Finally MB congratulated the Programme Management team at LHP for their efforts.</p> <p>It was AGREED:</p> <ul style="list-style-type: none"> (i) That the Programme team link in with RK from LJMU in order to discuss work around Advanced Clinical Practice. It was noted that Health Education North West are setting up a Faculty of Advanced Clinical Practice. (ii) That the team also link in with the Innovation Agency regarding maternity and mental health service. (iii) The team present to LHP Board in one year. <p>The Board NOTed the presentation</p> <ul style="list-style-type: none"> • Innovation <p>The Board received the paper from Dr Joynes.</p> <p>It was NOTED that:</p> <ul style="list-style-type: none"> (i) In spite of COVID-19, it has been busy behind the scenes trying to be agile and meet the needs of the LHP Business Plan in order to develop the innovation pipeline, building on partnerships and new collaborative and working with the Innovation Agency. (ii) Work is ongoing within LHP, via both programme work and also wider working with partners and within the wider system. (iii) there is a proposal to bring in a single point of access for Innovation which would work like SPARK, to grow knowledge broker activity and link all relevant 	<p>MB RK</p> <p>MB PJ</p> <p>Starting Well</p>

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	<p>stakeholders in whilst providing a generic enough mechanism to promote that activity.</p> <p>(iv) LHP has so far supported 8 grants within this area and work has been in areas including mental health and digital pathology.</p> <p>(v) The next steps will be how LHP formalises the approach and SPARK is looking to develop this; also how to integrate programme level activity with other member initiatives and activity (which will be facilitated by the join Innovation post with the Innovation Agency).</p> <p>(vi) The wider system working with the Innovation Agency has allowed LHP to make the innovation system real. LHP is also working with the Combined Authority to develop a few projects. LHP's role will be to facilitate alignment, reduce duplication and identify relevant stakeholders etc.</p> <p>PJ commented that the Innovation Agency recognizes that it cannot deliver this on their own and that there is lots of opportunity to work together with LHP and ARC NWC.</p> <p>LS commented that it was important to ensure the system is aligning all of its efforts in the city region and important to consider how LHP can be a partner with the LCR in terms of health and life sciences. There will need to be a route for people to share these ideas.</p> <p>ACTION: It was AGREED that RJ will meet with LS to discuss setting up a forum around innovation.</p> <p>The Board NOTED the paper.</p> <ul style="list-style-type: none"> • LHP Reset Plan <p>The Board received the paper which was a progress update on the four recommendations from the July paper.</p> <p>It was NOTED:</p> <p>(i) There is progress around the concept of the Scientific Strategy Advisory Group and the leadership group development in LHP and consultations are taking place with a number of scientific advisory boards as to how to structure this. Consultation is ongoing with the Command structures, HEI partners, and our programmes as to how to take the committee forward, which will be independent of LHP although supported by LHP.</p> <p>(ii) There is recognition of the need to maintain aspects of the STOP COVID structure for each programme's governance, whilst acknowledging that each programme is different and the need to be agile and flexible.</p> <p>(iii) Mapping of the programmes against the overarching themes is ongoing and due to be completed by November.</p> <p>(iv) There needs to be a continuance of STOP COVID but also transitional plans.</p> <p>The Board AGREED the recommendations in the paper.</p>	<p>RJ LS</p>
6	<p>The Board received the Performance and Risk Report.</p> <p>It was NOTED that:</p> <p>(i) Gaps in previous iterations of dashboard are being completed.</p>	

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	<p>(ii) Recruitment to COVID studies is going very well.</p> <p>(iii) Study set up times continue to make good progress.</p> <p>There were three exceptions and two red rated risks NOTED:</p> <p>(i) Industry collaborations have been impacted through COVID-19. However, some studies are re-starting.</p> <p>(ii) there has been a slight decrease in patient involvement in research, taking results from the National CQC Adult Inpatient Survey. LHP is engaged in the planning of cultural change work around patient and public involvement.</p> <p>(iii) CDC project is delayed due to contractual negotiations but the contract is moving forward.</p> <p>(iv) A red rated risk due to membership growth which is being controlled by the mitigated spending plan, a membership development plan with new member offer that articulates the benefits of membership, the Strategic Leadership Group and the newly developed benefits realisation process currently being implemented.</p> <p>(v) A red rated risk regarding clinical leadership which is controlled by the Strategic Leadership Group and the recently developed Board succession plan being implemented. There is a planned additional PA investment in Director of Research Programmes, Deputy Director of Research Programmes role development and development of an organisation wide talent management programme (consent item).</p> <p>Finally it was noted that review of the first quarter of the LHP Business Plan identified 6 objectives that are amber and one that was red which was related to there being no new income, causing a delay to recruitment of new staff. LHP has however been able to recruit its Communications Manager and Neuroscience and Mental Health Programme Manager.</p> <p>The Board NOTED the report.</p> <ul style="list-style-type: none"> Final Copy - End of Year Review <p>The Board received the final End of Year Review, which had LHP's new tone of voice and branding applied.</p> <p>NG commented that this publication was very well presented.</p> <p>It was NOTED that the LWH logo needs to be adjusted to be the corporate logo.</p> <p>The Board APPROVED the End of Year Review.</p>	<p>MJ</p>

Ref	Item	Action
7	<p>Adoption of Higher Education Institute Centres by Liverpool Health Partners</p> <p>It was NOTED that the University of Liverpool has reaccredited their Centres of Excellence as designated Centres. The paper attempts to clarify the relationship between the Centres and LHP.</p> <ul style="list-style-type: none"> (i) The proposal is that each Centre will be accredited by 1 or more of LHP's HEI partners and that the Centre brings together the NHS and HEIs (ii) There will need to be alignment between the Centre strategy and relevant Programme(s). (iii) LHP will want assurance that there is delivery on those objectives that the programmes have agreed with the Centres. (iv) LHP's Programme Assurance Review process is now in place and LHHP suggests that Centre leadership teams join in on that process with the relevant programme. <p>LK commented that discussions were now at a good place, with a proposal which is flexible and not restrictive.</p> <p>ACTION: RK asked for further information regarding what is being proposed around governance structures and reporting of Centres. RK will pick this up with DL.</p> <p>The Board APPROVED the proposal</p>	<p>RK DL</p>

GOVERNANCE AND FINANCE

8	<p>Finance Performance & Risk Committee – Minutes 11 September July 2020</p> <p>It was NOTED that there were no minutes enclosed and that these would be circulated to the Board. LS confirmed as Chair that she had reviewed the minutes and that they were approved.</p> <p>ACTION: LT to circulate the minutes to the Board and the approved minutes.</p>	<p>LT</p>
9	<p>LHP Finance Report</p> <ul style="list-style-type: none"> • LHP Management Accounts (to June 2020) <p>The Board received the report.</p> <p>It was NOTED that:</p> <ul style="list-style-type: none"> (i) Income is behind plan as a result of not obtaining income from new partners. In line with the mitigation plan, we have not recruited the 	

	<p>new posts.</p> <p>(ii) A few costs are underspent around advertising and training and it is unclear whether this will be recurrent or not as it could be an impact of COVID-19.</p> <p>(iii) Audited accounts from UoL will be completed by the end of September. Following which the transfer from UoL to LHCH will be complete.</p> <p>The Board APPROVED the report.</p>	
10	<p>Items for the Strategic Risk Register</p> <p>No items were noted.</p>	

CONSENT MINUTES (all items 'to approve' unless stated otherwise)

The following items have been read by Board members and no comments or questions received.

© 11	Talent Management	
	This was noted.	

CONCLUDING BUSINESS

12	<p>Any Other Business</p> <p>NG announced that he will be stepping down with effect from March 2021. This will give the Board some time to consider a new Chair. ACTION: Louise Shepherd will lead the partners in discussion around process for recruiting a new Chair.</p> <p>The Board thanked NG for the great contribution that he has made to LHP, setting LHP on a new course and driving forward the new strategy that we have put together.</p>	LS
	<p>Date of Next Meeting:</p> <p>Wednesday 04 November 2020 2-3.30pm (virtual)</p>	

There were no Part II items on today's agenda.

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