

Ref: FOI/00228/CMICB
15 February 2023

Your Request:

If you have established an Elective Recovery Board (or Elective Care Board) as part of the NHS's elective recovery plan, please could you provide me with:

1. A list of all members of your elective recovery board and their titles 2. All elective recovery board meeting agendas and minutes 3. A register of elective recovery board members' interests. Please make clear when this was last updated.

For context, the NHS England recovery plan published in February 2022 notes that "Elective care boards within each integrated care system (ICS) have been established to bring together local providers, including the independent sector, to agree priorities and solve operational challenges." (<https://www.england.nhs.uk/coronavirus/wp-content/uploads/sites/52/2022/02/C1466-delivery-plan-for-tackling-the-covid-19-backlog-of-elective-care.pdf>)

Our Response:

The NHS body with a statutory duty to submit and therefore deliver the NHS Plan in Cheshire and Merseyside is Cheshire and Merseyside ICB. This means that ultimate decision making, responsibility and accountability sits with the ICB, which includes elective recovery.

However, in delivering elective recovery it is necessary for the ICB to work with the NHS Trusts and Foundation Trusts within Cheshire and Merseyside. Supplementing and enacting any individual Trust decision making the acute and specialist Trusts within Cheshire and Merseyside coordinate through the Cheshire and Merseyside Acute and Specialist Trust (CMAST) provider collaborative. Further information on the individual trusts that make up CMAST can be found on our website via the following link:

<https://www.cheshireandmerseyside.nhs.uk/your-health/provider-collaboratives/>

CMAST Leadership Board is made up of the Trust Chief Executives of each of these Trusts. They together with the ICB represent decisions makers, as applicable, with regards to elective recovery. The declarations of interest of all trust chief executives and of the ICB are a matter of public record and are obtainable from the relevant source websites associated with those NHS organisations they represent. NHS Cheshire & Merseyside ICB's Declaration of Interest Register 2022-2023 is available on our website via the following link: <https://www.cheshireandmerseyside.nhs.uk/media/1idld2jn/nhs-cheshire-and-merseyside-declarations-of-interest-register-v50-nov-2022.pdf>

The work on elective recovery is coordinated by the Cheshire and Merseyside Elective Programme Board. However, this Board is not decision making and only has the scope of making proposals or recommendations to the decision-making leadership boards referenced above. As such no independent register of interest is held by the programme. However, please find enclosed the following documents held by the ICB in relation to the Cheshire & Merseyside Elective Programme Board, part of which considers elective recovery:

- *Programme Board Membership Summary*
- *Programme Board Standing Agenda*
- *Programme Board Elective Recovery Action Log*

Enc: *Programme Board Membership Summary*
Programme Board Standing Agenda
Programme Board Elective Recovery Action Log

Programme Board Membership Summary

| Programme Board Membership Summary | | |
|--|-----------------------------------|--|
| Name | Programme Role | Job Title |
| Janelle Holmes | SRO for Elective Recovery (Chair) | CEO, Wirral University Teaching Hospital |
| Sinead Clarke | Strategic Clinical Lead | Associate Medical Director for System Quality & Improvement, Cheshire & Merseyside ICS Medical Lead, Cheshire End of Life Partnership EPaCCS Clinical Lead, Cheshire and Mersey ICS GP, Wrenbury Medical Practice |
| Jenny Briggs | Programme Director | Programme Director - Elective Recovery and Transformation, CMAST Provider Collaborative Associate Director - Attain |
| Linda Buckley | CMAST Lead | Managing Director CMAST Provider Collaborative |
| James Thomson | Link Director of Finance | Director of Finance Clatterbridge Cancer Centre |
| Stephen Hodges | NHSE/I Lead | Transformation Delivery Partner Cheshire and Merseyside NHS England and NHS Improvement – North West |
| Cathy Chadwick | Link Chief Operating Officer | Chief Operating Officer Countess of Chester |
| Sarah Hardy-Pickering | Programme Manager – Outpatients | Cheshire and Merseyside Outpatient Lead NHS England and NHS Improvement – North West |
| Debs Smith | Link HR Director | Chief People Officer, Wirral University Teaching Hospitals NHS Foundation Trust |
| Andy Thomas | Planning Lead | Head of System Delivery Cheshire & Merseyside ICB |
| Nikki Nyhan | Analytics & BI Lead | Senior Programme Manager (System Delivery) Cheshire and Merseyside NHS England and NHS Improvement – North West |
| Harry Rourke | Clinical Lead - Orthopaedics | Consultant Orthopaedic Surgeon Liverpool University Hospitals NHS Foundation Trust |
| Laura Atherden | Clinical Lead - MSK | Consultant Physiotherapist Southport & Ormskirk Hospitals NHS Trust |
| Darren Smith | Clinical Lead - General Surgery | Consultant General Surgeon Wirral University Teaching Hospitals NHS Foundation Trust |
| Rob Calvert | Clinical Lead - Urology | Consultant Urologist Liverpool University Hospitals NHS Foundation Trust |
| Dan Nguyen | Clinical Lead - Ophthalmology | Consultant Ophthalmologist Mid Cheshire Hospitals NHS Trust |
| Rupesh Bagdai | Clinical Lead - Ophthalmology | Community Optometrist |
| Andrew Drakeley | Clinical Lead - Gynaecology | Consultant Gynaecologist, Liverpool Women's Hospital NHS Trust |
| Alfie Bass | Clinical Lead - Paediatrics | Medical Director, Alder Hey Children's Hospital NHS Foundation Trust |
| Srini Vankata | Clinical Lead - ENT | Consultant ENT Surgeon, Wirral University Teaching Hospitals NHS Foundation Trust |
| Richard Azurdia | Clinical Lead - Dermatology | Consultant Dermatologist Liverpool University Hospitals NHS Foundation Trust |
| Stephanie Gallard | Clinical Lead - Dermatology | GP Specialist Dermatology |
| Alex Benson | Clinical Lead - Workforce | Consultant Reconstructive Plastic Surgeon, St Helen's & Knowsley Hospitals NHS Foundation Trust |
| Doug Robertson | Clinical Lead - Outpatients | Consultant Endocrinologist, Mid Cheshire Hospitals NHS Trust |
| Other project and programme leads to be invited upon request | | |

Programme Board Standing Agenda

| Programme Board Standing Agenda | | |
|---------------------------------|--|--|
| | Item | Lead |
| 1 | Introductions, notes and apologies | Chair |
| 2 | Part 1: Elective Recovery updates: <ul style="list-style-type: none"> - Theatres - Waiting times - Outpatients - Workforce - Diagnostics - Health inequalities - Performance datapack - Risk log review | Leads for programme areas |
| 3 | Part 2: Clinical Pathway Transformation Updates: <ul style="list-style-type: none"> - Orthopaedics - ENT - Dermatology | Leads for programme areas |
| 4 | Part 3: Specialty Highlight Reports: <ul style="list-style-type: none"> - Ophthalmology - Urology - General Surgery - MSK - C2Ai / Sapien - Gynaecology - Paediatrics - Teledermatology | Clinical leads and programme managers by exception |
| 5 | Part 4: Any other business | |

Programme Board Elective Recovery Action Log

| Programme Board Action Log Extract (1 year) | |
|---|--|
| Date | Action |
| 08/02/2022 | Share teledermatology progress with national team for press release. |
| 08/02/2022 | Distribute the publication for tackling Covid-19 backlog in elective care following the meeting. |
| 08/02/2022 | Prepare planning timetable for ICB level modelling in the next two weeks. |
| 08/03/2022 | Share good practice in infection control with hubs since the changes in Covid guidelines may call for a different approach to managing at-risk patients coming into hubs from different referring hospitals. |
| 16/05/2022 | More detailed discussion on risk log at the next programme board |
| 14/06/2022 | Delivery plan to be developed for Amity, to include strategic process for onboarding patients and services. Link with clinical leads group. Conversations regarding links between transformational workstreams and digital roll-out to continue at bi-weekly digital/elective meeting. |
| 14/06/2022 | Latest workforce data relating to sickness absences to be presented at June programme board. Update risk |
| 14/06/2022 | Monitor staff moves to private sector and provide data on workforce risks and present at July programme board. |
| 14/06/2022 | Investigate impact of changes to public behaviours and referral patterns - report back at next meeting |
| 14/06/2022 | Risk register updated to be circulated to programme board members for virtual sign-off |
| 21/07/2022 | Theatre productivity will be a standing agenda item for programme board. |
| 21/07/2022 | Community waiting list recovery to be included on the September programme board agenda |
| 13/12/2022 | Written update on the Amity rollout to next programme board |
| 13/12/2022 | Add updates on the North Mersey and Cheshire hub from January 2023. |
| 13/12/2022 | Schedule update at programme board in January 2023 regarding Surgery Hero and Sapien use outside acute Trusts and minimum data submissions from acute Trusts. |