

**Draft Minutes of the Council of Governors' Meeting held in public  
on Thursday 12 November 2020 from 5pm – 7pm via video conferencing**

PRESENT:	Mark Lam	Trust Chair
Governors:	Patrick Adamolekun	Staff Governor
	Viv Ahmun	Appointed Governor, Voluntary Sector
	Victoria Aidoo-Annan	Staff Governor
	Dawn Allen	Public Governor, Bedford Borough
	Roshan Ansari	Public Governor, Tower Hamlets
	John Bennett	Public Governor, Tower Hamlets
	Shirley Biro	Public Governor, Newham
	Robin Bonner	Staff Governor
	Steven Codling	Public Governor, Central Bedfordshire
	Katherine Corbett	Staff Governor
	Laura Jane Connolly	Public Governor, Rest of England
	Terry Cowley	Public Governor, Tower Hamlets
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Darlene Dike	Public Governor, Hackney
	Mark Dunne	Staff Governor
	Tee Fabikun	Public Governor, Newham
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Adam Forman	Public Governor, Hackney
	Obayedul (Arif) Hoque	Public Governor, Tower Hamlets
	Tony Isles	Staff Governor
	Carol Ann Leatherby	Public Governor, Newham
	Reno Marcello	Public Governor, City of London
	Khtija Malik	Appointed Governor, Luton
	Eve McQuillan	Appointed Governor, Tower Hamlets
	Beverley Morris	Public Governor, Hackney
	Jamu Patel	Public Governor, Luton
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Sebastian Taylor	Public Governor, Hackney
	Ernell Watson	Public Governor, Newham
	Jim Weir	Appointed Governor, Bedford Borough
	Lilu Wheeler	Staff Governor
	Aidan White	Public Governor, Newham
	Paula Williams	Public Governor, Luton
	Keith Williams	Public Governor, Luton (Deputy Lead Governor)
IN ATTENDANCE:		
Member:	Ivor Parrish	Member
	Mary Phillips	Former Staff Governor
	Sheila O'Connell	Former Staff Governor
	Zara Hosany	Former Staff Governor (Lead Governor)
	Julian Mockridge	Former Staff Governor
	Neil Wilson	Former Appointed Governor, Education
IN ATTENDANCE:		
Staff:	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Interim Chief Executive
	Anit Chandarana	Non-Executive Director
	Ken Batty	Non-Executive Director

Richard Fradgley	Director of Integrated Care
Paul Gilluley	Chief Medical Officer
Philippa Graves	Chief Digital Officer
Jenny Kay	Senior Independent Director
Tajmina Khanam	Governors and Membership Apprentice
Norbert Lieckfeldt	Corporate Governance Manager
Cathy Lilley	Director of Corporate Governance
Nicola McCoy	Corporate Secretariat Manager
Meena Patel	Membership Officer (Minutes)
Stephanie Quitaleg	Senior Executive Officer
Amar Shah	Chief Quality Officer
Lorraine Sunduza	Chief Nurse
Eileen Taylor	Vice Chair

APOLOGIES:	Zulfiqar Ali	Appointed Governor, Newham
	Caroline Ogunsola	Staff Governor
	Brian Spurr	Appointed Governor, Central Bedfordshire

ABSENT:	Phillip Ross	Public Governor, Tower Hamlets
	Mark Underwood	Public Governor, Central Bedfordshire
	Rehana Ameer	Appointed Governor, City of London

## 1. Welcome

- 1.1. Mark warmly welcomed everyone to the meeting which included new Governors and Governors who stepped down on 31 October 2020.
- 1.2. Mark reminded everyone of the Trust's values: We Care, We Respect and We Are Inclusive and asked all to ensure they were applied throughout the meeting.
- 1.3. Mark advised that the meeting is being recorded for the sole purpose of supporting minute taking, that the recording would not be made public but will be deleted upon the approval of the minutes.
- 1.4. For the benefit of new Governors, Norbert introduced all attendees by name and title.

## 2. Apologies for Absence

- 2.1. Apologies were noted from Governors as recorded in the meeting attendance list above.

## 3. Declarations of Interest

- 3.1. No declarations of interest were received.

## 4. Minutes of the Previous Meeting on 10 September 2020

- 4.1. The public Minutes were **AGREED** as an accurate record.

## 5. Action Log and Matters Arising from the Minutes

- 5.1. Governors noted the updated Action Log. There were no matters arising.

## 6. Covid-19 Update and Discussion (Winter Plans; learning from Covid)

6.1. By Governor request, an in-depth discussion had been scheduled around ELFT's plans to address the situation around Covid-19 and the approaching winter pressures.

6.2. Paul Gilluley gave an update on Covid and reported that:

- Edwin Ndlovu, Chief Operating Officer is now a member of Gold Command for Covid alongside Lorraine Sunduza, Chief Nurse and Paul Gilluley.
- As of today (12 November 2020) 14 service users across inpatient services are Covid positive, ELFT is awaiting the results of 42 swabs for service users. Since the start of the outbreak 144 service users have sadly died from Covid (22 inpatients, 122 in the community) and 115 staff are at home due to Covid related issues.
- Incidents in the community have been rising, but at a much slower rate than during the first wave.
- At present, it is too early to see the impact of the lockdown which started last week.
- Services are preparing for an anticipated second spike to protect staff, service users, cares and communities to ensure everyone receives the care they need while balancing safety issues
- Testing service users and staff for Covid is increasing
- To minimise risk, in the coming weeks asymptomatic staff will be able to test themselves regularly
- Covid vaccinations reported in the news are expected to arrive soon and ELFT is working with its partners to plan a vaccine delivery programme prioritising the delivery of vaccines following national guidance, initially to those most at risk.

6.3. Lorraine Sunduza discussed the challenges of Flu co-circulating with Covid and reported that:

- ELFT is continuing its Flu vaccination campaign and this year the vaccine is being offered to a larger group of services users
- Staff are offered the Flu vaccine through the peer vaccination programme. So far this year 46.4% of front line staff have received the Flu vaccination, an improvement on the same period for the previous year
- Flu clinics are being managed to vaccinate staff and patients safely
- A voucher is being offered to enable staff, particularly for those working from home, to receive the Flu vaccine from their local pharmacy
- To improve access, Flu clinics are being held flexibly, for example to reach staff who cover night shifts
- Dr Frank Röhrich, Medical Director is addressing concerns around the Flu and Covid-19 vaccines and raising awareness about the science behind the vaccines through regular communications and webinars.

6.4. Paul Gilluley gave an update on the Covid vaccine and reported, in line with national requirements, the first cohort to receive the vaccination will be care home residents and residential care workers followed by people aged 80 and over, then NHS inpatients, NHS workers; following this there will be roll-out by age bands. The vaccination will be delivered seven days a week via GP clinics and hubs. Vaccines are expected in December. Further information about mass vaccination centres will be reported once details are confirmed.

6.5. **ACTION: Paul Gilluley and Lorraine Sunduza will continue to provide regular updates on Covid, including vaccines and testing.**

6.6. Mark introduced the group discussion around the following two questions Q1: How can we make sure all our service users in the community feel supported during this time and Q2: How can we make sure all our staff feel supported during this time

6.7. Following the discussions, Mark asked the nominated Executive Director from each group to feedback key points from their groups and to send their notes from the discussion to Norbert. Responses to the discussions is attached to the minutes as an Appendix 1.

6.8. **ACTION: Norbert to ensure Governors joining via phone are able to meaningfully participate in group discussions.**

6.9. Governors were given the following assurance around their concerns on actions being taken to minimise the spread and improve protection from Covid.

- Teams and staff have been consulted to find out what the learning has been during the first wave and what would be done differently during the second wave to ensure services are better equipped
- Amar Shah, Chief Quality Officer has been leading the workstream to look at how we shape our services for the future
- The Quality Assurance and Quality Improvement teams have been supporting teams to identify what has been learnt, what measures need to be implemented rapidly and what processes are no longer needed
- Infection control has improved in line with our increased understanding of how Covid spreads
- Using the expertise of clinical staff, local action has been encouraged to implement necessary changes without waiting for national guidance
- Those at high risk in the community were identified and contacted including people in residential homes; their monitoring is ongoing
- Wards are equipped to deal with Covid positive inpatients using separate wards or zones for Covid positive or negative patients and those whose status is as yet unknown.
- Measures in place in response to the disproportionate number of Covid deaths amongst patients with learning disabilities (LD) during the first wave include moving those with Down Syndrome into the high risk category and implementing changes in guidance.
- As Bedfordshire has a large number of hospitals and supported accommodation for people with LD, there was a higher number of Covid-related deaths amongst people with learning disabilities in this area. People with LD known to ELFT services have been contacted. However, not all LD patients who died were known to ELFT services. The importance and benefit of ELFT acting as advocates was highlighted
- Although the Covid vaccines will not be mandatory, staff will be strongly encouraged to be vaccinated

6.10. Mark thanked Paul and Lorraine for their updates.

6.11. Mark welcomed the suggestions from Governors posted in the chat facility and informed Governors this will be captured.

## 7. Strategic Activity Report

7.1. Richard Fradgley, Director of Integrated Care reported that negotiations with system

partners during the summer to develop ELFT's plans for the rest of the year had been concluded.

- 7.2. A range of activities have been agreed for mental health which includes a substantial increase in the number of people that can be seen by the Trust, for example a further 400 appointments for children, young people and their families, a further 600 appointments for new mothers and 4,000 appointments for people who need support with depression and anxiety in talking therapies (IAPT).
- 7.3. ELFT was invited to submit proposals to provide mental health support to health and social care staff across both ELFT's STPs (Sustainability Transformation Partnerships) The proposal for North East London has been successful. The outcome of the proposal for Bedfordshire, Luton and Milton Keynes (BLMK) will be available next week. As well as ELFT staff, the support will be for staff in acute settings including residential care homes and nursing homes.
- 7.4. Planning for 2021 is underway. NHS England has made significant funding available for community mental health services which is one of the largest areas of growth in the NHS long term plan. Plans include crisis services and suicide prevention.
- 7.5. ELFT is working with its acute Trust partners and primary care to make sure services are resilient going into winter and the second wave.
- 7.6. An agreement with commissioners has been made to recruit substantive staff for the integrated discharge hubs set up during the first wave to continue to provide integrated health and social care support at the point of discharge from acute hospitals.
- 7.7. ELFT is building capacity for rapid response services known as 'Bridging Home Care Support', particularly aimed at people with respiratory illness to ensure the right support is in place to support people within their homes including those discharged from acute care.
- 7.8. As part of the Trust's Covid response, tackling inequalities remains a priority. Work is underway as an organisation and with partners to tackle structural inequalities which affect access to services and outcomes of services for people with different protected characteristics.
- 7.9. Richard responded to concern raised on how people with no recourse to public funds e.g. benefits, who may experience mental distress will be supported. Richard explained they are high on the list as a population experiencing difficulties during the first wave. Legislation and guidance around support is complex and a challenge to navigate. Clear guidance is being produced for clinicians which Lilu Wheeler is supporting to explain what 'no recourse to public funds' means, what people's right are and mapping out local resources and services available to support them. ELFT would also like to hear from people around their experience of no recourse to public funds, and learn how to better support them. ELFT plans to work with organisations such as *Praxis*, and *Doctors of the World* to reach out to this population.
- 7.10. Richard stated that there is a lot the Trust can do to help address poverty, the biggest driver of inequality. ELFT is an organisation with a turnover of just short of £500m, and has the potential to use its funds to support its communities such as subcontracting to local firms, or offer apprenticeships and jobs to service users. This can be extended further by working with local partners. Richard referred to the Trust as an Anchor Institution (organisations that have an important and permanent local presence). ELFT is a key partner in holding a workshop in London about developing the NHS as an

Anchor Institution across North East London.

- 7.11. An inequalities workshop in Bedfordshire and Luton chaired by Paul Calaminus, Interim Chief Executive will be held on 17 November.
- 7.12. **ACTION: Mark acknowledged Governors interest to learn more about Inequalities. The role of ELFT in reducing inequalities will be a key topic at a future meeting along with a discussion in a similar format to the discussion held on Covid – Richard Fradgley.**
- 7.13. **ACTION: Norbert to take questions raised in the chat facility offline and coordinate responses to Governors.**

## **8. Reports from Committees**

- 8.1. **Communications and Engagement** – Jamu Patel, Chair of the Committee gave a brief summary of the report highlighting the committee has concentrated on the Governors' role and how Governors communicate with members and the community.
- 8.2. **Nominations and Conduct Committee** – Mark acknowledged that it has been a busy year for the committee; regular updates on the Committee's activities have been provided to the Council.
- 8.3. The Council of Governors **NOTED** the report and **APPROVED** the changes made to the Terms of Reference of the Nominations and Conduct Committee.
- 8.4. **Committee Membership**
- 8.5. Due to changes with Governors stepping down and new Governors elected, Governors were asked for expressions of interest to join the Communications and Engagement Committee (CEC) as a core member.
- 8.6. Governors Dawn Allen, Ernell Diana Watson, Jamu Patel and Mark Dunne were thanked for their expressions of interest to join the CEC. Due to the nature of the committee's membership as outlined in its Terms of Reference, Norbert confirmed the four Governors are now core members of the CEC with no election needed. Norbert informed Governors that as well as the core membership, the CEC meetings are open to all Governors.
- 8.7. At the next CEC meeting, Governors will decide the chair of the committee.
- 8.8. The Significant Business Committee and Nominations and Conduct Committee (NomCo) have different membership rules. As the number of Governors expressing an interest in each committee is greater than the number of places available, an electronic or postal ballot will be held.
- 8.9. In response to a question, Norbert explained that the People Participation Committee, a Board committee, includes two spaces for Governors to attend meetings. The Committee's ToR does not specify the need for a named Governors so the intention is to rotate attendance to offer as many Governors as possible the opportunity to attend. Some Governors also attend in their role as Working Together Group (WTG) members.

## **9. Council of Governor Elections**

- 9.1. The Council **RECEIVED** and **NOTED** the Election report

## **10. Lead Governor Election**

- 10.1. Mark Lam congratulated Staff Governor Caroline Ogunsola on being elected as the Lead Governor and thanked Keith Williams for standing in the election process. Mark confirmed Keith Williams will continue as the Deputy Lead Governor (also referred to as Assistant Deputy Chair)

## **11. Council of Governors Forward Plan**

- 11.1. The Council **RECEIVED** and **NOTED** the COG Forward Plan 2020/21

## **12. Governor Attendance**

- 12.1. The Council **RECEIVED** and **NOTED** the Governor Attendance
- 12.2. Mark Lam assured Governors that any required actions relating to Governor attendance is being managed by the NomCo, as defined in its terms of Reference.

## **13. Any Other Urgent Business/Questions from the Public**

- 13.1. Governors are asked to submit their questions in advance of the meeting for a response to be given at the meeting. There were no questions submitted.

The business element of the of the public meeting closed and the celebration of outgoing Governors commenced at 6:21pm

### **13.2. Celebration of Outgoing Governors**

- 13.3. As Chair of the Council, Mark Lam expressed the Council's appreciation and thanked all outgoing Governors Zara Hosany, Sheila O'Connell, Mary Phillips Jummy Otaiku, Daniel Victorio and Neil Wilson. Mark acknowledged that the celebration was being done differently this year due to the pandemic, however, to show appreciation all outgoing Governors received a gift from ELFT.
- 13.4. On behalf of the Board and Council, Mark thanked Zara Hosany for her commitment and contributions to the Trust as Lead Governor.
- 13.5. Outgoing Governors Zara Hosany, Neil Wilson, Mary Phillips, Sheila O'Connell and Julian Mockridge addressed the Council; they encouraged Governors to continue to be engaged, curious and challenging. They all reflected on the positive and rewarding experience that being a Governor had been for them.
- 13.6. Mark also thanked Jummy Otaiku and Daniel Victorio who had not been able to attend tonight's meeting.
- 13.7. Governor Terry Cowley asked for his personal thanks recorded in the minutes
- 13.8. Mark acknowledged that this was also Jenny Kay's last Council meeting as a NED and on behalf of the Governors expressed appreciation for Jenny's contribution and insight.

The public meeting ended at 6:42pm.

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## **Appendix**

### **How can we make sure all of our service users feel supported during this time**

#### **Service Users**

- Good communications as things change rapidly
- Following current lock down what will happen re accessibility to services. Making sure people have relevant info needed.
- Know where people can direct questions – e.g. communication channel. Maybe via email or somewhere on the internet?
- There are so many services across different areas - have a page on website of FAQ
- Think about those that do not have email access
- Work with voluntary sector/partners to see what works best locally
- Set time aside at stakeholder events to discuss also community group eg lighthouse
- Optimise digital – e.g. text messages to service users – IG risks?
- Respond to questions quickly
- Have champions to relay key messages in to the community
- Have networks to relay information
- Have Training to use digital systems
- Befriending services – there is a waiting list how can we increase number of befrienders? Opportunities to reach out to members others connected to Trust re volunteering – how we can increase befriending offer.
- Communications - How we communicate address myths and what is a fact, working with community networks e.g. WhatsApp, Facebook groups, GP practices
- Communication with people not using the web
- Let people know myths about vaccines.

#### **Staff support**

- Keep in touch with all staff and have regular huddles.
- Need champions to ensure timely responses.
- Training on digital systems for staff
- Request ELFT to think ahead re what is needed e.g. staff welfare, hardship fund, vaccinations, long Covid – supporting staff and patients. Have organisational wide plan for all boroughs to deal with all of these.
- Staff phone lines transferred to mobiles for those WFH
- Staff –Time off, take breaks.
- Staff recognition
- Risk assessment and impact e.g. staff living with vulnerable/high risk people