

Draft Public Minutes of the Council of Governors' Meeting held in public on Thursday 14 May 2020 from 5pm – 5:55pm via videoconferencing

PRESENT:	Eileen Taylor	Interim Trust Chair
Governors:	Zulfiqar Ali	Appointed Governor, Newham
	Dawn Allen	Public Governor, Central Bedfordshire
	Rehana Ameer	Appointed Governor, City of London
	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
	Laura Jane Connolly	Public Governor, Rest of England
	Katherine Corbett	Staff Governor
	Joseph Croft	Staff Governor
	Caroline Diehl	Public Governor, Hackney
	Susan Fajana-Thomas	Appointed Governor, Hackney
	Obayedul (Arif) Hoque	Public Governor, Tower Hamlets
	Zara Hosany	Staff Governor
	Carol Ann Leatherby	Public Governor, Newham
	Khtija Malik	Appointed Governor, Luton
	Eve McQuillan	Appointed Governor, Tower Hamlets
	Julian Mockridge	Staff Governor
	Beverley Morris	Public Governor, Hackney
	Sheila O'Connell	Staff Governor
	Caroline Ogunsola	Staff Governor
	Jamu Patel	Public Governor, Luton
	Mary Phillips	Staff Governor
	Larry Smith	Public Governor, Central Bedfordshire
	Suzana Stefanic	Public Governor, Central Bedfordshire
	Felicity Stocker	Public Governor, Bedford Borough
	Sebastian Taylor	Public Governor, Hackney
	Mark Underwood	Public Governor, Central Bedfordshire
	Jim Weir	Appointed Governor, Bedford Borough
	Aidan White	Public Governor, Newham
	Keith Williams	Public Governor, Luton
	Paula Williams	Public Governor, Luton
	Neil Wilson	Appointed Governor, Education
IN ATTENDANCE:		
Staff:	Aamir Ahmad	Non-Executive Director
	Paul Calaminus	Deputy Chief Executive Officer
	Tanya Carter	Director of People and Culture
	Steven Course	Chief Finance Officer
	Mary Elford	Vice-Chair
	Dr Navina Evans	Chief Executive
	Richard Fradgley	Director of Integrated Care
	Dr Paul Gilluley	Chief Medical Officer
	Elizabeth Holford	Minute Taker
	Jenny Kay	Senior Independent Director
	Norbert Lieckfeldt	Corporate Governance Manager (Minutes)
	Cathy Lilley	Associate Director of Corporate Governance
	Adetokunbo Odumade	Executive Assistant to the Trust Chair
	Meena Patel	Membership Officer
	Amar Shah	Chief Quality Officer
	Dr Mohit Venkataram	Director of Commercial Development

APOLOGIES:	Victoria Aidoo-Annan	Staff Governor
	Phillip Ross	Public Governor, Tower Hamlets
	Brian Spurr	Appointed Governor, Central Bedfordshire
	Ernell Watson	Public Governor, Newham

Members of the Public: Paul Atkinson

1 Welcome and Apologies for Absence

1.1. Eileen Taylor warmly welcomed all to the meeting and highlighted the meeting etiquette:

- Questions to be asked via the monitored chat facility
- Muting all microphones unless wishing to speak

On behalf of the Council of Governors (CoG) Eileen welcomed the new Governors:

- Zulifqar Ali as Appointed Governor for Newham
- Khtija Malik as Appointed Governoo for Luton
- Eve McQuillan as Appointed Governor for Tower Hamlets
- Sebastian Taylor as Public Governor for Hackney

Eileen thanked our previous appointed governors Susan Masters (Newham), Rachel Hopkins (Luton) and Denise Jones (Tower Hamlets) for their service.

Mark Price (NHS Providers) and Ade Odumade (ELFT Executive Assistant (EA) Team, EA for Mark Lam) were welcomed as observers.

Eileen invited Norbert Lieckfeldt to remind the CoG of the Trust values which set the context for discussion. All noted the importance of listening and speaking with respect.

1.2. Apologies were noted as above.

2 Declarations of Interest

2.1 No declarations of interest were received.

3 Minutes of the Previous Meeting on 16 January 2020

3.1 The minutes were agreed as an accurate record.

4 Action Log and Matters Arising from the Minutes

4.1. The Action log was reviewed and actions that were deferred due to COVID, updated and closed, were noted:

129: The results of the review of Patient Safety – Serious Incidents, will now be considered in September 2020.

142: Update on themes from staff experience and staff survey will now be considered at a future meeting.

146: Keith Williams will continue as a public member of the Nominations and Conduct Committee until the end of his current term. The Chair thanked Keith and advised that there would be two further vacancies in November 2020.

147: An Update on the strategic discussion (January 2020) on discharge to be considered in September 2020

148: Action closed re Tower Hamlets update: thank you to Richard Fradgley for providing a written update (please see action log in papers for the meeting)

149: Action closed re clarity on core membership and guests on Communications and Engagement Committee.

150: Strategic update on health delivery systems to be provided in November 2020.

151: Action closed – All local authority vacancies have been filled.

4.2 There were no matters arising not otherwise on the agenda.

5 Covid-19 Update – Trust Response

5.1 Paul Calaminus gave a presentation on the Trust's response to COVID and planning for the future. (Detail in slides, which are available [on the ELFT website.](#))

Paul highlighted key points from the slides:

- This has been an emotional time, a time of much anxiety and loss, but also of recovery and growth.
- Unfortunately there have been deaths of people known to ELFT services – both out- and inpatients.
- Three staff members are currently cared for in intensive care.
- About 250 staff are currently shielding.

Emergency response

- ELFT's emergency response was quickly established. An incident 'Gold Command' room was set up and a series of workstreams established to work on emerging issues such as PPE, testing, clinical guidelines, and recovery (of people and the organisation).
- The Trust has tried very hard to work with staff, service users and carers to decide what its response will be. Right from the start, discussion has taken place on what is needed now and what is needed for recovery.

Service changes

- There have been major changes in services, some of which have been popular with service users. Data is being collected on positive and negative aspects of people's experience of service change.
 - 70% of appointments slots have been online.
 - Crisis hubs were not available 8 weeks ago but are now working well.
 - Changes have been made to inpatient wards to enable patient safety.
 - Restrictions on Leave from wards have mirrored Government advice on lockdown.
 - Support has been provided to Care Homes and acute hospital discharge hubs.

Staff wellbeing and safety

- The Trust has worked hard to support the emotional and physical wellbeing of staff, in the context of frequently changing Government guidance on PPE and testing.
- Staff have been offered advice and support from an in-house telephone line and provided with information about a large range of sources of help.
- Team managers have actively encouraged staff to have conversations

about their feelings on vulnerabilities to COVID and/or its impact.

- 5.2 Paul outlined how the Trust is using feedback from staff, service users and carers to plan for the future; 'Shaping the Future' is a major piece of work on learning and planning.

Going forward there are four main areas of concern:

- People who have had or who contract Corona virus
- People with health conditions which are not COVID related but have arisen or been made worse by restrictions on services
- People in contact with ELFT services whose care has been interrupted
- People with emotional injury or psychological trauma from the social and economic impact of the pandemic.

Understanding the quality impact of service delivery changes, staff wellbeing support and new practices, such as testing and PPE, has been a top priority:

- Multiple types of emotional support have been offered to staff who have given feedback, showing what has worked and what has not and why.
- Frequent changes on Government procedures for testing have been frustrating and not served staff well, but offered the opportunity to learn what would work best for ELFT workforce. Reliability and accessibility are key.
- All the changes introduced under COVID are being analysed to see the benefits and whether they should be stopped, continued or adapted.
- New forms of inequality, such as in access to digital equipment and wifi, are emerging and will need to be addressed.

- 5.3 Eileen Taylor thanked Paul for his presentation and invited discussion in response to questions and comments.

In discussion, the Council of Governors noted that:

- The Government decision to focus on drive in testing has disadvantaged staff, service users and the general population who do not have a car. This applies as much in Luton and Bedfordshire as in London.
- In the early pandemic days, when ELFT could make its own decisions on testing, things had worked relatively well. The postal service for testing has worked well. There is one walk-in testing centre at Shrewsbury Road in Newham.
- ELFT is bidding for resources, through the NHS planning process, to set up a home testing service. This would be for both East London and Luton and Bedfordshire. Although what the Trust can do on testing is constricted now by centralised Government instructions, more flexibility to respond to local circumstances is being asked for.
- COVID is already having an impact on mental health. ELFT anticipated this and set up walk in centres and 24/7 crisis lines early on in the pandemic. IAPT services, for both COVID-related and other problems, have been offered by phone and internet.
- ELFT has put into its NHS Phase 2 plan details of the resources required to respond to mental health and wellbeing needs.
- 'Shaping the Future' plans are being developed through co-production in several ways.
- Decisions on which initiatives to carry on with, adapt, or stop, will be made through co-production. New systems of service delivery will be based on

co-production with partners in the voluntary, local authority and care home and education sectors.

- Paul Binfield (Associate Director of People Participation) has set up a telephone service user befriending service. All governors are asked to share this initiative with those who may benefit.
- Learning for the Trust: In line with Government policy, PPE was initially only available to staff working with symptomatic patients.
- For some patients, isolation felt like seclusion. Better ways of enabling isolation are being considered.
- For carers, as with other people known to the Trust, the approach has been to try to match the method of communication to what is known about preferences

In response to concerns about bereavement, loss and grief, the Council of Governors noted that:

- On the service side, IAPT services and signposting to other sources of support have been offered.
- On the important but very difficult issue of collective expression of loss and commemoration, there are few definite answers at present. Ideas are being put forward as part of the Shaping the Future work. Grief needs to be considered in the context of ritual important in different cultures.

Questions were raised on communication with Foundation Trust members. This is an acknowledged shortfall in the Trust's response to date. Borough directors will be asked to restart their regular meetings with Governors (which had been deferred at the start of the pandemic) locally so they can be fully informed and influence what happens next. An update will be provided.

Action: Paul Calaminus

6 Covid-19 Update – CoG and Governance Role

6.1 Cathy Lilley introduced her report, highlighting that:

- The report looks at the challenges faced by the Council of Governors in carrying out their role in the context of all the restrictions imposed by COVID.
- The NHS had in fact given permission by NHSI to suspend some governance processes in order to 'reduce the burden'.
- After discussion with the Chair, Lead Governor, Chairs of Committees, ELFT decided there would be benefits in carrying on with 'normal' governance as far as possible.
- Norbert led in developing ways for Governors to carry out their role of 'holding to account'.
- Regular updates for Governors have been sent out.
- Check-ins have been made fortnightly with Governors at the weekend and on Mondays to see how things are going and to provide updates.
- IT and digital equipment has been provided for Governors who need it.
- There is a Governor WhatsApp group.
- A successful video conference was held with staff governors in the week beginning 18 May 2020.
- Richard Fradgley and Amar Shah are planning a *Shaping the Future* workshop with Governors.

- 6.2 Discussion took place on whether Non-Executive Directors feel sufficiently assured that they are able to hold the Trust to account.

Mary Elford, as Chair of Bedfordshire and Luton Strategic Group and Vice Chair assured the Council of Governors that sub-committee processes are carrying on and there is the right level of light-touch governance. She is kept informed through written updates from Lorraine Sundaza, Paul Gilluley and Paul Calaminus. There is regular discussion about progress in Luton and Bedfordshire.

Jenny Kay, as Senior Independent Director and Interim Chair of the Quality Assurance Committee provided assurance with regard to the role of NEDs in an emergency of a magnitude and seriousness not seen before. The Council noted that

- the role of the NED in these circumstances was to provide space for Executives to organise the initial emergency response. The NEDs stood back whilst the Executives organised the emergency 'Gold' response.
- the role of NEDs is to be leaders, not to 'test' the Executive.
- governance was brought in in a 'smart' way. The Board and Sub-Committees have deferred some non-essential items that would have been on their agenda in the last two months, to allow space for COVID items.
- 'Virtual' NED visits to services are being set up.
- Navina Evans, Paul Gilluley, Paul Calaminus and Lorraine Sundaza have provided NEDs with briefings.
- NEDs are easily able to contact Executive Directors if they have concerns.
- NEDs feel they have been kept in the loop at exactly the right level they should have been.

- 6.3 Cathy Lilley commended Meena Patel who had volunteered to support Gold command as business manager.

7 Any Other Urgent Business/Questions from the Public

- 7.1 Eileen Taylor invited new Governors (Zulfiqar Ali, Khtija Malik, Eve McQuillan and Seb Taylor) to briefly introduce themselves, due to time needed for other items on the agenda.

- 7.2 Norbert confirmed that no questions had been notified from members of the public.

The Public Meeting ended at 5:55pm