

**DRAFT Minutes of the Trust Board of Directors meeting held in public  
on Thursday, 25 March 2021 at 13:30 via Zoom**

**Present:**

Mark Lam	Trust Chair
Aamir Ahmad	Non-Executive Director
Ken Batty	Non-Executive Director
Paul Calaminus	Interim Chief Executive
Tanya Carter	Executive Director of People and Culture
Steven Course	Chief Finance Officer
Richard Carr	Non-Executive Director
Anit Chandarana	Non-Executive Director
Professor Sir Sam Everington	Non-Executive Director
Richard Fradgley	Executive Director of Integrated Care
Dr Paul Gilluley	Chief Medical Officer
Philippa Graves	Chief Digital Officer
Edwin Ndlovu	Director of Operations
Dr Amar Shah	Chief Quality Officer
Lorraine Sunduza	Chief Nurse
Eileen Taylor	Vice-Chair London
Dr Mohit Venkataram	Executive Director of Commercial Development
Deborah Wheeler	Non-Executive Director

**In attendance:**

Susan Alfred	Quality Improvement Adviser
Naheen Ali	Accreditation Assessor
Roshan Ansari	Public Governor
Shirley Biro	Public Governor
Caroline Diehl	Public Governor
Mark Dunne	Staff Governor
Sandra Erskine	Chair, Working Together Group Community Health Newham
Tee Fabikun	Public Governor
Anabel Feras	Executive Assistant
Adam Foreman	Public Governor
Mark Friday	Clinical Lead Nurse
Yemisi Gibbons	Non-Executive Director, Oxleas NHS FT
Steve Gladwin	Director of Communications
Ismael Rachid Ibrahim	Peer Tutor
John Kauzeni	People Participation Lead, Community Health Services
Cathy Lilley	Director of Corporate Governance
Nicki McCoy	Corporate Secretariat Manager
Clive Makombera	Risk Assurance Director, RSM (internal auditors)
Khtija Malik	Appointed Governor (part)
Reno Marcello	Public Governor
Marie Miller	Business Manager
Beverley Morris	Public Governor
Caroline Ogunsola	Lead Governor

Heena Patel	
Jamu Patel	Public Governor
Mary Phillips	
Charan Saduera	Associate Director Quality, Compliance & Performance
Gill Skrzypczak	Corporate Services Minute Taker
Suzana Stefanic	Public Governor
Felicity Stocker	Public Governor
Keith Williams	Public Governor, Deputy Lead Governor

**Apologies:** Professor Dame Donna Kinnair Non-Executive Director

*The minutes are produced in the order of the agenda*

## **1 Welcome and Apologies for Absence**

1.1 Mark Lam welcomed all to the meeting. In particular he welcomed guests:

- Yemisi Gibbons, Non-Executive Director at Oxleas NHS FT, shortly to become a NED at North East London NHS FT (NELFT) and who is part of the aspirant Chair's programme
- Clive Makombera, Risk Assurance Director at RSM (Internal Auditors) who will present item 13, Internal Audit Plan 2021/22.

1.2 Apologies were noted as above.

## **2 Declarations of Interests**

2.1 There were no interests relevant to the meeting other than those in the published register.

## **3 Patient Story**

3.1 Sandra Erskine and John Kauzeni presented on the Community Health Services QI project on improving recruitment panels, highlighting:

- This project focuses on service user involvement in selection panels
- A survey of service users involved in recruitment processes was undertaken and although they felt welcomed onto panels, they did not feel empowered and a full participant in the decision making process as their comments were not always taken into account; information was not received in a timely manner; and training was not adequate
- The survey also highlighted the impact environment, location and timings of interview panels have on service users, particularly those with long-term health conditions
- The usual process involves the Recruitment Team and People Participation Lead identifying a service user for each panel, but this would not always happen in a timely way. Since Covid there have been other issues around a lack of digital training and equipment, plus the writing of notes whilst maintaining eye contact and asking questions
- The team have been meeting since April 2020 to put together change ideas to improve the system. After looking at the practical process and the policies, they are working closely with the People & Culture recruitment teams, including co-developing a survey to go to all managers about the panel process

- A toolkit is now being developed with the aim of making the process easier and hope to be able to report back to the Board over the next 12 months as this is an ongoing process
- The team would like to acknowledge that ELFT is one of a very few organisations which includes service users and members of the community in their selection process.

3.2 In discussion the Board:

- Re-affirmed the benefit of service users being part of the recruitment process in helping the Trust to employ the best people, but also the opportunity to examine where improvements can be made
- Stressed the importance of genuine and effective co-production
- Noted the helpfulness of the open feedback provided today
- Was reassured work is in progress to align the training for both service users and staff, with ideas around a possible buddy system for observing, and consideration is being given as to how this can be co-produced and co-delivered.,
- Noted there have been some improvements in the system recently.

Mark Lam congratulated Sandra on her presentation and the team for sharing their experiences.

#### **4 Minutes of the Previous Meeting held in Public on 3 December 2020**

- 4.1 The Minutes of the meeting held in public on 3 December 2020 were **APPROVED** as a correct record.

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

##### **5.1 Action Log**

The Board noted the progress with the actions.

##### **5.2 Matters Arising**

None.

#### **6 Chair's Report**

- 6.1 Mark Lam congratulated Paul Calaminus on being appointed to the substantive position of the Trust's Chief Executive.

Mark invited Aamir Ahmad to share insights into a recent Non-Executive Directors virtual site visit to the Rough Sleepers Team:

- This is a relatively new service to the Trust and is a two-year project, with a dedicated team working across boroughs offering an holistic approach to support 'rough sleepers'
- The NEDs were struck with the time taken by the team to understand often very complex physical and mental needs and to build relationships and a rapport
- Integration of services required on a daily basis with various challenges in helping people to access services that are not best designed for these members of the community. Highlighted that more work needs to be undertaken with other partners in the system
- The power of the Trust as an anchor institution should not be under-estimated, with our links to primary care and community mental health teams to enable the Trust to provide over and above what other services can offer.

- Interesting and exciting small team who are about to recruit some peer support workers
- The challenge for the Trust is how we can carry on supporting them in the future and help with links to other system partners
- Highly commended the amount of work the team carries out and how confidently and positively the challenges are being tackled.

6.2 The Board **RECEIVED** and **NOTED** the report.

## 7 Chief Executive's Report

7.1 Paul Calaminus presented his report and

- Acknowledged the extent of the impact of this second wave of Covid in East London and Bedfordshire with the tragic loss of four members of staff as well as service users and many people's families and friends
- Highlighted that although services have been under significant pressure, the Integrated Discharge Hubs is an area where the entire health and social care system has really pulled together. Also GP colleagues have worked in hospitals, enabling the ongoing treatment of seriously unwell young people. Even with particular pressure on bed availability for young people, the children and young people's teams have been able to expand some services
- Paid tribute to all our staff and service users plus colleagues in the community who have provided much needed support.
- Highlighted the continuation of community development work in Bedfordshire including the transfer of the management of the Archer Unit from Community Services to Bedfordshire Hospital from 1 April 2021, and thanked the staff at the Unit for their work and dedication
- Congratulated Mark Lam on his recent appointment as the Chair of the Royal Free Hospital Group
- Highlighted the recent Health Service Journal Workplace Equality award for the Trust.

7.2 In discussion, the Board:

- Noted the ongoing work around children and young people's services. Many new projects have been commissioned both in the short and long term to develop and create capacity, working as one unit across North East London
- Was assured that work on governance around community transformation work is ongoing. This will enable the Trust to release small amounts of money to local projects in a timely fashion.

7.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 8 Winter Report

8.1 Steven Course presented the report highlighting:

- Both collaborative working at a system level and escalation plans have worked well during the pandemic, in managing beds, PPE and moving Covid + patients around the system, with our knowledge around Covid also increasing
- Investment into services has continued with crisis hubs, integrated discharge hubs, children and young people and community, in particular to deal with the surges experienced throughout the pandemic

- There has been a challenge around maintaining a full range of services, managing capacity and infection control outbreaks especially with shortages of staff due to their shielding or sickness.
- More infections amongst staff and service users have been experienced during the second wave of Covid which necessitated reviewing the management of outbreaks on wards; a good supply of PPE was maintained throughout
- During the second wave there was much more of a correlation between infections within our health care settings and staff absences due to Covid
- The speedy setting up of the vaccination centre for staff, patients and the general public was a challenge; however, it has been well received with a safety and assurance verbal report being provided following a CQC inspection
- Despite continued hesitancy amongst some groups of staff, more than 70% of frontline staff have had their first vaccination dose and the programme continues at pace. Over 70% of inpatients have been vaccinated and we are working with our GP practices in Primary Care to enable service users with serious mental health issues and patients in care homes and hostels to access vaccinations, and work on the most positive way to help our homeless service users
- Staff testing for Covid continues; 28,000 tests have been carried out, with 196 positive results, however only 50% of those proving to be positive following a second, test (PCR)
- Throughout, the 'flu vaccination programme has continued with 82% of frontline staff now vaccinated
- Our focus on staff wellbeing remains constant with health and wellbeing hubs established in Bedfordshire & Luton and across North East London. All staff were offered a £100 thank you voucher in January and a programme of risk assessments is ongoing to ensure working arrangements for staff remain safe
- A Day of Reflection was held on 23 March to remember all those affected throughout the pandemic
- The Trust is working with staff and service users on planning for the next phase, with a balanced approach to the re-setting of service delivery as lockdown lifts, and continued partnership and collaborative working
- The Trust is working to understand the implications to Trust's financial plan for the next 12 months and also to ensure that the Trust strategy remains reflective of the challenges as we evolve out of the pandemic.

8.2 In discussion, the Board:

- Was assured that the wellbeing conversations with staff are being embedded into daily routines, and in particular as a part of the risk assessment process
- Noted that the Gold Command structure will continue during the forthcoming period of changing national restrictions, developing the management of information dissemination to the Board and sub-Committees going forward and learning lessons being reviewed
- Acknowledged that the Trust's strategy may require a refresh in the context of the Covid experience, paying attention to the impacts on staff, service users and our community, whilst remaining true to our principles of focusing on population health and health inequalities during emerging changes to national NHS structure and the introduction of Integrated Care Systems.

8.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 9 People Plan including Staff Survey Update

9.1 Tanya Carter presented the report highlighting:

- Although the Staff Survey results are positive overall there is a recognition that more work is needed around bullying, harassment and discrimination, and this work continues
- The Trust is in the top 10 of Mental Health & Community Trusts where staff recommend us as a place to work
- The rollout of a three month supply of Vitamin D in December, with almost 50% of the organisation taking up the offer
- The online learning programme for staff children was rolled out in response to feedback from staff that home-schooling was a challenge and over a seven week period over 1400 children have attended
- In response to the drop in statutory and mandatory training taking place, an alternative method of delivery is being developed and expected to be rolled out during the summer
- ELFT is the lead employer for staff across vaccination hubs in North East London.

9.2 In discussion the Board:

- Was reassured that projects such as Respect & Dignity and Freedom to Speak Up were continuing and although this has led to an increase in whistleblowing, bullying and harassment complaints, this could be viewed as a positive step, demonstrating that staff feel able and supported to speak up. Data is being triangulated and work is being undertaken with business partners and service directors on locally focused action plans where needed  
**Action: Update on bullying and staff abused by patients and families at May meeting**
- Noted that the area of most deterioration of response in the survey was individuals experiencing musculo-skeletal issues that can be attributed to home working. Mechanisms for more home assessments are being developed
- Acknowledged that although broadly welcoming the positive results of the Staff Survey, there are still long-standing historical issues that need addressing.

9.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 10 Quality Report

10.1 Amar Shah presented the report, highlighting:

- The report provides an update around the development of quality assurance systems in Primary Care and plans for the next six months
- The improvements section provides an overview of current activity across the Trust, showing where Quality Improvement (QI) has been utilised.

10.2 In discussion the Board:

- Noted the progress in introducing and adapting assurance programmes into Primary Care
- Acknowledged the breadth of ways QI can be used at a team level but also in more complex, cross-boundary ways.

10.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 11 Integrated Performance Report

### 11.1 Amar Shah presented the report, highlighting:

- The second wave of the pandemic has seen increases in violence and aggression, pressure ulcers and longer waits in community teams. During the same period however, the percentage of incidents resulting in harm and safeguarding concerns, and the number of unexpected deaths has remained stable
- The improvements in access to and waiting times for talking and psychological therapies has continued and have maintained our bed occupancy for adults, with good flow in and out of units
- Going forward, teams are being supported with three areas in particular:
  - Working on modelling demand in teams where there are longer backlogs, to help use their resources more creatively
  - With the help of the Shaping Our Future workshops run between June and December 2020, enabling teams to re-imagine their futures incorporating learning from the pandemic
  - In the annual planning process, helping leaders capture the important issues that have emerged during the past year and prioritise what they can achieve in three, six and 12 month periods to tackle these issues.

### 11.2 Steven Course presented the financial performance report highlighting:

- The report is to the end of January and shows a surplus of £5.1m; the figures to the end of February indicate a £3.5m surplus at year end
- Currently there is an over-spend on Covid costs by £2.8m based on our Covid income, increasing to £3.4m to the end of February
- Agency costs remain high and we are nearing the agency ceiling
- Income position remains strong, being £1.1m above plan, and our cash position also remains strong at £160m
- The current financial arrangements will be rolled forward for six months into 2021/22 with an efficiency ask from Q2 details of which are expected to be approximately 1.5%
- Assurance has been received that Mental Health Investment Standard (MHIS) will feature in the planning cycle for the whole year
- Capital investment is constrained with North East London receiving a lower allocation than last year; however, current the draft numbers indicate that ELFT may have slightly more capital to invest than last year.

### 11.3 In discussion the Board:

- Noted that with the numerous workshops that have taken place across the services, the availability of quantitative and qualitative data has led directorates to plan their future and work in partnerships to increase access to services, test ways of working and introduce more innovative practices, with the Integrated Discharge Hubs being one example of this
- Acknowledged that new measures for monitoring standards in Primary Care will have to be designed and developed
- Noted that the follow up target of contacting 95% of service users within seven days of discharge is rarely met nationwide and is being replaced by a 72-hour target that has a better base around suicide prevention. There is also a project

underway to test different ways of keeping in touch with discharged service users and to standardise the most efficient methods across the Trust

- Noted that although A&E referrals have declined during the second wave, there was a spike in the use of crisis lines by service users
- Noted that a dashboard to monitor and track all IT outages across the Trust is part of the Digital Strategy.

11.4 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 12 Strategic Activity

12.1 Richard Fradgley presented the report, highlighting:

- The significant implications for the Trust of the proposals contained in the recently published NHS White Paper: *Integration and Innovation*. The Trust is working closely with partners on its response
- A presentation on the outline proposals for the modernising of inpatient mental health services in Bedfordshire and Luton has been taken to each of the three Scrutiny committees in B&L, including discussions involving service users and carers around their priorities. The arrangements will require public consultation and a Case for Change document which will be presented to the Board at a future meeting  
**Action: Richard Fradgley**
- Discussions are ongoing with the ICSs and NHSE/I regarding the assurance process around significant change, including how we achieve the capital allowance cover needed to progress these changes.

12.2 In discussion, the Board:

- Was assured that planning for children and young person's Tier 4 beds features in the Bedfordshire and Luton plan and the situation is kept under constant review to identify an interim solution in managing bed occupancy and length of stays. Capital and revenue funding have been signposted should an opportunity arise to create more capacity before completion of the new structure
- Acknowledged that strategic activity will increase as we exit the pandemic with more movement on health and social care. Engagement with local systems will be enormously beneficial.

12.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 13 Trust Board Committees

- 13.1
- a. Appointments & Remuneration Committee
  - b. Audit Committee
  - c. Finance, Business & Investment Committee
  - d. Mental Health Act Committee
  - e. People Participation Committee
  - f. Quality Assurance Committee

13.2 The Board **RECEIVED** and **NOTED** the reports.

### 13.3 Audit Committee – Internal Audit Plan 2021/22

Clive Makombera presented the proposed Internal Audit Plan for 2021/22 which had previously been reviewed by the Audit Committee. He highlighted:

- The plan is agreed by the Board on an annual basis



- The plan covers a range of issues including staff wellbeing, waste reduction, finance, the digital and cyber strategy and other issues significant to the Trust
- The plan remains flexible to deal with any emerging issues.

In discussion the Board:

- Was assured that the final plan has been tested by viewing through the lens of post Covid world
- **APPROVED** the presented Internal Audit Plan for 2021/22.

#### **14 Board of Directors Forward Plan**

14.1 The Board **NOTED** the plan.

#### **15 Any Other Business**

15.1 None.

#### **16 Questions from the Public**

16.1 None received.

#### **17. Dates of Future Meetings**

- Thursday 20 May 2021
- Thursday 22 July 2021
- Thursday 23 September 2021
- Thursday 25 November 2021
- Thursday 27 January 2022
- Thursday 24 March 2022

All meetings will commence at 13.30 with a lunchtime Quality Improvement presentation at 13.00. Meetings will be held by video conference until further notice.