

REPORT TO THE TRUST BOARD: PUBLIC
24 September 2020

Title	Chair's Report
Author	Mark Lam

Purpose of the Report:

The report informs the Board of key points arising from the Council of Governors and Members discussions and the Chair's most significant activities

Summary of Key Issues:

To receive feedback on Governor discussion and key strategic points arising from Chair and Non-Executive Director activity.

Strategic priorities this paper supports (Please check box including brief statement)

Improved experience of care	<input checked="" type="checkbox"/>	Council of Governor identifies annually its strategic priorities which will assist the Trust to improve experience of care at critical points in the patient journey
Improved population health outcomes	<input checked="" type="checkbox"/>	Board discussions on how we can best achieve our population health ambition within a changing context will enable the organisation to be better prepared. Governor's focus on Member priorities emphasises improving population health outcomes
Improved staff experience	<input checked="" type="checkbox"/>	Governors and NEDs have highlighted staff experience as a key priority for the Trust and provided areas of focus
Improved value	<input checked="" type="checkbox"/>	Working collaboratively with our health and care partners will secure better integrated and more accessible care, thereby increasing value

Committees / Meetings where this item has been considered:

Date	Committee / Meeting
14 September 2020	Council of Governors Meeting

Implications:

Equality Analysis	Positive impact on reducing health inequalities through system partnerships
Risk and Assurance	Ensuring that we respond effectively to member feedback will provide additional assurance, minimise risk and improve accountability
Service User / Carer / Staff	Focusing on the Council's strategic priorities will support improving service user and carer experience and staff engagement
Financial	Increasing the potential for creating value by involving and working with others to maximising benefits of investments.
Quality	Improving in response to the experiences of Members will help drive quality improvements further.

Glossary

Abbreviation	In full
NED(s)	Non-Executive Director(s)

1. Background/Introduction

- 1.1. This report updates the Board on the Council of Governors discussions so that these views inform Board decisions. It also provides information on the Chair's main activities and strategic outcomes of Non-Executive Director visits and Board discussions as part of the Board's commitment to public accountability.

2. Council of Governors

- 2.1. In this period, I chaired or attended a number of formal meetings with governors, including two Council of Governor meetings, a meeting of the Significant Business Committee, several Nominations and Conduct Committee meetings and two People Participation Committee meetings. In particular, we received very positive feedback at one of our Council of Governors meetings for our Race and Privilege initiative. I had the opportunity at the Significant Business Committee to update governors on the latest strategic developments at the regional level and all governors provided valuable input into our Shaping Our Future programme.
- 2.2. In addition to formal meetings, I had the pleasure and opportunity to meet most of the governors virtually for introductory discussions and informal exchanges of views. I was impressed by the commitment of our governors for improving the organisation to deliver the best services to everyone we serve.
- 2.3. Our governors have a strong passion for reducing health inequalities, sadly exposed by COVID-19. I would urge the Board to reflect on how to involve our governors in future service design.

3. Chair and NED Activities

- 3.1. The majority of my activities in the last two months have centred on induction. I have chaired or attended a number of formal meetings, including the Board and its sub-committees. I have had *the pleasure of meeting (primarily virtually, although I have been working out of our offices) many of our colleagues in Luton, Bedfordshire and East London, ranging from clinical colleagues to support services to academic researchers.* I continue to be impressed by the commitment, energy and ambition of our people
- 3.2. I have actively participated in activities at the regional level, especially in the Bedfordshire, Luton and Milton Keynes health system and the North East London health system. Both regional systems are in the process of designing new governance structures and in setting ambitious visions for the populations we serve. Along with other Board members, I have ensured that ELFT is a vocal advocate of people participation at the regional level and a leader in community-based care.
- 3.3. Non-Executive Directors, on top of their usual activities through the Board and its sub-committees and at the Council of Governors, have been actively working with Executive Directors on a number of strategic initiatives, in particular population health management, reducing health inequalities and great regional collaboration with healthcare partners.
- 3.4. And finally this is Dr Navina Evans' last Board meeting. This is an opportunity for me, on behalf of the Trust, to thank Navina for her unique and impressive leadership over the last four years. The special culture I have discovered at ELFT in respect of the Trust's values emanates from her. She has had such a strong focus on people - both staff and our population and has worked to address inequalities in our communities at all levels. Navina is open, not afraid to ask awkward questions and to bare her soul, which

has enabled others to do the same. Her strong belief in quality improvement has enabled the Trust to be confident we are providing meaningful services to our communities. Navina's enthusiasm, energy and humour will be missed.

3.5. The Trust Board and I have decided to allow ourselves some time to appoint a new CEO as it is important to take a measured approach and involve others in the appointment. It is important to us to find someone who shares the Trust's values so we are keen that our next Chief Executive is able to approach the leadership of our complex organisation, that spans various geographies and communities, with compassion and care, and a love of those values. The appointment decision will be made by the non-executive directors and approved by the Council of Governors. I am keen that staff, service users, governors and key external stakeholders are involved in the process and more information about this will be shared at a later date.

3.6. In the meantime, I have asked Paul Calaminus, our Deputy Chief Executive, to become our Interim Chief Executive, and I am delighted to say that he has agreed to do so. I and my Board colleagues feel we are in good hands. Paul has led the Trust's response to the COVID-19 pandemic with great leadership, compassion and calmness. Those that have worked with him will know he is considered in his actions, a great listener and highly approachable.

4. **Action Being Requested**

4.1. The Board is asked to **RECEIVE** and **NOTE** the report for information.