

## **DRAFT** Board of Directors

**Minutes of the Board of Directors meeting held in public on Thursday, 27 January 2022 at 12:30hrs via Zoom**

<b>Present:</b>	Eileen Taylor	Trust Vice Chair
	Paul Calaminus	Chief Executive
	Aamir Ahmad	Non-Executive Director
	Ken Batty	Non-Executive Director
	Tanya Carter	Chief People Officer
	Richard Carr	Non-Executive Director
	Steven Course	Chief Finance Officer and Deputy CEO
	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
	Prof Dame Donna Kinnair	Non-Executive Director
	Edwin Ndlovu	Chief Operating Officer
	Dr Amar Shah	Chief Quality Officer
	Lorraine Sunduza	Chief Nurse and Deputy CEO
	Dr Mohit Venkataram	Executive Director of Commercial Development
	Deborah Wheeler	Non-Executive Director
<b>In attendance:</b>	Victoria Aidoo-Annan	Governor
	Roshan Ansari	Governor
	Millie Banerjee (part)	Chair of Compass Wellbeing, CIC
	Angela Bartley (part)	Deputy Director of Population Health
	Simon Bedeau (part)	People Participation Lead, LDS (Patient Story)
	Fatima Begum	Governor
	Eve Bennett (part)	Patient Story
	Pete Bennett (part)	Patient Story
	Gren Bingham	Governor
	Shirley Biro	Governor
	Juliette Brown (part)	Clinical Lead for Environmental Sustainability and Climate Action, London
	Andy Cruickshank	Director of Nursing Mental Health, London
	Caroline Diehl	Governor
	Mark Dunne	Governor
	Tee Fabikun	Governor
	Adam Forman	Governor
	Marie Gabriel (part)	Chair of North East London ICS
	Steve Gladwin	Director of Communications
	Emily Humphreys (part)	Public Health Registrar
	Eugene Jones	Director of Strategic Service Transformation
	Norbert Lieckfeldt	Corporate Governance Manager
	Cathy Lilley	Director of Corporate Governance
	Paul Lomax (part)	Clinical Lead for Environmental Sustainability and Climate Action, Beds & Luton
	Chanel MacPherson-George	Member of the public (Bedford Free School)
	Nicki McCoy	Corporate Secretariat Manager

Khtija Malik	Governor
Beverley Morris	Governor
Caroline Ogunsola	Lead Governor
Jamu Patel	Governor
Angharad Ruttley (part)	Interim Medical Director for Beds & Luton
Gill Skrzypczak	Corporate Services Minute Taker
Suzana Stephanic	Governor
Felicity Stocker	Governor
Adam Toll (part)	Assistant Director of Estates, Sustainability and Net Zero Lead
Pat Wheeler	Governor

<b>Apologies:</b>	Mark Lam	Chair
	Anit Chandarana	Non-Executive Director

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

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

- 1.1 Eileen Taylor welcomed all to the meeting and explained she would be chairing the meeting in Mark Lam's absence. She extended a warm welcome to guests, including ELFT's former Chair Marie Gabriel who is now the Chair of North East London Integrated Care System (NEL ICS), Millie Banerjee the Chair at Compass Wellbeing CIC, and Andy Cruickshank and Eugene Jones, who are both observing today before departing ELFT for the Chief Nurse role at Kent and Medway NHS Trust and the Chief Operating Officer post at Southern Health NHS Trust respectively.
- 1.2 Apologies were received from Mark Lam, and Anit Chandarana, who is on a three month sabbatical from his Non-Executive Director role at ELFT.

## **2. Patient Story: Learning Disability Service (LDS)**

- 2.1 Simon Bedeau introduced two service users, Eve and Pete Bennett from Leighton Buzzard who shared their experience of the Bedfordshire learning disability service at Twinwoods:
- Eve explained that she is both a carer for her partner Pete and a user of the service. She highlighted some initial difficulties she had experienced in being valued and supported as a carer, feeling she was not listened to and sometimes labelled as 'difficult' when trying to seek the right services for Pete. Eve stated that the service has improved greatly since those early days.
  - Eve had also spent eight years as a learning disabilities representative on the Disability Rights Commission. This experience had informed her to reject any kind of tokenism towards people with learning difficulties, in particular when promises are made around services and support which cannot be delivered.
  - Pete explained that since joining the service at Twinwoods he has been chair of a Working Together Service User Group and an Easy Reading Information Group.
  - They both expressed their excitement at working with Simon, both together and separately, on future projects including a dedicated learning disabilities podcast, and hoped some of their work will be seen across services Trust-wide in the future.
- 2.2 In discussion, the Board:
- Expressed their huge gratitude to Simon, Eve and Pete for their time and, in particular, their leadership and innovation within this service.
- 2.3 A minute's silence was held in respect of Holocaust Memorial Day.

### 3. **Declarations of Interests**

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

### 4. **Minutes of the Previous Meeting Held on 25 November 2021**

4.1 The minutes of the meeting held in public on 25 November 2021 were **APPROVED** as a correct record.

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

#### 5.1 **Action Log**

The actions were noted as either closed or in progress or not due.

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

6.1 Eileen Taylor highlighted the ongoing work around the recruitment process for the ELFT/NELFT Joint Chair, which will be brought to the Board in due course.

6.2 Aamir Ahmad reported on a virtual visit to Luton and South Beds CAMHS, highlighting:

- A really committed team, especially in the variety of involvement they have with young people; from early intervention in schools to special educational needs and eating disorders, and the diverse routes they provide to access.
- The continuation of the service throughout the pandemic, innovatively rethinking how to continue to deliver therapies.
- The substantial increase in demand for CAMHS services which is putting the team under pressure. Despite this, they continue to work hard and support each other.
- Going forward, there are increasing calls from young people for services to be delivered outside of school hours, using different ways of engaging, and the Trust needs to consider the amount of funding to be put towards that development.

6.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the reports.

### 7 **Chief Executive's Report**

7.1 Paul Calaminus presented the report, highlighting:

- The impact of the Omicron variant, with up to 121 Covid positive inpatients spread across many wards and large numbers of staff also affected.
- Acknowledgment of the outstanding contribution of all staff in ensuring services continued to be delivered safely and, in particular, the significant additional work in supporting discharges from our acute hospital partners. There are many examples Trust-wide of staff working longer hours and covering colleague's shifts to enable as many as possible to have time off over Christmas and New Year.
- The challenge of continuing to build on trauma informed care and the support required for teams going forward.
- Continuing significant pressures and staffing challenges in CAMHS resulting in the closure of the small PICU ward, thereby enabling both Coborn and Galaxy wards to continue to operate.
- The work across the organisation around the mandatory vaccine requirement with ongoing conversations and support for staff.
- The delay to the go-live date for the Integrated Care Systems (ICS).
- The confirmed location for the CAMHS T4 bed unit in Bedfordshire and Luton, work on which is already underway.

- Recognition of the number of staff who have been appointed as Queen's Nurses.
- The departure of Andy Cruickshank and his impact on the work of the Trust over many years, in particular for his drive in the development of trauma-informed care.

7.2 In discussion the Board:

- Acknowledged the exceptional work of the Trust around the Staff/Service Users/Carers Innovation Fund as detailed in the report, and welcomed the provision of future information on how the impact of this will be evaluated in the context of the Trust's strategy.
- Commended the innovative work on integration with schools and universities, in particular with Queen Mary's University.
- Received assured that processes were put in place to monitor discharges at the outset of the Omicron wave, building on QI work already in place to accelerate procedures. This continues to be monitored, and an impact assessment will be fed back via the Quality Assurance Committee.
- Noted there is a plan to re-open the PICU ward.

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

## **8 Compass Wellbeing CIC Annual Report**

8.1 Millie Banerjee introduced the report, noting the courageous and innovative nature of this initiative, which is in its second year of growth.

Mohit Venkataram highlighted:

- The role played in service user employment, resulting in one service user from forensics already trained and supported into employment and 15 more service users currently training as interpreters, with employment offers already secured with sub-contractors.
- Work with the voluntary and third sector collaboratives, which has led to a network of 1000+ partners across the six geographies of the Trust, providing training, leadership and system exposure, including sessions from Sam Everington on social prescribing.
- The active involvement of our voluntary partners in reaching parts of community and service users that ELFT, as an organisation, found hard to reach.
- The positive comments from voluntary sector and local authority partners, defining how working with the values of Compass has helped them.

8.2 In discussion the Board:

- Acknowledged the exceptional support provided by Compass around mental health transformation work and the grants programme, helping to build relationships with previously difficult to reach sectors.
- Noted the valuable additional support the work of Compass brings to the wider determinants of mental health, both financially and in social capital, and the clear demonstration of population health in action.
- Acknowledged the work Compass do in support of the ELFT Charity Committee.
- Recognised the value of the interpreting work which not only supports the care the Trust is able to deliver, but is providing employment opportunities to a cohort of service users who might otherwise find this a challenge.
- Noted the work around Covid testing in Bedfordshire which further emphasises their ability to work in multiple systems.
- Noted that the service user employment initiative is being jointly co-ordinated with the ELFT employment team, people participation and recovery colleges.

- 8.3 The Board:
- **RECEIVED, DISCUSSED** and **NOTED** the report
  - **RECEIVED** Compass Wellbeing CIC annual accounts 2020-2021.

## 9 CQC Inspection Update

- 9.1 Lorraine Sunduza presented the update, highlighting:
- Publication of the report following the most recent CQC inspection of the Trust, confirming our rating of 'outstanding', making us the first mental health Trust to achieve this three times in a row.
  - The outcome of these inspections to the older people wards and forensic services in September; and a well-led inspection during October provides assurance to the Board in relation to the Trust's provision of regulated activities, and identifies areas for continued improvement.
  - The positive feedback received around our work on continuous and quality improvement, culture, people participation, equalities, and the clarity and accessibility of our strategy. Our lead role in the vaccination programme and systems working generally was also commended.
  - CQC's acknowledgement of the work already underway around the challenges they had highlighted on patient safety and serious incidents, and estates in terms of the refresh and refurbishment of inpatient facilities.
  - The CQC identified one 'must do' action (breach of Regulation 10) in relation to mixed sex accommodation and access to bathrooms in older people inpatient services, and 13 recommended ('should do') actions on non-regulatory breaches.
  - An action plan is being developed, with progress to be monitored via the QAC.
  - Feedback has also been collected from the past year of preparation activities and actions to strengthen ongoing preparedness have been identified.
- 9.2 In discussion, the Board:
- Noted the wealth of evidence around good practice detailed in the report.
  - Noted that the breach around mixed-sex accommodation is a known risk due to the structure of that particular ward and that some of the other recommendations are in areas that teams were already sighted on.
  - Received assurance that themes around patient safety and linking those back to estates, digital and clinical practice will be part of the remit of the new Director of Patient Safety role, also ensuring learning is embedded going forward.
  - Commended all members of staff and teams involved in the inspection, and also the input from our Governors, in helping to achieve the good outcome, acknowledging that there is always room for improvement going forward.
- 9.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the report.

## 10 Quality Report

- 10.1 Amar Shah introduced the report highlighting:
- The results of an analysis focusing on safety issues around transition between child and adult services provides assurance that there are safe process in place, with evidence of good practice around dedicated transitions. Recommendations are included in the report to ensure good practice is replicated across the Trust.
  - The plan for 2022 includes further work on improving the experience of new starters, which is already beginning to show promising results.
- 10.2 In discussion, the Board:

- Recommended pocket QI be offered to NEDs as part of their induction.
- Noted the further actions around safe transition detailed in the report.
- Noted the leadership of ELFT in actively advocating the use of QI to our partners in the ICSs, as well as quality assurance.
- Welcomed the collection of patient experiences around transition as a more positive indicator of impact levels.
- Received assurance that converting people from agency workers to permanent staff is a focus for the team and has already yielded some good results.

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

## 11 Performance Report, including Waiting Times Review

11.1 Amar Shah presented the report, highlighting:

- The report covers to the end of December 2021, with a watching brief being kept on the impact of Omicron throughout January 2022.
- Safety indicators are showing positive reductions in the use of restraint, pressure ulcers and violent incidents on wards plus those that cause harm.
- Plans are in place to meet the 80% compliance for inpatient discharge follow ups within 72 hours.
- A deep dive on waiting times was presented to QAC, highlighting three key areas:
  - An improved understanding of waits and backlogs per service, with all teams having access to real time data in its entirety.
  - Consistent principles in place to manage potential harm during waiting times.
  - The application of better practice; using QI to test creative ideas and systematic approaches, with regular reviews of plans to identify areas where more radical ideas are required.

11.2 Edwin Ndlovu added Covid has provided a platform for engagement with system partners in a different way, using QI and co-production. There is an expectation that we will be in a more developed place in a few months' time dealing with the different levels of illness within our communities.

11.3 In discussion the Board:

- Noted the assurance provided by the review presented to QAC around actions and the need for this to be carefully tracked.
- Received assurance that work around the sharing of information and knowledge is being embedded, with teams connected through virtual learning forums and the creation of horizontal networks with clinical leads.
- Noted the reduction in the waiting list for people on the autism spectrum and were assured that ongoing work with system partners will aim to ensure that all opportunities are made available to support these individuals.
- Welcomed the creativity around providing services and support for young people whilst they are waiting to access CAMHS services.

11.3 The Board **RECEIVED, DISCUSSED** and **NOTED** the update.

## 12 BREAK

## 13 Excess Covid Deaths

13.1 Angela Bartley and Emily Humphrey presented the report, highlighting:

- The messaging on the importance of vaccinations and strengthening our role around prevention and early intervention.
- The impact of the pandemic and the vulnerability in particular of ELFT's service users.

13.2 In discussion the Board:

- Noted the effectiveness of a named pharmacy for service users in primary care helping to ensure the delivery of consistent messaging.
- Acknowledged the report recommends more long term preventative measures around mental, physical and social health, especially in schools.
- Noted the work already underway on Marmot Trust principles and the Healthy Schools approach being piloted in Newham. An update on this work will be brought to the Board later in the year.
- Noted that both ICSs are strengthening the focus on vaccines for people with serious mental illnesses.
- Acknowledged how the pandemic has highlighted historic inequalities in society and how the work of the ICSs and our role as an Anchor Institution are fundamental to redressing the imbalance.

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

**14 Luton and Bedfordshire Mortality Review**

14.1 Angharad Ruttley presented the report, highlighting:

- The report provides thematic review to understand themes and patterns, and identify any trends.
- No unusual patterns identified and the number of suicides is lower than in previous years.
- The findings from the report will inform the suicide prevention programme work which is being accelerated.

14.2 In discussion the Board:

- Noted the excellent work by Bedford and Luton services around suicide prevention and teaching, which will be extended into our London services.
- Acknowledged this reinforces the importance of the 72 hour follow up on discharge.
- Noted the work around weekend clinics in Bedfordshire and Luton, making use of unused digital hardware to enable service users to remain in contact, which will hopefully lead to a further reduction in deaths.
- Noted the continuing work around the interface between children and young person's and adult services on transition, with learning from a recent SI informing some of this work.
- Noted the strengthening focus on inpatient addictions and the work with the Path 2 Recovery service to increase the confidence of staff who do not necessarily have the specialist skills or experience.

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

**15 Prevention of Future Deaths Notice**

15.1 Paul Gilluley presented the report which relates to a death in May 2021 within Hackney mental health services, highlighting:

- The delay in receipt of papers by the Coroner: four additional SI investigators have been recruited to ensure reports are received in appropriate time, and additional

legal support resourced to deal with the increase in cases following shutdown of the Coroner's service during the pandemic.

- The Hackney Crisis Line service: has undergone a thorough review resulting in increased oversight of the service and quality control, improved recruitment to ensure staff have the appropriate skills, a training programme via the Samaritans and policy changes.

15.2 In discussion the Board:

- Noted the importance of keeping contemporaneous notes.
- Was assured that staff receive appropriate support and time to write reports.
- Acknowledged that the same skills are not necessarily required to undertake phone work as face to face consultations, and the importance of recognising they are different experiences.
- Was assured that ongoing discussions around improvement and better ways of working are actively discussed, for example during team away days, and are not limited to the outcome of a one-time event.
- Noted that quality control of the crisis line is not limited to training sessions, with the Deputy Borough Director now regularly listening in to calls

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

## 16 Green Plan

16.1 Steven Course introduced the report which details the action plan for the next three years to tackle the declared climate change emergency.

Adam Toll added:

- The plan is based on the Greener NHS Team template with the aim of targeting net zero by 2040 for directly controlled emissions; and 2045 for those we can influence. It is ambitious and challenging, but essential it is supported Trust-wide.
- Two new clinical leads have been recruited to work on this.

16.2 In discussion, the Board:

- Acknowledged that the challenge will be how to embed this in all we do.
- Received assurance that the implementation of tasks and setting up of workstreams will commence, despite an agreed national NHS carbon footprint measuring method not being available from the Greener NHS Team until the summer; however, noting the importance of the impetus being led from a 'bottom up' approach.
- Noted some of the Trust goals detailed in the report will already have measures in place, e.g. percentage reductions in energy usage.
- Noted the positive feedback around the enthusiasm and engagement of staff with this subject and that it will be a positive factor when recruiting people to the Trust.
- Noted the plan to identify champions in each area of the Trust, the use of academic programmes for training and the talks planned by the climate change team, where both work and home initiatives will be the focus of discussions.
- Received assurance that the Trust's work around QI, people participation, driver diagrams, tracking impacts etc will be utilised to demonstrate outputs from the plan during every stage of the process.
- Noted the proactive actions already in place and the help in creating and supporting the plan from senior leaders, community groups, service users and people participation.



- 16.3 The Board:
- **RECEIVED** and **DISCUSSED** the report
  - **RATIFIED** the Trust's Green Plan.

## 17 People Plan Update including Staff Wellbeing

- 17.1 Tanya Carter presented the report, highlighting:
- Further development of trauma-informed care, building on the work around wider determinants of health for our staff.
  - Focus on providing support around the impact of Covid on all staff groups and senior leaders, permeating down through teams.
  - Development of the wellbeing strategy; aligning all interventions we deliver for staff.
  - A key priority remains improving the staff experience.
  - Continuing to segment staff by population to devise interventions.
  - Positive feedback received on the £100 'thank you' recognition payment to all staff.
  - Continued expansion of early interventions in teams and leadership development work.
  - Plans to re-promote the Freedom to Speak Up initiative.
- 17.2 In discussion, the Board:
- Expressed concern over data showing an increased likelihood of BAME staff going through the disciplinary process, following three years of significant reductions.
  - Acknowledged this could be as a result of the impact of Covid; however, requested a special cause variation study for the next meeting.  
**Action: Tanya Carter**
  - Noted the ongoing work to compare staff survey data on disability initiatives from previous years.

- 17.3 The Board **RECEIVED**, **DISCUSSED** and **NOTED** the report.

## 18 Safer Staffing

- 18.1 Lorraine Sunduza presented the report on inpatient mental health nursing staffing and community health caseload review levels, highlighting:
- The clinical workforce report will initially be presented at RemCo.
  - Challenges remain around short notice absences, some due to Covid; however, provided assurance that a system is in place to respond to immediate needs.
  - The 'outside of hours' duty system with a senior nurse who has the ability to move staff around if required.
  - In September 2021 a virtual ward was set up with staff on standby across the sites. There is also local oversight and rota reviews, with professional lead and Exec oversight.

- 18.2 The Board **RECEIVED** and **NOTED** the report.

## 19 Finance Report

- 19.1 Steven Course presented the report, highlighting:
- At month 8 the operating surplus is £12.2m, with a net surplus of £491k.
  - Cash fund is £151.6m.
  - The financial viability (FV) programme is shown as behind by £2.5m; however, in month 9 this has improved to £1m behind plan.
  - Income is above plan at £170k, primarily driven by Primary Care income.

- Covid expenditure is £380k above income, and increased again in month 9 due to Omicron.
- Service overspends include B&L Community Health £382k reduced down from £1m+; agency £520k; agency locums £870k; and Bedfordshire Adult Mental Health improved position to £285k overspend.
- Corporate overspend of £1.4m.
- Surplus is increasing and therefore working on solutions to achieve a breakeven position by year end.
- Challenge around the figure of 3.6% built into the budget for inflation, and whether it should be more than this given the currently inflationary situation has been referred back to the centre for further advice.

19.2 In discussion the Board:

- Noted we are in the planning phase for next year with particular focus on the plans for the FV programme, understanding funding streams and investments, the impact of recurrent Covid costs and the capital budget.

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

## **20 Trust Board Committees**

20.1 The Board:

- **RECEIVED** and **NOTED** the reports

## **21 Board of Directors Forward Plan**

21.1 The Board **NOTED** the plan.

## **22 Any Other Business**

22.1 None.

## **23 Questions from the Public**

23.1 None.

## **24. Dates of Future Meetings**

- Thursday 24 March 2022
- Thursday 26 May 2022
- Thursday 28 July 2022
- Thursday 29 September 2022
- Thursday 24 November 2022
- Thursday 26 January 2023
- Thursday 30 March 2023

All meetings will commence at 1300hrs with a tea-time presentation and continue to be held in person with a video conference facility until further notice.

*The meeting closed at 3.10pm*