

Council of Governors Meeting

To be held in public on Thursday, 9 March 2023, 5:00pm – 7:00pm Great Hall, Bishopsgate Institute, 230 Bishopsgate, London EC2M 4QH

Members of the public are excluded from Private Parts of the Council of Governors meeting having regard to commercial sensitivity and/or confidentiality and/or personal information and/or legal professional privilege in relation to the business to be discussed. These parts of the meeting are highlighted.

Agenda

	Title		Action	Time (all pm)
Infor	mal Gathering and refreshments			4:30
0	Council of Governors meeting held in private Receive Chair's Objectives 2023/24 Performance Review process Ken Batty, Senior Independent Director	Report	Assurance Approval	5:00
1	Welcome Eileen Taylor, Chair	Verbal	Assurance	5:15
2	Apologies for Absence Eileen Taylor, Chair	Verbal	Assurance	
3	Declarations of Interest Eileen Taylor, Chair	Verbal	Assurance	
4	Minutes Council of Governors Meeting of 19 January 2023 Eileen Taylor, Chair	Attached	Approval	
5	Action Log and Matters Arising from the Minutes Eileen Taylor, Chair	Attached	Assurance	
6	Council's Appreciation, Mark Lam	Verbal	Assurance	
Strate	egic Items			
7	Trust Performance: Mental Health Support in A&E: Successes and Challenges Edwin Ndlovu, Chief Operating Officer Jamie Stafford, Programme Director Community Mental Health Transformation	Presentation	Assurance	5:25
8	Governors' Strategic Priority Item: Getting the basics right Donna Kinnair, Chair of Quality Assurance Committee Edwin Ndlovu, Chief Operating Officer	Presentation and Discussion	Assurance	5:45

Busi	iness Items			
9	Report from Communications & Engagement Committee (CEC)	Attached		6:25
	Membership Engagement Plan		Approve	
	Felicity Stocker, Chair of CEC Aamir Ahmad, Chair of Membership Engagement Plan T&F Group Tina Bixby, Membership Officer			
10	Any Other Urgent Business and Questions from the Public (to be advised in advance by Tuesday, 7 March 2023. Questions submitted on the day will be responded to following the meeting)			6:40

End of the Public Meeting

11	Council of Governors meeting held in private Report from the Nominations & Conduct Committee Recruitment, Non-Executive Directors Committee Election Guidelines Eileen Taylor, Chair	Attached	Approve Approve	6:45
12	 Date and Time of Next Meeting: 11 May 2023 (face-to-face – venue tbc) 13 July 2023 (face-to-face – venue tbc) 14 September 2023 (face-to-face – venue tbc) 9 November 2023 (face-to-face – venue tbc) All meetings will be held from 5:00 – 7:00pm 			

For more information on the meeting, including how to access the meeting, please visit <u>the ELFT website</u>. Please contact <u>elft.membership@nhs.net</u> for any specific enquiries.

Eileen Taylor Chair, East London NHS Foundation Trust



Draft Minutes of the Annual Members and Council of Governors Meetings Held in Public

Thursday 19 January 2023 from 5.00pm – 7.00pm Virtual Meeting, held via Zoom

Present:	Eileen Taylor	Trust Chair
Governors:	Patrick Adamolekun Julie Aduwa Viv Ahmun Victoria Aidoo-Annan Rehana Ameer Dr Roshan Ansari Fatima Begum Yesmin Begum John Bennett Gren Bingham Liz Birch Shirley Biro Bob Cazley Caroline Diehl Mark Dunne Love-Jane Egbe Susan Fajana-Thomas Adam Forman Cass Howes Rofikul Islam Mumtaz Khan Peter Landman Khtija Malik Graham Manyere Reno Marcello Beverley Morris Stella Oloyede Jamu Patel Betsy Scott Kate Smith Larry Smith Suzana Stefanic Tracey Stock Hazel Thomas Jim Weir Rachel Williams	Staff Governor Public Governor, Rest of England Appointed Governor, Voluntary Sector Staff Governor Appointed Governor, City of London Public Governor, Tower Hamlets Public Governor, Central Bedfordshire Public Governor, Central Bedfordshire Public Governor, Newham Public Governor, Hackney Staff Governor Staff Governor, Hackney Public Governor, Hackney Public Governor, Newham Public Governor, Newham Public Governor, Newham Public Governor, Newham Public Governor, Newham Public Governor, Newham Appointed Governor, Newham Appointed Governor, Luton Staff Governor Public Governor, City of London Public Governor, Hackney Public Governor, Newham Appointed Governor, Luton Staff Governor Staff Governor Public Governor, Central Bedfordshire Public Governor, Newham Appointed Governor, Central Bedfordshire Public Governor, Newham Appointed Governor, Newham Appointed Governor, Central Bedfordshire Public Governor, Newham Appointed Governor, Newham Appointed Governor, Newham
In attendance:		
Staff	Annir Ahmad	Non Executive Director Vice Chair London

Staff

Aamir Ahmad Tina Bixby Mary Brazier Paul Calaminus Tanya Carter

Non-Executive Director, Vice-Chair London Membership Officer Director of Social Work Chief Executive Chief People Officer

Anit Chandarana Sam Everington	Non-Executive Director Non-Executive Director
Richard Fradgley	Executive Director of Integrated Care and
	Deputy CEO
Philippa Graves	Chief Digital Officer
Prof Dame Donna Kinnair	Non-Executive Director
Norbert Lieckfeldt	Corporate Governance Manager
Cathy Lilley	Director of Corporate Governance
Edwin Ndlovu	Chief Operating Officer
Dr Amar Shah	Chief Quality Officer
Gill Skrzypczak	Minute Taker
Lorraine Sunduza	Chief Nurse and Deputy CEO
Dr Mohit Venkataram	Executive Director of Commercial Development
Deborah Wheeler	Non-Executive Director, Vice-Chair Bedfordshire &
	Luton

Apologies:

Caroline Ogunsola Felicity Stocker Staff Governor, Lead Governor Public Governor, Bedford Borough

The minutes are produced in the order of the agenda

1. Welcome

- 1.1 Eileen Taylor welcomed everyone to the Council of Governors meeting and reminded all of the Trust's values We Care, We Respect and We Are Inclusive. She
 - extended a special welcome to the new Governors, a number of whom had attended the informal gathering at Alie Street in December.
 - confirmed that Mark Lam, the recent Chair of the Trust, has been invited to join the first face to face meeting in March so there will be an opportunity to express our thanks and say goodbye. Mark is also hoping to join us at the Trust Board meeting next week.
 - acknowledged this is her first Council meeting as the substantive Chair of ELFT and thanked the Governors for their support and understanding during her time as interim Chair and through the recruitment process.
 - Extended the Council's congratulations to Susan Fajana-Thomas for her recent OBE in the King's New Year's Honours List awarded for her work in equality through the <u>SFT Foundation</u> and in local government.
 - acknowledged the recent sad events affecting service users in Luton and Newham; with thoughts extended to the staff, families and loved ones of the service users who were impacted.

2. Apologies for Absence

2.1 Apologies were noted as above.

3. Declarations of Interest

- 3.1 Deborah Wheeler and Aamir Ahmad in respect of agenda Item 9; however, there is no requirement for them to leave the meeting for that item.
- 3.2 No further declarations of interest have been received in regard to today's meeting held in public or which are not already included in the published registers.

- 4. Minutes of the Annual Members and Council of Governors meetings held on 10 November 2022 and the Extraordinary meeting of the Council held on 25 November 2022
- 4.1 The minutes of both meetings were **APPROVED** as a correct record.

5. Action Log and Matters Arising.

- 5.1 The action log was reviewed, noting both actions are on the Forward Plan.
- 5.2 There were no matters arising.

6. Trust Performance: Are Services Effective?

- 6.1 Dr Amar Shah presented, highlighting:
 - In relation to quality of care, effectiveness has been defined as patient experience, patient safety and clinical effectiveness. It is a key line of enquiry for the CQC in order to demonstrate good outcomes and good quality of life based on the best available evidence and provides a useful guide to assess our own effectiveness.
 - The Trust has moved away from simply gathering data on activity towards understanding what matters most to people; the adoption and more widespread use of Dialog provides the best way to assess our impact and whether our provision of care has made a difference.
 - Dialog data from inpatient service users and community mental health services shows that being treated and receiving care from ELFT has improved outcomes and has made a difference to areas related to people's quality of life. Equally the percentage of inpatients showing improvements in outcome measures over time has increased from just under 30% to almost 35% with teams able to see these positive impacts on their caseloads.
 - On evidence-based care, ELFT evaluates all National Institute for Health and Care Excellence (NICE) guidance received to ensure compliance, see how our services compare and identify where there are gaps to address. Often, however, our services have gone beyond what the evidence tells us in order to achieve better outcomes. An example of this is the Trust's work around violence and aggression, which advanced the evidence base and has been recognised by NICE as a national standard in the field of managing of violence and aggression on adult mental health wards.
 - Our programme of CQC readiness involves self-reflection and peer review with questions aimed at ensuring services are able to demonstrate and evidence their effectiveness, measure outcomes and develop new ways of working to extend knowledge.

6.2 In discussion, the Council:

- Noted that ELFT seeks to exceed guidance, expectations or requirements and to use qualitative measures, not just numbers. The care planning process is based on wrapping support around what matters most to the individual and the feedback from People Participation networks and the Dialog scale offer a deeper understanding of where our interventions should be focused to really make a difference.
- Noted the use of outcome information differs in different services; however, Dialog is used at particular points in a pathway, with a six-monthly check on progress.
- Welcomed a question on whether the Trust's research accounted for language barriers in different communities. **ACTION:** Amar Shah will respond offline.
- Noted that with the increase in collaborative working reassurance around the
 effectiveness of the different partners ELFT will be working with will differ
 dependent on how well developed they are with understanding outcomes and
 quality of life; however, it provides an excellent opportunity to share our learning
 and agree on consistent measures.

6.3 The Council **RECEIVED**, **NOTED** and **DISCUSSED** the presentation.

7 Non-Executive Director's Assurance

- 7.1 Aamir Ahmad presented, highlighting discussions at Committees where he is a member or chairs:
 - Finance, Business & Investment Committee: The challenge to finances in the NHS overall and within the Integrated Care Services (ICS) that ELFT is a part of. Although the Trust remains on target to achieve a break even position at year end, we are working to support some partners within the ICS who are in deficit. Going forward this will present issues around extracting and improving value in how we do things at ELFT and will be an ongoing pressure.
 - **People Participation Committee:** The work that has been undertaken to ensure the spread of People Participation into every community we serve, including previously difficult to access areas to ensure we understand issues and whether care is being delivered as effectively as possible. Two key features are the development of the Carers Strategy and the success of the Befriending scheme which now reaches out to 100s of people, often demonstrating benefits comparable to medical interventions.
 - Non-Executive Director Visits: The opportunity for Non-Executive Directors (NEDs) to make in person visits to teams and wards, talking to staff and service users and seeing the huge pressures they are facing in particular with the continuing impact of flu and Covid. These visits enable us to see how teams are meeting the challenges with the right support in place, and also highlights the good engagement and open culture in ELFT for feedback and challenge.
- 7.2 Deborah Wheeler presented, highlighting the work of and discussions at the Quality Assurance Committee where she is a member:
 - The opportunity for verbal updates on urgent issues from Execs; at the last meeting there was an immediate update on the tragic events in Newham and the Committee is kept briefed and up to date allowing a follow through of the issues.
 - The presentations on quality and safety given to the Committee by individual services which help triangulate with the information received on NED visits, identifying synergies in the positives and challenges presented. A recent presentation by Primary Care highlighted the transformation from a NED visit to Cauldwell Medical Centre two years ago, when there were only locum GPs within the practice, to hearing that they are now fully staffed and all of the positive benefits this has had on the team and the service users.
 - An important key line of 'so what' questioning following incidents to ensure changes are implemented and differences made in processes if appropriate, with meaningful shared learning. This is evidenced in the Committee's interest in the quality aspects of areas such as waiting times and how we ensure people are kept safe whilst waiting for treatment.
 - The Committee reviews the complaints report but focus on looking beyond the facts and figures to note the differences made as a result of the issues raised in complaints.
 - The inclusion of the Trust's Internal Auditors at the meetings, sharing findings and recommendations from quality audits and giving an extremely helpful external view of our services.
 - The importance of hearing the approaches and aspects across the different committees the NEDs sit on coming together at the Trust Board.
- 7.3 In discussion, the Council:
 - Noted the NEDs undertake two or three service visits per month, spread across the
 organisation allowing for context around team's surroundings and the opportunity to

gather more detail on the difficulties people would want to see addressed. A brief written report of each visit is shared with the Trust Board.

- Noted that a communication concerning the incident in Newham was sent to Board members the next day. The Serious Incident team carry out a 48-hour report to identify any immediate issues but as this is an ongoing Trust and Police investigation it is too early for wider learning. It will stay on the Committee's agenda going forward to ensure any resultant learning is shared widely.
- Requested the question of how learning is shared across the organisation be brought back to Council of Governors as a future topic for discussion. (Action: Norbert Lieckfeldt).
- Welcomed the plan for one or two Governors to join NED visits in the future.
- Noted that NEDs feel well supported by Corporate Services colleagues and that the challenges going forward are around the new ways of collaborative working with partners across the ICS and to understand the optimum level of their intervention in order to provide a more strategic view.
- Noted the positive joint Board work that has happened with NELFT.
- Noted there are other processes in place for staff to raise concerns; the Freedom To Speak Up Guardian is available for escalation of issues if necessary and these get reported through the Appointments and Remunerations Committee and directly to the Chair during regular meetings. Additionally, the NEDs sit on various committees including the People Participation Committee which has a majority service user and frontline staff membership.
- Received assurance that inflationary pressures were centrally funded for 2022/2023; planning is underway for budgeting into 2023/2024 as it is unlikely to be further funded. The Finance, Business and Investment Committee receive the assurance from the Chief Finance Officer around all aspects of finance and budgets.
- 7.4 The Council **RECEIVED**, **NOTED** and **DISCUSSED** the presentations.

8. Governor's Strategic Priority Item: Supporting Families and Carers – Impact of ELFT's Carers Strategy

- 8.1 Mary Brazier presented, highlighting:
 - Her lived experience as a carer which has informed her work in this area.
 - The strategy is titled Carers, Family and Friends and to encompass all those who may be involved in the care of an individual and recognises that carers support enables people to live independently, easing pressure on services. It is important that they and the service user are seen as partners in the delivery of care.
 - Most boroughs have their own strategies and ELFT's strategy should dovetail with these.
 - The identification of key priority areas which has led to the rolling out of carer's recognition training across the organisation, having clear pathways for crisis for carers, ensuring carers voices are heard and support for young carers.
 - There was reflection around the impact of the pandemic with a co-designed survey providing key messages particularly around communication between services and carers, strengthening respect and recognition of challenges, providing the right access to services, understanding the diversity of experiences individual carer's have and accessing and drawing on voluntary community support work.
 - Focus groups and Working Together groups were key to understanding the needs of carers within their role, not necessarily around clinical interventions.
 - The focus is very much based in the local areas for delivery and co-production, implementing the strategy based on local need within communities.
 - Provided many examples of the positive work ongoing across the Trust's services.

Questions for discussion: in breakout rooms, focusing on the following questions:

Q1 How can we communicate better with carers across the whole organisation? Q2 How can we work more effectively across local health, social care and voluntary sector organisation to provide co-ordinated information and support for carers?

- 8.2 Feedback from breakout rooms included:
 - Encouraging service users to say who provides them with help and support, as some people may not think of themselves as carers
 - Not to lose sight of young carers and the different approaches and access needed for different groups
 - Recognising the need for flexibility with partners and agreeing who should coordinate carers support in the different environments to prevent duplication or gaps
 - Peer support having carers that have been through the process to be able to help, having already 'walked that path'
 - Training the frontline teams to recognise that carers' needs are core to their care and reaching out to find out what help they need
 - Ensuring carers remain at the centre of communications
 - Educating people to recognise themselves as carers
 - Using both digital and traditional methods of communication
 - Using schools to education people around young carers and using them to talk to parents
 - Closer links to use networks to educate local organisations, keeping as local as we can
 - Sometimes carers have given up as they have not received the services they require; looking for ways to re-energise them
 - Sitting down with all of the services and jointly working out how to achieve the right objectives between us
 - Using social prescriber via GPs where available ELFT can utilise this via the Primary Care Directorate
 - Engaging with carers who are invited in for flu jabs, etc via coding
 - Using different channels for communications, such as supermarkets, pharmacies, religious organisation networks
 - Maximising access to smaller, local communities via local authorities
 - Re-implementing some of the engagement that has been disrupted by the pandemic, such as stakeholder meetings
 - Thinking about how to emphasise the messages to carers we know about around crisis and how to look after themselves before they reach that point
 - Communicating with our 9,000 members to identify carers and alerting them to available services
 - Setting up a volunteer carers committee,
- 8.3 The Chair thanked everyone for their contributions which will be formally fed back to Mary Brazier and Richard Fradgley. **Action**: Norbert Lieckfeldt

9. Report from Nominations and Conduct Committee (NomCo)

- 9.1 Eileen Taylor thanked the NomCo on behalf of the Board for their hard work and contribution over the past 12 months. She highlighted
 - the Committee has met twice since the last Council meeting to review the Vice-Chair arrangements and approve the job descriptions for the two Non-Executive Directors vacancies.
 - that on 10 December 2022 the Council agreed unanimously by electronic ballot to delegate the process of the NED recruitment to its NomCo, and to appoint Aamir Ahmad and Deborah Wheeler as Vice-Chairs for London and Beds & Luton respectively, increasing their time by one day per month at the usual NED rate.

- that the advertisements for the new NEDs are out in a wide variety of media outlets with the skills, knowledge and experience requirements based on the balance of the current skills mix of the Board, future challenges and succession planning. The job descriptions also recognised the responsibilities within the new ICSs and in relation to dignity and respect for service users and working closely with the Council of Governors.
- That an open event for applicants will be held with Board members, staff, service users and Governors, with the stakeholder panel on 28 February and interviews scheduled for 1 March 2023.
- 9.2 The Council **RECEIVED** and **NOTED** the update and formally **RATIFIED** the outcome of the electronic ballot to
 - delegate the process of recruiting two new NEDs to its Nominations and Conduct Committee
 - appoint Aamir Ahmad and Deborah Wheeler as Trust Vice Chairs for London and Bedfordshire & Luton respectively, increasing their time by one day per calendar month and the usual NED rate.

10. Report from the Communications and Engagement Committee (CEC)

- 10.1 Eileen Taylor congratulated Hazel Thomas on her appointment as Vice Chair of the CEC.
- 10.2 Tina Bixby updated the Council on the development of the review of the Membership Engagement Plan, taking into account the new Trust Strategy, our population health and Marmot Trust ambitions and integrated working.
- 10.3 She thanked the Governors who responded to the survey and who sent helpful feedback for future learning; the closing date for the survey has been extended to 31 January 2023. The final of three planned conversation with members will take place on 23 January and a final draft will be presented at the March Council of Governor's meeting.
- 10.4 The Council **RECEIVED** and **NOTED** the update.

11. Any Other Urgent Business and Questions from the Public

- 11.1 **Significant Business and Strategy Committee:** The January meeting has been deferred with an update to be brought to the May Council. Following the Committee membership process, Gren Bingham and Love-Jane Egbe have been voted onto the Committee.
- 11.2 Q: Can the issue of slippage around Governor's meetings with service and borough Directors be addressed, so the timing of meetings enable any issues raised to be brought promptly to Council meetings.

Noted there were issues around staff illness during November and December 2022, and that January meetings were cancelled due to winter pressures. Requested any pressing issues are communicated immediately to Norbert Lieckfeldt for him to raise, and not to wait for the next meeting.

11.3 **Q: Will allowances be made for Governors who prefer not to attend face to face meetings and continue to join online rather than send apologies.** Ways for people to be able to observe the meetings online are being explored. The intention is not to hold hybrid meetings as this would not support the interactive style of the Council's agenda. It is hoped to be able to make accommodations in exceptional circumstances.

Date and Time of Next Meetings:

9 March 2023 (face to face – venue to be advised)

11 May 2023 (face to face – venue to be advised)
13 July 2023 (face to face – venue to be advised)
14 September 2023 (face to face – venue to be advised)
9 November 2023 (face to face – venue to be advised)

All meetings will be held from 5:00 – 7:00pm.

The meeting closed at 6.55pm

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In progress Closed Forward plan



To: Council of Governors

From: Felicity Stocker, Chair

Author: Tina Bixby, Membership Officer/COVID-19 Incident room Business Manager

Date: 9 March 2023

Subject: Communications and Engagement Committee Report

1. Purpose of the Report

- 1.1 To update the Council on the work of the Communications and Engagement Committee.
- 1.2 The committee last met on 20 February 2023
 - Discussed Communications and Media Update (provided by Janet Flaherty, ELFT's Head of Communication)
 - Reviewed the Draft Membership and Engagement Plan and the process of the Membership Task and Finish group to date.

2. Background

- 2.1 The Communications and Engagement Committee has been established to carry out specific duties on behalf of the Council, including reviewing the Trust's Membership Strategy and communications with members and among Governors.
- 2.2 The Communication and Engagement Committee meetings are open to all Governors. Those Governors who are not core members but wish to attend should notify the Governors and Members Office in advance.

3. Media Activities Update

- 3.1 Janet Flaherty provided Governors with an update of the media activities in the Trust:
 - Caller in Beds claiming to be from an NHS Wellbeing service and trying to sell vitamins. Police and Counter Fraud Team advised, messages put out on the Beds Wellbeing site and Twitter to warn the public.
 - The efforts being made to support local Turkish communities in East London and Luton in the wake of the recent earthquake; have reached out to Turkish associations and working with aid agencies. Will also be reaching out to any Syrian staff for their input and assistance.
 - East London vaccination centre is closed as routine COVID vaccinations have been suspended; although currently available for flu jabs once a week and for people who still require COVID immunisations for clinical reasons.
 - Children's Mental Health week provoked positive discussions amongst children in schools, with one East London school making thank you cards for the CAMHS Team, which were gratefully received by the staff.
 - Working on the upcoming Eating Disorders Week and exploring a possible linking up with On Your Feet Day for the ELFT podiatry service.
 - Most hits on the website (29,000) during January were around jobs and vacancies in ELFT followed by the Bedfordshire Wellbeing service and Newham phlebotomy service.

The media dashboard for January was circulated to the Committee after the meeting

4. 0 Membership Engagement Plan (MEP) Update

• Tina Bixby updated the Committee on the progress of the MEP Task and Finish Group The remainder of the meeting focused on the Draft MEP.

5.0 Update since the Committee held on 20 February 2023

The final task and finish group met on the 27 February, feedback around value and inclusivity were discussed and the final changes made to the plan The final Membership Engagement plan is attached at **Appendix 1**.

As advised at the previous Council Meetings the ELFT Membership Strategy review began in December 2022. The consultation included a survey to members, three member conversations and the creation of a Task and Finish group.

The presentation at the Council Meeting will provide further detail on the actions taken and how the Membership Plan has evolved.

5.1 The Council of Governors is asked to NOTE the report, and **RECEIVE** and **APPROVE** the Membership Engagement plan, subject to final approval by the People Participation Committee (16 February) and Board (30 March).

