

Public Council of Governors Minutes of the Meeting held in the Lecture Theatre, Ipswich Hospital, Ipswich, IP4 5PD on 7 March 2019 2018, 9.30am.

Attended

David White, *Chair of ESNEFT (Chair)*

Michael Horley, *Lead and Public Governor, Colchester*

Joanna Kirchner, *Public Governor Colchester*

Janet Brazier, *Public Governor, Rest of Essex*

Michael Loveridge, *Public Governor, Rest of Essex*

Elizabeth Smith, *Public Governor, Rest of Essex*

Ian Marsh, *Public Governor, Ipswich*

Gillian Orves, *Public Governor, Ipswich*

Jennifer Rivett, *Public Governor, Ipswich*

John Alborough, *Public Governor, Rest of Suffolk*

David Welbourn, *Public Governor, Rest of Suffolk*

Gordon Scopes, *Public Governor, Rest of Suffolk*

Sharmila Gupta, *Staff Governor, Colchester*

Louise Palmer, *Staff Governor, Ipswich*

Carlo Guglielmi, *Stakeholder Governor, Essex County Council*

Royston Dove, *Stakeholder Governor, Colchester Garrison*

Vikki Jo Scott, *Stakeholder Governor, University of Essex*

Also in Attendance

Eddie Bloomfield, *Non-Executive Director*

Julie Parker, *Non-Executive Director*

Richard Spencer, *Non-Executive Director*

Richard Youngs, *Non-Executive Director*

Ann Alderton, *Company Secretary*

Tammy Diles, *Deputy Company Secretary*

Luke Mussett, *Membership and Engagement Officer (Scribe)*

Apologies

Paul Ellis, *Public Governor, Colchester*

Susan Hayes, *Public Governor, Ipswich*

John Price, *Public Governor, Rest of Essex*

Jane Young, *Public Governor, Rest of Essex*

Donna Booton, *Staff Governor, Colchester*

Isaac Ferneyhough, *Staff Governor, Colchester*

Helen Chuah, *Stakeholder Governor, Colchester Borough Council / Tendering District Council*

Neil MacDonald, *Stakeholder Governor, Ipswich Borough Council/ Suffolk Coastal District Council*

Gordon Jones, *Stakeholder Governor, Suffolk County Council*

David Sollis, *Stakeholder Governor, Healthwatch Essex*

Tony Rollo, *Stakeholder Governor, Healthwatch Suffolk*

Items were not necessarily discussed in order of the agenda

Chair's Business

01/19 Welcome and Apologies of Absence

The Chair, Mr White, welcomed everyone in attendance and noted apologies for the meeting. Due to several empty seats at the main table, he asked permission from the Governors to invite the Non-Executive Directors to join them. The Governors agreed and welcomed them.

Though not able to attend on the day, Mr White welcomed Cllr MacDonald to his role as Stakeholder Governor for Ipswich Borough Council and Suffolk District Council in a rotational role. He then introduced Rebecca Driver as the new Director of Communications and Engagement. Following this, he then introduced Angela Tillett in her new interim role of



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Medical Director. Additionally, he welcomed Mr Mussett to his first Public Council of Governors meeting.

02/19 Declarations of Interest

Mr White asked if anyone had any Declarations that needed to be made. Ms Brazier noted that she is now a member of Colchester Hospital User Group (COHUG).

03/19 Minutes of the Following Meetings:

- i. **Extraordinary meeting of the Colchester Hospital Council of Governors 22 June 2018**
No requests for amendments made by the Council of Governors
- ii. **Meeting of the East Suffolk and North Essex Council of Governors 29 November 2018**
No requests for amendments made by the Council of Governors

04/19 Governors Register of Interests

Noted as read.

05/19 Chair's Report

Mr White opened his verbal report by introducing his appraisal process, which was currently being conducted by Mr Horley (Lead Governor) and Mr Collins (Senior Independent Director). He detailed what was involved including a written self-assessment and a 360 feedback, which had been returned by twenty-two individuals, which included members of the Board of Directors, selected stakeholder representatives and a number of Governors. Mr White wanted to note an appreciation for the candid comments and gave thanks to those that had given them. Mr Horley and Mr Collins had delivered to him the feedback already. He wanted to note one piece of feedback, which was that meetings management had been driven by time and that he had been asked to give way to more discussion and debate. Going forward he would encourage conversation but asked the Council to help him by giving pushback if they felt not enough of this was being given.

Mr White then continued informing the Council of Governors what had been discussed at the last informal meeting with the Chair on the 30 January 2019. At this meeting, he had explained the role of the Chair and that what goes on in the role can go unseen. His summary included the following events:

- Visiting the Ipswich Emergency Department with Site Directors
- Visiting Community Hospital sites and meeting the staff (noting how humbled he was by their dedication)
- Attending the Health and Wellbeing board (involving work in Mental Health across Suffolk)
- Meeting with the Chair of West Suffolk Trust and the STP leadership systems group

In other news, he was glad to see that the issue of media interest for the Non-Executive Directors (NED's) and the Governors had been resolved. The introduction of the mini Tesla

cars had been a nice touch to being part of children's experience as inpatients in hospital. He was also impressed with Ipswich Hospital's 'Little Journey' app that had been created for young patients.

He then noted a generous donation made by a local author in his will to Ipswich Hospital to the benefit of young people in Suffolk. Another generous singular donation had been made anonymously by a couple to the new Cancer Centre at Colchester, which had helped them tremendously towards their fundraising goal.

Mr White then asked members of the Council to reflect on the approach of his report and review the format for future meetings.

Governors' Briefing

06/19 ESNEFT Strategy

Dr Shane Gordon was invited to the table to discuss the ESNEFT strategy. Dr Gordon described this part of the council meeting as an opportunity for discussion. He noted that the contents had already been presented at the open Strategy and Engagement session for the Governors (5 February 2019) and explained that it was important to give the Governors an opportunity to review the strategy.

He started by establishing what is meant by strategy. Dr Gordon moved on to discuss what the structure of the strategy was and how there was a need for it to have a lot of support as the document itself had to be short. He talked about the Future Care Model and that it meant what the services would look like when the Trust reached that stage. He clarified that the first draft should be ready by April and it would be a living document. This would include annual delivery plans and it would be important that these joined up. As such, the strategy would be set up in milestones.

Due to the increasing demand in our services, there would be a need to drive work differently. In regards to Time Matters, it would be about working in a more efficient way. As such, the strategy was framed with Time Matters to make things better.

There would be five objectives for the Strategy:

- Keeping people in control of their health
- Leading the integration of care
- Developing our centres of excellence
- Supporting our staff
- Development of Technology

Dr Gordon described the new model of care and its focus in getting people back into the place they feel in control [home]. He touched on integrated health services had already been pioneered in Suffolk. He talked about self-diagnosis. Currently the system could create delays with certain pathways. There was an enthusiasm from diagnostic imaging for the Trust's ambition to have diagnostic testing completed earlier for cancer investigations. In

addition, the Outpatients team were enthusiastic about advancements in technologies to help with appointments.

Mr White thanked Dr Gordon for the approach he had taken, as there was a good level of detail but still felt like a summary. Dr Gordon noted there would be a stakeholder session on 20 March in Langham if any of the Governors would be interested in attending.

Ms Scott had a comment to make on the fourth objective. As a Stakeholder Governor for the University of Essex, she wanted to make it clear that she was not in a role of competition but there wanting to help. She had a concern regarding the ambition relating to the power to award degrees. She was not sure why becoming a higher education centre would hit the broader roles of the strategy and questioned whether the degree format was the most suitable to approach. She wanted to add the higher education sector was currently very volatile and she had concerns for the Trust going into that. She had submitted a reworded draft of this section of the document. Dr Gordon noted he had seen her e-mail earlier that day along with her adjustments and concerns would be taken under consideration.

Miss Gupta, Staff Governor for Colchester, thought that the Urgent Treatment Centre was a fantastic idea in the model. However, she had a series of questions including:

- When would it open?
- Would there be a staffing consultation?
- Would primary care team members be found to staff it?

Dr Gordon confirmed that the centre was due to open early December 2019. The EMC and Transformation teams had begun engagement with staff over the new system. As for staffing, he noted the current walk in centre team would be moving over to the site. There were challenging demands for staffing in this area already and they would be absorbed in their team.

Following this Ms Smith, Public Governor for the Rest of Essex, wanted to voice her concerns over what had been feedback to her as the rush to technology. She pointed out the 5 million in the country do not use the internet. She continued that the Trust represented a community with a high elderly population. She could see the balance but wanted to point out that the average reading age in the country was 10 years old. Dr Gordon wanted to be very explicit that this would be a new way of doing things and would not be a replacement. Those service users that would want to approach this new system virtually would free up space for those that would not. Mr White added that Ms Smith had made a good point for the need of plain English being required.

Ms Rivett, Public Governor for Ipswich asked that if the Trust was to have the Urgent Treatment Centre then would they need more staff and, if so, where the costings for this would come from. Mr Moloney joined Dr Gordon at the table to explain how the commissioning worked and that there was currently a reliance on agency staff which was known to be costly. In regards to the centre itself, they had good engagement so far with



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clinical partners. Ms Rivett continued by asking whether the Trust would be limiting access by being more centralised. Mr Moloney felt they would actually be enhancing services for communities such as Harwich and Clacton. He added the new Elective Care Centre location would go to consultation.

Mr White reminded the Council of Governors that the Trust was moving towards changes in legislation. They had a responsibility to partners in the whole system. The Elective Care Centre would be the best place for the best treatment.

Mr Alborough, Public Governor for Rest of Suffolk, felt the strategy had been brilliantly presented but the advice would be dependent on positive guidance. He wanted to know how this would be achieved and whether there were plans within the STP to push this. Dr Gordon explained that the integrated care system would be the heart of the strategy. He added in terms of sources for advice that it was treated as credible if it came with the NHS brand on it.

Assurance and accountability

07/19 Performance overview

Mr White explained that this section was taken from a much larger report. He explained that it was about how performance was developing. He appreciated some of the information could be quite dense so happy to give guidance. He continued that overall the Trust had to up its game, as it was not currently hitting combined A&E targets. There was also concerns about the Cancer targets but the Chief Executive was personally getting involved in this area.

Ambulance handover had also been a challenge but this would be a regular feature on assurance committee level. Ms Scott asked if there was seasonal comparisons that could be made. For instance was staff sickness at the same levels that it was last year. Ms Morgan, Director of Nursing, was asked to step up to the table to comment. She noted that the seasonal trends were similar to previous years and they do use them for benchmarking.

Ms Rivett said she had spoken with a member of the public who had felt that the downgrading of the emergency department to “requires improvement” at Ipswich was as a result of the merger.

The Chair noted a merger could affect services as well as seeing improvements being made as it had with Colchester emergency department. However, other factors had to be considered such as workflow with meeting of standards of what can be done. Mr Moloney explained some of the issues that were affecting performance. There were capacity issues that had to be considered with an increase in demand and decrease in availability in support. Ms Rivett asked what then had changed to create this situation. Mr Maloney felt it was due to the increase in demand. However, there had been a good turnaround in Colchester from a previously low base. The Trust had learnt from this and would apply it at Ipswich.

08/19 Report from Board Committees

- **Quality and Patient Safety**

Mr Loveridge, Public Governor for Rest of Essex, said that the committee had been very well conducted. Mr Marsh, Public Governor for Ipswich, added that he had concerns over the length of the agenda. Mr White agreed that the volume of work being undertaken was a serious issue at committee level. Meetings had NHSI observing and the Trust had been making progress had positive feedback from notices.

- **Finance and Performance**

Mr Horley, Lead and Public Governor for Colchester, commented on the diligence and the grilling for assurance of best practice on both sites. He also felt the financial targets were quite severe. Ms Rivett added that she felt that the committee was too reliant on non-recurrent solutions such as land sales. Ms Parker, Non-Executive Director, explained that they had to be tactical in savings. There was a focus on transformation efforts. This included sustained changes such as reducing agency staff use. Ms Rivett added that there should be an expectation of not using agency staff. Mr White noted the challenge came in trying to find a balance.

- **People and Organisational Development**

Ms Smith, Public Governor for Rest of Essex, noted the committee was well led. The new NED's worked well with the committee. There was a lot of data but not enough time being spent on looking at development.

- **Audit and Risk**

Mr Welbourn, Public Governor for Rest of Suffolk, requested that he have access for papers before the meetings took place. Dr Alderton, Company Secretary, explained that the Trust does not share papers before the day, as the Governors are not participants but rather observers in the meeting. Mr Welbourn responded that as an observer he felt he should be expected to observe the papers. Mr White clarified that a Governor only observes within the meeting.

- **Charitable Funds**

Mr Alborough, Public Governor for Rest of Suffolk, said it was a pleasure serving on this committee and seeing people talk on this subject. Ms Orves, Public Governor for Rest of Suffolk, also noted that there are suggestions for improvements and would be good to see these carried through.

09/19 Quality Priorities for 2019/2020

Ms Morgan explained the two papers and the priorities as being the next year's ambitions for the Trust. The process started with looking at data over the last six months and bringing this together to see what needed to improve. This had then gone through the Time Matters board. For the quality account, they have to choose three qualities. There had been a shortlist on five through committees.

Action: All noted by Governors

10/19 Selection of Quality Indicator for Audit

Ms Morgan continued with the second paper to look at what was required to audit. It was noted that there had been very clear guidance given. In previous years, the quality indicator



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to be selected for audit was chosen by the Council of Governors. This year however, NHSI have said that SHMI would be the indicator chosen. Papers showed that this is not just a local decision but also a national direction. Dr Alderton interjected that the process however still needed the Council of Governors to approve this choice. Ms Morgan continued that there was good clinical rationale for this choice. It covered many aspects of patient care and when looked at in terms of clinical bundles it was clear why it was recommended.

Mr Welbourn, wanted it noted that he refused to vote based on the principle that NHSI were telling the governors what to choose.

**Action: SHMI selected for audit by all Governors in attendance
except for Mr Welbourn who abstained**

11/19 Governance Questions on matters of Performance

No questions were raised.

Strategy and Engagement

12/19 Report of the Strategy and Engagement Group

Mr Horley who chairs the group, commented on his report that was attached to the council meeting papers. He described how the committee had seen several developments of Strategy and in Engagement and where each part was going in direction. He felt that the meetings were good. However, there was room for improvement as sometimes direction could be a little bit lost. Though some work had been done with Colchester Institute and PPG's it was now time for a new push forward to public discussions.

13/19 Report of the Lead Governor

Mr Horley summarised his paper. He noted that the Chair had verbally given his diary. His Lead Governor report was attached within the meeting documents and included a diary of activities.

He made note that that there had been low attendance of Governors at meetings and this was in partly due to a site issue. He noted that the Trust Office team was looking into potential solutions to this. He wanted to remind the Governors that missing three consecutive Council of Governor meetings could lead to a review by the other Governors on why they were not attending meetings. He also wanted to note that Ms Vanstone had stepped down from her role as a Public Governor for the Rest of Suffolk since the last meeting.

14/19 Report of IHUG

Ms Orves reported from recent IHUG meetings. She noted that Sarah Higson had now left her post in supporting the group and thanked her for her service. The group had also been involved in a range of other events including the Ipswich Hospital front door transformation for the UTC. The group had attended a learning disability tea party. There had been a whole team away day event, which had 100% attendance of IHUG members. There had been



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involvement in the selection of Healthwatch Suffolk's independent chair. Additional activities included GP training, a self-produced magazine and the IHUG quality account.

Mr Scopes, Public Governor for Rest of Suffolk, wanted to publically thank Ms Orves for all of her hard work that she put into IHUG. Mr White agreed with Mr Scopes' sentiment.

15/19 Report of COHUG

Before the report was given to the Council, Mr White wanted to note that COHUG had a very different history to IHUG.

Ms Brazier, Public Governor for Rest of Essex, agreed with the Chair that COHUG was not like IHUG. She summarised the recent events involving COHUG. These included Mr Robbie Rennie had been appointed as the Chair and they were currently looking for a Deputy Chair. There were currently nine members. Ms Shirley Califano had started in her role to support the user groups. They were looking to build membership of younger members, those with experience of dementia and those from different ethnic backgrounds.

Mr White thanked Ms Brazier for her time and reiterated that it would be important for COHUG to find their own path.

16/19 Report of Governor/ NED Walkabouts

Mr White was pleased that this system had been relaunched.

Ms Rivett fed back on the walkabout to Rushmere Medical Day Unit and the Mortuary at Ipswich Hospital with Non-Executive Director Ms Parker and Public Governors Mr Marsh and Ms Young. One thing of note from both areas was the appreciation made by staff at being visited.

17/19 Schedule of upcoming events

Mr Mussett, Membership and Engagement Officer, updated the Council of the schedule of upcoming events and appreciated when people came forward with omissions and corrections for the benefit of others for the weekly update emails that were sent out.

18/19 Governor Questions on Strategy and Engagement

No questions from the Council of Governors.

A member of the public then stood to thank the Trust for including a hearing loop that had not been available at the last couple of sessions that they had attended. However, they wished to express their concerns that it was a potential security risk. If the hearing loop were left on when a confidential session was being held then someone outside with a hearing aid would be able to hear discussions taking place. He was thanked for his input but was assured that the hearing loop was turned off in such eventualities.



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The member of the public then demanded that Mr Mussett make sure his comments were included in the minutes. Mr Mussett assured him that notes had been taken and it would be recorded.

Appointments and Performance

19/19 Appointment of New Non-Executive Director

Mr White then described the process of appointing a NED with a clinical background. The Trust had canvassed for the post in several ways including sending out 400 mail drops to GP practices in the region.

The interview process had now been completed and the stakeholder group had reached the same conclusion as the interview panel that the preferred candidate was Mr Hussein Khatib who had a background as a Director of Nursing and had previously been an inspector with the CQC. The references came in the morning of the meeting and they are looking for approval to appoint from the Council of Governors. The appointment would take effect from 5 April. A request was also made to invite Dr Khatib to the 4 April Joint Board and Governors meeting.

Action: The Council of Governors approved the appointment of Mr Hussein Khatib as a Non-Executive Director

Laurence Collins had also agreed to stay on in his role as Senior Independent Director to 4 April and the Council was requested to extend his contract until that date.

Action: Governors approved contract extension

20/20 Appointment of a Deputy Chair

Mr White noted that this item was something that the Council of Governors had encouraged. In his role as Chair, on the rare occasions that he would be unable to perform his role he would ask a suitable NED to stand in who would be most appropriate to the situation. However, for the role of a Deputy Chair his recommendation would be Helen Taylor for the role.

Action: Governors approved the appointment of Helen Taylor as Deputy Chair

On the matter of the post of Senior Independent Director, this would be discussed at Trust Board in the afternoon. However, the Chair noted the strengths of Carol Taylor Brown to the role. He followed with Ms Taylor Brown being nationally recognised by NHSI in Trusts looking at issues around freedom to speak up campaigns.

Any Other Business

21/20 Calendar of Meetings and Annual Cycle of Business

Reference was made to the documents attached in the papers for the meeting with note to the Governor responsibilities. With the proposed calendar, going forward any questions could be directed to Mr Musset, Ms Diles or Dr Alderton.

22/20 Constitution of East Suffolk and North Essex NHS Foundation Trust

Dr Alderton opened with the situation of Ms Vanstone leaving, which had exposed that the reappointment process had fallen into a gap between time from the next election and the candidates available from the previous one. It was not considered a good use of taxpayers money to run a by-election for one seat. Therefore, a change in the constitution was proposed from 6 to 12 months since the last election. This review also provided an opportunity to remove sections relating to the merger and typos. In the documents to the minutes, a version control had been distributed to clarify the changes proposed.

Action: Amendments to the Constitution were approved

23/20 Questions from Members of the Public

A member of the public noted the poor turnout from the public and felt this was due to advertising being limited and questioned why was there not more mention of these meetings on noticeboards and magazines.

Ms Driver, the new Director of Communications and Engagement, stepped up to the table to explain that in regards to advertising it was down to the best use of displays. This would be an action to look at smartly presenting pre-release of meetings.

In terms of meeting attendance, other difficulties noted included suitable locations, timings and meeting length.

As for magazines, there would be a new magazine launched called 'ESNEFT Life' with funding available for 4,000 hard copies through sponsorship.

24/20 Any other business

It was noted by Ms Brazier that the website did not update the change in location from Pinewood Centre to the Lecture Theatre in time for the meeting. In addition, the navigation of the site proved challenging to find the relevant information.

Action: Ms Turner, Head of Digital and Engagement to review.

Mr White discussed his intentions for the next meeting rather than sitting in a circle trying a new process of mixed tables.

Ms Kirchner, Public Governor for Colchester asked why all the meetings seemed to be held at Ipswich. Mr White clarified that there was in fact a balance between meeting locations and that they were equally split as practically as they could be.

There was no other business.

Meeting ended at 11:51