



**East Suffolk and
North Essex**
NHS Foundation Trust

**Public Council of Governor Minutes of the Meeting held in
The Pinewood Community Centre, Laburnum Close,
Ipswich, IP8 3SL on 29 November 2018**

PRESENT:

Mr David White, Chairman
Mr Michael Horley
Mr Michael Loveridge
Mr Gordon Scopes
Mrs Helen Vanstone
Mr Isaac Ferneyhough
Mr John Price
Mrs Janet Brazier
Mr Tony Rollo
Mr Michael Horley
Mrs Liz Smith
Mrs Jenny Rivett
Mr Paul Ellis
Mr John Alborough
Mr David Welbourn
Mrs Gillian Orves
Dr Chris Hall
Ms Vicky-Jo Scott
Mrs Jane Young
Mrs Donna Booton
Cllr Helen Chuah
Cllr Carlo Guglielmi

IN ATTENDANCE

Non-Executive Directors

Mr Eddie Bloomfield
Mr Laurence Collins
Mrs Diane Leacock
Miss Julie Parker
Mr Richard Spencer
Mrs Carole Taylor-Brown
Mr Richard Youngs

Executive Directors

Mr Nick Hulme, Chief Executive

Mr Neill Moloney, Managing Director

Dr Barbara Buckley, Chief Medical Officer

Mrs Dawn Scrafield, Director of Finance

Dr Shane Gordon, Director of Strategy, Research and Innovation

Mrs Clare Edmondson, Director of HR

Mr Mike Meers, Director of ICT

Mrs Catherine Morgan, Chief Nurse

Dr Ann Alderton, Company Secretary

Ms Tammy Diles, Deputy Company Secretary (Scribe)

Mr David Cohen, Capital Projects Manager

Public

Mr Chris Brazier

18/01 WELCOME

Mr White welcomed everyone to the meeting. He gave a warm welcome to Ms Vicky-Jo Scott, Stakeholder Governor (representing the University of Essex and Anglia Ruskin University) to her first Council of Governor meeting and also to Councillor Guglielmi to his first meeting.

Mr White apologised to the Council of Governors as he had been informed that they had not been receiving the weekly communications update.

Mr White informed members of the meeting that planning permission for the new cancer centre at Colchester Hospital had been granted, the building would bring together chemotherapy, haematology and radiotherapy under one roof, alongside a wellness centre.

Mr White spoke of a young patient who visited the Children's unit for life saving blood transfusions. Henry Alderson was the face for a national Christmas campaign to urge blood donors to keep their appointments, as NHS Blood and Transplant warned that missed appointments could hit blood stocks over the festive period. TV crews spent a morning with Henry, and the team which cared for him, and their story was told on the BBC and ITV local news, as well as in local newspapers.

Mr White was pleased to report that pupils from schools in north Essex and east Suffolk took part in Takeover Challenge Day at Colchester and Ipswich hospitals on Friday 23 November. The day was a chance for youngsters to get a glimpse of hospital life, allowing them access to different departments such as the Pathology lab, Radiotherapy, EBME and Operations Centre. They were also encouraged to be innovative, using their experience of modern technology to come up with ideas that could improve the way the Trust works, while embracing the ESNEFT's Time Matters philosophy.

Mr White concluded that the doors would close and the final patient would be seen at Essex County Hospital, which was nearly 200-years-old, on Friday 30 November 2018. As part of plans to improve services and facilities for patients, all of the remaining clinical services provided at the Lexden Road site had been transferred in phases to Colchester Primary Care Centre, which had undergone a £6.4million redevelopment. Volunteers would be on hand to help people find their way to appointments in the new building and use the self-check-in machines. ESNEFT would hand over the 4.5 acre site, which would be redeveloped into 100 homes, to Essex Housing by Christmas 2018.

18/02 DECLARATIONS OF INTEREST

There were no declarations of interest.

18/03 PROJECT BIG PICTURE

Mr Cohen presented the big picture presentation highlighting the application site, wellness and travel centre potential location and re-routing proposal. He stated that it was all still in the planning stage and would be very happy to present further updates at future meetings.

Members requested to understand what impact, disruption and the timescale this would have on service users. Mr Cohen confirmed that a lot of the work would be undertaken at the weekend when bringing units on site.

Mr Cohen informed members in relation to a question about the pond that as it was a historical spring, and it was shallow on the left hand side, this would be the part that was taken away with significant improvements being made to the right hand side.

The governors discussed public engagement and the importance of ensuring they had sight of the big picture.

Mr Cohen assured all members of the disabled access spaces availability.

Mr White thanked Mr Cohen for a comprehensive update and advised that he would be welcomed back to a future meeting when there was more to be updated on.

Resolved: That the Council noted the update

18/04 GOVERNANCE AND ACCOUNTABILITY

Dr Alderton reported that historically at Colchester, Council of Governors meetings had been quite dry, especially when the focus was mainly on special measures and that it had been mainly about accountability rather than engagement. As the Governors role was both to hold the Non-Executive Directors to account for performance of Board, and to be the membership engagement conduit between the public and members and the Trust, the agenda for this and future meetings would aim to give equal focus to both.

For the “holding to account” section, three questions from governors had been presented to the meeting for the Board to respond to. These had been selected from a range of questions submitted as being the ones that best reflected the strategic role of the collective board.

Dr Alderton stated that some of the other questions that had been asked would be referred to the strategy and engagement group as this was the appropriate forum. In future, all of the questions asked would be fed back to the Council of Governors meeting via an appendix to the Lead Governors Report. This would include any operational questions which would be directly responded to by the responsible officer.

“What is the Board of Directors doing to maintain or improve levels of staff morale across all of the Trust’s sites following the merger?”

Ms Edmondson, Director of HR, spoke of the staff survey and staff engagement feedback, which was informing the Trust that morale was not as high as the organisation wanted it to be. The Board had recognised the size of the change and the consultation period that had been taking place for many months and that some staff were feeling unsettled in the new organisation. She advised that her job was to understand what staff were saying and to listen to the feedback in the staff survey, the Organisational Development exercise that was

currently taking place, along with planned focus groups, all of which would support in finding out what was not working.

The Board had recognised that working relationships would take time to form had not yet formed. It was reported that leaders at all levels were not visible and that there were complexities of working across all sites. Again, this was noted as having an impact on staff morale.

Ms Edmondson and her team had spent time talking to leaders and had engaged with over 200 leaders at recent conferences talking about the issues, clarifying strategy and way forward. She was delighted to report that the energy and feedback had been fantastic.

Mrs Taylor-Brown, who chaired the People and Organisational Development Committee, spoke of the key aspects which included clarity of vision, the narrative, “where do I fit? “and “what is expected of me?” Getting the culture and working climate right was paramount. The Trust needed to empower people and clear blockages, to ensure that people felt supported and that systems were not getting in way.

“What would the impact of a no-deal Brexit on the Trust be and are there appropriate contingency plans in place?”

Ms Leach, Director of Logistics informed the members that the Trust had been tasked with a national directive to review all policies for Brexit impact but that this request had been retracted after one week. Ms Leach requested to formally record her thanks to the procurement team who had worked tirelessly reviewing all contracts and developing mitigating plans by the deadline of end of November 2018.

Ms Leach spoke of just over 300 contracts that had been reviewed and the risks that may be associated to them. She stated that drop in sessions had been set up and already the feedback was saying that they were very helpful in reviewing the contracts with a specialised team.

Mr White thanked Ms Leach for the update and stated that the Trust needed to be prepared, on the case and ready to meet the expected timeline.

“What is the board doing to safeguard the quality of care when it takes action on the Trust’s deteriorating financial position?”

Miss Parker, Chair of the Finance and Performance Committee stated that the Committee were looking at the financial position and Board recovery plan. She informed members that Finance Specialist Team led by Mr Lehain were helping Executives to identify areas to examine. She was pleased to report that the Divisions had come up with their own recovery plans and they would be considered as part of the committee.

The members were informed that Mr Moloney was coordinating as Managing Director and part of this role was to quality assess each of the proposals. A senior responsible officer was leading on each of the work streams.

Mrs Morgan, Chief Nurse, confirmed that each of the schemes were being managed through the CIP delivery and had all been through the Quality and Patient Assurance Committee. Each scheme had been signed off by the clinical teams prior to being presented to the Chief Nurse and Chief Medical Director. Mrs Morgan assured the members that it was clear who owned each scheme and that they were accountable.

Mr White stated that it was clear that finance and quality went hand in hand. He thanked the Council for their helpful questions and the Board for their responses.

18/05 REPORT OF THE MEMBERSHIP AND ENGAGEMENT GROUP

Ms Scott presented the report of the membership and engagement group. She stated that it had been her first meeting to the Trust and she had stepped in to chair the meeting in the absence of the Lead Governor. She stated that it had been very helpful to discuss engagement and the activities planned.

Dr Alderton stated that the additional questions received from the governors relating to membership engagement strategy and stakeholder groups should be shared and investigated further through the membership and engagement group.

Ms Vanstone informed members of a successful meeting the previous week in Felixstowe. She was delighted to report there had been some very positive comments about Ipswich's performance and the positive presentation from Dr Gordon had generated some great questions from members of the public in attendance.

Ms Vanstone spoke of the recent news of the record publicised about the Norfolk and Suffolk Foundation Trust (the mental health Trust), she reported that she had been told by an observer at a recent Clinical Commissioning Group meeting of the praise for the Trust for its approach to mental health and the work being done by a senior nurse.

Resolved: That the council noted the update

18/06 REPORT OF THE LEAD GOVERNOR

Mr Horley presented the lead governor report and highlighted the following:

- Experienced governors were happy to mentor new governors and he would be happy to put them in touch with one another;
- Mr Mussett was establishing how governors were engaging with their constituents;
- Governors observing the assurance committees and other governor roles and responsibilities would be reviewed in the next couple of months;
- Governor and Non-Executive Director walkabouts would be commencing in January 2019;
- The Deliotte presentation from Lead Governor Conference that Mr Horley had attended would be sent to Trust Offices for circulation to all members;

Mrs Smith stated that she had attended a coffee morning with Mr Mussett in Walton library on 1 November 2018. Unfortunately they had not been able to get to a booked coffee morning in Frinton but there were further plans for attendance. Mrs Smith stated that it would have helped if she had been provided with more paper application forms for membership as they had recruited six new members but would have been able to recruit many more with paper copies.

Mr White stated that he was keen to get walkabouts with Governors and Non-Executives Directors established again across all sites. He assured members that support would be provided on the expectations and briefings for both roles to ensure the purpose and understanding.

Resolved: That the council noted the update

18/07 REPORT OF IHUG

Mrs Orves gave an update in relation to the Ipswich Hospital User Group (IHUG) that had been in existence for 18 years which was made up of the chairs from 15 user groups.

The work of the group was to focus now on how it would merge creating a brand new user group. This would be done in collaboration with Mrs Sarah Higson, Head of Patient Experience.

Mrs Orves spoke of the recent work that it had undertaken which included taking part in time matters week, supporting with a patient leaflet with Healthwatch and sitting on interview panels for healthcare assistants to name but a few.

Mr White thanked the IHUG for the work they had undertaken. He was excited to see what the new formed collaborative group would look like.

Resolved: That the council noted the update

18/08 GOVERNORS QUESTIONS AND ANSWERS

Governors spoke of the news in relation to Norfolk and Suffolk Mental Health Trust and gave their praise to the work that was currently being undertaken by Ms Pulford, Associate Director of Nursing. It was agreed that it would be helpful to have this presented at a future meeting and should be added to the agenda.

Action: AA

18/09 PUBLIC QUESTIONS

Mr Brazier expressed his concern that there were no agendas and previous minutes for the public. Dr Alderton apologised for this omission.

Mr White thanked everyone for attending and declared the meeting closed.