

Public Council of Governors Minutes of the Meeting held in the Lecture Theatre, Colchester Hospital on 6 June 2019, 9.30am.

Attended

David White, Chair of ESNEFT
(Chair)

Janet Brazier, Public
Governor, Rest of Essex

Elizabeth Smith, Public
Governor, Rest of Essex

Jennifer Rivett, Public
Governor, Ipswich

John Alborough, Public
Governor, Rest of Suffolk

David Welbourn, Public
Governor, Rest of Suffolk

Sharmila Gupta, Staff
Governor, Colchester

Vikki Jo Scott, Stakeholder
Governor, University of Essex

John Price, Public Governor,
Rest of Essex

Jane Young, Public Governor,
Rest of Essex

Isaac Ferneyhough, Staff
Governor, Colchester

Donna Booton, Staff
Governor, Colchester

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

Neil Macdonald, Stakeholder
Governor, Ipswich Borough
Council/ Suffolk Coastal District
Council

Ron Llewellyn, Public
Governor, Ipswich
Dave Gronland, Public
Governor, Rest of Essex
Christopher Hall, Public
Governor, Colchester
Joanna Kirchner, Public
Governor, Colchester

Also in Attendance

Eddie Bloomfield, Non-
Executive Director

Julie Parker, Non-Executive
Director

Richard Spencer, Non-
Executive Director

Hussein Khatib, Non-
Executive Director

Helen Taylor, Non-Executive
Director

Denver Greenhalgh, Director
of Governance

Tammy Diles, Deputy
Company Secretary

Shane Gordon, Director of
Strategy, Research &
Innovation

Rebecca Driver, Director of
Communications &
Engagement

Nick Hulme, Chief Executive

Dawn Scrafield, Director of
Finance

Catherine Morgan, Chief
Nurse

Neill Moloney, Managing
Director

Angela Tillett, Interim Chief
Medical Officer

Mike Meers, Director of
Information, Communication &
Technology

Susannah Howard, Suffolk &
North East Essex ICS

Programme Director – item

Sarah Wiekamp, Ward Sister
Birch Ward – (observing)

Lorna Fraser, Senior
Committee Secretary (Minutes)

Apologies

Michael Horley, Colchester
Gordon Scopes, Rest of
Suffolk

Ian Marsh, Ipswich
Gillian Orves, Rest of Suffolk
& South Norfolk

Royston Dove, Colchester
Garrison

Gordon Jones, Suffolk County
Council

Carlo Guglielmi, Essex
County Council

Carole Taylor Brown, Non-
Executive Director

Richard Youngs, Non-
Executive Director

Items were not necessarily discussed in order of the agenda

	Chair's Business	Action
25/19	Welcome and Apologies of Absence	
	The Mr White welcomed everyone in attendance and noted the apologies received for the meeting.	

	The Mr White additionally welcomed Mr Neil Macdonald, Mr Ron Llewellyn and Mr Dave Gronland to their first public Council of Governors meeting and introduced Mr Hussein Khatib, Non-Executive Director.	
26/19	Declarations of Interest	
	Taken as read.	
27/19	Minutes of the Following Meetings:	
	Meeting of the ESNEFT Council of Governors 7 March 2019	
	The Minutes were reviewed and subject to the amendment requested by Mr Welbourn relating to item 10/19, as below, were accepted as a correct record. <u>10/19 Selection of Quality Indicator for Audit</u> Mr Welbourn stated that he would want it recorded that he had not “abstained” but had voted against, the vote therefore not being unanimous. Minute to be amended to read – <i>“Mr Welbourn, wanted it noted that he voted against 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 voted against.”</i>	
	Meeting of the ESNEFT Joint Board and Council of Governors 4 April 2019	
	No requests for amendments were made by the Council of Governors, the Minutes were agreed as a correct record.	
28/19	Governors Register of Interests	
	Received and noted.	
29/19	Chair’s Report	
	<ol style="list-style-type: none"> 1. Mr White welcomed Sarah Wiekamp, Ward Sister Birch Ward who was observing the meeting. 2. Mr White informed the Council of Governors that Ms Dawn Scrafield, Director of Finance would be leaving the Trust to take up a new post at Southend and partner hospitals from the 2nd September and thanked her for her financial stewardship and professional rigour on behalf of Colchester Hospital and following the merger ESNEFT and wished her well in her new role. 3. Mr White noted that this was his last CoG meeting as Chair as he was due to commence his new role as Chair of the Norfolk and Norwich Hospital from the 10th June. Mr White thanked the Council of Governors members, especially highlighting the Colchester Hospital Council members who had been through a particularly challenging time prior to the merger and for their oversight of the merger process. 4. Mr White stated that he felt that the merger had created in ESNEFT a strong and stable platform with a nicely balanced Non-Executive team and that under the stewardship of Nick Hulme a clear strategy was being developed going forward building on the strong relationships which had been developed with all stakeholders. 5. Mr White also highlighted the positive capital investment from the NHS into the new organisation which had allowed the building development programme which was particularly visible at Colchester with the works currently taking place at the entrance to the building. 6. Mr White highlighted that he felt that the Time Matters approach had been positive ensuring that the focus was always maintained on patients. 7. Mr Nick Hulme, Chief Executive, thanked David for his welcomed support and leadership of the Ipswich Hospital and the combined ESNEFT organisation and wished him well in his future role as Chair of the Norfolk and Norwich Hospital. 	

30/19	Integrated Care System (ICS) Overview	
	<p>Mr Hulme, Chief Executive and Ms Susannah Howard, Suffolk & North East Essex ICS Programme Director provided a presentation updating the Governors regarding the development of the ICS.</p> <p><u>Noted</u></p> <ol style="list-style-type: none"> 1. Mr Hulme introduced the presentation observing that he had promoted integrated services within the health sector throughout much of his career and that good relationships with ESNEFTs partners within the health sector had already been developed. 2. Ms Howard presented the ICS overview, noting that the ICS plan continued to be developed within a complex system for patients to navigate. The benefits of becoming an ICS were identified which included more autonomy for the system and the opportunity to be a national exemplar and to contribute to policy. 3. The Health and Wellbeing Boards would set the priorities for the ICS, with the ICS creating the environment for organisations to work together. <p><u>Questions and Comments</u></p> <ol style="list-style-type: none"> 4. Mr White stated that he felt that the ICS focus on the “why” was positive, however, the challenge remained to engage with the leadership across the area and move away from being “organisation driven”. Mr White stated that he felt that the work undertaken by the Suffolk and North East Essex STP had demonstrated the strong foundations of this area and the next challenge would be the changes to the patient clinical pathways. 5. Mr Gronland questioned the engagement from Essex County Council to the plan. Ms Howard advised that although there had originally been issues a more collaborative partnership approach had been developed over the last two and a half years by concentration on the areas which were of particular concern for the Essex County Council. 6. Mr Hulme stated that the development of the partnership approach had focused on why the work was being done and much time had been invested into building relationships. Following the significant improvement which had been seen at Colchester Hospital following the merger the wider area had seen that improvements could be achieved and discussions had moved away from the initial conversation focusing on the money to why the changes were required to improve the service provided to patients. 7. Ms Howard noted that Suffolk and North East Essex had always been ranked in the top 3 nationally, however, were now coming out at the top of the systems. 	
	Assurance and accountability	Action
31/19	Performance overview	
	<p>A Performance overview report was received for information.</p> <p>Mr Moloney highlighted to the Governors the following performance issues –</p> <ol style="list-style-type: none"> 1. A sizeable increase had been seen in emergency care activity over the winter period which had continued into April (15% Ipswich and 12% at Colchester). Discussions had been held with local partners to investigate what was driving this increase. 2. Increases in the number of referrals across many elective pathways had also been 	

seen with some areas, including breast and urology, struggling to meet the increased level of demand. Work was being carried out with the areas concerned to consider redesign of pathways or the need for additional resources. The expected deterioration in performance due to increased levels of non-elective activity had occurred with plans put in place to reduce the number of patients on the RTT pathways to less than at April 2016.

3. An improvement had been seen in recruitment with vacancies in nursing post being lower than seen previously.

Questions and Comments

4. Ms Kirchner questioned whether the number of agency staff had been reduced. Mr Moloney advised that the number of agency staff had reduced alongside the improved recruitment, particularly for nursing staff. Some agency staff had also been transferred to Trust contracts, however, more progress had been made for nursing staff than medical.
5. Mr Price questioned the six areas requiring improvement. Mr Moloney advised that these included dermatology, urology, neurology and ophthalmology and an advanced level of support was being offered to these areas.
6. Mr Macdonald questioned why performance was worse at the ED in Ipswich than Colchester. Mr Moloney advised that there had been a number of things which had driven the position at Colchester and much work had and was continuing to be carried out with the ED team at Ipswich regarding changes to practices. Investment in capital over the next two years would be aligned with new models of working in emergency care.
7. Mr White observed that the combined organisation of ESNEFT when compared with other organisation was performing well against the 4 hour target. Mr Moloney noted that national debate was currently taking place regarding the relevance of the 4 hour target highlighting that ESNEFT intended to maintain this target.
8. Ms Smith commented that she was pleased that ophthalmology was on the list for improvement as this service area was the one about which she received most complaints from users. Mr Moloney stated that within the introduction of the Time Matters approach the need to improve administrative processes was recognised and investment was being made into the Patient Portal to provide better access for patients.
9. Mr Gronland noted the increase in population throughout the area covered by ESNEFT and questioned whether this was affecting the increase. Mr Moloney responded that whilst this was undoubtedly a factor which would affect the activity of the hospital there were also other contributory factors such as demand on primary care and that ESNEFT was looking to support primary and community care.
10. Mr Welbourn stated that he felt that the ICS would have to divert more work to other areas of the system rather than the hospital and he would like to see how the increase in activity benchmarked against other ICS and how the increased demand was being seen and the link between mental and physical health.
11. Mr Llewellyn observed that he had been extremely encouraged by the performance reported for ESNEFT as a comparatively new organisation following the challenges of the merger.

32/19	Report from Board Committees	
	Quality and Patient Safety	
	1. Report taken as read.	

	Finance and Performance	
	1. Report taken as read.	
	People and Organisational Development (POD)	
	1. Mr White stated that he felt that the developments of the POD Committee were positive and were moving the Committee in the right direction.	
	Audit and Risk	
	<p>1. Mr Welbourn apologised for the lack of a written report and stated that this would be circulated following the meeting, but that he would report that he had been pleased with the positive attitude at the Audit Committee with good leadership from the chair and strong engagement from the Non-Executives whilst looking into what was a complex set of audits, due to the merger, and working with new auditors. Mr Welbourn stated that he would commend the organisation for the work undertaken.</p> <p>2. Mr Welbourn highlighted that one area for development was community services for Suffolk which were less visible and he would encourage the organisation not to lose sight of this area.</p> <p><u>Questions and Comments</u></p> <p>3. Mr White noted that the finalisation of the accounts had been challenging this year due to the change from Ipswich and Colchester hospitals to ESNEFT and working with new auditors.</p>	DW
	Charitable Funds	
	1. Report taken as read.	
33/19	Report from Annual Governor Conference	
	<p>1. The report received from Ms Garnham following the Annual Governor Conference held on 9 May was received and taken as read.</p> <p>2. Mr Welbourn stated that in view of the appointment process for a new Chair which would be undertaken shortly he would highlight from his report the importance of the comments made at the Conference by Gill Morgan, chair of NHS providers regarding the need to ensure appropriate mix of ethnicity and gender when shortlisting candidates. Mr Welbourn stated that he would encourage colleagues on the Appointments and Performance Committee to follow the recommendation made by Gill Morgan and press the case very strongly for a suitably diverse group of candidates to be considered.</p>	
	Strategy and Engagement	Action
34/19	Precis of the Strategy and Engagement Group	
	1. Report received and noted.	
35/19	Report of the Lead Governor	
	<p>1. A report from Mr Horley, Lead Governor was received and taken as read.</p> <p>2. Ms Greenhalgh advised the Governors that the dates of the CQC visit to both sites had now been confirmed. Information regarding the CQC focus groups had been circulated to the Governors and further detail of the areas of the CQCs focus would be advised at the end of next week when these had been confirmed.</p>	
36/19	37/19 Report of the Hospital User Groups	
	IHUG	
	1. Report from the recent IHUG meeting taken as read.	

37/19	Report of COHUG	
	<p>1. Ms Brazier advised that COHUG currently had only 5 members and they were looking to appoint a chair for the group.</p> <p><u>Questions and Comments</u></p> <p>2. Mr White commented that the Ipswich IHUG group had developed and become so well established over a number of years and that he felt that COHUG was currently in the early stages of development.</p>	
38/19	Report of Governor/ NED Walkabouts	
	<p>Reports of the following Governor/ NED walkabouts were received:</p> <ul style="list-style-type: none"> • Aldeburgh Hospital: Site visit 19/3/19 • Colchester Hospital: Health Records & D'arch Ward 16/4/19 • Colchester Hospital: MDU & Neuro-Rehab 13/5/19 • Ipswich Hospital: Woodbridge Ward & Pharmacy 20/5/19 <p><u>Questions and Comments</u></p> <p>1. Mr Bloomfield noted that from his walkabouts patient experience had been reported as generally positive and staff morale was high relating to the areas where they were working, however, some issues related to corporate matters had been uncovered.</p> <p>2. Mr Bloomfield highlighted the appreciation of staff on the front line that the visits were taking place and stated that he would encourage other governors and NEDs to participate in future walkabouts.</p> <p>3. Ms Young agreed with Mr Bloomfield that the visits had been welcomed by staff and commented that there had been a high degree of passion amongst nursing staff although there were some areas where staff had reported not feeling looked after by the hierarchy. Staff parking was one area which had been regularly raised as being a significant difficulty.</p> <p>4. Ms Rivett noted that during her walkabout some staff had noted that they felt that whilst they were escalating issues up through the management system they were not receiving appropriate feedback.</p> <p>5. Mr White requested that the Ms Greenhalgh take the issue of lack of feedback from the actions taken to address issues raised forward with the managers.</p> <p>6. Mr Bloomfield highlighted that when the visit had identified particular issues these had been referred on to the appropriate people in the management structure to action.</p> <p>7. Ms Scott observed that it was very important in order to improve engagement to undertake these walkabout visits regularly and for actions to be taken forward and feedback given. Ms Scott suggested that the reports written following the walkabouts could be used to record the actions which had been taken and sent back to the teams to provide feedback of the outcomes.</p>	DG
39/19	Schedule of upcoming events	
	<p>1. The report which updated the Governors of the schedule of upcoming events was received and noted.</p>	
40/19	Governor Questions on Strategy and Engagement	
	<p>1. Mr Ferneyhough advised that he had attended a meeting on internal engagement which had been organised by the Ms Driver for staff governors. Mr Ferneyhough advised that this had been a useful meeting which had looked at addressing some of the issues of engagement and communication which had been highlighted by the staff survey results but that he felt that it was important that the engagement group should</p>	

	<p>not work in isolation and needed to look for a cultural change of engagement between managers and staff. Mr Ferneyhough stated that he hoped that the appointment of Ms Driver to the post of Director of Communications & Engagement would aid the progression of the issue within the whole organisation.</p> <ol style="list-style-type: none"> 2. Ms Driver agreed that the meeting had been a useful initial meeting and that going forward the recently appointed Head of Internal Engagement, who would commence in post in early August, would lead this work. Mr Moloney stated that work was being carried out at the regular meetings held with the divisions to monitor the progress to improve staff engagement and morale. 3. Mr Spencer advised the Governors that going forward the POD Committee would be focusing on the longer term cultural changes required. 	
	Appointments and Performance	Action
41/19	Recommendation of an interim Chair	
	<p>Mrs Taylor, Non-Executive Director left the meeting.</p> <ol style="list-style-type: none"> 1. Mr White advised that the members of the Appointments & Performance Committee had met on Tuesday 28 May 2019 and recommended to the Council of Governors, that Ms Helen Taylor (Deputy Chair) be appointed on an interim basis to Chair from Monday 10 June 2019 until a substantive appointment was made. 2. A further meeting of the Appointments & Performance Committee would be arranged within the next three months to discuss and approve the recruitment process for the substantive position. <p><u>Questions and Comments</u></p> <ol style="list-style-type: none"> 3. Mr Llewellyn questioned the three months appointment period. Ms Greenhalgh advised that she was conscious that the CQC visits were taking the majority of the organisations attention during June and the further meeting of the Appointments & Performance Committee would be held towards the end of June / early July to agree the recruitment process for what was expected would be a 6 month programme. 4. Mr Ferneyhough advised that the Appointments & Performance Committee had discussed and agreed the length of the recruitment process. 5. Mr White stated that he felt that it would be important for the CQC to see that a process was in place for recruitment. <p>Outcome: The Council of Governors approved the appointment of Mrs Helen Taylor as Interim Chair of ESNEFT from Monday 10 June 2019 until a substantive appointment was made.</p> <p>Mrs Taylor, Non-Executive Director re-joined the meeting and was informed of the Council of Governors decision.</p> <ol style="list-style-type: none"> 6. Mrs Taylor thanked the Council of Governors for their decision stating that she had been delighted to have been appointed as a Non-Executive Director at Ipswich Hospital and subsequently following the merger for ESNEFT. 7. Mrs Taylor observed that she felt there was much to be done to lead the organisation during the interim period over the next few months, which would include the CQC visits and that she was excited to be working within the ICS. 8. Mrs Taylor advised that she would be meeting with Mr Horley, Lead Governor and 	



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	thinking about what had been said today would be looking at opportunities and ways of being more visible throughout the organisation. 9. Mrs Taylor stated that she would like to personally thank David for his generous support prior to this handover and would wish him well on his move to Norwich.	
	Any Other Business	Action
42/19	Questions from Members of the Public No questions were raised by members of the public.	
43/19	Any other business 1. Mr Price highlighted the national Chose and Book system which he stated that he had received comment about as this system did not seem to link effectively to the local systems and there were contradictions in choice of hospital. Mr White responded that he was aware that the aspirations for this national system had not been realised and requested that a briefing note be circulated to governors. Mr Moloney stated that he would task the Director of Logistics & Patient Services with sending out a briefing note to the Governors regarding the Chose and Book system.	NM/ NL