

**Public Council of Governors, Minutes of the meeting held  
in Edith Cavell, Education Centre, Ipswich Hospital,  
Ipswich, IP4 5PD on 5 March 2020, 9:30am.**

**Attended**

**Helen Taylor**, Chair of  
ESNEFT (Chair)  
**Michael Horley**, Public  
Governor, Colchester  
**Paul Ellis**, Public Governor,  
Colchester  
**Ian Marsh**, Public Governor,  
Ipswich  
**Ron Llewellyn**, Public  
Governor Ipswich  
**Janet Brazier**, Public  
Governor, Rest of Essex  
**Elizabeth Smith**, Public  
Governor, Rest of Essex  
**Jane Young**, Public Governor,  
Rest of Essex  
**David Gronland**, Public  
Governor, Rest of Essex  
**Gillian Orves**, Public  
Governor, Rest of Suffolk  
**Gordon Scopes**, Public  
Governor, Rest of Suffolk  
**David Welbourn**, Lead and  
Public Governor, Rest of  
Suffolk  
**John Alborough**, Public  
Governor, Rest of Suffolk

**Isaac Ferneyhough**, Staff  
Governor, Colchester  
**Sharmila Gupta**, Staff  
Governor, Colchester  
**Neil MacDonald**, Stakeholder  
Governor, IBC/SCC

**Also in Attendance**

**Nick Hulme**, Chief Executive  
**Neil Moloney**, Deputy Chief  
Executive & Managing Director  
**Julie Parker**, Non-Executive  
Director  
**Eddie Bloomfield**, Non-  
Executive Director  
**Richard Spencer**, Non-  
Executive Director  
**Richard Youngs**, Non-  
Executive Director  
**Rebecca Driver**, Director of  
Communications and  
Engagement  
**Denver Greenhalgh**, Director  
of Governance  
**Shane Gordon**, Director of  
Strategy, Research and  
Innovation  
**Angela Tillett**, Medical Director

**Melissa Dowdeswell**, Director  
of Nursing  
**Adrian Marr**, Director of  
Finance  
**Clare Conaghan**, Director of  
People and Organisational  
Development  
**Tammy Hughes**, Head of  
Corporate Governance  
**Anne Rutland**, Associate  
Director of Clinical Governance  
**Luke Mussett**, Membership  
and Engagement Officer  
(Scribe)

**Apologies**

**Chris Hall**, Public Governor,  
Colchester  
**Jennifer Rivett**, Public  
Governor, Ipswich  
**Louise Palmer**, Staff  
Governor, Ipswich  
**Helen Chuah**, Stakeholder  
Governor, CBC/TDC  
**Gordon Jones**, Stakeholder  
Governor, SCC  
**Vikki Jo Scott**, Stakeholder  
Governor, University of Essex

***Items were not necessarily discussed in order of the agenda***

**1. Welcome and Apologies**

Ms Taylor, Chair, welcomed all of those in attendance. Noting apologies that had been received by Mr Mussett, Membership Officer, and Mrs Hughes, Head of Corporate Governance (listed above).

**2. Declarations of Interest**

Ms Brazier, Public Governor for Rest of Essex, made a declaration. She said that she would pass on details to Mr Mussett.

**3. Minutes of the previous meeting**



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Ms Taylor noted attachments of the meeting minutes on the last Council of Governors (5 December 2020) and for the Annual Members Meeting (29 August 2019). An amendment was requested by Mrs Hughes where Ms Rivett's name was printed in duplicate in the attendance list on the December minutes.

#### **4. Chair Report**

Ms Taylor gave a verbal Chair report. She opened with congratulations to ESNEFT consultant cardiologist Dr Duncan Field on completing a world first heart implant operation. Ms Taylor said she was pleased to see the Trust continuing to develop clinical approaches. She remarked on the Trust having had several high profile visitors including Secretary of State for Health Matt Hancock and on another visit the Minister of State for Health Edward Agar, along with the BBC with their health correspondent Hugh Pym visiting several hospital locations.

Ms Taylor noted that at an informal meeting with the Governors the week before they had discussed the public consultation for the orthopaedic centre in more detail with Ms Driver, Director of Communications and Engagement. She added there was a session after this meeting for those governors that could not attend last week and that the consultation would be ending on 1 April 2020.

In other news Ms Taylor noted that a CQC action plan had been submitted. Dr Tillett had been appointed as the new Chief Medical Officer having served previously in an interim role. Melissa Dowdeswell had also been appointed as the interim Chief Nurse. There would also be appointments for two new Non-Executive Director (NED) posts now she was Chair and Julie Parker had been appointed to the Board of Mid and South Essex Trust. There would also be appointments of up to two associate NED's.

#### **5. Staff Survey**

Ms Taylor gave the floor to Clare Conaghan, Director of People and Organisational Development to discuss the recent staff survey results. Ms Conaghan stated these results were received by the Trust on the 18 February and the presentation was the headlines of those findings. There were several positives that could be taken away including a 50% participation rate amongst staff members. This had been more than the previous year and was in line with other local Trusts. There was an action plan following the statistics in nine areas being better than the previous year.

There were five key things for the Governors to note. First, there would be an emphasis to develop focus groups. There would also be developments in the way that the Trust communicated with staff. The appraisal process would be part of this development plan and there was particular note to one result that only 72% of staff felt that patient care was the organisations top priority. This was concerning as it demonstrated a disconnect between leadership and staff and more work would be needed on this.



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Mr Gronland, Public Governor for Rest of Essex, asked how the questions were decided on for the survey. Ms Conaghan said that they were standardised at a national level. Cllr MacDonald, Stakeholder Governor for Ipswich Borough Council asked if the data had been broken down for Ipswich and Colchester hospitals noting on a trend with management as a factor. Ms Conaghan said that the organisation had not asked for site data as part of the process of being ESNEFT. This was a decision that was made before she started in post but it was one that she supported. It also helped to remove the risk of identifying individual's feedback. Ms Taylor added that there was a more detailed analysis for each division but the information today was just the headlines. As for management, Ms Conaghan said that people management was also been looked into.

Mr Welbourn, Lead and Public Governor for Rest of Suffolk, praised Nick Hulme for his Chief Executive video giving his thoughts on the survey. He asked if other senior leaders would be making themselves more visible to their teams. Ms Conaghan said that this was the purpose of the focus groups. The Trust wants to create a culture of regular dialogue. Mr Hulme reflected on the definitions in the questions had a part to play. His example was when someone referred to senior manager this could be an Executive or a Band 5 line manager. It was in early stages, but he was looking to work with universities at ways to bridge the gap between what is being said by the leadership and what is being experienced by the staff. The benefit of the focus groups would allow teams to look down to the granular level to see if the language being used was wrong.

Mr Ferneyhough, Staff Governor for Colchester, liked that there was an engagement culture but noted that there was an annual cycle to the staff survey process and that action was needed on an everyday approach. Ms Taylor felt that this had been a good description and that the plans in place would break away from that structure.

Mr Llewellyn, Public Governor for Ipswich, asked about the transformation process. Ms Conaghan said that transforming takes time and there was a need to work with staff. Mr Ellis, Public Governor for Colchester, said from his experience management had strong close links with leadership and if people at all levels were also leading there would be great benefit to this. Ms Taylor agreed saying the Trust now had an extensive middle management training programme in place.

### **6. Quality Indicators**

Ms Rutland, Associate Director of Clinical Governance, was invited to discuss the quality indicators with the Governors for them to then select one. She opened by explaining how they worked and there were three options that the Trust would like the Governors to select from the papers provided before the meeting. The first covered medication safety, the second was on the stroke services one hour after arrival and the third was nutrition which had been touched on in the CQC report. Ms Greenhalgh, Director of Governance supported the Governors by explaining how the audit process would work. She said this selection would pick a topic to have a deeper dive on by the auditors. Mr Welbourn said that these were all good measurable indicators. Miss Gupta, Staff Governor for Colchester felt the first

would have more to gain from in regards to extra detail if it was selected. Mr Gronland asked what would be most beneficial to the clinicians. Ms Rutland said medication safety and nutrition had both been discussed as important but there was no right or wrong with any of these selections. Mr Horley, Public Governor for Colchester supported the selection for medication safety. Ms Taylor felt this had the most support and canvased the council if they agreed and this was approved.

**Action: Council of Governors approved Medication Safety to be the Quality Indicator.**

## **7. Verbal reports from Board Committees**

Ms Taylor went through each of the committee groups asking assigned Governors in attendance if they had any additional feedback.

- **Quality and Patient Safety:** Mr Marsh, Public Governor for Ipswich said the Committee had changed its Chair over the course of the year but the NED's always conducted their role and effectively used action trackers. Mr Horley concurred.
- **Finance and Performance:** Mr Gronland said the amount of paperwork in his committee was always a considerable amount but he was always impressed that the NED's were well prepared.
- **People and Organisational Development:** Ms Smith noted the bi-monthly deep dive structure continued to work well and the chair managed the group well especially during the Director of POD transition period over the summer.
- **Audit and Assurance:** Mr Welbourn commented the chair approached matters from all sides and made sure the group was well run. He also took the time to congratulate Ms Parker on her new appointment.
- **Charitable Funds:** Mr Alborough, Public Governor for Rest of Suffolk said the group was excellently chaired, the Governors were always welcomed, the group was always rigorous when it came to finance and Mandy Jordan was superb in her role. Ms Orves, Public Governor for Rest of Suffolk also felt the NED's were rigorous to seek clarity and was pleased to see they always put the patients first.

Ms Brazier, Public Governor for Rest of Essex also attended other groups though not in an assurance role but as Governor representative, she had no additional feedback.

Ms Taylor thanked all Governors in their assurance roles and noted that they would be invited to participate in an efficiency survey. Mr Hulme asked that a question be added to the survey on putting patients first that linked back to previous conversations in the meeting. Ms Taylor agreed and said this would be actioned.

**Action: A question on putting patients first to be added to survey.**

## **8. Report of the Strategy and Engagement Group**

Mr Mussett explained due to a transition and unavailability of a Lead Governor at the last session Ms Smith, Public Governor for Rest of Essex was appointed to Chair the meeting. Mr Mussett gave an outline of the process the sub-committee had worked to in drafting the

membership strategy referencing the briefing paper. The plan tomorrow (6 March) was to have a workshop whereby they would finalise the strategy. This would then be sent out electronically to all Governors for approval at the next Council of Governors meeting in June. Mr Mussett opened for any questions on the content or process of the strategy. None were asked.

### 9. Lead Governor report

Mr Welbourn opened with his first Lead Governor report with evidence that he had seen how highly valued the Council of Governors were to the Trust. He added that some governors needed to build on their attendance at meetings. He was pleased to announce that an informal meeting with the Lead Governor had been set up after the Chair meeting on 1 April. Aware of time pressures at this meeting he would feedback to Governors his first regional Lead Governor meeting at another time.

### 10. Report of Governor and Non-Executive Director (NED) walkabouts

Mr Mussett gave a run through summary of each of the locations that the Governors and NED's visited. Governors were then given the opportunity to give additional feedback.

The visits had included:

Date	Location	Governors	NED
19 December	Clacton Hospital Outpatients	Jane Young Michael Horley	Carole Taylor-Brown
15 January	Colchester Hospital Porters Lounge Stroke Unit	Liz Smith	Eddie Bloomfield
27 February	Ipswich Hospital HR employee relations team Cancer Information Centre	Louise Palmer Neil Macdonald	Richard Youngs

Ms Young said on the December visit she was surprised by the amount of empty appointment rooms but was impressed with the patient focus that all the staff had. Adding to this visit Mr Horley remarked that he was pleased to hear of the investments being made into the site and how the staff took the time to explain their methods of working.

For the January visit, Ms Smith said the porters were unhappy with their current handheld devices and that she had positive feedback from a member of the public during the visit to the Stroke unit.

There were no additional comments for the February visit.

### 11. Governor questions on matters of engagement

No questions submitted.

### 12. Questions from members of the public



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No questions submitted.

**13. Any other business**

No other business.

There was a short break before the start of the Private session of the Council of Governors meeting.

**Meeting ended at 10:41**