

**Minutes of the Council of Governors Meeting**  
**held on 19 January 2017, 5.00-7.00pm,**  
**at the UNISON Centre, Room 7.1 & 7.2 130 Euston Road, London NW1 2AY**

**Present:**

Marie Gabriel	Chair	
Zara Hosany	Public Governor, Deputy	Hackney
	Chair	
Kenneth Agyekum-Kwatiah	Public Governor	Newham
Shirley Biro	Public Governor	Newham
Norbert Lieckfeldt	Public Governor	Newham
Ernell Diana Watson	Public Governor	Newham
John Bennett	Public Governor	Tower Hamlets
Adrian Charles Thompson	Public Governor	Tower Hamlets
Gohar Ghouse	Public Governor	Hackney
Kemi Rosiji	Public Governor	Rest of England
Mary Phillips	Public Governor	Luton
Keith Williams	Public Governor	Luton
Paul Feary	Public Governor	Bedford
Roshan Ansari	Public Governor	Tower Hamlets
Rubina Shaikh	Public Governor	Bedford
Steven Codling	Public Governor	Central Bedfordshire
Damien Vaugh	Public Governor	City of London
Larry Smith	Public Governor	Central Bedfordshire
Nicholas Callaghan	Public Governor	Tower Hamlets
Susan Wengrower	Public Governor	Hackney
Hazel Watson	Public Governor	Newham
Joseph Croft	Staff Governor	
Maria Eyres	Staff Governor	
Juliet Muzawazi	Staff Governor	
Olusola Ogbajie	Staff Governor	
Katherine Corbett	Staff Governor	
Dhruv Patel	Appointed Governor	City of London
Neil Wilson	Appointed Governor	London Borough of Newham

**Apologies:**

Alexander Kuye	Public Governor	Hackney
Simon Marsh	Staff Governor	
Rosemary Eggleton	Public Governor	Central Bedfordshire
Terry Cowley	Public Governor	Tower Hamlets
Erika Thomas	Public Governor	Central Bedfordshire
Adenike Abimbola	Public Governor	Hackney
Agunbiade		
Erika Thomas	Public Governor	Central Bedfordshire
Sam Ali	Staff Governor	
Irene Harding	Staff Governor	
Robin Bonner	Staff Governor	
Susan Fajana Thomas	Appointed Governor	London Borough of Hackney (Councillor for Stoke Newington)
Amy Whitelock Gibbs	Appointed Governor	London Borough of Tower Hamlets (Councillor for Bethnal Green)
Gary Tubb	Appointed Governor	Central Bedfordshire
Millie Banerjee	Non-Executive Director	

Mary Elford Non-Executive Director  
Robert Taylor Non-Executive Director

**Absent:**

Blessing Mamvura Public Governor Luton

**In attendance:**

Navina Evans Chief Executive  
Kevin Cleary Chief Medical Officer  
Edwin Addis Membership Manager (minutes)  
Georgia Denegri Interim Trust Secretary  
Meena Patel Membership Officer  
Lorraine Sunduza Deputy Director of Nursing  
Mason Fitzgerald Director of Corporate Affairs  
Steven Course Chief Finance Officer  
Jamal Haig Membership Administrator  
Ken Batty Non-Executive Director  
Jenny Kay Senior Independent Director  
Mohit Venkataram Director of Commercial Development and Performance

**Public Members:**

## PART A: BUSINESS ITEMS

### 1. Welcome and apologies for absence

- 1.1 Marie Gabriel, Trust Chair, welcomed everyone to the meeting and noted the apologies as noted above. Marie added that congratulations were sent on behalf of the Council to Governors Amy Whitelock Gibbs and Erika Thomas who are currently on maternity leave.

### 2. Minutes of the previous meeting held on 13 December 2016

- 2.1 The minutes of the meeting held on 13 December 2016 were **AGREED** as an accurate record.

### 3. Matters Arising and Action Log

- 3.1 The Council noted the updated action log. Joint working between the Council and the People Participation Team and the staff survey results will be presented at one of the future Council meetings.

### 4. Membership Strategy update

- 4.1 Edwin Addis, Membership Manager, introduced the report that was circulated with the papers and highlighted the following:

- ELFT membership per constituency (numbers broken down by age, ethnicity, gender)
- Membership Strategy – objectives and priorities
- How we engage with members

- 4.2 After the presentation, the Council discussed in small groups how we go about engaging better with members and community groups. The key points and ideas reported from the small group discussions were:

#### Table 1

- Access to sites for prospective members to meet staff, governors and users
- Careers fair at schools to help recruit younger members
- Link members into the stigma initiative
- Link with constituency parties
- TRUSTtalk and Anti stigma posters in libraries
- Link with MIND
- Facebook Page
- Active recruitment of service users
- Editorial page in newspaper

#### Table 2

- Half page ads in local newspapers in Bedfordshire and Luton
- Community radio
- Posters in GP surgeries
- Information packs to all sixth form colleges and secondary schools
- Church leaders
- Client facing staff need to promulgate membership
- Other local organisations (Carers in Bedford, Mind)

#### Table 3

- Coffee mornings
- Leaflets

- Outreach
- Networks of volunteers & different services, awareness
- Attend other various groups
- Hear from them
- Give out leaflets
- Clarify exactly what 'engagement' means
- Knowing what's wrong with existing strategies
- Retention
- Attend CCG meetings, NHS meetings, Health and Wellbeing meetings, London Borough of Newham meeting and councilors meeting
- What is the quality of the message being sent out
- Use representative strategies e.g. college reps
- Attend other various groups to give out leaflets
- We can attend Community Links activities who run a large number of events

#### **Table 4**

- Summary of the Trust's role and why the need to encourage engagement from the wider public
- The Trust's expectation from members
- Members to be empowered regarding decision making processes
- Trust should foster good professional links with other statutory and non-statutory agencies i.e. education, social care and the private and voluntary sectors
- The Trust should be exposed to more public facilities such as libraries, community centres etc. – more outward looking
- Acknowledge the skills, knowledge and experience of service users and carers more, e.g. their contribution at AGMs
- Making effective use of social media
- Working Lunches - venue needs to be inclusive for members and their needs

#### **Table 5**

##### Recruitment

- Make sure people know they can be a member without using the service.
- Keep involving Governors in recruitment events.
- Be clear about the benefits of becoming a member – on leaflet.
- Membership applications can be put on the back of Trusttalk newsletters
- Make it clear how many emails they're likely to receive and give the option to opt out
- Tailor material to specific constituencies

##### Engagement

- Social media
- How many members are still active? Get verification of the status
- Mini online survey/polls
- Housing associations – resident fairs, residents associations
- Using existing events rather than creating new ones – go to where people are going anyway
- Use day centres, Membership Office talks
- Move meeting venues about (i.e. not just Brady Centre)
- Allow small community groups to apply

#### **Table 6**

- Estates to give feedback

- Tenants associations
- Community groups
- Mailing (free ride) from other organisations
- Note on bottom of letters 'join the Trust'
- Doctors & dentists surgeries should have membership forms
- Schools PHSE pack for teachers
- Staff members and families
- Local articles for papers
- DLR ticket holders

4.3 Marie Gabriel thanked everyone for these very useful suggestions which will be taken into consideration by the Communications and Engagement Committee in the refresh of the Membership Strategy.

**Action: Edwin Addis**

## **5. Strategic Planning update**

5.1 Mason Fitzgerald, Director of Corporate Affairs, reported that the Trust's strategy and Operational Plan 2017-19 was submitted before the deadline on 23 December 2016 and was scrutinised by NHS Improvement. For the next financial year (2017/18), ELFT was asked to make £12.4m or 4% savings. As ELFT, together with 25% of other NHS trusts, cannot meet this additional stretch target, we have arranged a number of meetings with NHS Improvement to discuss this further.

5.2 The dates for all five local annual plan consultation events have been agreed and circulated to Members and Governors. We will incorporate the feedback from these events into our plans.

5.3 The following key comments were noted from the discussion about Strategic Planning:

- Sustainability and Transformation Plans (STP) will cover the next 5 years.
- The results of the Staff Survey are being analysed. An update will be provided at one of the future Council meetings.
- The implementation of STP plans starts on 5 April 2017 so all discussions and negotiations need to be completed by then.
- The focus of the Bedfordshire, Luton and Milton Keynes (BLMK) STP is on streamlining clinical services.
- After the initial dissatisfaction with the level of consultation about the STP in Bedfordshire, Luton and Milton Keynes, public meetings have been held across Bedfordshire to help start shaping the future face of healthcare across the region.

5.4 The strategic planning and STPs is an ongoing item and regular updates will be provided at all future Council meetings.

## **6. Council Improvement Plan 2017**

6.1 Marie Gabriel presented the draft Council Improvement Plan which was based on Governors' suggestions at the November Council meeting. She highlighted the following:

- Improving consistency of Borough/Service Directors' meetings with Governors;
- The current seating plan during Council meetings, whilst not ideal, does foster better discussion in small groups; we tried more formal seating arrangements in the past but concluded we would keep the current arrangements (lots of nods from governors);
- The Significant Business Committee (SBC) has an important statutory role in terms of

looking at contracts and major potential transactions. The following Governors expressed interest to fill the vacancies on the committee: John Bennett, Gary Tubb, Adrian Thompson, Larry Smith and Ernell Diana Watson. It was agreed that Governors who were not present, will be contacted and asked if they wished to put themselves forward or were happy with the above nominations. If no more Governors expressed interest to join the Committee, elections would not be required and the above Governors will be appointed on the Committee. Governors suggested that should elections be required, these are run internally to avoid high costs.

**Action: Edwin Addis and Georgia Denegri**

- The Communications and Engagement Committee will be asked to analyse the membership survey and refresh the membership strategy.
- The most suited topic for the next Qi Working Group is 'Evaluating the impact of the Governors and the Council as a whole'. Norbert Lieckfeldt, Olusola Ogbajie, Zara Hosany and Keith Williams will take this forward.
- Future Governor Open Forum (GOF) meetings to be held in the Boardroom, at the Trust Head Quarters in Alie Street so that video and/or phone conferencing can be used. One meeting to be held in Luton and Bedfordshire.

**Action: Edwin Addis**

6.2 The Council further discussed the following:

- Money and potential impact of savings on quality
- Integrated services and care
- Suicide prevention and how ELFT may work better on this with local authorities. The appointed governors may be able to assist in linking the Trust with key people.
- Links between mental health and physical health, as well as the need for ELFT to work with other agencies and STP partners to address childhood obesity which may lead to bullying and mental health problems.
- Check availability of Bedfordshire and Luton Governors and re-arrange Borough Directors meetings accordingly.

**Action: Edwin Addis**

- The Staff Survey results will be published in time for the March Council meeting.

**Action: Mason Fitzgerald**

- Governors who do not attend two or more Council meetings without an apology will be contacted to find out the reasons and remind them that attendance at Council meetings is mandatory.

6.3 The Council **APPROVED** the Council improvement plan.

## **7. Governor development: Quality dashboard – interpreting data [presentation]**

7.1 Following Governors' previous request for a session on interpreting performance data, Dr Kevin Cleary, Chief Medical Officer, delivered a presentation on the way ELFT monitors and reports on national and local targets and key performance indicators. Kevin emphasised that ELFT is different to other Trusts in that in addition to looking at performance based on the standard Red Amber Green traffic light system, it also looks at performance over time in the form of run charts. In his presentation, Kevin demonstrated and explained to Governors how to interpret the information presented on the Quality dashboard.

7.2 Dr Kevin Cleary also explained that the Trust is partnered with the Institute for Healthcare Improvement (IHI), the world leader in healthcare improvement, to support our organisation's improvement journey. This partnership provides not only strategic guidance but also helps equip our staff with the skills needed for successful improvement. The IHI methodology uses a number of tools (e.g. line charts, run charts and control charts) to facilitate better measurement and data analysis. More explanatory information about the control charts will be sent to Governors.

## **8. Any other urgent business/questions from the public**

- 8.1
- Appointed governor vacancies to be pursued with relevant local authorities and organisations

**Action: Georgia Denegri and Marie Gabriel**

- Nursing recruitment challenge: A report will be going to the Board Meeting on 23 February 2017. Lorraine Sunduza further reported that the challenge with the recruitment of nurses is a national issue. At ELFT we always try to recruit locally and we work closely with Bedfordshire University and City University from where a 95% cohort is recruited. We also work with job centres and we place advertisements in local papers. Spike in recruitment was noticed after we were rated Outstanding.

## **9. Date and time of next meeting**

- 9.1 Thursday, 23 March 2017, 5.00-7.00pm

*The meeting closed at 7.00pm*