

REPORT TO THE TRUST BOARD IN PUBLIC
26 May 2022

Title	Chair's Report
Author	Eileen Taylor, Acting Trust Chair

Purpose of the Report

- To provide feedback on Governor discussions so that these inform Board decisions
- To provide updates on the key strategic points arising from Chair and Non-Executive Director activity as part of the Board's commitment to public accountability

Committees / Meetings where this item has been considered:

12 May 2022	Council of Governors Meeting
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Key Messages

This report informs the Board of key points arising from the Council of Governors and members discussions and the Chair's and Non-Executive Directors' most significant activities.

Strategic priorities this paper supports

Improved experience of care	<input checked="" type="checkbox"/>	Council of Governor identifies annually its strategic priorities which will assist the Trust to improve experience of care at critical points in the patient journey
Improved population health outcomes	<input checked="" type="checkbox"/>	Board discussions on how we can best achieve our population health ambition within a changing context will enable the organisation to be better prepared. Governor's focus on member priorities emphasises improving population health outcomes
Improved staff experience	<input checked="" type="checkbox"/>	Governors and NEDs have highlighted staff experience as a key priority for the Trust and provided areas of focus
Improved value	<input checked="" type="checkbox"/>	Working collaboratively with our health and care partners will secure better integrated and more accessible care, thereby increasing value

Implications

Equality Analysis	Positive impact on reducing health inequalities through system partnerships
Risk and Assurance	Ensuring that we respond effectively to member feedback will provide additional assurance, minimise risk and improve accountability
Service User / Carer / Staff	Focusing on the Council's strategic priorities will support improving service user and carer experience and staff engagement
Financial	Increasing the potential for creating value by involving and working with others to maximising benefits of investments.
Quality	Improving in response to the experiences of Members will help drive quality improvements further.

1. Background/Introduction

- 1.1. This report updates the Board on the Council of Governors discussions so that these views inform Board decisions. It also provides information on the Chair's main activities and strategic outcomes of Non-Executive Director (NED) visits and Board discussions as part of the Board's commitment to public accountability.

2. Council of Governors Update

- 2.1. At its recent meeting on 12 May 2022, the Council:

- Received an update by Chief People Officer Tanya Carter on the themes in the 2021 National Staff Survey. The Trust is focusing on three priorities: equality, diversity and inclusion; retention and morale; and staff wellbeing, and an overview of the Trust's latest work on improving staff wellbeing and welfare was shared. Staff wellbeing was one of the Governors' chosen top five priorities for the current year and the Acting Chair expressed the Board's appreciation of the Council's steady focus on this important topic.
- Was joined by Marie Gabriel and Dr Rima Makarem (Chairs designate of NEL ICS and BLMK ICS respectively) who presented jointly on the role of the residents' voice within the ICS and how Governors can contribute to this.

In breakout rooms, Governors were asked to consider the following questions:

- Where do you see the opportunities for Governors to contribute to the residents' voice in the ICS, and
- What more would you recommend ICSs put in place to ensure that residents' voice is at the heart of everything they do?

Initial feedback from the groups included:

- The need for greater understanding of the ICS system, especially understanding of the interface with the residents they serve ("We need more communication and education on how this will work")
 - Recreating and reinvigorating the networks that existed pre-Covid which offered Governors opportunities to hear from their communities
 - Learning from outreach that has been shown to work, such as Covid Community Champions
 - Bringing Governors from across an ICS footprint together could be very powerful.
- Received, at a Council of Governors meeting held in private, a report from its Nominations and Conduct Committee on the annual performance review of the Chair and NEDs for 2021-2022; ratified their decision on the sabbatical request from the Trust Chair Mark Lam; approved a three months sabbatical request from Non-Executive Director Professor Sir Sam Everington; ratified their appointment of Eileen Taylor as acting Chair including changes to terms and conditions; and discussed progress on the recruitment of a Joint Chair with North East London NHS Foundation Trust (NELFT).
 - Said a very fond farewell to Chief Finance Officer Steven Course and Chief Medical Officer Dr Paul Gilluley for whom this was their final Council meeting with ELFT, acknowledging their significant contribution to the Trust and the support they had provided to the Council.

3. Paul Calaminus Named Among Top 50 NHS Provider Trust Chief Executives

- 3.1. I am delighted that ELFT Chief Executive, Paul Calaminus was named in the top six Chief Executives in the Health Service Journal's annual ranking of *NHS's top 50 provider Trust chief executives*. This ranking is recognition of Paul's leadership abilities and continued focus on patient-centred care, reducing inequalities and continuous improvement. Paul has led ELFT since March 2021.

4. Chair and NED Activities

- 4.1. Visits made by the NEDs since the last Board meeting include:

- Digital Team*
- East Ham Care Centre
- North Hackney CMHT*
- Community Children's Nursing Team*

* indicates a virtual visit

- 4.2. NEDs met with members of teams delivering critical services including clinicians, support colleagues, and managers. They took the opportunity to thank them for their professionalism, commitment, enthusiasm and meaningful contributions during the toughest health crisis this country has ever experienced.

In each of these visits, we learnt about what the teams were really proud of and how they are taking time to care for themselves as a team. The teams shared how the pandemic changed the way the services operates and how the services impact on people's quality of life. We also received feedback and helpful suggestions on how to improve services, which we follow up on with the relevant executive leads.

- 4.3 Following the Board Development Session attended by Michael Marmot on 28 April 2022, a short piece was published on social media and on the ELFT intra and internets announcing our ambitions to become a Marmot Trust. Professor Marmot's team used our post to announce their work with ELFT.
- 4.4 Our Marmot Trust work has identified that lack of access to a bank account can be a barrier to getting into good employment and is certainly a barrier to accumulating wealth. This is the case for those with no fixed address, but also for those who may not have been in the "system" for one reason or another. We are working with our communities to identify what those barriers are and I have initiated contact with UK banking regulators and the Chair of the UK Deposit guarantee scheme to consider how we can explore removing some of the barriers.
- 4.5 There continues to be demand from Trusts across the country to speak with the Chair and CEO about the achievement of the third consecutive outstanding rating from the CQC. Since the last Board meeting, we have met with the Chair and CEO of The Kent and Medway NHS and Social Care Partnership Trust and with the Cavendish Square Group of London Mental Health chairs. The discussions were broad ranging touching on the extensive preparations for inspections, how well the directorates know their services, inequalities and Trust culture.

5. Action Being Requested

- 5.1. The Board is asked to **RECEIVE** and **NOTE** the report for information.