

Council of Governors

20 June 2024

Report Title:	Board Proceedings report
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Approval

Discussion

Information

Assurance

Executive summary

To support the Council of Governors in discharging its responsibility to hold the Board to account, through the Non-Executive Directors, a summary of matters discussed at the Board meetings held in public on 7 March and 2 May 2024 is presented.

The Council is gently reminded that it is not authorised to alter or reinforce the Board's decisions, but that it can hold the Non-Executive Directors to account for them, by way of explanation and discussion.

Action requested of the Council

The Council is invited to note the proceedings and decisions of the Board.

Report of Board proceedings

This report is provided to support the Council of Governors in understanding the matters considered and key decisions taken at the Board meeting held in public in March and May 2024; but it is not intended to substitute the formal minutes of the proceedings.

Governors have access to the papers for the meetings of the Board held in public, which are published on the Trust website.

The March meeting of the Trust Board can be found here.

[2023 to 2024 Board meetings papers - East Suffolk & North Essex NHS Foundation Trust \(esneft.nhs.uk\)](https://esneft.nhs.uk)

The May meeting of the Trust Board can be found here.

[2024 to 2025 Board meetings papers - East Suffolk & North Essex NHS Foundation Trust \(esneft.nhs.uk\)](https://esneft.nhs.uk)

Governors can attend and observe meetings of the Board held in public and are encouraged to attend at least one meeting of the Board in each year, to support their understanding of how the Board works as part of the discharge of their responsibilities.

7 March 2024

Issue	Summary	Actions agreed
Patient experience	A gentleman diagnosed with prostate cancer attended the Board to talk about their experience and how his condition was managed to maintain a good quality of life.	The Board received and noted the patient experience.
Chair's update	<p>The Chair provided an update on key matters:</p> <ul style="list-style-type: none"> • Dr Jude Ominyi joining the Council of Governors as a stakeholder governor representing the University of Suffolk. • Work getting underway in March on the Royal Horticultural Society Well-Being Garden at Colchester Hospital. • The ESNEFT education team receiving the National Preceptorship Interim Quality Mark. • The first phase of a new endoscopy centre at Colchester Hospital commencing with completion due by 2025. • The Oliver McGowan Training and Learning Disability and Autism being launched for all Trust staff. • The National memorial service for COVID-19. • Information on the support provided to those staff observing Ramadan. • The Annual Members meeting which was held on 21 February 2024. • The publication of a new edition of ESNEFT life, the Trust magazine. 	The Board received and noted the verbal update.
Chief Executive's update	<p>The Chief Executive provided an update on key operational matters and an Integrated Care Board/Integrated Care Partnership briefing:</p> <ul style="list-style-type: none"> • The financial pressures across the public sector, NHS and local authorities, and the need to reduce the impact on patients and staff support. An emphasis on productivity/investments would be likely to continue cross the NHS. • The importance of embracing change and investing in technology to improve healthcare. • The upcoming signing of the Epic contract to provide an Electronic Patient Record. 	The Board received and noted the verbal and written update.

Issue	Summary	Actions agreed
Integrated Performance	<p>Key Issues Reports from the following Board Committees were received:</p> <ul style="list-style-type: none"> Quality and Patient Safety Committee February 2024 An alert related to the completion of audits for 2022/23 and risk assessments being carried out. Performance and Finance Committee January and February 2024 An overview was provided on the business and financial planning 2024/25 first submission. Confidence was expressed that the Trust was on course to eliminate 65 week waits by the end of March 2024 and an update on cancer treatment, improvements in ambulance offload delays and patient care in Ipswich and good progress made in the Urgent Community Response Service. The nursing team had been leading to improve patient safety and there may be financial incentives for achieving the 4-hour treatment 76% target. <p>The Integrated Performance report provided detail for Month 10, including detail on analysis on an overall organisational level, with discussions on mortality and A&E access.</p>	<p>The Board agreed that it would continue to maintain oversight of financial performance across the system and its potential impact on patient care. Should planning submissions not indicate a more strategic approach to reducing inequalities the Chair, Chief Executive and Director of Finance would confirm when this risk was to be raised formally.</p>
	<ul style="list-style-type: none"> People and Organisational Development Committee January and February 2024 A verbal update was provided on the staff survey 2023 results following the embargo being lifted at 9.30am that morning. There was a 51.8% response rate, staff engagement had improved significantly, with a focus on outcomes and staff wellbeing. Improvements in staff satisfaction were also seen, but there is still a need to address issues of sexual harassment in the workplace. An increase in harassment and abuse of BAME staff from patients was highlighted. A positive shift had been seen in all scores and it was proposed that the results were presented at the Council of Governors meeting the following week. 	<p>The Board received and noted the reports presented for assurance</p>
Maternity Assurance Report	<p>The Interim Chief Nurse and Director of Midwifery presented the report, which included the Perinatal Mortality Review Tool (PMRT) Quarter 3 report and Every Birth Every Day key performance indicators. The report provided a range of detail on the latest information within the service in terms of performance, compliance and reviews and reports currently underway.</p>	<p>The Board received and approved the report.</p>
Clinical Presentation	<p>The Board received a clinical presentation from the General and Elderly Medicine (Care of the Elderly) Consultant and the Consultant Nurse and Corporate Lead for Advanced Clinical Practice, General and Elderly Medicine (Debenham Ward). This provided detail of an increasing prevalence of frailty in the UK population, particularly amongst those who are aged over 85 years. The definition and impact of frailty was described and the need to start delivering care closer to home with a number of current projects cited.</p>	<p>The Board received and noted the reports presented for assurance.</p>
Strategic Plan Quarterly Monitoring	<p>The Director of Strategy, Research and Innovation presented an update on the 12 director-led programmes which deliver the Trust's strategic objectives.</p>	<p>The Board received and noted the report</p>

Issue	Summary	Actions agreed
Public Sector Equality Duty Annual Report 2023	<p>The Director of People and Organisational Development presented the report which highlighted the following, with further work to be done:</p> <ul style="list-style-type: none"> • Increased composition in disclosure and protected characteristics. • Benchmarking data between white vs ethnic groups, and the data compares favourably against national figures. • Disclosure increases in relation to apprenticeships. • EDI group regional representation. • Individual responsibility around equality and diversity. • The Patient Experience Group is working with the EDI Steering Group 	The Board received and approved the report.
Gender Pay Gap Annual Report 2023	<p>The Director of People and Organisational Development presented the report, which provided detail on the workforce gender pay gap data for the period April 2022 to May 2023, including the developments and assurance as part of the Gender Pay Gap action plan. The hard work of staff networks was acknowledged, alongside the emphasis on individual responsibility around EDI. The data highlighted that the Trust has a predominately female workforce with staff in groups on 30-39 and 60+ had seen the largest growth.</p>	The Board received and approved the report.
Key Issues Report – Audit and Risk Committee	<p>No alerts were presented by the Committee Chair, Mark Miller, from the meeting in January 2024. It was confirmed that the 2022/23 audit report had been received and the annual members meeting had been held; the relationship with BDO, external auditors, had now concluded and new auditors have already embarked on the 2023/24 audit work. The change in auditors has led to a dispensation from NHS England that the 2023/24 annual report and financial statements submission was to be delayed to 31 August 2024.</p>	The Board received and noted the report

2 May 2024

Patient experience	The Head of Patient Experience and a General Manager presented the experience of a mum and her eight-year-old daughter. The eight-year-old had multiple visits to the GP surgery before being referred to the emergency department and receiving successful surgery. Concerns remained as to why they were not listened to, with a subsequent complaint raised. This led to an internal training package being created and shared cross-site with monthly training sessions attended by consultants.	The Board received and noted the report.
Report from the Trust Chair	<p>The Chair provided the update on the key matters:</p> <ul style="list-style-type: none"> • BBC National Network News health editor, Hugh Pym, spent a day at ESNEFT, focussing on robotic surgery and ESNEFT's role as centre of excellence in this field. • The launch of a new app for people with Parkinson's Disease has been launched. • A new X-Ray Machine in place at Aldeburgh Hospital, thanks to the generosity of the Aldeburgh Hospital League of Friends. • International Women's Day celebrations and the launch of the Women's Staff Network on 10 May 2024. • NHS England created a Sexual Safety in Health Care Charter, and ESNEFT is a signatory, and committed to tackling unwanted, inappropriate, and harmful sexual behaviour. • The Hospital Hero Hike due to take place on 4 May in support of the ESNEFT Staff Wellbeing Appeal. 	The Board received and noted the report.
Report from the Chief Executive	<p>The Chief Executive provided an update on key operational matters and an Integrated Care Board/Integrated Care Partnership briefing:</p> <ul style="list-style-type: none"> • Thanks were provided to the Board and teams for their work last year, and an update was given from the Chief Executive's conference held on the previous day. • The Trust, despite the disruption that COVID-19 caused, is delivering a level of quality and safety that the Board can be proud of, but never complacent. • There is a national focus on productivity, with work underway on a range of metrics to assess against national best practice. 	The Board received and noted the report.

Integrated Performance Report	<p>Key Issues Reports from Board Committees were received:</p> <ul style="list-style-type: none"> • Quality and Patient Safety Committee April 2024 An alert relating to the divisional attendance at the Medical Devices Management Group. • Performance and Finance Committee March 2024 and April 2024 An overview on the current focus on ED performance, alongside further information on cancer standards. Two big builds were due to complete this year, the Dame Clare Marx Centre and new Green Surgical Hubs. • People and Organisational Development Committee March and April 2024 The Director of People and Organisational Development highlighted the workforce statistics review, with an exceptional vacancy rate and recruitment and improved sickness rates. 	
Clinical presentation	Received from a consultant in Oncology and Haematology (Palliative Medicine) regarding End-of-Life care. The key components of end-of-life care were described and that the need for palliative care is expected to increase between 25 and 47% by 2040 due to an ageing population, comorbidities and the resulting complexities. There remain challenges around education and training to the right people, alongside sustainable funding for butterfly volunteers.	The Board received and noted the presentation.
Maternity assurance	The Director of Maternity confirmed compliance for CNST (Clinical Negligence Scheme for Trusts) year 5. Documentation for year 6 is currently being worked on, with the Board informed of the changes. The Board received further update with regard to wider maternity assurance.	The Board approved the report with future reporting to Board to be confirmed outside of the meeting.
ESNEFT as an Anchor Organisation	The Director of Finance advised of the progress made. The ICB Anchor Steering Group had met in April and agreed the dashboard. There was a focus on work experience/work placement opportunities with a college event to develop health care sciences. The number of apprenticeships had increased, and an academy is in the process of being set up with West Suffolk Hospital with long COVID support services and electric vehicle charging points.	The Board received and noted the report.
Freedom to Speak Up	<p>The Freedom to Speak Up Guardian presented his six-monthly report for assurance, providing the number of concerns raised with the Guardian for Q2 and Q3 2023/24, which had remained steady. The Guardian highlighted that;</p> <ul style="list-style-type: none"> • There was an increase in frustration amongst staff that behaviours are deteriorating, and that kindness and empathy are not much in evidence. Staffing levels on wards were often mentioned as a contributing factor. • The additional assistant Freedom to Speak up Guardians within the various staff networks increases reach into those areas of concern. • An increase in collective concerns raised, manifested by a spokesperson approaching a guardian requesting a group discussion rather than by individuals. • Increasing numbers of individuals coming forward, recognising there is a service of support. • The importance of supporting those that speak up, with further work to be done. 	The Board received and noted the report.

<p>Workforce/Disability Race Equality Standard data</p>	<p>The Director for People and Organisational Development presented the report, which is a requirement as part of the NHS England mandatory data collection and reporting window for the NHS Workforce Race Equality Standard (WRES) 2023/24 data and Disability Equality Standard (WDES) 2023/24.</p>	<p>The Board approved submission of both sets of data.</p>
<p>Governance</p>	<p>Modern Slavery Statement: Revised statement considered.</p> <p>Board Assurance Framework: The Director of Governance presented the report and the strategic risks, considered at Board three times a year. It included detail of the internal audit review with a confirmed reasonable assurance rating, and two medium priority recommendations which had been completed.</p> <p>Fit and Proper Person Requirement: The Trust Secretary presented the outcome of the fit and proper person review to meet the requirement of the new framework which took effect on 30 September 2023. All Board members and those in scope were confirmed by the Chair as fit and proper and the submission had been made to NHS England.</p> <p>Trust Seal: A regular report to the Board outlining the documents that had been sealed.</p>	<p>The Board approved the statement.</p> <p>The Board received and noted the report.</p> <p>The Board noted the outcome of the review.</p> <p>The Board received and noted the report.</p>