

**MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST  
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS HELD ON  
THURSDAY 25 MAY 2023 (EDUCATION HUB AND VIA TEAMS FOR OBSERVERS)**

Board members:	<p>Laura Wade-Gery (LWG) Ros Given-Wilson (RGW) Martin Kuper (MK) Vineet Bhalla (VB) Asif Bhatti (AB) Andrew Dick (AD) Nick Hardie (NH) Richard Holmes (RH) Adrian Morris (AM) David Hills (DH) Peng Khaw (PK) Sheila Adam (SA) Louisa Wickham (LW) Jonathan Wilson (JW) Jon Spencer (JS) Ian Tombleson (IT) Nick Roberts (NR)</p>	<p>Chair Vice chair and non-executive director Chief executive Non-executive director Non-executive director Non-executive director Non-executive director Non-executive director Non-executive director Non-executive director Non-executive director Non-executive director Director of research &amp; development Chief nurse and director of AHPs Medical director Chief financial officer Chief operating officer Director of quality and safety Chief information officer</p>
In attendance:	<p>Jamie Henderson (JH) Bola Ogundeji (BO) Carolyn Parker (CP) Derek Scott (DS) Kylie Smith (KS) Oyetona Raheem (OR) Jo Makin (JM)</p>	<p>Interim General Counsel Deputy Director of Workforce and OD OD Consultant FTSU Guardian FTSU Guardian Interim Company Secretary (minutes) Interim Executive Assistant to Chair and CEO</p>
Governors:	<p>Allan MacCarthy Rob Jones John Russell Robert Goldstein Emmanuel Zuridis Jeremy Whelan Naga Subramanian Kimberley Jackson Paul Murphy Vijay Arora Anup Shah Emily Brothers*</p>	<p>Vice Chair of Membership Council, Public governor, SEL Lead governor, Patient governor Public Governor, NEL &amp; Essex Public Governor, NWL Public governor, SWL Public governor, NCL Public governor, SEL Public Governor, SWL Public Governor, NCL Public Governor, NWL Staff Governor, Network sites Patient governor</p>
Observer:	<p>Sana Hamid*</p>	<p>Public observer</p>

**\*part attendance**

**230525/01 Welcome and apologies for absence**

All those in attendance were welcomed to the meeting by the chair.

**230525/02 Staff Story**

Leonie Awiah, UNISON trade union representative and play specialist gave the staff story during which she highlighted some of the negative experiences of ethnic minority staff. Staff members had informed her that some were loved more than others based on their ethnicity. She recalled a personal experience of a manager using inappropriate language to her in the breakout room (during the earlier stages of the COVID pandemic) which she had to challenge. She recalled how hard she had found challenging something impacting her personally, and how the manager had not expressed any regret or apology. Leonie told the Board that the feeling amongst staff members was that MEH was a centre of excellence with a good reputation for looking after patients well but not so good at looking after staff members. She expressed concern that some staff members were yet to understand and tolerate diversity of backgrounds. She said that policies against discrimination were in place but not being implemented. She would like the management to understand why staff members particularly those of ethnic minorities were leaving the Trust.

The chair expressed sadness about the incident narrated by Leonie and thanked her for speaking up against it. She noted that the reason why the Board had been promoting freedom to speak up (FTSU) was because the Board was determined to do something about inappropriate behaviours.

MK explained that the management saw the welfare of both staff members and patients as equally important. Efforts had begun to change the culture which might take some time. He added that management would not hesitate to deal decisively with anyone found guilty of inappropriate behaviours towards colleagues. He acknowledged the concern from the previous staff survey that some staff members had indicated that they did not feel belonged.

SA advised that as part of her work leading Pathway to Excellence, they had introduced co-decision making councils that were now being established elsewhere in the Trust and that there was a FTSU working group redesigning the FTSU approach to help address the things that needed to change.

AM spoke as the executive lead for FTSU and thanked Leonie for the bravery to speak up against inappropriate behaviour towards her. He expressed the board's determination to get to a stage when all staff members feel confident to speak up against injustice.

AB and VB assured Leonie and staff members of minority ethnic backgrounds that discrimination of any kind would not be tolerated, and they could count on their support. VB asked if there was a particular area that Leonie would like improved. Leonie replied that opportunity to rise through the ranks should be extended to everyone in a transparent manner.

LW asked if there were existing practices that Leonie would like to see more of. Leonie replied that it would be helpful to emphasise to the entire workforce that the management would not stick up for the managers when the managers were clearly in the wrong.

JS expressed shock at the incident related by Leonie and thanked her for speaking up. He assured her that there is work going on aiming to address the issue of even representation at senior level, acknowledging that this took time.

The chair thanked Leonie for presenting her story.

**230525/03 Apologies for absence**

Apologies for absence had been received from Anne Robson, Michelle Russell and Kieran McDaid.

#### **230525/04 Declarations of interest**

There were no declarations of interest not already recorded in the register or in conflict with the agenda.

#### **230525/05 Minutes of the last meeting**

The minutes of the meeting held on 21 March 2023 were approved without any amendment.

#### **230525/06 Matters arising and action points**

No new matters had arisen from the previous minutes.

#### **230525/07 Chief executive's report**

MK highlighted the key areas of his report which had been circulated for prior reading. The key issues included performance and activity review which had had a good start to the year; urgent care update on pilots to introduce 'Attend Anywhere' at St Georges and Ealing Units which had been a good success; sector update with approval of a business case to relocate the diagnostic hub within the Brent Cross shopping centre from the existing location to another one on the other side of the shopping centre; Oriel project which had been progressing according to plan.

Other issues highlighted in the CEO report were infection control together with latest guidelines to discontinue testing of asymptomatic COVID-19 patients prior to elective procedures; Pathway to Excellence designation; staff survey together with its improvement plan; industrial action and its likely impact on the Trust; New electronic patient record which business case had received support from NCL ICS; and the April financial performance which showed that cash position was strong but efficiency was slightly below plan.

The chair noted the increase in the participation rate in the latest staff survey and wanted to know what had been done differently. SA highlighted some of the changes that had taken place including physical presence at different work sites, direct conversation with staff members/different teams, and being more visible.

RGW wanted to know how much support was being given to staff members that may be experiencing financial hardships due to increased cost of living. BO highlighted some of the work being done in conjunction with charities to provide vouchers and organising financial well-being seminar. In some instances of salary overpayments, payroll had been requested to spread the repayments over a longer period. Further ways of supporting staff members in financial difficulties were being explored.

The report of the Chief Executive was noted.

#### **230525/08 Integrated Performance Report**

JS highlighted the main areas of his report to inform discussion on the Trust's performance against key measures. He drew attention to the new format of the IPR report which was positively received.

AD queried why there was increase in backlog despite reporting that targets were being achieved and wanted to know how the backlogs were being monitored. JS gave explanations on the factors affecting the backlogs such as increased referrals and effect of mutual aid being provided to other Trusts. JS added that backlogs were regularly monitored through weekly access meetings, by moving capacity around the different sites to where it is most needed and by promptly flagging up issues of concern.

**It was noted that a session had been organised to talk the board through the new format of the IPR and that a similar session needs to be organised for the governors. Action – OR/JS**

RGW commented on the historic graph in the report which she found very helpful and wanted to know if the increase in workload was due to change in pathways or additions to the original targets. LW replied that it was a mixture of both factors.

The chair noted that the Trust was under pressure to clear the backlogs but would like that to be done in the most productive way.

The Integrated Performance report was noted.

#### **230525/09 Freedom to speak up report – Q4**

SA talked the meeting through the presentation slides which covered the following:

- The importance of Freedom to Speak Up (FTSU) at Moorfields
- Outcome of the January 2023 Peer review
- Delivering Improved Culture and FTSU at Moorfields

SA further highlighted that the current model of FTSU had been led by committed guardians but staff feedback suggested that the model of using guardians alone needed to change to improve staff confidence in raising concerns. SA expressed that the change of culture aspect would take some time to embed but there was need to signal clearly that the need for a change had been heard and was being acted on. She added that a steering group consisting of a broad spectrum of staff members had been created to oversee the improvement needed for FTSU at Moorfields. An initial action had constituted staff focus groups around the model for FTSU and based on the report from these focus groups, a proposal for a new model was being developed.

The chair asked for estimated timing for putting in the improvement action plans. SA replied that September 2023 was the target for communicating the new approach. The chair added that she would like to thank the current guardians for all their work in supporting staff to raise concerns.

MK spoke about the need for everyone to take responsibility for having an open culture where people did not feel victimised. It was also important to be clear about things that needed to be visibly different.

The chair acknowledged the presence of some of the FTSU guardians who had joined the meeting virtually, thanking them for joining.

AM pointed out the importance of the board taking ownership of the improvement actions such as line manager training and that there should be no disconnect between the board and the management team in that regard. AM would like that the strong message from the board should be communicated to the entire workforce. **He also suggested that the incident narrated earlier in the meeting should be picked up with Leonie. Action -BO/AR**

BO commented on the need to do something tangible before the September deadline to demonstrate that the board was listening, ahead of another round of staff survey. PK buttressed the point that the desired changes would only happen when people could see real life example of disciplinary actions being taken against inappropriate behaviours.

The chair expressed that FTSU was very important to the board. The board was determined to create a culture in which people feel confident to speak up and where all managers were expected to listen

and to act. In order to deliver on that commitment, the board would demand from management to start doing things differently. The chair also recognised that culture change was a painstaking effort that would take time to materialise.

The Freedom to Speak Up report was noted.

#### **230525/10 Learning from deaths report – Q4**

The report which had been circulated for prior reading was taken as read. It provided an update regarding learning from deaths that occurred within Moorfields defined by criteria. It was noted that the Trust had identified zero patient deaths in Q4 2022/23 that fell within the scope of the learning from deaths policy.

The Learning from Deaths report was noted.

#### **230525/11 Finance report - month 1**

A detailed financial report had been circulated; the key elements presented by JW were:

Income and expenditure

- The Trust was reporting a £2.73m deficit compared to a planned deficit of £3.00m.
- The full year plan was a £2.98m surplus.

Capital expenditure:

- Capital expenditure as at 30th April 2023 had totalled £2.5m predominantly due to Oriel expenditure and slippage of 2022/23 commitments in 2023/24.
- Capital allocations were not yet finalised and subject to ICB allocations and agreement. Initial planning assumptions assume £10.5m for Trust funded capital and £54.8m for externally funded schemes.
- Internal capital plans were being reviewed and prioritised via the Capital Planning and Oversight Committee given restricted resources in 2023/24.

It was noted that the liquidity position had remained strong and that the Trust was reasonably well positioned financially.

RGW sought clarification on how existing big projects were being prioritized to ensure that other smaller commitments were not displaced. JW gave explanations on the prioritization methods from the risk management point of view and the productivity agenda.

LW drew attention to the need for a sense of fairness which had featured prominently in the last staff survey and that people needed to understand why they were not on the top tier of priorities.

The chair commented on the need to properly communicate the Trust priorities to the teams on ground including how prioritisation decisions had been reached.

NH wanted clarification on the recognition of the ERF and how the ERF figure was arrived at. JW explained how the figures had been based on the national funding formula and the expectation that some of the ERF funding would fall through during the 2023/24 financial year.

The board noted the finance report.

#### **230525/12 Staff Survey**

CP presented the report and highlighted the three themes of focus as follows:

- We are always learning – at 5.5 out of 10, this remains our lowest scoring NHS People Promise theme.
- We are recognised and rewarded – at 5.7 out of 10, this remains our second lowest scoring NHS People Promise theme.
- We are safe and healthy – at 6.1 out of 10, this was the only NHS People Promise theme to deteriorate year-on-year.

CP also talked the board through aspects of the improvement action plan together with timeline and progress up to date. The general feedback had been that most staff members were not surprised at the survey results. It was recognised that actions had been taken to address some of the areas of concern. Staff members would like to see more commitment from the senior leadership team on an evenly spread career progression.

JS advised that local action plans had been requested from managers by the end of May and that managers had been requested to present the action plans at future board committees.

SA spoke about one of the ways of getting more staff engagements through the new 'Shared Decision-Making Council' which as a non-hierarchical staff group, which makes decisions on what staff members would like to see changed. One of the 8 councils currently formed was around the international recruits.

Further discussions took place on how to give due recognition to the cases of bullying and harassment. There was a discussion about whether including bullying and harassment within the Safe and Healthy theme (per the national framework) actually gave it the prominence that actions to reduce it should have, or signalled the appropriate degree of focus.

The chair emphasised the board's resolve to improve (whether through action plans or FTSU or other ways) the experience of staff members since she knew the Board regarded staff feeling valued and respected as being fundamental to who we are as an organisation. She thanked all those who had been helping in that regard.

The board noted the staff survey report.

### **230525/13 Committee Reports**

#### **230525/13/1 Report of the Audit & risk committee**

The board noted the report which had been circulated for prior reading.

#### **230525/13/2 Report of the People & Culture Committee**

The board noted the report which had been circulated for prior reading.

VB further highlighted the discussions on the FTSU and career framework for the technical workforce. The PCC had noted greater efforts to provide the opportunities that many had been looking for in terms of career pathways. The PCC had also requested the management to showcase those individuals who had done well through the career paths as a result of working at Moorfields.

#### **230525/13/3 Report of the Quality & Safety Committee**

The board noted the report which had been circulated for prior reading.

#### **230525/13/4 Report of the Membership Council**

The board noted the membership council report which had been circulated for prior reading. The chair added that more work needed to be done to improve the audio-visual system.

**230525/14 Identify risks from the Agenda**

- Need for wider communications about available help with financial hardship
- Follow up with Leonie about the specific personal experience she narrated earlier in the meeting
- The importance of CIP, particularly the conversation about improved productivity by working smarter, not just harder.

**230525/15 Any other business**

There was no other business.

**230525/16 Date of the next meeting**

The next public board will take place on 25 July 2023

The chair thanked everyone for their attendance and input and closed the meeting.

DRAFT