

**EXECUTIVE MANAGEMENT COMMITTEE
 MINUTES OF THE MEETING HELD ON 18 DECEMBER 2019, 1.PM
 EDITH CAVELL ROOM, IPSWICH HOSPITAL**

PRESENT:

Nick Hulme	Chief Executive (Chair)
Neill Moloney	Managing Director
Mike Meers	Director of ICT
Denver Greenhalgh	Director of Governance
Paul Fenton	Director of Estates & Facilities
Nicky Leach	Director of Logistics and Patient Services
Rebecca Driver	Director of Communications & Engagement
Claire Conaghan	Director of Human Resources
Angela Tillett	Chief Medical Officer
Paul Little	Director of Integrated Care
Crawford Jamieson	Medical Director
Adrian Marr	Chief Finance Officer
Catherine Morgan	Chief Nurse
Julia Jenkins	Divisional Director
Debo Ademokun	Divisional Director
Chris Backhouse	Divisional Director
Selina Lim	Divisional Director
Mark Bowditch	Divisional Director
Mark Garfield	Clinical Director

IN ATTENDANCE:

Tammy Hughes	Head of Corporate Governance (Scribe)
Cara Gosbell	Estate Development Manager

APOLOGIES:

Shane Gordon	Director of Strategy & Innovation
Karen Lough	Director of Operations
Alison Power	Director of Operations

Items were not necessarily discussed in order of the agenda

183/19	WELCOME AND APOLOGIES Mr Hulme welcomed everyone to the meeting. Apologies for absence were noted and recorded as above. Mr Hulme spoke of a meeting that he had attended the previous day discussing The landscape changes. He stated with the new government in place, this would give the NHS the stability that it needed.	
184/19	MINUTES OF THE LAST MEETING 1. The draft minutes of the previous meeting were recorded as a true and accurate record.	
185/19	COMBINED ACTION LOG AND MATTERS ARISING 2. The Committee reviewed and noted the action log. There were no matters arising. 3. The committee were asked to update Tammy Hughes of any actions completed to ensure the log was up to date at every meeting. 4. The committee discussed the current tax issue with pensions. Clarity was needed to ensure that additional sessions were being completed. Mr Hulme requested that Mrs Conaghan worked with the Divisions to better understand and report back to a future meeting. 5. The committee discussed the flu vaccinations. Mr Hulme asked for a better	All CC CM

	understanding of how many were remaining and if there would be further flu stations to undertake another push in vaccinating staff. Mrs Morgan confirmed that she would report this information back to the next meeting.	
186/19	DECLARATIONS OF INTEREST 6. No declarations of interest were received.	
187/19	CKI FEEDBACK FROM TRUST BOARD 7. The Committee received and noted the feedback from Trust Board.	
188/19	CORPORATE RISK REGISTER 8. This item was deferred to the next meeting due to the Risk Appetite not being discussed at the last Board Meeting and the cancellation of the last EROC meeting.	DG
189/19	STRATEGY PROGRAMME HIGHLIGHT REPORT 9. Mrs Driver presented the strategy programme report on behalf of Dr Gordon. 10. The committee were informed of the timelines. She hoped that the full business case would be presented to the Board in April 2020. 11. Mrs Driver was pleased to report that there was full support from County Councillors and Clinical Commissioning Groups and that the document would be formally submitted to NHSI/E the following day. 12. Mrs Driver spoke of the local elections in May. 13. The committee discussed the governance arrangements.	
190/19	OPERATIONAL DELIVERY GROUP TERMS OF REFERENCE UPDATE 14. Mr Moloney informed the committee that the terms of reference would be signed off and brought back to the next meeting along with a CKI to enable the committee to understand the discussions. 15. He was pleased to report that there good divisional involvement and engagement and that the meeting was already showing signs of maturity. 16. The committee discussed the potential replacement of the x-ray machine in Aldeburgh. The discussion extended in EMC to discuss the provision of outpatients in Aldeburgh. Mr Hulme was anxious about wasting clinical time in the car and stated that unless it was around growing business, it was not seen as productive. The committee further discussed semi elective work and virtual clinics.	NM
191/19	SMART CARE PROGRAMME 17. Ms Leach presented the smart care programme. She highlighted the scope for 2019/20, implementation and what the benefits as a whole the programme would deliver. 18. Ms Leach highlighted that tracking of equipment would benefit the patient as quite often, patients are cancelled due to equipment. Dr Tillett confirmed that and requested that syringe drivers were included in the plan. 19. The committee discussed that the business cases had been approved at Investment Committee, subject to Divisional involvement and that they would then be going out for tender. 20. The committee discussed the sensitivity and application of this process and how it would be managed from a Comms perspective.	
192/19	WORKFORCE PLAN 21. Mrs Conaghan presented the workforce plan highlighting that she had incorporated what she had heard and observed since commencing at the organisation. 22. She had worked with other organisations and considered that this was a plan that would be aligned to the national and local programme. 23. Mrs Conaghan stated that the document would be presented to the POD meeting the following day and requested that EMC members in attendance echo the support that had been provided at the meeting. 24. The committee agreed that they did not want a document that was rushed through and that it needed to link to the emerging plan. 25. Committee members all agreed that it was a well-developed plan that was resonating with staff and leaders.	
193/19	ON CALL PROJECT 26. Mrs Conaghan stated that in the absence of Mrs Lough, that the paper be deferred to a future meeting once it had been presented to ODG. This would allow further work and departmental representation.	CC/KL

194/19	<p>MEDICAL CONSULTANT RECRUITMENT</p> <p>27. Mrs Conaghan spoke of the work being undertaken with managing the gaps in vacancies, particularly with medical recruitment. She stated that further work would be undertaken with Clinical Directors and that the proposal was a small team including HR representatives support to enable good discussions to seek different approaches and what that could look like.</p> <p>28. Mr Hulme requested that all Divisions look at any long term locums and clinicians to see if they have their CCT.</p>	All
195/19	<p>AGILE WORKING POLICY</p> <p>29. Ms Gosbell presented the revised agile working policy highlighting the excess engagement of staff with the policy including DMT and team meetings, and that the policy had been well received.</p> <p>30. Work had been undertaken with estates, HR and IT and that this was already supporting with utilisation across all sites.</p> <p>31. The committee all agreed that many staff were already working to the policy.</p> <p>32. The committee agreed that it would be presented to EMC at a future meeting and that it would then be shared, via a Board briefing to the Board of Directors.</p>	CG/CC
196/19	<p>BUSINESS PLANNING UPDATE</p> <p>33. Ms Leach presented the business planning update.</p> <p>34. The committee agreed that the organisation needed to understand what the accountability framework was expected to deliver and that the clinical priorities and capacity to deliver them, and that maybe the organisation needed to narrow the list down to support what could be delivered.</p> <p>35. All members agreed that this needed to be clinically focussed and owned and what the unintended consequences were.</p> <p>36. Everyone agreed that historically the organisation would come up with good priorities but that they were not normally resourced or linked to the clinical staff, IT and transformation. It was agreed that this would be incorporated with the planning.</p>	
197/19	<p>ANY OTHER BUSINESS</p> <p>37. There was no any other business.</p> <p><u>Agenda items for next future meetings:</u></p> <p>Electronic Prescribing Time matters update, including Red to Green Master classes on leadership away day Integrated education faculty Reducing pressure on front door Business planning CQC</p>	
198/19	<p>DATE OF NEXT MEETING</p> <p>Thursday, 16 January 2020 9:30am, Edith Cavell Room, Ipswich Hospital</p>	