

WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST
MINUTES OF THE ANNUAL GENERAL MEETING HELD ON
MONDAY 11 SEPTEMBER 2017, WORCESTER AT 5.30 PM

Present:

Chairman	Caragh Merrick	Chairman
Board Members	Michelle McKay Suneil Kapadia Bryan McGinity Philip Mayhew Vicky Morris Jill Robinson Bill Tunnicliffe	Chief Executive Chief Medical Officer Non-Executive Director Non-Executive Director Chief Nursing Officer Chief Financial Officer Non-Executive Director
Board Attendees	Kay Darby Richard Haynes Haq Khan Inese Robotham Kimara Sharpe Sarah Smith	Interim Director of Governance Director of Communications Acting Director of Performance Interim Chief Operating Officer Designate Company Secretary Director of Planning and Development
In attendance	Martin Wood	Deputy Company Secretary
Members of the public and staff	12	
Apologies for absence	Stewart Messer Cathy Geddes Jim O'Connell Richard Oosterom Mark Yates	Chief Operating Officer Improvement Director Interim Chief Operating Officer Non-Executive Director Non-Executive Director

1/17 (AGM)

Introductions and Opening remarks

Mrs Merrick welcomed everyone to the Trust's AGM. She reflected that there had been a number of challenges faced by the Trust in the past year and the presentations would reflect those challenges and also the many achievements of the year.

She then turned to the AGM agenda.

2/17 (AGM)

Declarations of interests

There were no declarations of interest.

3/17 (AGM)

Minutes of the Annual General Meeting held on 29 September 2016
Resolved: that

- **The Minutes of the meeting held on 29 September 2016 were agreed as a correct record and signed by the Chairman.**

4/17 (AGM)

Review of 2016/17

A video was played demonstrating the range of services provided by our Trust.

Mrs Merrick gave a presentation providing a review of 2016/17 saying that it had been a year of continuing challenges. The CQC inspection in November 2016 resulted in a section 29a Warning Notice being served on our Trust. Our Trust remains in special measures. The Board is very much focused to make the required improvements. There had been deterioration in performance against the national standards for Emergency Access, Referral to Treatment, 62 day cancer and diagnostics. Our Trust has a significant financial deficit and continues to be in the media spotlight. She acknowledged that our Trust has a lot to do to improve performance.

Against this backdrop there had been a number of developments during the year. These included the appointment of a permanent Board providing leadership and a difference has already been made. The Future of Acute Hospitals in Worcestershire (FoASHW) clinical model had been approved by the Clinical Commissioning Groups. Capital funding of £29m had been allocated nationally to support the infrastructure to implement the clinical model. A detailed business case is now being prepared. A new therapy led Evergreen Ward has opened on the Worcester site and the Herefordshire and Worcestershire Sustainability and Transformation Plan (STP) had been approved.

There had been a number of achievements during the year including the attainment of the financial control target and the launch of the maternity hub at the Kidderminster Treatment Centre which is recognised as one of the best in the region. She thanked the volunteers for their 60,000 hours of invaluable service to our Trust. A new MRI scanner had been installed at the Alexandra Hospital in Redditch.

In conclusion, she said that whilst there had been challenges, the developments and achievements provided a foundation to move forward with confidence

5/17 (AGM)

Quality Account 2016/17

Mrs Morris, Chief Nursing Officer, gave a presentation on the Quality Account for 2016/17. She expressed her appreciation to staff for their care and compassion throughout the year. Staff are clear about the quality improvements which they need to make. The key enablers for 2016/17 were leadership, governance and performance management with Operational Improvement and Quality Improvement Plans being implemented. She highlighted the harm free care including the focus on VTE, pressure ulcers, falls, hydration and nutrition. She drew attention to the goals we set and our performance against them. The CQC has issued six warning notices over the last few years requiring our Trust to undertake improvements. Four notices related to the Emergency Departments, one relating to radiology and one to patient safety and inconsistencies of compliance with procedures or standards. The quality priorities for 2017/18 are designed to make improvements in safety,

clinical effectiveness and patient experience. Progress has already been made against those priorities. She also reflected that emergency changes had been introduced in advance of the consultation on the FoASHW model with centralisation of paediatric services at the Worcester site occurring during the year.

Mrs Merrick thanked Mrs Morris for her presentation.

6/17 (AGM)

Annual Accounts 2016/17

Ms Robinson, Chief Finance Officer, gave a presentation on the Accounts for 2016/17.

Our Trust has four statutory duties and performance against these was:-

- 1) Breakeven Duty - The Trust's outturn Income and Expenditure (I&E) position for 2016/17 was a £28.75m deficit which matched the deficit plan figure.
- 2) The Capital Cost Absorption Duty of 3.5% was achieved.
- 3) The External Finance Limit was achieved with more than £2m in the bank at the year end.
- 4) The Trust remained within the Capital Resource Limit (CRL) - £11.2m spend in line with the CRL although it did not receive the full amount of £16.7m

Our Trust received an unqualified audit opinion on the accounts.

Ms Robinson emphasised that the deficit for 2016/17 and the forecast for 2017/18 is in line with many other organisations. The adjusted financial performance deficit for 2017/18 (including Sustainability and Transformation funding of £12m) is £30m if the financial savings are achieved. The plan is based on financial savings, income and improved performance and efficiencies. There is a benefit to the run rate of £7m for last year only. It is important to address the run rate to achieve the Cost Improvement Plan of £20.9m which is a challenge for our Trust. The contract income position is made up of activity changes with a move to day cases. The increase in A + E activity has put increased pressure on our financial position. Repayment of the capital loans is on-going. Capital expenditure amounted to £11.2m including drawdown of an emergency loan of £2.5m. Developments included Emergency Department expansion.

Mrs Merrick thanked Ms Robinson for her presentation.

7/17 (AGM)

Looking Forward

Mrs McKay, Chief Executive, gave a presentation looking forward for our Trust. She had only been in post for the last four days of 2016/17 and was, therefore, not well informed of the Trust's activities during the year being reviewed. Looking forward she said that the success of our Trust should be viewed by the community we serve, in addition to how our Regulators view success. All our performance indicators need to improve. The decision on FoAHSW will enable our Trust to move forward to deliver improved performance with a reconfiguration of services by the end of October 2017 providing a better model of care. Our elective activity

performance needs to improve. There are significant financial challenges facing our Trust. The review undertaken by Lord Carter has led to the establishment of a model hospital providing data for our Trust to consider our performance against other organisations. Our workforce is the key asset to delivering services. There has been a considerable focus in the last two months to address vacancies and to reduce the number of locums and agency staff which in turn will reduce expenditure and improve the quality of services. The Board has supported investment in an intensive cultural change programme, which will involve all 6,000 of our staff.

Mrs McKay acknowledged that our community is dissatisfied with our services and our Trust and she expressed confidence that improvements can be achieved consistently.

Mrs Merrick thanked Mrs McKay for her presentation.

Mrs Merrick said that 2016/17 had been a particularly challenging year for our staff. She wished to record her appreciation of their sterling efforts and she is continually impressed by the work done for patients. With this commitment 2017/18 will be a better year.

8/17 (AGM)

Questions

Mrs Merrick invited questions from the audience and the following question was asked:-

Paul Tuthill – Worcestershire County Council

Referred to the loans amounting to £27m for capital investment and he sought an assurance that the £29m awarded to the Trust would be used for new investment and not to repay those loans.

In response, Mrs Merrick said that the £29m was a separate allocation for FoAHSW and would not be used to repay this loan.

9/17 (AGM)

Date of next meeting

To be advised.

In closing the meeting, Mrs Merrick thanked the public for their continued support for the Trust on its journey of improvement.

The meeting closed at 6.23pm

Signed Date

Sir David Nicolson
Chairman