

**To:** The Directors of Worcestershire Acute Hospitals NHS Trust

You are required to attend the Annual General Meeting of the Worcestershire Acute Hospitals NHS Trust on Thursday 19 September 2019 in the Charles Hastings Education Centre at 2:00 pm. (Refreshments from 1.30pm)

The agenda is as set out below.

Sir David Nicholson  
Chairman

Item	Title	Lead	Enclosure
1	<b>Welcome and apologies for absence</b> Matthew Hopkins, Chief Executive; Robert Toole, Chief Finance Officer, Richard Haynes, Director of Communications, Richard Oosterom, Associate NED and Anita Day, NED	Sir David Nicholson, Chairman	
2	<b>Declarations of Interest</b> <i>To declare any interest members may have in connection with the agenda.</i>		
3	<b>Minutes of the previous meeting</b>  <i>To approve the Minutes of the AGM held on 17 July 2018 as a true and accurate record of discussions.</i>	Sir David Nicholson, Chairman	<b>Enc A</b>
4	<b>Introductions and Opening Remarks</b>	Sir David Nicholson, Chairman	
5	<b>Review of 2018/19</b>	Paul Brennan, Deputy Chief Executive	<b>Enc B Annual Report</b>
6	<b>Quality Account 2018/19</b>	Vicky Morris, Chief Nursing Officer	<b>Presentation</b>
7	<b>Annual Accounts 2018/19</b>	Katie Osmond, Assistant Chief Finance Officer	<b>Presentation</b>
8	<b>Looking 4ward</b>	Paul Brennan, Deputy Chief Executive	<b>Presentation</b>
9	<b>Date of Next Meeting – to be confirmed</b>		
10	<b>Questions from the Floor</b>		

**WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST**

**MINUTES OF THE ANNUAL GENERAL MEETING HELD ON**

**TUESDAY 17 JULY 2018, BOARD ROOM, ALEXANDRA HOSPITAL, REDDITCH AT  
10.00 AM**

**Present:**

<b>Chairman</b>	Sir David Nicholson	Chairman
<b>Board Members</b>	Michelle McKay Suneil Kapadia Mark Yates Philip Mayhew Vicky Morris Jill Robinson Bill Tunnicliffe Inese Robotham Richard Oosterom Steve Williams	Chief Executive Chief Medical Officer Non-Executive Director Non-Executive Director Chief Nursing Officer Chief Finance Officer Non-Executive Director Interim Chief Operating Officer Non-Executive Director Non-Executive Director
<b>Board Attendees</b>	Tina Ricketts Richard Haynes  Kimara Sharpe Sarah Smith	Director of People and Culture Director of Communications and Engagement Company Secretary Director of Strategy and Planning
<b>In attendance</b>	Martin Wood	Deputy Company Secretary
<b>Members of the public, press and staff</b>	12	
<b>Apologies for absence</b>	Cathy Geddes Philip Mayhew	Improvement Director Non-Executive Director

**1/18 (AGM)      Introductions and Opening remarks**

Sir David Nicholson welcomed everyone to the Trust's AGM.

He said that it had been a privilege to be appointed Chair of the Trust. He lives locally and is a service user. He is keen to play a part in improving the Trust's performance.

Sir David was pleased to be able to see the local celebrations for the 70<sup>th</sup> anniversary of the NHS. The foundations of the BMA were in Worcester.

He stated that partnership working was essential to the improvement of the services for patients and he was pleased to see the improvements in the last 12 months.

Sir David expressed his appreciation to the work of volunteers giving as an example the work to improve hydration. He thanked staff for their

considerable commitment in often extremely difficult circumstances. He wished to build on that staff commitment. He also thanked the work of his predecessor, Caragh Merrick, who was appointed during a difficult period and had overseen permanent appointments to the Board. He introduced the Board members.

Sir David expressed a desire to confront the real challenges building on the visible green shoots.

A video was played demonstrating the scale and nature of the services provided by our Trust.

He then turned to the AGM agenda.

2/18 (AGM) **Declarations of interests**

There were no declarations of interest.

3/18 (AGM) **Minutes of the Annual General Meeting held on 11 September 2017**

**Resolved: that**

- **The Minutes of the meeting held on 11 September 2017 were agreed as a correct record and signed by the Chairman.**

4/18 (AGM) **Review of 2017/18**

Mrs McKay gave a presentation providing a review of 2017/18 saying that it had been a year of continuing challenges in terms of our operational performance, quality and safety and financial position. However, some improvement had been made. There are longer term enablers in leadership, workforce, culture and infrastructure being implemented. The contribution of individuals and teams to outstanding clinical services has been recognised.

Mrs McKay then reported in summary on those areas which had seen an improvement and those which remain a challenge as follows:-

Operational Performance

Areas of improvement – Cancer 62 days, cancer 2 week wait, aspects of stroke and 52 week waits

Areas remaining a challenge – Emergency Access Standard, 15 minute initial assessment, referral to treatment and diagnostics.

Quality and Safety

Areas of improvement – VTE assessment, Trust – attributable infections, time to theatre for fractured neck of femur patients and hospital standardised mortality ratio.

Areas remaining a challenge – mortality review completion, mixed sex

breaches, friends and family response rates and complaints response times.

### People and Culture

Areas of improvement – sickness absence, turnover rates and medical and nursing vacancy rates.

Areas remaining a challenge – non-medical performance appraisal and mandatory training compliance.

Ms McKay said that there is much work to do to improve our Trust's performance. Our highest priority is working with our partners to improve flow through our hospitals.

There had been developments in the year with the launch of the Quality Improvement Strategy, the 4ward programme and the People and Culture Strategy. Capital works are underway for the link bridge and additional acute beds on the Worcester site. Other infrastructure developments include the opening of the Ambulatory Emergency Centre, Frailty Assessment Unit and Theatre Assessment Unit.

There had also been a number of achievements during the year with the National Innovation Award for the Wyre Forest Maternity Hub and the National Award from the National Joint Registry.

Sir David Nicholson thanked Mrs McKay for her presentation.

5/18 (AGM)

### **Quality Account 2017/18**

Mrs Morris, Chief Nursing Officer, gave a presentation on the Quality Account for 2017/18. She highlighted our Trust's commitment to quality through our mission to ensure that we provide a high quality health service which exhibits three key components of patient safety, clinical effectiveness and patient and carer experience. These components are achieved through our ability to exhibit a caring culture and professional commitment with strong leadership.

Mrs Morris explained the elements of our Quality Improvement Plan for 2017/18 which was designed to improve, inspire and innovate and our performance against that Plan acknowledging that there is more work to do. Our quality improvement priorities are set out in the Quality Improvement Strategy with a process to embed them throughout the Trust. The Strategy is supported by Patient Safety and Clinical Effectiveness Plans. Our Trust has engaged with stakeholder and staff in the formulation of the Plans. The Plans are underpinned by the cultural change programme. Mrs Morris drew attention to the progress to date in delivering the Quality Improvement Strategy against plans to deliver the 2018/19 quality priorities.

Sir David Nicholson thanked Mrs Morris for her presentation.

**6/18 (AGM) Annual Accounts 2017/18**

Ms Robinson, Chief Finance Officer, gave a presentation on the Accounts for 2017/18.

The financial performance for 2017/18 showed that our Trust reported a deficit of £52.562m (adjusted for the 2016/17 post accounts Sustainability and Transformation Fund (STF) reallocation and inclusive of STF) for the 2017/18 financial year. This is in line with the revised forecast outturn agreed with NHS Improvement. The Trust achieved £9.5m of Cost Improvement Programme savings during the year. In addition the Trust delivered a £7.9m financial recovery programme. Cash amounting to £57.07m was received from the Department of Health and Social Care to maintain creditor payments throughout the year. Capital resources of £10.9m were invested in line with the Capital Resource Limit. The external finance limit was achieved with more than £2m in the bank at year end.

The Trust reported a year end deficit of £57.9m which is £15.2m adverse variation to plan. The key variances to the Control Total of £42.7m related to additional expenditure on additional capacity (including Referral to Treatment cancer waits), workforce pressures and underperformance on the Cost Improvement Programme.

The suggested full year deficit for 2018/19 is £63.9m. A pre Provider Sustainability Fund (PSF) (formerly the STF) control total of £41.5m deficit requires our Trust to improve its underlying financial position by £22.4m. Under the PSF our Trust has the ability to access funds to support financial sustainability which is dependent upon delivery of milestones for agreed financial control totals and access standards. Receipt of the financial element of £12.5m is reliant upon our Trust delivering a £41.5m deficit with a further £5.3m operation element available. Inclusion of the PSF reduces the planned deficit to £23.7m.

The auditor had issued an unqualified opinion on the accounts and annual report and a qualified adverse value for money conclusion due to the significance of the issues raised in the CQC inspection report, the financial deficit and the under performance against national targets. The Quality Account had been prepared in line with the Department of Health and Social Care regulations and guidance.

Sir David Nicholson thanked Ms Robinson for her presentation.

**7/18 (AGM) Looking Forward**

Mrs McKay introduced the look forward saying that the Trust acknowledges the depth of requirement to make the required improvements. Our Trust is keen to take advantage of technology using the example of the Health and Care Trust which has been recognised as a global exemplar in the use of technology.

Sir David Nicholson also acknowledged the scale of the challenge but also recognising the benefits that this would provide to our community.

8/18 (AGM) **Questions**

Sir David Nicholson invited questions from the audience and none were raised.

9/18 (AGM) **Closing Remarks**

In conclusion, Sir David Nicholson spoke about how the Trust Board is to take forward the improvements. The Trust has adopted a set of signature behaviours which it is important for the Board to exhibit. The behaviours are:-

Do what we say we will do – This is a challenge for our Trust as we have not always delivered what we say we will do. This needs to be made a reality to create confidence to our community, regulators and staff.

No delays, every day – The Trust needs to ensure rapid, responsive and timely services.

We listen, we learn, we lead – It is important to link our patients, partner organisations and staff experiences in Worcestershire to provide learning enabling our Trust to demonstrate leadership.

Work together, celebrate together – This is not solely focussing on great individual performance but multidisciplinary working amongst health organisations. We will celebrate the things that go well but it is important not to deny the things that have not gone well.

Demonstrating all the behaviours will be critical to build our Trust on its road to making improvements.

10/18 (AGM) **Date of next meeting**

To be advised.

In closing the meeting, Sir David Nicholson thanked the public for attending.

The meeting closed at 10.54 am

Signed ..... Date .....  
**Sir David Nicholson**  
**Chairman**