

WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST
MINUTES OF THE ANNUAL GENERAL MEETING HELD ON
MONDAY 18 SEPTEMBER 2023 AT 4.30PM
Virtually

Present**Chair**

Russell Hardy

Board members (voting)

Glen Burley	Chief Executive
Helen Lancaster	Chief Operating Officer
Jules Walton	Deputy Medical Officer
Neil Cook	Chief Finance Officer
Simon Murphy	Non-Executive Director
Julie Moore	Non-Executive Director
Colin Horwath	Non-Executive Director
Karen Martin	Non-Executive Director
Sarah Shingler	Chief Nursing Officer

Board members (non-voting)

Richard Haynes	Director of Communications and Engagement
Vikki Lewis	Chief Digital Officer
Jo Newton	Director of Strategy and Planning
Rebecca O'Connor	Director of Corporate Governance
Richard Oosterom	Associate Non-Executive Director
Liz Faulkner	Deputy Director of People & Culture
Michelle Lynch	NExT Director

In attendance

Jo Wells	Deputy Company Secretary
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Invited guests and staff

6	Via Teams/YouTube
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Apologies:

Tony Bramley	Non-Executive Director
Tina Ricketts	Director of People & Culture
Christine Blanshard	Chief Medical Officer
Sue Sinclair	Associate Non-Executive Director

1/23 (AGM)

Welcome and Apologies for Absence

Apologies for absence are listed above.

Mr Hardy welcomed all to the meeting and thanked members of the public and invited guests for taking the time to join.

2/23 (AGM)

Declarations of interests

Declarations of Interest are on the Trust website.

3/23 (AGM)

Minutes of the Annual General Meeting held on 27 September 2022

The minutes were approved.

RESOLVED THAT: The Minutes of the meeting held on 27 September 2022 were agreed as a correct record and signed by the Chair.

4/23 (AGM)

Introductions and Opening remarks

Mr Hardy gave thanks to Sir David, Ms Day and Mr Hopkins for their time at the Trust.

Staff were thanked for their efforts over a challenging year. The hospital is not yet achieving the high level of outcomes that we want to achieve. With the joining of the Foundation Group, there was a new chapter across the 4 Trusts to work together and improve experience for patients.

5/23 (AGM)

Review of 2022/23

Mr Burley paid credit to Mr Hopkins for the previous year and gave thanks to the Executives and Non-Executive Directors past and present who contributed to performance.

There continued to be a huge amount of activity through A&E, diagnostics and outpatients.

Developments over the last year were highlighted:

- The Community Diagnostics Centre at Kidderminster had opened to increase diagnostics and ensuring services are accessible to patients.
- New build of the Urgent and Emergency Care Centre at Worcestershire Royal opens next month.
- Enhanced health and wellbeing support.
- CQC improvements – there were no longer any inadequate rated areas.
- Launch of robotic surgery at the Alexandra hospital.
- Digital innovation and the Electronic Patient Record roll out.
- 4ward Improvement System roll out.

Constitutional standards have not been met across the NHS nationally. Covid-19 had a significant impact.

There are improvements in a number of areas, along with an increase in demand on our services. It was intended to make further improvements over the coming year.

Appraisal completion has improved and steps being taken for all staff to receive an effective appraisal in year.

Sickness absence saw high levels of covid and flu last year. There was ambition to see a decrease in these levels.

Mandatory training compliance remains similar to previous years.

Turnover rate has slightly improved.

6/23 (AGM)

Quality Account 2022/23

Ms Shingler was invited to present the Quality journey over the last 12 months.

The pillars of quality were highlighted: Safe, clinically effective and positive experience for patients, their relatives and carers.

The Trust has strengthened its Internal Quality Assurance Visit programme by welcoming the Patient & Public Forum and expanded terms of reference.

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The CQC attended the Alex and Worcester sites unannounced between 21-23rd November 2022 as part of their system wide inspection. The full inspection report was published on 6th April 2023 and improvements were recognised.

Priorities moving forward were:

Establishing a Nursing, Midwifery and AHP Board with oversight of several work streams to support the direction of quality and improvement in the Trust.

The Trust is running its fourth Annual Big Quality Conversation this year.

Quality and safety summary:

VTE assessment target was achieved.

Trust-Attributable Infections: MRSA was achieved but C-Difficile remains a concern.

Mixed sex breaches remain a challenge.

RESOLVED that the Quality Account be received.

7/23 (AGM)

Annual Accounts 2022/23

Mr Hardy welcomed Mr Cook to present the Annual Accounts 2022/23. Thanks were extended to Robert Toole, Chief Finance Officer up to July 2022.

There was challenge with recovery from the pandemic. The Trust did achieve the Plan of £19.9m deficit. £19.8m overspend was reported.

£10m was saved on the Productivity and Efficiency Plan.

Non-recurrent funds were used to achieve the plan.

Expenditure was weighted towards staffing costs.

£50m had been invested into Trust capital resources. £37.7m was driven by centrally funded initiatives in theatres. £13.2m was generated internally.

The Trust achieved the in-year income and expenditure control total.

Income and expenditure break-even was not achieved.

Capital resource limit achieved.

External financing limit achieved.

In regard to the External Auditor Opinion, the accounts give a true and fair view of the financial position. The income and expenditure for the year have been properly prepared in accordance with accounting standards.

There were some concerns where recommendations have been given such as financial resilience. Governance had no significant weakness. Significant risks were raised in relation to longer term planning to manage the costs of the Trusts estate, quality, sustainable workforce, planning and costs. Progress had been made against all areas of significant weakness. There was a positive direction of travel undertaken throughout the year.

2023/24 will be a challenging year against a backdrop of industrial action. A break-even plan would be set for the year with the support of £42m on non-recurrent funding from the ICB.

There was a large Productivity and Efficiency Plan for the year.

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RESOLVED: that the annual accounts be noted.

8/23 (AGM)

Looking 4ward

Mr Hardy invited Mr Burley to present his look forward for the next financial year.

Mr Burley advised that there is a challenging financial plan for the year to deliver efficiency savings of £20m.

Focus would be on elective recovery.

Opening of the new UEC and continued focus on the urgent and emergency care pathway.

Opening of two new operating theatres at the Alex.

Community diagnostics phase 2 at KTC.

Partnership working.

Digital innovation and the EPR phase 2.

The 10 point plan will be presented to public board in October.

9/23 (AGM)

Questions

1. One area of interest is what we see as the main advantages and opportunities of Worcestershire Acute Hospitals joining the Foundation Group and whether we think there are any risks or disadvantages. Mr Burley replied that it was seen as a positive step to form a member of the Group. The Trust would remain a separate Trust but the Group brings a relationship and the opportunity to share solutions to improve performance.
2. What extra support might be available for fragile or challenged clinical services through the Group. Mr Burley replied that there was a relationship with Wye Valley and collaboration to address the fragile service challenges. Examples are dermatology service and Max Fax. The Trusts were also collaborating with stroke service design. Ms Walton agreed that it was viewed as a positive.
3. There have been questions about what more we might be able to do to put the patient voice at the heart of Board discussions and our commitment to making sure that we hear from members of marginalised communities, both among our staff and the communities we care for. Ms Shingler replied that the Board Patient Story process was under review to ensure that it captured a cross section from all of our communities. There was ambition to develop a Patient Voice Strategy across the Trust and support was being sought for that. Learning from experiences was encouraged to make improvements. Mr Hardy added that the Trust was committed to creating an open environment for people to raise concerns and be listened to. We are one of the largest employers in Worcester and have families who use our services, therefore all were committed to improving our services.

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19/09/2024 10:31:27

4. Mr Adams referred to patient engagement and asked how it will be joined up across the system. Mr Hardy replied that the patient story today was an example of all parts of the care system not working together. Improvements needed to be made with complexities of patient care. Ms Walton informed that a new Patient Safety Framework was being created which will involve patients, relatives and working across the system with partners to link up as the patient moves through.
5. Leverage the benefit of the feedback was encouraged, and making sure that the learning is transferred across the Group. Mr Hardy advised that there was opportunity for identifying and sharing best practice. Mr Burley added that Chief Nursing Officers and Chief Medical Officers can work together with quality improvements. There was opportunity to understand how things work within the Group and share.

10/23 (AGM) **Date of next meeting**
To be confirmed.

In closing the meeting, Mr Hardy thanked the staff who do their best for the citizens we serve. The Non-Executive Directors were thanked for supporting the Executive team. Volunteers make an enormous contribution to the Trust. Thanks were extended to partners in the system and will endeavour to work together. The Trust is on a journey and it was hoped that there would be further improved performance next year. Mr Hardy thanked all for attending.

Signed Date
Russell Hardy
Chair

Wells-Jo
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Worcestershire Acute Hospitals NHS Trust Annual General Meeting 2023/24

Tuesday, September 24, 2024

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Agenda

- Welcome and apologies
Declarations of interest
Minutes of last year's meeting
Introduction and opening remarks
- Review of 2023/24
- Quality Account
- Annual Accounts 2023/24
- Celebrating our achievements
- Forward look
- Questions

Russell Hardy, Chair

Glen Burley, Chief Executive

Sarah Shingler, Chief Nursing Officer

Neil Cook, Chief Finance Officer

Stephen Collman, Managing Director

Glen Burley

Russell Hardy



Welcome Russell Hardy, Chair



Emergency Department

Entrance

Welcome to
Worcestershire
Acute Hospital
Emergency Department





Review of 2023/24

Glen Burley, Chief Executive

Ten-point plan



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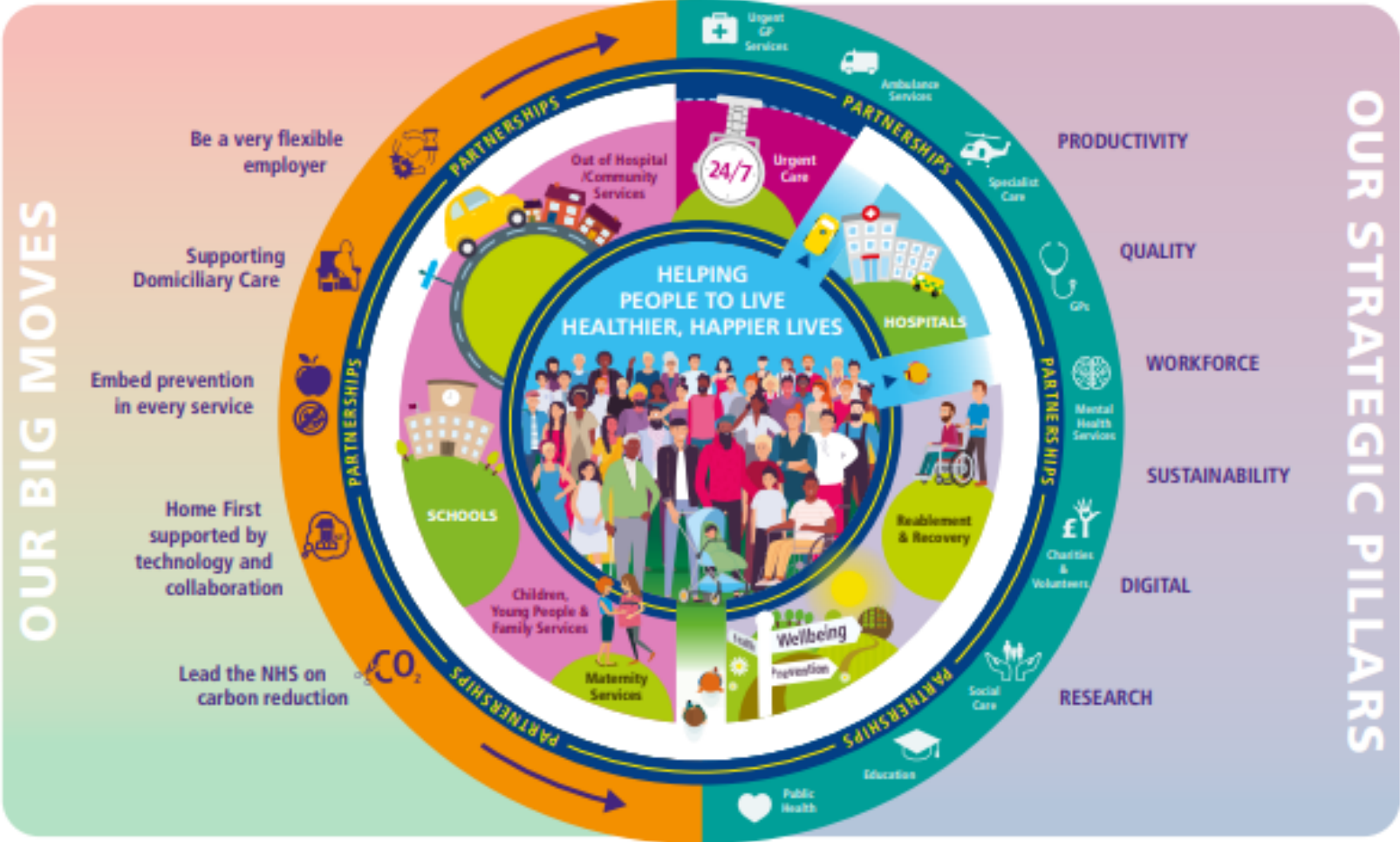
NHS
Wye Valley
NHS Trust

NHS
Worcestershire
Acute Hospitals
NHS Trust

NHS
George Eliot Hospital
NHS Trust

NHS
South Warwickshire
University
NHS Foundation Trust

Our big moves and strategic pillars



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Year in numbers



549,464
OUTPATIENTS
(FACE TO FACE)



121,015
OUTPATIENTS
(VIRTUAL)



125,549
WALK-IN PATIENTS (A&E)



7.1 days
AVERAGE LENGTH
OF STAY



£64.9m
VALUE OF PRESCRIPTIONS
ISSUED



45,390
PATIENTS ARRIVING
BY AMBULANCE



143,002
INPATIENTS



4,710
BIRTHS



4,300
EMERGENCY
OPERATIONS



20,554
ELECTIVE
OPERATIONS



2,826
TRAUMA
OPERATIONS

Diagnostics

MRI scans - **23,759**

Non-obstetric ultrasound scans - **73,782**

CT scans - **79,333**

Plain film X-Rays - **197,904**

Endoscopies - **22,012**

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NHS
Wye Valley
NHS Trust

NHS
Worcestershire
Acute Hospitals
NHS Trust

NHS
George Eliot Hospital
NHS Trust

NHS
South Warwickshire
University
NHS Foundation Trust

Developments and achievements

- Opened new Emergency Department at Worcestershire Royal Hospital
- Opened two state-of-the-art theatres at the Alexandra Hospital
- CQC improvements in urgent and emergency care and maternity services
- Launch of award-shortlisted systemwide Home for Lunch campaign to aid patient flow
- Digital innovation – continuation of Electronic Patient Record roll out
- Special Recognition Award for health and wellbeing support from the Worcestershire Works Well (WWW) Partnership.
- Launch of internal Care Excellence Accreditation
- Silver Award from The Armed Forces Covenant Employer Recognition Scheme



Operational performance summary

Indicator	2023/24 target	Year end	Comparison to 2022/23
Cancer 2 week wait	>=93%	86.78%	73.9%
Cancer 62 days	>=85%	57.6%	45.4%
Stroke Seen in the TIA clinic within 24 hours	>=70%	79.4%	91.54%
4hr Emergency Access Standard	>=95%	64.7%	65.2%
18 weeks Referral to Treatment	>=92%	54.3%	45.8%
Diagnostic waiting times (patients waiting more than 6 weeks)	<=15%	25.8%	24.1%

