

Minutes of the Wye Valley NHS Trust Annual General Meeting

Held on 7 September 2023

Via MS Teams

Welcome and Introduction

Mr Russell Hardy, Chairman of the Board of Directors (Chairman), introduced himself and the Board of Directors. He welcomed everyone to the Annual General Meeting of Wye Valley NHS Trust, and thanked everyone for their support to the Trust and for their interest in this meeting. The meeting was streamed on YouTube.

The Chairman advised that questions raised already would be read out at the end of the meeting. Viewers could also raise questions for the Board of Directors during the meeting using the YouTube chat function or at a later date by emailing though the contact details on the Wye Valley Trust web page.

Wye Valley NHS Trust Formal Business

Present

Russell Hardy	Chairman
Glen Burley	Chief Executive
Andrew Cottom	Non Executive Director
Lucy Flanagan	Chief Nursing Officer
Jane Ives	Managing director
Ian James	Non Executive Director
Frances Martin	Non Executive Director
David Mowbray	Chief Medical Officer
Katie Osmond	Chief Finance Officer
Andy Parker	Chief Operating Officer
Grace Quantock	Non Executive Director

In attendance

Jon Barnes	Chief Transformation and Delivery Officer
Ellie Bulmer	Associate Non Executive Director
Alan Dawson	Chief Strategy and Planning Officer
Geoffrey Etule	Chief People Officer
Erica Hermon	Associate Director of Corporate Governance
Sharon Hill	Associate Non Executive Director
Kieran Lappin	Associate Non Executive Director
Frank Myers, MBE	Associate Non Executive Director

Apologies for absence

Nicola Twigg

Non Executive Director

Minutes of Annual General Meeting held on 22 September 2022

The Chairman proposed approval of the minutes of the Annual General Meeting held on 22 September 2022. Mr Cottom (NED) seconded this.

RESOLUTION: The minutes of the meeting held on 22 September 2022 were APPROVED as a true and accurate record.

Introduction to the Annual Report 2022/23 (including highlights)

The Chief Executive (CEO) advised that the full report is available on the Trust's website.

Thriving Despite The Challenges – This year we have faced a number of challenges including the industrial action alongside a large wave of Covid over the last Christmas and New Year period along with flu. Throughout the year we have seen record levels of demand, particularly for our urgent and emergency care, as well as some of the recovery work we have been doing to ensure that we address the waiting time issues that were caused by the pandemic. Throughout this, our staff have been amazing. So despite all of these challenges, we will be reporting on a number of incredible achievements and innovations across the organisation.

Caring for our patients – If all the numbers were added up on this slide from an Acute Hospital perspective, there are over half a million contacts per annum taking place. Add to this the very large numbers of patients that we see in a community setting. There are also eleven thousand patients seen in Powys. Our geography and complexity of our services is reflected in some of these numbers.

Caring for our patients (2) – The Constitutional Standards that were set out a number of years ago have not been met by the NHS for a while now due to various reasons. The CEO discussed our own local performance against the 4 hour wait in the Emergency Department. This looks at the total time that an individual is in the Department. It does not necessarily mean that patients are waiting for treatment, and indeed, a number of our patients start their treatment in the Accident and Emergency (A&E) setting, some of whom are then admitted to the hospital and some of whom are discharged. The slide shows that Wye Valley Trust is in the top quartile for patients being seen and started on treatment within 60 minutes of arriving in A&E.

Caring for our patients (3) – The two indicators in this slide firstly looks at the important issue of ambulance handovers. There were concerns during the last winter that there were too many ambulances waiting outside of A&E Departments with patients, who were obviously not getting the care that they needed in the hospital and the ambulances themselves were not being freed up to deal with the next patient that required their services in the community. We have prioritised the handover of patients in our A&E. The slide shows that again Wye Valley Trust are in the upper quartile of organisations for this. This is not an easy achievement, particularly as the number of ambulances that arrive have increased dramatically. We are very proud to have been able to deliver this alongside some really high increases in demand with ambulances both from within the system and from other parts of the NHS. We have delivered this through different ways of working with admission avoidance in the community, along with one of the innovations in the Trust that we are particularly proud of, the Same Day Emergency Care service where patients are seen, treated and discharged in the same day. The slide shows the number of

patients that have been through this service (around 40% of our admissions) preventing them having to be admitted unnecessarily, which is particularly important for our frail, older patients who can decline if kept unnecessarily in hospital.

Caring for our patients (4) – Cancer Care – One of the historic indicators is the 2WW pathway with the national target of 93% of patients seen within two weeks of referral. The CEO noted that a number of people did not present with symptoms of cancer during the pandemic. Since then, we have seen a 25% increase above the 2019/20 levels that we experienced this year (this is the baseline year that we use prior to Covid). This is a big increase in demand for services that need to be delivered promptly. We are therefore very pleased that we were able to deliver 91%. There are two indicators that the NHS are now starting to focus on, with 28 day referral to diagnosis one of these. The Trust ranks 86 out of 142 Trusts for March 2023 performance. The national target is 75% and we achieved 73%. This has been an improving picture over the course of the year and continues to improve.

Caring for our patients (5) – The second indicator is the Time to start of treatment after referral within sixty two days. There is a 85% standard in the NHS Constitution and one of the areas that many Trusts have slipped back on due to issues relating to Covid. We achieved 65.4% and this has been continuing to improve throughout the year and remains a key focus for the Trust.

Caring for our patients (6) – Referral To Treatment Times – Again there was a significant hit on this target during the years of Covid. This has been a focus of the NHS over the past year to get us back to a position where we have seriously reduced the backlogs. The chart in the slide shows the number of patients waiting over seventy eight weeks. The NHS set itself a milestone of getting to the end of year and not having any 78WW. We have virtually achieved this with only a very few patients still waiting. This entailed a huge amount of work from all of the teams to achieve this. This also involved the Foundation Group where we supported each other with mutual aid. The final indicator on this slide is the Time to a diagnostic test. The target for this is less than six weeks. During the course of the year, we have made a significant improvement in the number of patients waiting.

Caring for our patients (7) – Another important indicator is the level of mortality figures for patients treated by the organisation. This covers not only their time in the hospital, but also twenty eight days post discharge. This indicator is standardised and looks at what the expected level of mortality should be. We are pleased to have moved to a position of being around average for the NHS for our figures. There were some challenges for the Trust a few years ago which we focused on and have improved our overall position. We also celebrated earlier today that our Pathology Site is the first in the West Midlands to go live with advanced digital pathology technology. This is very important for Herefordshire as it is a challenging area to recruit staff into so digital pathology allows us to use capacity elsewhere in the NHS to ensure that we can report our results as quickly as possible.

Caring for our staff – Our staff are extremely important to us and help us to deliver those things already discussed. We are very pleased to be able to report further improvements in our results from the NHS Staff Survey. We are now above the national average in all of the 9 areas that make up the main areas within the Staff Survey. Our focus has always been around enabling our staff to achieve their potential. The CEO thanked all the leaders within the organisation that have enabled this and created a culture which supports and encourages staff to thrive. This has also been our approach to health and wellbeing. We have further developed our links with our local Leisure Services Provider. We have also teamed up with the University of Derby and launched a pioneering Nature Connection Programme for our staff.

Caring for our staff (2) – We continue to look at how we can improve the arrangements, opportunities and support we offer to our staff. Firstly we have created a new arrangement for our Health Care Support Workers (key members of our team) to progress. This has also helped us to create routes for individuals to progress in our organisation. The CEO wanted to encourage young people to look at a career in the NHS and in Wye Valley Trust. We try to ensure that everyone has the ability to start at any level and to work up to achieve their potential with support and training. Our international nurse recruitment programme has been recognised nationally and is followed by other Trusts as a best practice model. This is not just about filling vacancies but about adding skills and diversity to our workforce and the community.

Caring for our staff (3) - Education and Development – We have moved a number of sessions now to a virtual platform. Microsoft Teams enables people to connect over some distance but also for our community staff, it has made things more accessible for them as they work all over Herefordshire and Powys. The slide contains some of the changes that have occurred with the use of this technology.

Investing in our future – One of the new developments taking place is the £21m investment into the Elective Surgical Hub. In addition to the recovery described earlier our elective and cancer work, this new Day Case and cataract focused facility will give us additional capacity to deliver more into the future. This is due to open in May 2024 and work is underway already. This will also enable maximising the productivity improvements in Theatre and also improving the patient experience.

Investing in our future (1) – Community Diagnostic Centre – This is a national initiative firstly to ensure that we increase our diagnostic capacity as an NHS but secondly to place this in locations that are accessible to the public in addition to the capacity that we have on hospital sites. The Outline Business Case has been completed and the land purchased. It is anticipated that this will open in April 2025. There are also plans for a state of the art Education Centre. This is in part to support the development of a local medical school supporting the Three Counties so we will see more medical students, but also a Workforce Plan has been developed across the NHS for other disciplines of staff. We found ourselves a little constrained on site. This Centre can therefore not only be used by us, but also an asset to be used by health and care and other partners in the system with the support of Herefordshire Council along with other stakeholders. We are planning to open this in late 2025.

Investing in a Green Future – The Trust have been investing in our greener future and are at the forefront of a national scheme. There is an ambition as a NHS to reduce our carbon footprint and become carbon neutral in the not too distance future. We have already completed the first phase of this with ground source heat pumps and solar panels in place. We have funding for the second phase which is to put in an Energy Centre and to install 2 large air source heat pumps on site. We will decarbonise our site and at that point become 95% fossil fuel free.

Delivering Integrated Care in Partnership – We do not deliver this alone. One of the things that is really strong within the county of Herefordshire is the level of partnership. This is not about individual organisations leading, this is about a collaboration of all parties. One Herefordshire Partnership has been around for some time, so we have been fortunate as we move into integrated care working as an NHS as in Herefordshire we are already in a good position to do this. The development of the Integrated Care Systems has allowed us to accelerate some things that we wanted to do and allowed us to focus on Herefordshire. There is huge collaborative working with our GPs, Social Care colleagues and volunteers across the patch. The key objective for us as an NHS is to ensure that we work together with partners to look at the wider determinants of health and working together to reduce the demand on the Front

Door and to give people better outcomes and the best preventatives to ill health to lead healthy lives. The slides include key comments from some of our partners.

Our Focus for 2023/24 – This slide sets out a number of objectives that we have set for the year. We have gone through a strategic refresh, which is common across the Foundation Group, which has allowed us to collaborate across the Foundation Group and share best practice. From 1 August our colleagues from Worcestershire Acute Hospital NHS Trust have joined the Foundation Group.

Extracts from the Annual Accounts 2022/23

The Chief Finance Officer presented the Extracts from the Annual Accounts 2022/23 and the following key points were noted:

These are marked as final draft in terms of the documents available currently. We are just reaching the end of the formal External Audit process. These have been reviewed at the Audit Committee and just require a final review between the Trust Team and the External Auditors to allow us to complete the sign off process.

Overview – In 2022/23 we reported an adjusted deficit of £6.5m compared to our planned deficit of £6.6m and were in line with our forecast outturn. This underestimates some of the challenges that we faced and complexities we dealt with as an organisation but it is very pleasing that we were able to deliver in line with what we set out to achieve. In terms of our key financial duties that we are required to work towards, they were in line with where we need to be in terms of capital resource limit and the cash limit that is associated with that. We spent £14.4m on capital investments. We were also able to improve how quickly we paid our suppliers within 30 days which is very important for some of our smaller, particularly local core suppliers that enables them to maintain their cash flow. Income and Expenditure performance – Although we delivered what we set out to achieve in terms of plan, measuring this against the national standard, which is the rolling 3 year break even duty, we are not currently achieving this. As a result, the Auditor will have to make a referral in line with the standard practice.

Income and Expenditure 2022/23 – The vast majority of our incomes comes from our local commissioners, NHS England (NHSE) and our colleagues from Wales. We spend most of this on our costs for our workforce to deliver activities to our patients and services to our population and the clinical supplies and services that go alongside this and managing the estate.

Capital and Cash – 2022/23 – We invested £14.4m of capital resource across a number of key programmes. Typically in any year our programme is a mixture of both replacement of medical equipment, building works and digital programmes etc. The table on the slide and in the Annual Report sets out some of these key programmes. We largely get funding for this investment through the funds that we generate internally, nationally targeted schemes and through Public Dividend Capital. Our cash balances remained healthy through 2022/23 which is as a result of coming out of the Covid period as nationally cash positions have been stabilised and we were able to maintain this during the year. We have a planned deficit for 2023/24 at a much higher level and cash requirements will become increasingly more difficult for us. This is requiring close management currently.

Annual Audit of Accounts – 2022/23 – This slide summarises the output and conclusion in terms of formal acceptance of the audit of our formal accounts. This has been reviewed with our External Auditors and they are comfortable with the content. Their conclusion is based on two areas. One is the financial statements themselves and the other a Value for Money Assessment which is a standard part of the national audit process. In terms of our financial statements in the Annual Accounts, they do give a true and fair view of the financial position. There are no material audit issues. The Auditor also has to review an Annual Report and compliance with reporting requirements and they are satisfied that this meets those. In terms of delivering the audit process, it has been a really challenging audit cycle this year. This is partly due to increased audit requirements and the increased complexity in some of the financial audit arena and also some workforce challenges within the organisation. This has come out in the Auditors recommendations and have been taken on board moving forward. Value for Money – Financial Sustainability - There was a significant weakness flagged by the External Auditor. This has been there for the last couple of years and there are no new or further recommendations for the organisation that we should be doing in that regard. The Auditor concluded that there is no significant weakness in our arrangements around governance and also in terms of overall approach to economy and efficiency and effectiveness. The Quality Account was previously required to be viewed and audited by the External Auditors but this has not been the case in 2022/23. It is therefore just noted that the External Auditor has not undertaken any work here. Future Considerations – These are around how we take on board some of the learning from this year’s audit process in terms of implementing these recommendations and ensuring that we have some robust audit planning and spend enough time as a team and the Auditors doing some interim work to ensure that having increasingly demanding accounts timetable can be managed more proactively.

Forward Look – 2023/24 – Our planned financial deficit for 2023/24 was £22.3m. We are broadly on plan year to date at Month 4 but there are still a number of challenges that we face as an organisation that will require close mitigation moving forward. A couple of these are included in the slides and regularly discussed at a number of forums. Also listed are some of our significant capital investment programmes.

The Chief Finance Officer thanked the Finance Team for all of their support in the audit process.

Introduction to the Quality Account 2022/23

The Chief Nursing Officer presented the Introduction to the Quality Account 2022/23 and the following key points were noted:

This is a comprehensive document that includes all of our Quality and Safety work over the previous year, our audit activity, the progress against last year’s Quality Priorities and then focusses on those things that we wish to prioritise for the forthcoming year. As part of our Board reporting arrangement, we have a Quality Committee which is Chaired by one of our Non-Executive Directors. At this Committee we continuously ask ourselves are we safe and how do we know it, what are our priorities and where do we want to improve, what are we proud of and what is new and different. The presentation today will give a flavour of some of these things.

Are we Safe? – We have a very strong reporting culture and are one of the top Trusts in NHSE for our reporting. We also know that safety is underpinned by having a culture where incidents can be reported so that lessons can be learnt. Our harm rate for patients is exceptionally low which is positive. During 2022 we introduced Safety In Sync. This is an engagement forum that brings together NHS, Social Care, Primary Care colleagues and Mental Health colleagues where we discuss incidents, share lessons and learn together to make improvements for our patients and citizens that we serve. Regarding mortality, we have moved from being a significant outlier across NHSE to having the lowest rates of mortality across our Foundation Group and are one of the top ten Trusts for mortality in relation to stroke. We are also on track to deliver the national ambition for neo-natal mortality. We have delivered all of the key milestones associated with the implementation of the national Patient Safety Strategy.

What are our priorities? - There are always things where we can make improvements and this year we are focusing on 8 key safety priorities noted in the slide. Our patients tell us through a variety of feedback mechanisms including Family and Friends surveys, complaints and the Patient Advice and Liaison Service about the things that can be improved upon and made better. Feedback is very important to us and we want to focus this year on how we improve our communication with those patients and residents that we serve. We want to make sure that all of our patients receive all of the medication that they require on time but in particular we want to focus on those medications that are time critical, pain relief and antibiotics. We have signed up to the national campaign for Parkinson's medication called "Get it on time". We also want to focus on a number of assessments ensuring that we assess mental capacity, risks in relation to developing blood clots (VTE), pressure damage and the risks associated with malnutrition or obesity. By doing this, we can plan and improve care accordingly. We aspire to achieve exemplar status for VTE during the forthcoming twelve months.

What are we especially proud of? – Included in the slide are a few examples. The Vaccination Team across the Integrated Care System were commended at the Health Service Journal Awards and in the Parliamentary Awards for the delivery of the Covid 19 vaccination to the citizens of Herefordshire and the wider populations that we serve. The Recruitment and Retention Team at Wye Valley Trust were award winners at the Hereford Times Health and Social Care Awards for their innovation and transformative approach to the recruitment of Health Care Support Workers and have significantly reduced vacancies and turnover for this staff group and are providing career opportunities for our local residents and population. Two of our senior nurses have been flying the flag for Queens Nursing and have achieved leadership and membership roles due to their own successes in community nursing. Following the CQC Inspection in October 2022, the inadequate ratings for Safety and Well Led within our Surgical Division were lifted. This is a testament to the hard work of the clinical teams within the Surgical Division.

What are we especially proud of? (2) – One of our nurses has been elected to join the national Policy Development Group for best practice in liver care. Our Emergency Department has been working with the Autism Partnership Board to improve the experience of individuals with autism who are served and cared for in our Emergency Department. They have adopted "Valerie's Training" which increases awareness and recognition of autism. We are introducing the Autism Passport and we have coproduced our approach by working with a group of school children and service users to improve this. Wye Valley international nurse recruitment has been recognised as an exemplar site. Our exam success rate for international nurse recruits is double the national average across the NHS and we have recently been awarded the national Pastoral Award for the support provided to these valued members of staff. For the last two years, Wye Valley Trust has been one of four Trusts who have been working with the National Wound Care Strategy Programme on our lower leg wound service which is delivered in the community to our

patients. We have seen a 36% improvement in healing rates for complex leg wounds with healing being achieved within fourteen weeks against a baseline of twenty three weeks at the start of that programme.

What is new and different - Robotic Surgery at Wye Valley NHS Trust – Mehmood Akhtar – Urological and Robotic Consultant Surgeon

History of robotic surgery - Mr Akhtar provided the background to the meaning of the word robot and the history, with the first procedure carried out in 1975.

Robotic Surgery – There are three different parts of this system which Mr Akhtar described.

Benefits of robotic surgery – Mr Akhtar described the benefits of this type of surgery, including patient benefits.

Robotic Programme – The robot arrive in March 2023. The Implementation Group started in April 2023. The first successful case was performed in May 2023.

Robotic Programme (2) – Expected number of cases annually are between 200 and 250. We are also future proofing the programme.

Proposal to adopt the Annual Report and Quality Account 2022/23

The Chairman proposed approval of the Annual Report and Quality Account and Mr Cottom (NED and Chair of the Audit Committee) seconded.

The Chairman proposed adoption of the Quality Account and Mr James (NED and Chair of the Quality Committee) seconded.

RESOLUTION: The Board **ADOPTED** the Annual Report 2022/23 and the Quality Account 2022/23.

Questions from the Public and invitations to submit supplementary questions

Q1. Given that staff recruitment and retention is absolutely critical to effective operation of the NHS, what measures have been put in place to recruit, train and retain staff, especially local people and especially in areas of shortage? What data does the Trust have on the effectiveness to these measures?

A1. The Chief People Officer advised that the CEO covered some of this in his presentation when he talked about our Wye Valley career and progression framework for our staff. We have in place a local development where we support staff through various training, eg apprenticeships. We have over one hundred people undertaking apprenticeships. We also engage on an ongoing basis with Job Centre Plus and trialling recruitment opportunities for training programmes for local people. We engage with local schools and colleges with our Recruitment Team out and about at local events, and our employees act as Wye Valley Ambassadors to promote careers and different opportunities within the Trust. We are actively trying to recruit local people. Over the last twelve months we have also been working effectively with our partner, Halo Leisure who ran a programme called “Together Health Care”. The intention behind this was to recruit local people for the Trust. Twelve months ago we had about ninety vacancies for our Health Care Support Workers. We are now down to about ten vacancies. We talked at the Public Board meeting about introducing a programme where we can develop more associate nursing staff and more qualified nursing staff. We now have the lowest

vacancy rate within the Trust for the last few years. Our staff turnover is now down to about 11% from a high of around 16% a few years ago.

There is still more work to do, but the Chief People Officer was confident that with the schemes in place through our apprenticeships and through our Wye Valley Career and Paid Development Framework we are developing and supporting local people into the qualified vacancies that we have.

Q2. What progress is being made with development and implementation of the Trust's sustainable travel plan? I cannot find a copy of this on the website. Is it publically available? What indications, baselines and targets is the Trust using for its sustainable travel plans?

A2. The Chief Strategy and Planning Officer advised that we are developing our travel plans currently which is based on the travel habits of our staff and we are developing targets out this for the future. It is currently going through the approval process and will be published on the Trust's website in the next few weeks.

There were no questions raised during the meeting.

Recognising the achievements of our staff

The Managing Director presented the Recognising the achievements of our staff and the following key points were noted:

Thank you to our staff and volunteers – It is a privilege we have in the NHS to look after our patients. Not all of our staff look after patients directly but all of our staff have a role in making sure that care we give our patients is the highest we possibly can. The Managing Director has the opportunity to thank staff in a number of forums but this is never enough and this is an ideal opportunity to thank them all publically, all our volunteers, our Sodexo colleagues and our partners as well. The Managing Director thanked staff for their compassion and kindness both to patients and to colleagues. She thanked staff for their hard work and commitment but also to their enthusiasm and willingness to take on new things and new practices and best practice.

Going the Extra Mile monthly awards – We are always going to face challenges in the NHS and last year was a particularly challenging one. Over the course of the year we have recognised every month an individual or a team who worked in our services. The process is that any member of staff or member of the public can nominate someone or a team for a Going the Extra Mile Award who have done something extra special. Each month, a small Committee review all of the nominations and select one individual and one team to be thanked publically at the Board of Directors for that month. This slide includes those winners, who also received a certificate from a member of the Executive Team who thanked them personally. Anyone in any role can make a difference. The Managing Director gave a huge thank you to all of our monthly Going the Extra Mile Awards winners.

Awards and Recognition – This is where our staff have been recognised either with a local award, regional award or a national award. It is fantastic to get this recognition and the Managing Director commended all the winners.

Staff Recognition Video – The video included some of the staff who had received awards and the stories behind their successes.

Chairman's Award

The Chairman advised that this is one of the most enjoyable parts of the meeting when he presents the Chairman's Award. Cath Holberry, this year's winner, joined the NHS on 3 June 1985. She started as a student nurse and has since then worked as a nurse in almost every aspect of Herefordshire NHS in a variety of settings, most notable as a Sister, Lead Nurse and Matron in Older Peoples Services. On 1 September 2010, Cath's interest, experience and commitment to professional nursing found a natural home in the Safeguarding area where she worked until her retirement in June this year. Cath has been a tenacious advocate for our most vulnerable patients and their families providing expert advice and guidance whenever required. Her expertise regarding safeguarding matters has been shared not only with her own staff but also the wider team in Herefordshire, the Herefordshire Adult Safeguarding Board and external partners. Cath has made a remarkable contribution to patient care in Herefordshire over the last thirty eight years for which we are tremendously grateful. She leaves behind a well-developed team to continue to embed her values and advocate for some of the most vulnerable patients we have.

Thank You - The Chairman thanked all the Executive Directors at Wye Valley who do a phenomenal job day in and day out, particularly Jane Ives. He also thanked all of the Non-Executive colleagues. Frank Myers is the longest serving NHS NED in the country!