

**CONFIRMED MINUTES OF THE ANNUAL GENERAL MEETING / ANNUAL MEMBERS' MEETING**

<b>Date:</b>	Thursday, 17 October 2019	<b>Time:</b>	5.00pm to 6.30pm
<b>Venue:</b>	Sovereign Lecture Theatre, Bradford Royal Infirmary	<b>Chair:</b>	Dr Maxwell Mclean, Chairman
<b>Present:</b>	<p><b>Non-Executive Directors</b></p> <ul style="list-style-type: none"> <li>- Dr Maxwell Mclean, Chairman</li> <li>- Ms Trudy Feaster-Gee, Non-Executive Director</li> <li>- Mr Mohammed Hussain, Non-Executive Director</li> <li>- Mr Barrie Senior, Non-Executive Director</li> <li>- Professor Laura Stroud, Non-Executive Director</li> <li>- Ms Selina Ullah, Non-Executive Director/Deputy Chair</li> </ul> <p><b>Executive Directors</b></p> <ul style="list-style-type: none"> <li>- Mr John Holden, Acting Chief Executive</li> <li>- Ms Pat Campbell, Director of HR</li> <li>- Ms Karen Dawber, Chief Nurse</li> <li>- Ms Cindy Fedell, Director of Informatics</li> <li>- Dr Bryan Gill, Medical Director</li> <li>- Mr Matthew Horner, Director of Finance</li> <li>- Ms Sandra Shannon, Chief Operating Officer/Deputy Chief Executive</li> </ul> <p><b>Governors</b></p> <ul style="list-style-type: none"> <li>- Mr Alan Edmonds, Public Governor Bradford West</li> <li>- Mr Alan English, Public Governor Bradford South</li> <li>- Ms Pauline Garnett, Staff Governor Nursing and Midwifery</li> <li>- Ms Stella Hall, Public Governor Bradford East</li> <li>- Ms Wendy McQuillan, Public Governor, Keighley / Lead Governor</li> <li>- Ms Hilary Meeghan, Public Governor Bradford South</li> <li>- Dr Sulleman Moreea, Staff Governor Medical and Dental</li> <li>- Ms Marian Olonade-Taiwo, Public Governor Keighley</li> <li>- Mr Kursh Siddique, Public Governor Bradford East</li> <li>- Mr David Wilmshurst, Public Governor, Shipley / Vice-Chair Council of Governors</li> </ul>		
<b>In Attendance:</b>	<ul style="list-style-type: none"> <li>- Dr Tanya Claridge, Director of Governance and Corporate Affairs</li> <li>- Ms Jacqui Maurice, Head of Corporate Governance</li> <li>- Mr Aubrey Sitch, Corporate Compliance Manager (minute-taker)</li> </ul> <p><i>71 Foundation Trust Members and Members of the Public were in attendance</i></p>		

No.	Agenda Item	Action
1.	<b>Welcome and Introduction</b>	
	<p>Dr Maxwell Mclean, chairman (MM) opened the meeting with a warm welcome and an introduction to the three reports on the agenda. He advised that the purpose of the meeting was to formally present the foundation trust's annual report and accounts for 2018/19 to the council of governors, foundation trust members and the public.</p> <p>MM thanked and paid tribute to the exceptional work of the 6,000 staff members who quietly get on with the work. MM also expressed thanks on behalf of the board of directors and council to Mr John Holden in his capacity as acting chief</p>	

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	executive since 1 April 2019.	
<b>2.</b>	<b>Minutes of the AGM and AMM held on 5 July 2018</b>	
	The minutes were accepted as a correct record.	
<b>3.</b>	<b>Presentation of the Annual Report and Quality Report 2018/19</b>	
	<p>Mr John Holden, acting chief executive (JH) presented a summary of the annual report and quality report. He stated that 2018/19 had been marked by many challenges, but also many achievements. JH advised that the reports focused on a period presided over by the previous chief executive, Professor Clive Kay. The trust's new chief executive, Ms Mel Pickup, would formally join the trust in November 2019.</p> <p>JH advised that our trust served Bradford's diverse population of approximately 530,000. In year our trust had an income of £411m, and employed nearly 6,000 staff members. There had been close to 500,000 outpatient appointments, 6000 babies delivered and 300,000 operations performed across the year.</p> <p>JH summarised a number of the main highlights of 2018/19. He advised that;</p> <ul style="list-style-type: none"> <li>- Our trust was the first NHS trust and the first healthcare organisation in Europe to develop a Command Centre powered by artificial intelligence.</li> <li>- The ambulatory care experience service won the health service journal improvement in emergency and urgent care award.</li> <li>- The Neonatal team became the first level 3 intensive care unit in the UK to achieve the baby friendly accreditation from UNICEF and the world health organisation.</li> <li>- Having begun building work during 2018/19, the trust had recently opened the flagship Wolfson Centre for applied health research.</li> <li>- The education plan 2019-2024 was launched in order to support the Trust's vision to become an outstanding provider of training and education.</li> <li>- We began a joint two-year programme with Airedale NHS foundation trust to make our services more seamless for patients and easier for our staff to deliver</li> <li>- We completed a £1.8m transformation of our women's and newborn unit to make it more comfortable and welcoming for our patients, staff and visitors</li> </ul> <p>JH highlighted a number of milestones achieved in year. These included reference to;</p> <ul style="list-style-type: none"> <li>- The new £700k CT scanner which strengthened our trust's scanning capabilities by producing higher quality images and more complex scans</li> <li>- Children now being able to 'drive' themselves to the operating theatre thanks to the generous donation of a mini electric car by the Tesla Owners Group</li> <li>- Our electronic patient records (EPR) system marking its first birthday and transforming the way we work.</li> </ul> <p>JH reported on key awards which included;</p> <ul style="list-style-type: none"> <li>- Our Project Search team being awarded top prize in the healthcare people in management awards for cross-sector working</li> <li>- Our emergency department team winning a national prize from the Kings Fund for its work on improving the care of deteriorating patients</li> <li>- Our head orthoptist, Dr Alison Bruce, winning the top public health research award for her groundbreaking work in exploring the effect of reduced vision on</li> </ul>	

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	<p>literacy</p> <p>JH moved on to report on our Trust's performance as measured against indicators in the following four areas.</p> <ul style="list-style-type: none"> <li>- <u>Emergency care</u>. With regard to the 4hr waiting standard in Emergency Care the trust managed 80.1% against the national target of 95% a position which was also reflected nationally. JH referred to the innovations the trust was working on which were designed to improve access to emergency care. These included developments with regard to; a GP streaming service, a Clinical Decisions Unit and, increasing short-stay capacity in General Medicine. There was also the development of new roles such as nursing associates, physician associates and apprentice Healthcare Assistants.</li> <li>- <u>Referral to treatment waiting times (RTT)</u>. We did not meet the referral to treatment (incomplete) threshold. The national target was 92% and we achieved 71%. This reflects both pressure of demand for elective services and the knock-on effect of acute demand. There was also the impact of the Electronic Patient Record (EPR) implementation reporting. The total number of patients waiting on an RTT pathway reduced by 10,000 from 34,257 in April 2018 to 23,999 in March 2019. The percentage of waits under 18 weeks did improve from 73.9% in April 2018 to 85% in March 2019 which brought us close to the national average of 86.3%.</li> <li>- <u>Cancer waiting times</u> The increased number of people coming forward with concerns about cancer has had an impact on our performance targets however, it should be viewed as a good thing that people are more able and willing to come forward. We achieved Trust achieved 73.4% against the 2 week wait national standard of 93%; 67.1% against the 62 day first treatment national standard of 85% and, 89.4% against the 62 day screening standard of 89.4%. JH highlighted that the 2-week wait went from 62.4 to 94% in quarter 4 which was better than both the regional and national performance average.</li> <li>- <u>Infection control (incidences of clostridium difficile)</u>. We continued to perform well against the threshold set for clostridium difficile cases, despite the pressures in other areas and we recorded 25 cases over the year against a target of 51. This was better than the national and regional average which reflects all the efforts of our staff to include infection control procedures in their normal working practice.</li> </ul> <p>JH outlined the priorities for improvement 2018/19. These were:</p> <ul style="list-style-type: none"> <li>- Mortality review programme</li> <li>- Management of the deteriorating patient</li> <li>- Pressure ulcers</li> <li>- Safer procedures</li> <li>- Patient experience</li> <li>- Medication safety</li> </ul> <p>He drew particular attention to the effectiveness of the 'Hello my name is' and 'Kindness' programmes in improving patient experience.</p> <p>JH reported that in January 2018 the care quality commission (CQC) visited our trust to inspect four core services. Our overall rating was 'requires improvement'. However, as two of the services that were previously inspected had elements of 'requires improvement', these were not inspected again on the visit in January 2018. As a consequence this has not allowed our Trust to raise its overall rating. JH advised that the CQC had stated in its report that <i>"overall we found that care</i></p>	

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	<p><i>was patient centred and compassionate and we received positive feedback from the patients and relatives we spoke with. This demonstrates positive improvement since the last inspection.....”</i></p> <p>In conclusion JH stated that our trust is dedicated to continual improvement, and providing patients with a high quality, comprehensive and joined-up service. Our focus will be on improving patient safety, their clinical outcomes, and their experience of spending time at our hospitals, as we strive to be an outstanding provider of care.</p> <p>JH thanked the 6,000 staff members who were the ‘real stars’ who deserve the credit.</p> <p>MM thanked JH for his presentation of the annual report and quality report 2018/19.</p>	
<b>4.</b>	<b>Annual Accounts for 2018/19</b>	
	<p>Mr Matthew Horner, Director of Finance (MH) presented a summary of the annual accounts for 2018/19. He stated that he was extremely pleased to be able to report that our trust has delivered and exceeded the targets set. We have delivered a surplus position and met our planned control total for the year. The trust has recovered a £6.8m bonus based on performance which will be invested back into our trust, taking the total value of bonuses over the last 8 years to £35m.</p> <p>MH stated that as we had met our financial control total, we had been able to access £13.9m of additional funds from the sustainability and transformation fund (STF). MH explained that all NHS trusts were given a financial control total by NHS Improvement (the regulator) which they had to deliver in order to be eligible for a share of the national fund. MH added that this is a fantastic achievement for our trust particularly in the current financial climate and everyone in the trust had worked extremely hard to deliver this position. MH explained that the post PSF (provider sustainability fund) surplus for the year was £6.3m</p> <p>MH detailed each of the main sources of income received by our trust in year which included clinical income (£350m), other operating income (£50m which includes research and education). Of that he stated that elective (planned) income contributed £51m and non-elective (from emergency and unplanned treatment) the income was £97m. He advised that income totalled £411m for 2018/19.</p> <p>MH detailed the areas of expenditure. He informed the meeting that;</p> <ul style="list-style-type: none"> <li>- Approximately two thirds of our outgoings relate to the employment of staff; this amount totalled £263m which reflects a £12m increase on the previous year.</li> <li>- The spend on drugs accounted for 9% of total expenditure and amounted to £38m in 2018/19 which is similar to spend in the previous year.</li> <li>- Expenditure on clinical supplies was 10% of total outgoings, totaling £42m; a similar to the level of spend in the previous year.</li> <li>- There was £50m non-pay which included an insurance premium of £40m, utilities of £5m and, general maintenance costs of approximately £3m.</li> </ul> <p>MH added that other non-pay items included estates and facilities costs,</p>	

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	<p>maintenance and other infrastructure costs.</p> <p>MH described the main schemes delivered as part of the trust's capital programme, which had amounted to £8.5m. He stated that the investment programme has focussed on new cladding and windows for the main maternity building, the command centre and, additional car parking. MH advised that the total capital investment over the last 4 years has been in excess of £84m. MH added that the planned spend for 2019/20 is approximately £15.6m and over the years, the investment programme to improve and modernise our services has seen our trust invest:</p> <ul style="list-style-type: none"> <li>- £44m into new Developments</li> <li>- £28m into our IT infrastructure</li> <li>- £5m into new medical equipment</li> </ul> <p>MH stated that he was pleased to report that the external auditor provided an unmodified audit opinion on the trust's financial statements for 2018/19. In addition the external auditor also reviewed a number of key documents and processes from which there were no significant issues raised.</p> <p>MH added that the current value of the charitable fund was £2.3m as of 31<sup>st</sup> March 2019. Approximately £0.5m was spent on enhancing the public benefit across the trust. £0.3m was raised from a number of activities thanks to the generosity of supporters.</p> <p>MH expressed his gratitude and thanks to all staff for their efforts in delivering the position reported on; particularly in light of the ever increasing demand, the challenges faced by our trust and, the continued efforts to improve the quality and safety of the services we provide.</p> <p>MH shared with the meeting that we became a foundation trust in 2004 and at that time our income stood at £209m and we made an £8m loss. Fourteen years later we now have an income of £411m and an annual surplus of £6.3m. Spending has increased by 87% from £600k a day to over £1m per day. Over £1billion is being spent across Bradford and Airedale on health every year. The workforce over that period of time has grown from 4,466 rising to 5,877. MH explained how much more than £100m had now been invested from money saved and from loans into initiatives such as the electronic Patient Record system (£19m), the new Hospital Wing (£28m), medical equipment (£6m), information technology (£17m) and research and development facilities (£8m).</p> <p>In closing, MH stated that the economic climate and the financial challenges faced by the NHS continue to be very challenging. He expressed thanks to colleagues for their hard work over the years.</p> <p>MM thanked MH for his report.</p>	
<b>5.</b>	<b>Membership and Governors Report</b>	
	<p>Mr David Wilmshurst, vice-chair of the council of governors (DW) delivered a presentation that provided key highlights from the governor and membership reports included in the annual report 2018/19. He highlighted the key changes to the membership of the council in year asking that the following be noted.</p> <ul style="list-style-type: none"> <li>- Mr Al Edmonds was elected as public governor for Bradford West</li> <li>- Professor Marina Bloj, University of Bradford partner governor concluded her</li> </ul>	

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	<p>third term on 31 March 2019. DW Expressed thanks on behalf of the council of governors for the valuable and significant contributions she had made to the council during her nine years as a Governor.</p> <p>DW also welcomed new governors that had joined the council since year end. These were:</p> <ul style="list-style-type: none"> <li>- Professor Alistair Goldman, University of Bradford partner governor</li> <li>- Mr Kursh Siddique, public governor Bradford East</li> <li>- Mr David Robertshaw, public governor Shipley</li> <li>- Ms Hardev Sohal, patient governor (returning for a third term)</li> <li>- Mr Alan English, public governor Bradford South (returning for a second term)</li> <li>- Ms Pauline Garnett, staff governor nursing and midwifery (returning for a second term)</li> <li>- Ms Stella Hall, public governor Bradford East (returning for a second term)</li> <li>- Ms Wendy McQuillan, public governor Keighley (returning for a second term)</li> </ul> <p>DW stated that together, the council of governors provided a wide range of skills and experience as they hold the non-executive directors to account and appoint new non-executives to the board.</p> <p>DW reported that Dr Maxwell Mclean had been appointed as chair in March 2019 and had taken up his post in May 2019. DW also informed the meeting of two recent appointments to the board of directors from September 2019.</p> <ul style="list-style-type: none"> <li>- Ms Julie Lawreniuk, non-executive director (with a particular responsibility to chair the finance and performance committee)</li> <li>- Mr Mohammed Hussein, non-executive director</li> </ul> <p>DW reported that during 2018/19, the council of governors had held key discussions with the board and continued to develop the relationship between governors and the board. the key discussions had concerned;</p> <ul style="list-style-type: none"> <li>- the five year capital investment programme</li> <li>- the NHS long term plan</li> <li>- the trust's operational plan for 2019/20 and capital programme</li> <li>- the wholly owned subsidiary</li> <li>- the command centre</li> <li>- delivery of the trust's strategic objectives</li> </ul> <p>DW advised that in year governors have met with patients, staff and visitors via a range of methods. Governors have participated in the trust's mock CQC programme, team of the year judging. Governors have taken part in site visits across our hospitals and met with staff and patients where care is delivered and received.</p> <p>DW advised that members and the public have taken part in patient and public involvement activities such as PLACE (patient-led assessments of the care environment) and also been signposted to other activities and events across the trust and district. Members have also been encouraged to register as volunteers. DW added that the trust does recognise that it needs to better support member involvement and communications and, a membership plan is now being developed that will focus on improved involvement, development and communications. With regard to trust membership figures DW reported that at the end of March 2019, total overall public and patient membership stood at just over 42,300. Membership trends across the sector have been reviewed and in general membership levels are falling for those with sizeable memberships.</p>	

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	<p>DW closed by stating that on behalf of the council of governors he would like thank staff for all their hard work during what has been, as stated by the chairman and acting chief executive, a particularly challenging year for the Foundation Trust.</p> <p>MM thanked DW for his presentation.</p>	
<b>6.</b>	<b>Questions</b>	
	<p>MM invited questions and comments from those present. There were no questions or comments were raised.</p>	
<b>7.</b>	<b>Any Other Business</b>	
	<p>There were no other items to discuss.</p> <p>MM formally closed the annual general meeting and annual members meeting and thanked the presenters for their contributions.</p>	
<b>8.</b>	<b>Embracing Kindness – Learning from Patient Feedback Presentation</b>	
	<p>MM welcomed Ms Karen Dawber, chief nurse, to deliver the keynote presentation.</p> <p>The meeting noted that the presentation would be posted on the trust website.</p>	
<b>9.</b>	<b>Close</b> MM thanked the chief nurse for her presentation and closed the session.	