

Glen Burley	Chief Executive
Andrew Cottom	Non-Executive Director
Lucy Flanagan	Director of Nursing
Richard Humphries	Non-Executive Director
Jane Ives	Managing Director
David Mowbray	Medical Director
Frank Myers, MBE	Non-Executive Director (Left partway through the meeting)
Katie Osmond	Director of Finance & Information

In attendance:

Jon Barnes	Chief Operating Officer
Alan Dawson	Director of Strategy and Planning
Geoffrey Etule	Director of Human Resources
Rebecca Gratton	Associate Non-Executive Director
Erica Hermon	Associate Director of Corporate Governance
Ian James	Associate Non-Executive Director
Frances Martin	Associate Non-Executive Director
Grace Quantock	Associate Non-Executive Director
Nicola Twigg	Associate Non-Executive Director

Apologies for Absence

Christobel Hargraves	Non-Executive Director
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Minutes of Annual General Meeting held on 8 July 2020

The Chairman proposed approval of the minutes from those present at the Annual General Meeting held on 8 July 2020. Mr Humphries (NED) proposed this and Mr Cottom (NED) seconded this.

RESOLUTION: The minutes of the meeting held on 8 July 2020 were APPROVED as a true and accurate record.

Introduction to the Annual Report 2020/21

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

A year like no other – This is very true but has reflected the skills and flexibility of our workforce. It made the CEO feel that the Trust and our System Partners could tackle almost anything now after the year that we have gone through. What we experienced during Covid, especially during the second wave, was demand that was three times higher than the first wave and during this

period we had to considerably flex our capacity. A good example of which is our critical care capacity where we redeployed some of our Theatre staff along with a number of other staff to support the Trust during the pandemic. The CEO praised the Executive Team who managed their way through a very challenging period. They managed to keep us safe, motivated and we coped with this pandemic as a System extremely well.

Thank You – One of the key things throughout was the huge support from our local community. The donations, gifts and more importantly the thank yous that were given to our staff were really helpful reminders throughout of why we are all here – to look after our community. This continues with a great deal of fundraising and support for our staff which has allowed us to provide additional wellbeing support.

38,000 vaccinationsand counting – As a very integrated organisation in our Community, we led on the vaccination programme not only for our workforce but also delivering vaccines to the community. The Herefordshire and Worcestershire System was flagged nationally as one of the Systems that delivered the Vaccination Programme to the very highest level. This involved a lot of team spirit with a large number of our workforce redeployed to support along with volunteers in this programme. This number continues to increase as we commence the booster campaign and are offering to vaccinate those in the community who have not yet received their vaccine. The data we are receiving is really helping to confirm that despite the high number of Covid cases we are seeing in the community, the hospitalisation rates have continued to improve.

Care Quality Commission (CQC) Inspection – In December 2020 the Trust was subject to an unannounced inspection of our urgent and emergency care. We had been encouraging them to come back and review our services. Despite the pressures of Covid and winter, we received a very positive report from the CQC, maintaining our “good” overall rating. This also identified a lot of really good practice, which is included within the presentation. This is a credit to all of our staff and particularly those working in urgent and emergency care. We have gone through a big transformation programme through the last couple of years where we have redesigned and put in new services to improve the speed at which patients are treated but also the outcomes for our patients.

Trust overview – 20/21 in numbers – This covers our activity volumes for various areas within the Trust. As can be seen from these numbers, we have delivered huge activity during this period. A number of these areas have reduced during the year due to the main waves of Covid as we had to pause some of our planned care services so that we could turn our efforts and staff to dealing with the pandemic. Although these numbers are high, there is concern that a number of patients did not present to the Trust who should have done and we are seeing this demand coming through this year and we expect this to continue into next year. The CEO advised that we have very safe services that people who need us should be accessing to enable us to deliver the very best care to our community.

Performance against national targets – This year is a little unusual in that these targets were suspended during Covid. This slide provides an indication of our performance against these indicators with us being able to achieve some of these key targets despite the pressures. The position that we delivered during the financial year has improved in many cases since then due to delivering higher numbers post these Covid waves.

Mortality rate improvements – Our mortality rates are measured through a number of indicators in the NHS. The HSMR and SHMI are used and are risk adjusted indicators of mortality. A few years ago this was of concern with higher mortality indicators than expected. A lot of effort has gone into redesigning services and ensuring that we improve this performance. The slide now shows that we have improved for both figures and are now within the expected range of deaths. This has been delivered through a whole range of changes in how we deliver care, the hard work of our clinical staff and their skills, but a lot has come from the redesign of our urgent care.

Patient and public involvement – One of the hardest things for our staff to deal with during the main restrictions from Covid, was restricting visitors to the hospital. Over the last year during lockdown, many of our staff had to be “proxy” relatives for our patients including end of life care and support which was very tough but also rewarding for our staff. We had to innovate in how our patients were able to communicate with their friends and family, and this slide describes some of the work of our volunteers. It is very positive to see the number of people volunteering during this time, including 6th Form Students, and the CEO thanked them for helping us to deliver the very best care to our patients.

Building for the future – There have been a number of areas of growth and innovation for the organisation despite the challenges of the past year. The slide includes a small number of these projects including the new ward block which is planned to open in December. This will allow us to move from the very out of date Huttred Wards and create additional capacity. This will include our new frailty model which will allow us to offer the best care to our patients. We were also able to secure additional capital that was made available at short notice to organisations to bid for. With this funding we were able to expand our Same Day Emergency Care. This supports patients that do not always need admitting to hospital but can be diagnosed and treated on the same day and safely discharged. Finally there has been major redevelopment of our Radiology Service.

An innovative partnership for Radiology – This is an innovative partnership with Phillips who have worked with us to replace 86% of our radiology equipment alongside improving our patient pathways and our productivity.

Working with Partners – The One Herefordshire Partnership is a very good example of a long standing partnership. We have had this partnership for a number of years but many Trusts are just setting this up as part of their integrated care working. This positive working with our Primary Care and Local Authority colleagues has allowed us to innovate and to continue to push for our Home First model so that we can continue to deliver more care outside of the hospital setting, which is where people want to be. We are looking forward to the parliamentary legislation going through later this year which will strengthen our ability to work in partnership in the future and will offer more flexibility in the way that we share resources and focus on population health and wellbeing.

Staff Matters – Our staff are our most valuable asset and we spend a lot of time listening to their views and working with them to improve services, ensuring they enjoy working here and work to their maximum potential. The CEO felt that the Annual Staff Survey was the most important indicator and this year these results were incredibly encouraging from a Wye Valley Trust perspective. There are ten core areas within the survey, with nine of these we saw improvement this year (details within the presentation). We were also able to demonstrate some improvements in our recruitment and retention of doctors and are a much more positive proposition for staff to want to come and work with us as part of the system along with the positives of living in

Herefordshire. International nurse recruitment has also been a huge success with some fantastic members of the team adding diversity and skills to our system.

Supporting staff health and wellbeing – It has been very important for us to focus on our staff and support them in as many ways as we can during the pandemic and in the future. We have put in place a number of offers to support our staff including Mental Health First Aid Trainers, online wellbeing support and fitness sessions and to try to create employee role models to lead healthy lifestyles. The CEO thanked the Captain Sir Tom Moore donation nationally once more which has allowed us to do some of these things along with some of our local charitable funds. Mr Myers (NED) is Chair of the Charity Trustee with the Board of Directors sitting on this Committee with the aim to spend all of the monies received to improve patient and staff wellbeing.

Our focus for 2021/22 – This year which will be another challenging year. Despite all of the pressures, there is still a lot happening in the organisation, in the Place of Herefordshire and in our Integrated Care System. We have an ambitious set of objectives for this year, set out on this slide, including more of a shift of focus on population health, more integration, more out of hospital working and moving towards becoming more carbon zero (we are currently drilling bore holes to extract heat for the heat pumps in the hospital which is an innovative project). We are also working with our Foundation Partners to create the best care for our patients.

The CEO thanked our staff, partners, volunteers and all those people who have contributed to keeping our staff motivated over the last year including family members of our staff.

The Chairman reiterated that we are really making very good progress as part of the Foundation Group (including South Warwickshire NHS Foundation Trust and George Eliot Hospital) identifying and sharing best practice across the members of the Group.

The Chairman also highlighted the innovation that has been achieved over the last year in terms of having agile ways of working and developing improvements to health outcomes for our patients.

The Chairman advised that we are now part of the One Herefordshire Care System for Herefordshire and Worcestershire which is a very positive example of partnership work across Primary, Secondary and tertiary care along with closer working with our Social Care and Local Authority colleagues.

Extracts from the Annual Accounts 2020/21

The Director of Finance and Information (DFI) presented the Annual Accounts for 2020/21 and the following key points were noted:

- The DFI thanked the Finance Team and her colleagues in their efforts to navigate a changed financial regime from last year and completing the Annual Accounts in another challenging period with new auditors.
- 2020/21 Overview - 2021 has been a very unusual year. From a financial perspective all of our usual regimes and payment approaches have been suspended to allow

organisations to focus on the pandemic response. Affected organisations were funded in line with their expenditure to mitigate this. This means that Wye Valley Trust had a significantly improved cash position.

- Due to the pandemic, we did not set a CPIP during the year but we did manage to continue with our capital programme along with sizeable investment.
- We achieved an adjusted surplus of £2.35m (a number on which we are judged nationally) and an unadjusted position of £223k surplus.
- In terms of our statutory duties, we met our External Financing limit and Capital Resource Limit but we did not meet the rolling break even duty as this is taken over a three year period.
- From an Annual Accounts perspective, the Auditors concluded that the financial statements were properly prepared and gave a true and accurate view.
- In terms of value for money, they did identify two areas of weakness. One in relation to us not meeting the rolling break even standard and secondly in relation to some of our compliance with CQC and NHSI enforcement requirements. They recognised that we have made really good progress in these areas but that we have not completed all of these actions during the period they were reviewing.
- 2020/21 Revenue outturn – From an income perspective, the majority of our income was generated from NHSE and our Clinical Commissioning Groups. The total income figure of £267.6m was about £36m more than we received in 2019/20 linked in terms to the national response to the pandemic.
- Most of our expenditure is on our staff and on clinical supplies to enable us to treat our patients. Our expenditure rose from 2019/20 by about £17m, partly related to inflationary pressures that we would see each year and in part due to the Covid response.

- Re-financing the Balance Sheet – During this year, nationally the Department of Health and Social Care changed the approach to dealing with deficits and how they were treated within organisations. In historic years when we had a deficit, that was supported in the organisation through Interest Bearing Loans to allow us to have sufficient cash to meet our obligations. This created a sizable loan balance on the balance sheet with no plan to repay that given the in year position. As this was an issue for a number of organisations, nationally the financing regime was changed and were converted into Public Dividend Capital (PDC) (a form of equity that sits on our balance sheet). This means that we are now showing a positive balance sheet with assets exceeding our liabilities.
- In the event that we achieve a deficit position or have a cash requirement, this will be met through PDC. This change along with the Covid change in regime meant we had a much healthier cash position during the year which allowed us to improve our Prompt Payment standards and pay our suppliers quicker which was really important to our suppliers during Covid.
- Capital expenditure and financing – Capital Programme spend - We spent £32.8m during the year. Our funding came primarily from funds internally that we had generated through depreciation and from nationally approved schemes such as the Same Day Emergency Care service.
- Looking ahead – During 2021/22, the financial regime continues to recognise the ongoing impact of Covid and we have continued to have a centrally set block contract arrangement, which will continue until the end of March.
- We are unlikely to see a full return to Payment by Results but clearly there will be a need to recognise the variability, particularly around elective care.
- Nationally there are incentive schemes in place to support this drive to support our elective activity and help to reduce the backlog of patients that arose during the pandemic. As an organisation, we have re-instigated our CPIP programme to drive best value.
- From a financial perspective, we have started to prioritise how we share our capital funding across the System jointly for 2021/22. We are also working collectively to look at how we can work together to ensure that we have robust frameworks within the ICS.

Introduction to the Quality Account 2020/21

The Director of Nursing (DON) presented the Quality Account for 2020/21 and the following key points were noted:

- The Quality Account was published on NHS Choices at the end of May 2021.
- The Quality Account is a national requirement in the NHS and is required to bring a number of areas into one document which is very lengthy, hence the key highlights being presented.

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One of the ways that we monitor the quality of our services internally is through our Quality Committee. This is a Sub-Board Committee and Chaired by one of our Non Executive Directors. This is attended by some of our Executive Directors and a representative from our clinical teams. The Committee assesses the quality of our services by four key questions (included on the slide).

- Are we safe and how do we know? – One of the key indicators in safety in the NHS is the culture within an organisation around recognising, reporting and most importantly responding to incidents. Also reporting and responding to near misses. We are one of the best Trusts in NHSE for recognising and reporting incidents (as shown in the chart on the slide). All of our incidents are reviewed and it is reassuring to note that in the vast majority of incidents patients do not come to harm. The second chart on the slide shows that we are in the top quartile for patients not coming to harm in our care. We know from these incidents and near misses that they provide a key, rich source of learning. We share the learning from these incidents through a variety of ways including Huddles, newsletters and briefings. We have recently introduced Safety Bites which is a weekly newsletter circulated to staff with bite sized briefings of what we have learnt from significant events.
- Care Quality Commission (CQC) Inspections – The last full CQC inspection was in 2018 and the slide includes our overall rating for all of core services. From a safety perspective, this shows that we were assessed as “requires improvement” for very specific reasons within Theatres and Anaesthetics which we are confident we have addressed and continue to oversee. More recently, the CQC inspected our Emergency Department in the height of the pandemic, in the middle of winter and were particularly impressed by the strong leadership of the department, the way that patients were kept safe and infection, prevention and control measures were adhered to.
- What is new and different? – This is obviously the pandemic. It has changed all of our lives and continues to do so. For the NHS a new language emerged around “blue”, “green” and “amber” patients and pathways. It also led to a plethora of infection prevention and control guidance being issued on a regular basis, which constantly changed as the science of the disease developed. This meant for our staff and ourselves, we developed the ability to respond to this changing guidance and to ensure that this practice was adopted widely at the Trust to keep our patients safe. As a Trust, we developed agile and flexible decision making to respond to the pandemic. We had full engagement of all of our clinical teams in determining how the hospital ran as we had to work in a very different operational way. The DON felt that we saw team work like we have never seen before
- Despite the pandemic, we achieved many things including our Same Day Emergency Care opening in April providing a much improved patient experience, a better environment, with treatment and diagnosis now provided in the right place for our patients and more importantly avoiding unnecessary admissions. Our Paediatric section of the Emergency Department also opened during the pandemic which provides a calm environment for children and young people away from the adult area.

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- New Ward Block – Unfortunately this is not yet open. When it does, it will provide an ideal environment to provide care to some of our most vulnerable patients.

What are we worried about and what are we doing about it? – We have aligned our Quality Priorities to three of the Trust’s overall objectives – particularly around safety, effectiveness and patient experience. In relation to safety we continue to focus on ensuring that we get the basics right by demonstrating our ongoing compliance with those standards that keep our patients safe. We also ensure that we continue to learn when things go wrong and our Safety Bites is a recent example of this. We also continue to work to implement the new National Patient Safety Strategy.

- We are very concerned about the length of time that patients are having to wait either to be seen or treated. We are therefore working hard to increase our capacity alongside improving our productivity. Our patients tell us through their experiences that we do not always communicate well with them and that sometimes the information we provide is not sufficient to meet their needs. We are trying lots of new ways to address these matters including Patient Diaries and more innovatively, Nurse-led Ward Rounds to demystify the Doctors Ward Rounds with the Nurses being able to spend the time explaining and answering any questions patients have. We will monitor our progress against these Quality Priorities through our Quality Committee.
- What are we especially proud of? – Some of the key highlights were included in the presentation. Further detail will be provided later on the agenda.

Proposal to adopt the Annual Report 2019/20 and Quality Account 2020/21

The Chairman proposed adoption of the Annual Report and this was seconded by the Medical Director.

The Managing Director proposed adoption of the Quality Account and this was seconded by the Chief Executive.

RESOLUTION: The Board **ADOPTED** the Annual Report 2020/21 and the Quality Account 2020/21.

Questions from the Public on the formal business of Wye Valley NHS Trust

Q. Can the Board outline what help is given to break the cycle of bullying for staff, often by managers, who sometimes do not even know that they are doing it.

A. The Managing Director advised that this has been discussed a number of times this year and we have a range of actions to make sure that staff are supported and feel confident to speak up when they feel things are not right. We are very committed to this as a group of senior leaders and ask any member of staff to come forward, firstly to their Line Manager and secondly to any of the Executive Team or to our Freedom To Speak Up Guardian. The Director of Human Resources advised that we are working in partnership our Trade Union colleagues and the Freedom To Speak Up Guardian and have set up staff networks which are now in place, along with an action plan.

- We have a comprehensive plan in place and continue to promote and support a culture that ensures everyone is valued and respected as an individual. We are also providing training sessions for all of our line managers. In November we will be supporting the national Anti-Bullying week.

The Chairman felt that a key point from this question was to ensure that we are all aware of our own behaviour. As a Board of Directors we abhor bullying and this has no part in the culture of Wye Valley Trust. We have a Group wide programme of Civility Saves Lives as part of our leadership values.

Secondly, the Chairman would encourage anyone who feels that they are being subject to bullying to use the Freedom To Speak Up avenue that we have within the organisation and if they feel able, to address the issues directly with the person that they feel is bullying them as often people are not aware that they are doing this.

Q. A question was raised by Tim Howson, (Vice Chair of the HAFCP) on behalf of the Herefordshire Armed Forces Covenant Partnership around care for our veterans. He congratulated the Trust for being awarded Accreditation by the Veterans Care Alliance and asked what difference would a veteran notice following this Accreditation and what procedures are in place to ensure that veterans get the care that stems from this Accreditation?

A. The Managing Director provided an interesting fact that 25% of the population of Herefordshire are either a reserve, veteran or family member, ie a strong proud connection with the military. This is obviously very important as this covers a large proportion of the population that we serve. This award demonstrates our commitment to this issue. One of the practical things is as part of that Covenant Partnership, where a veteran's needs are escalated, we are able to have multiagency case reviews to ensure that the appropriate action is taken and that we learn from that. We are therefore much better at signposting what is available across all of our organisations and the wider Herefordshire partnership. The Chairman encouraged any members of the military or veterans to seek the help of ourselves and other agencies if required regarding their physical and mental health.

Q. Elizabeth Davies-Ward, University of Worcester thanked the Director Of Nursing and all of the team over the past eighteen months for enabling us to keep students in practice. It has been a hugely challenging time and a huge thank you on behalf of my team and Robert Dudley's team at Worcester.

Q. Ian Tait thanked the Chairman, Chief Executive and all of the team. He said "As a citizen of Herefordshire, a GP and Chairing the Clinical Commissioning Group, it is apparent from tonight's meeting that there is a very strong focus on areas that matter, eg the quality focus and the mortality work, the performance work with the challenges being faced at the present and trying to make the best use of resources. Also the ruthless focus on learning. I have been part of this journey for a number of years and have to say that it is progressing incredibly well and is really valuable. Also a wonderful testimony to your lost colleagues made with the further learning opportunities for members of the team which should be applauded. Finally the people factor, both the population and patients and also the staff".

Dr Tait questioned, related to staff, “a lot of staff have been working over and beyond for eighteen months and more and yet the demands of the system are not going to go away both in terms of Urgent Care and trying to deal with the waiting lists. How is the welfare of these staff being dealt with at the same time as dealing with the usual day to day issues and workload?”

A. The Director of Human Resources advised in terms of staff health and wellbeing it is high on our radar. As previously mentioned, over the last twelve months we have introduced a number of interventions and we have done this with teams who we are working closely with along with Occupational Health and the Clinical Psychology Team we have in place. We have introduced a number of initiatives over the last few months and we will continue with this. We are working actively with a number of teams and our Trade Union colleagues to ensure that we are supporting staff, especially from a mental health perspective. We are also trying to do all we can to reduce the number of vacancies that we have as this also has an impact on our staff. The Chairman noted that we are very aware of the weariness of some of our staff especially as we approach winter. He also thanked Dr Tait for his kind words and equally for his endeavours on behalf of the citizens of Herefordshire

Q. Councillor Jeremy Milne questioned regarding the Sustainable Travel Plan, how the Trust is progressing with this, noting as a cyclist the Trust did not appear to provide adequate cycling facilities with no space for our bike stands. It is also a confusing site from an orientation point of view with no map on site for facilities and to encourage more patients and staff to arrive by sustainable means.

A. The Director of Strategy and Planning advised that a lot of work was carried out last year on our Sustainable Travel Plans and we have repeated a survey to our staff in an effort to try and find ways to make it easier for staff to undertake sustainable journeys. The bicycle parking has not been removed from the front of the site, we have just moved it to the front of the Eign Brook Complex, but the Director of Strategy and Planning agreed that the signage needs improving and will take that feedback away. We are looking overall at our site in terms of increasing our bike storage although we do have a lot currently. This is not always in the right place, so we are reviewing this. We also have the Beryl Bikes bay installed on site and are looking to extending this to our Community sites as well. We have also been highlighting to our staff for those that do need to drive that they can drive to the edge of the City and use the park and walk sites, which often offer free parking. We are also exploring the use of E-Bikes and E-Cargo bikes which the Council have made a grant available. The Chairman noted that we now burn as a nation individually 25% less calories than we did in 1960 because we are less mobile and less active and we eat 35% more calories individually than we did in 1960, hence the obesity problem that we have in the UK.

These were all the questions raised before the meeting. If member of the public wish to ask any subsequent questions, this can be done through our website.

Recognising achievements of our staff

The Managing Director advised each month we recognise our Individual and Team staff who have been nominated for the Going The Extra Mile Award for exceptional contribution. The slide

contained the details of the winners of this monthly award. These staff are the tip of the iceberg as we have thousands of staff who go the extra mile every day.

We do owe an enormous debt of gratitude to our front line staff during this last eighteen months. Our staff put themselves in harm's way, particularly at the beginning when we had less protection and knew less about Covid, with an awful lot of courage involved in that. We have recently given all of our staff a pin badge. In the middle of this is the St George's Cross, which was given to the NHS as a whole as a reflection of that courage. Staff have worked in some very difficult circumstances and the emotional burden of looking after patients when they cannot see their relatives and trying to deal with those relatives' anxieties over the telephone and having to break bad news over the telephone has really taken a toll on a number of our staff and we continue to support them. We are also heading into what is already quite a difficult winter and we all recognise that it is going to get more difficult still, particularly before we open the new ward block. In the face of all these difficult circumstances, staff have remained extraordinarily positive and have really continued to innovate and redesign pathways to improve the care for our patients,

We have recently received positive feedback in a number of ways. We had our Patient Survey back from last year very recently and we are in the top five Trusts in the Region for discharge and information to patients which is something that we were not very good at in the survey before, and the support that we give to patients on their discharge to their Health and Social Care Teams. We are also in the top five Regionally for pain control for patients which previously required improvement. Things that we have focussed on we have really improved on. There is also a really high level of confidence expressed from our patients and trust in doctors and nurses who look after them.

We recently achieved our accreditation from the Joint Advisory Group around our Endoscopy Services. This is a really high standard to get and this reflects the clinical practice, care of patients and quality of the team. The team who implemented our Electronic Prescribing system have recently been awarded from the Health Technology an award for excellence in EPMA and Care Co-ordination. Kevin Fernandez is one of our international nurses who received an award from the Royal College of Nursing as part of Black History Month around his role as an ambassador for international nurses and the support he has given to his colleagues.

These are just a few examples of the achievements of our staff.

The Dermatology team were awarded Team of the Year from the British Medical Journal with a short video made by the team. Following this, a number of videos made by staff who had introduced innovative practice which has improved care for our patients during the pandemic were played. These videos are also available on the Trust website to view.

Chairman's Award

The Chairman introduced his award, noting the number of stories of innovation and extraordinary kindness and sacrifice over the last year. The award this year is presented to Laura Troth. The Chairman gave the background to the extraordinary events that led to her being nominated for this award. Laura thanked everyone for her award, explaining that the positive outcome for the patient was due to the efforts of all the staff working that day which was during the height of Covid with staff having to wear full PPE during the entire event.

The Chairman closed the meeting noting that we have heard tonight not just the formal aspect of the work of the Wye Valley Trust over the past year, but also the fantastic effort of all our staff as we endeavour to serve the citizens of Herefordshire as well as we are able. We are doing all of this with our partners in the community, our volunteers, our Primary Care colleagues and as part of the Integrated Care System and we are confident that we can do even better over the years ahead. We are, however, facing a very difficult winter period and the Chairman reiterated the request for everyone to receive their Covid vaccination when able to.