

## Bristol NHS Group Annual Meeting and Health Fair Joint NBT Public Meeting and UHBW Annual Members Meeting

Tuesday, 16 September 2025 from 5.45-7.30pm Malcolm X Centre, 141 City Road, Bristol BS2 8YH

Agenda		
5.45pm	1.	Welcome and introductions
		Ingrid Barker, Group Chair
	2.	Minutes of the previous meeting for UHBW and NBT
		Ingrid Barker, Group Chair
5:50pm	3.	Independent Auditors' Report for UHBW
		Jonathan Brown and Duncan Laird, KPMG
5:55pm	4.	Presentation of the Annual Report and Quality Account for 2024/25 for UHBW and NBT
		Maria Kane, Group Chief Executive Officer
		Presentation of the Annual Accounts for 2024/25 for UHBW and NBT
		Neil Kemsley, Group Chief Finance and Estates Officer
6.20pm	5.	Governor/Membership Report
		Governors from UHBW
6.35pm	6.	Spotlight presentation: Elective Surgical Centre
		Tim Whittlestone, Group Chief Medical and Innovation Officer
6.55pm	7.	Q&A with the Trust Board
		Ingrid Barker, Group Chair
		Opportunity to ask your questions to members of the Board. Questions may be submitted in advance to FoundationTrust@uhbw.nhs.uk or Trust.Secretary@nbt.nhs.uk
7.25pm	8.	Closing Remarks
		Ingrid Barker, Group Chair

The Annual Report and Accounts for 2024/25 are available on our websites:

**NBT:** <a href="https://www.nbt.nhs.uk/about-us/annual-report-accounts-financial-statements">https://www.nbt.nhs.uk/about-us/annual-report-accounts-financial-statements</a> <a href="https://www.uhbw.nhs.uk/p/about-us/reports-and-publications">https://www.uhbw.nhs.uk/p/about-us/reports-and-publications</a>

For joining details or for any further enquires please contact FoundationTrust@uhbw.nhs.uk or Trust.Secretary@nbt.nhs.uk



Minutes of the Annual Members' Meeting of University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) held on Tuesday 10 September 2024 at 17:15-19:15

This meeting was held in the Conference Hall, City Hall, College Green, Bristol, BS1 5TR.

#### **Present**

#### **Members of the Trust Board of Directors**

Ingrid Barker – Joint Chair North Bristol NHS Trust and University Hospitals Bristol and

Weston NHS Foundation Trust

Sue Balcombe – Non-executive Director

Paula Clarke – Executive Managing Director Weston General Hospital

Neil Darvill - Joint Chief Digital Information Officer

Deirdre Fowler - Chief Nurse and Midwife

Anne Tutt - Non-executive Director

Neil Kemsley – Chief Financial Officer

Martin Sykes – Non-executive Director

Stuart Walker – Hospital Managing Director

Rebecca Maxwell - Interim Chief Medical Officer

Arabel Bailey - Non-executive Director

Roy Shubhabrata – Non-executive Director

#### **Members of the Council of Governors**

Ben Argo – Public Governor John Chablo – Public Governor Robert Edwards – Public Governor Tom Frewin – Public Governor Suzanne Harford – Public Governor Mo Phillips – Public Governor Richard Posner – Public Governor Janis Purdy – Public Governor

John Rose - Public Governor

Martin Rose - Public Governor

#### **Guest Speakers**

Jonathan Brown, Senior Manager, KPMG – External Auditor

#### In Attendance

Rachel Hartles – Membership and Governance Officer

Emily Judd – Corporate Governance Manager

Mark Pender – Head of Corporate Governance

Eric Sanders – Director of Corporate Governance

Daisy-Grace Westbrook - Corporate Governance Officer

Approximately 25 members of the public, patients and staff members of University Hospitals Bristol and Weston NHS Foundation Trust were also in attendance.

#### 1. Chair's Introduction and Apologies

Ingrid Barker, Joint Chair NBT and UHBW, welcomed everyone to the Annual Members' Meeting (AMM) for University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) and explained that the meeting was being held in person and recorded for posting online later.

Apologies had been received from:



- Grace Burn, Appointed Governor Youth Involvement Group
- Mary Conn, Public Governor
- Carole Dacombe, Public Governor
- Lisa Gardiner, Staff Governor Non-clinical
- Sarah George, Appointed Governo University of Bristol
- Maisy McCollum, Appointed Governor Youth Involvement Group
- Jude Opogah, Staff Governor Non-clinical
- Mark Patteson, Public Governor
- Annabel Plaister, Public Governor
- Stuart Robinson, Appointed Governor, Joint Union Committee
- John Sibley, Public Governor
- Tony Tanner, Public Governor
- Libby Thompson, Appointed Governor University of the West of England
- Rosie Benneyworth, Non-executive Director
- Jane Farrell, Chief Operating Officer
- Marc Griffiths, Non-executive Director
- Susan Hamilton, Associate Non-executive Director
- Linda Kennedy, Non-executive Director
- Emma Wood, Chief People Officer

#### 2. Minutes of the previous Annual Members Meeting/Annual General Meeting

The minutes of the last meeting were noted by the Board and Governors. The minutes were approved as an accurate record of the meeting.

#### 3. Independent Auditors' Report

Jonathan Brown, Senior Partner at KPMG, provided an update regarding the Independent Auditors' Report as below:

- All deadlines had been met to audit the Trust.
- KPMG issued an unqualified opinion in 2023/24 for the Trust. This meant that the
  accounts gave a true and fair view of the Trust's performance during the year and of its
  year-end financial position.
- The key findings from the financial statements and governance review concluded that there was no significant internal control weaknesses identified.
- The Trust was not selected as a sampled body for 2023/24, which meant that only limited procedures were required. KPMG did not identify any inconsistencies between the financial statements and the information included in the consolidation schedules.

Ingrid Barker, Joint Chair, thanked Jonathan Brown for the audit work undertaken.

#### 4. Presentation of Annual Report and Accounts for 2022/23

Ingrid Barker, Joint Chair, introduced Stuart Walker, Hospital Managing Director, Neil Kemsley, Chief Financial Officer, and Deirdre Fowler, Chief Nurse and Midwife and invited them to present the review of the Trust from 2023-2024.

#### Review of the Year 2023/24

Stuart Walker, Hospital Managing Director, provided a summary of the highlights from the Annual Report and Accounts as below:



- Highlights from the headline figures for national targets, such as Emergency Department attendances, four-hour wait targets, cancer treatment targets, referral to treatment waiting times diagnostic waiting times and Outpatient follow ups.
- The refreshed vision and strategy for the Trust.
- An update on each of the Trust's strategic priorities.
- Significant achievements of colleagues in the Trust.
- A look ahead at priorities for 2024/2025.

Further to a question around four-hour waits, Stuart agreed that the performance targets were not as high as hoped, and continuous improvements were being made to increase the trajectory of patients waiting less than four hours to be seen in the Trust's Emergency Departments.

#### Annual Accounts 2020/21

Neil Kemsley, Chief Financial Officer, highlighted the Trust's financial statements from the Annual Report and Accounts 2022/23 as below:

- There had been an income during 2023-2024 generated of £1.240m.
- Of the income total, 88% related to income from treating patients.
- There had been an expenditure during 2023-2024 of £1.262m.
- Of the expenditure total, 59% related to staff costs.
- There had been a capital spend of £70.1m, which had included investment in strategic investment, medical equipment, digital, general estates, operational capital and leased property and equipment.
- Looking forward, there would be an ambitious Trust and System plan with stretching financial, activity and performance Targets, as well as increased scrutiny and mandated interventions for organisations and systems not achieving their financial plans.

Ben Argo, Public Governor, asked about how the Trust had managed the reduced capital spend in 2023-2024 and what the expectation of spend was for the 2024/2025 financial year. Neil Kemsley explained that additional allocations to Capital spend were provided in-year and so a higher level of projected spend was added at the beginning of a financial year which was evaluated throughout to ensure no overspend at the end of a financial year. He was confident this was a well-managed process for the current financial year.

A question was asked about agency costs against previous years, which Neil Kemsley celebrated a c.£7m financial saving on agency costs throughout the year and a similar saving expected in the current financial year.

#### 5. Highlights from the Quality Report for 2023/24

Deirdre Fowler, Chief Nurse and Midwife, and Chris Swonnell, Associate Director of Quality and Compliance, presented the Quality Report as below:

- The Trust completed all five quality priorities for 2023/2024.
- During 2023/2024, UHBW:
  - Were involved in 49 national audits.
  - Helped 8,493 patients to participate in research.
  - Were involved in 6 national confidential enquiries.
  - o Completed 272 new local audits.
  - Undertook 78 structured judgement reviews.
  - Reviewed 232 patient safety incidents.
  - o Completed 60 clinical accreditation visits.



- The Trust launched their 'My Hospital Knows and Understands me' Experience of Care Strategy.
- The priorities for 2024/25 were aligned wholly with Patient First.

A question raised from Deirdre's report included information about the Experience of care strategy and the length of time to reach the strategy aim. Deirdre explained that the aim would be realised earlier, but the strategy had components that would take a little longer to embed.

A member of the audience asked about the colleagues in the Trust and how they would be brought along the journey to deliver the strategy. Deirdre agreed that the People Strategy was to be read in conjunction with the Experience of Care Strategy to understand how colleagues within the Trust would be brought along on the journey.

A member of the public asked about staff sickness in the Trust as well as staff morale and whether there was any information on this available. Stuart Walker, Hospital Managing Director, highlighted that the staff sickness had decreased in the financial year and staff engagement, which measured morale in staff, had increased in the financial year.

#### 6. Governor/Membership Report

Mo Phillips, Lead Governor, and Martin Rose, Deputy Lead Governor, introduced the Membership and Governors Report to the meeting. They highlighted:

- The relationship between the Council of Governors and the Board of the Trust and some of the interesting things Governors did in their role.
- The current membership that was made up of 3,667 public members and 16,501 staff members. They highlighted that the membership was broadly representative of the population the Trust served.
- There were 61% of public members with an email address linked to their account who
  received monthly updates on the work of the Trust.
- The Council of Governors had released their 2024-2027 membership strategy and what the objectives of the Strategy would be.
- The key focus of the Council of Governors over the next 12 months.

A question on the terms of office of Governors was raised, and it was confirmed that Governors can be on the Council of Governors for three terms of three years.

#### 7. Working in Partnership – Joint Clinical Strategy and Group Hospital Model

Paula Clarke, Executive Managing Director Weston General Hospital and Rebecca Maxwell, Interim Chief Medical Officer, provided a presentation on the Joint Clinical Strategy and Group Hospital Model. The following points were highlighted:

- Both Trusts had worked together closely for several years. Since 2022, both Trusts more formally recognised this partnership by working as an Acute Provider Collaborative.
- The Acute Provider collaborative enabled both Trusts to move away from an emphasis on individual organisations and competition to more collaboration and partnership working.
- The focus within both Trusts was on delivering the best experience and outcomes for patients, reducing health inequalities, supporting communities, and delivering the very best careers for staff.
- The two Trusts published the Joint Clinical Strategy (JCS) in March 2024. The JCS
  outlined the clinical vision for services that were seamless, high quality and equitable for
  all.



- The JCS explored the possibility of Single Managed Services which could remove or reduce the variation that patients experienced, and helped to provide seamless, resilient pathways between the two Trusts.
- The expectation was for all clinical services delivered at both Trusts would become a single managed service over the next few years.
- The collaboration of services was also expected to be applied to a number of non-clinical services.
- A Clinical Strategy for UHBW was being developed to consider the services that only UHBW provided.

#### 8. Question and Answer Session

Stuart Walker, Hospital Managing Director, facilitated the final session with the following questions from the public and answers from the Board of Directors:

 Are the computer systems used in the Trust and in North Bristol NHS Trust linked to share patient information, or will they be linked in future to share information on patients throughout the area?

Neil Darvill, Joint Chief Digital Information Officer, explained that digital infrastructure of both Trusts had been described as one of the key enablers within the Group Hospital Model and Joint Clinical Strategy to ensure a seamless environment for development of future pathways and services. This meant the connectivity and cyber security in UHBW and NBT needed to be at the same high level. The work was ongoing to level up the two Trusts and then a link would be made, but it was assured that this was a high priority in both Trusts.

 A considerable sum of money was noted in the annual report and account for litigation provision by NHS Resolution. Please can you confirm how this is accumulated?
 It was agreed to take this question outside of the Annual Members' Meeting as it was considered a complex question. A response was sent to the member by email that read as follows:

"The Trust pays an annual insurance premium to NHS Resolution in respect of all potential clinical negligence claims. There are currently 179 claims held by NHS Resolution on behalf of the Trust The provision set aside by NHS Resolution is £340.7m; this is not money held or handled by the Trust.

It may be helpful to explain the process for managing such claims. The Trust reports a claim to NHS Resolution upon notification of allegations in either a Letter of Claim or proceedings. We work closely with the panel solicitors allocated by NHS Resolution, in the defence of such claims. NHS Resolution set an initial reserve on each file, including both compensation and costs, and this amounts to £340.7m.

As you have identified, not all potential claims are reported to NHS Resolution; they must meet the reporting guidelines. We would like to provide assurance that the healthcare legal team work closely with colleagues across clinical governance to be on notice of and learn from potential high risk cases. Any settlement of claims is approved by our clinical Divisions."

 Do you collate the number of compliments received in the Trust as well as the number of complaints?

Deirdre Fowler, Chief Nurse and Midwife, confirmed that compliments were normally held at a more local level and not collated at a Trust level. She also advised that these would be received through feedback forms but would not be an accurate reflection of the true amount of compliments received.

 With the new Group Hospital model, will NBT consider becoming a Foundation Trust as well as UHBW?



Stuart Walker, Hospital Managing Director, confirmed that NBT would not be considering a Foundation Trust status, and it would not significantly impact the work to become a Group Hospital.

• Can you confirm the situation with your website and when it will be made more accessible?

Emma Mooney, Director of Communications, confirmed that the website was a significant priority for the Trust and work was in train to create a new website with a supplier being chosen within the next month.

#### Close of meeting

Ingrid Barker, Joint Chair, thanked everyone for attending the meeting and reminded members they were welcome to attend the regular Board of Directors and Council of Governors meetings. Thanks were given to the presenters at the meeting, and to all the staff and governors, members and charitable partners that supported the Trust in the wider community.





# DRAFT Minutes of the Annual Public Meeting of North Bristol NHS Trust ("NBT") held on Thursday 26 September 2024 at 6.45pm in Seminar Room 4, Learning and Research Building, Southmead Hospital and Microsoft Teams

#### Present: Trust Board members:

Ingrid Barker Joint Chair and Non- Maria Kane Joint Chief Executive

Executive Director (NED) Steve Curry Chief Operating Officer and Deputy

Chief Executive

Jane Khawaja Non-Executive Director Neil Darvill Joint Chief Digital Information Officer

Sarah Purdy Non-Executive Director Glyn Howells Hospital Managing Director

Peter Mitchell Interim Chief People Officer
Elizabeth Poskitt Deputy Chief Finance Officer

Tim Whittlestone Chief Medical Officer

#### Other NBT colleagues:

Xavier Bell Director of Corporate Governance and Trust Secretary

Richard Gwinnell Deputy Trust Secretary (minutes)
Elliot Nichols Director of Communications

John Kirk Associate Director, Communications and Engagement

Vicky Mathias External Communications Manager
Jhalak Raiput Engagement and Involvement Lead

Julie Northrop Head of Midwifery, Women's and Children's Health Division
Cathy Daffada Assistant Director of Nursing for Integrated Discharge

Sanjoy Shah Deputy Chief Medical Officer
Tim Keen Associate Director of Strategy

Helen Lewis-White Deputy Director of Research and Development

Susan Bacon VTE Clinical Nurse Specialist

Ian Riddell Voluntary and Community Sector Liaison Officer

Hannah Stawrowski Head of Apprenticeships

Lisa Kirk Consultant Obstetrician and Bereavement Lead

Mario Teo Consultant, Neurosurgery

Nicola Bailey Women's and Children's Health Division
Hayley Forbes Women's and Children's Health Division
Julie Gibbs Microbiology Research Administrator
Helene Gibson Specialist Improvement Practitioner

Jacky Keane Safeguarding Team

### Members of the public and partner reps:

Ian Scott South Gloucestershire Council, Chair of Health Scrutiny Committee

Daisy Radford Bristol City Council
Mark Gooding NSPCC South West
Sharon Edwards NSPCC South West

Shahid Muhammad Academic, Coventry University

Hari Ramakrishnan Community Innovation Lead, NHS South Bristol Locality Partnership

Anne Marie Holland Mental Health Advisor, Diocese of Bristol

Bhavika Jadav Rethink Mental Illness

Ruaa Elhassan Caafi Health Nesrien Mohamed Caafi Health Juwerio Mohamed Caafi Health Azza Ahmead Caafi Health



Suad Aden Caafi Health

Ramaz Abbdelgadir Unknown organisation Unknown organisation

A recording of the annual public meeting is available on the Trust's website here:

Health Fair and Annual Public Meeting 2024 | North Bristol NHS Trust

#### APM/24/09/01 Welcomes and Introduction by the Joint Chair

Ingrid Barker, Joint Chair of North Bristol NHS Trust (NBT) and University Hospitals Bristol and Weston NHS Foundation Trust (UHBW), welcomed everyone to the meeting.

Ingrid presented slides and informed participants (key points):

- of the rationale and benefits of bringing together NBT and UHBW, for the benefit of all people and communities of Bristol, North Somerset, South Gloucestershire (BNSSG) and beyond
- of the Joint Clinical Strategy, developed by clinicians at both Trusts to improve access, experience and outcomes of Bristol NHS services for everyone
- of the health fair and health tests held before the meeting, thanking everyone concerned for their contributions
- of her visits (since taking up the role of Joint Chair in June 2024) to numerous areas of the Trust and the energy, passion and commitment shown by all teams and staff
- that this was an opportunity to look back over the work of the Trust over the last year and to look ahead to the future
- of the key aims and core purposes of the Trust, to provide efficient, effective healthcare services and improve health outcomes for the people the Trust serves, as well as to provide outstanding patient experience
- about the many key developments and achievements of NBT over the past year and
- of the significant service demands on the Trust and key performance data.

#### APM/24/09/02 An overview of the year by the Joint Chief Executive

Maria Kane, Joint Chief Executive of NBT and UHBW, presented slides and informed the annual public meeting (key points):

- about the key priorities, challenges, successes, achievements and many sustainable improvements made by NBT in 2023/24
- about the work ongoing to form a Hospital Group between NBT and UHBW and the Joint Clinical Strategy agreed between the two Trusts, aiming to provide seamless, high quality, equitable and joined up services for all the people of Bristol and beyond
- of key milestones and initiatives including the Transfer of Care Hub, the new Elective Care Centre on the Southmead Hospital site, the Community Diagnostic Centre at Cribbs Causeway and the Hyper Acute Stroke Unit
- about the Integrated Care System (ICS) in the BNSSG area and the significantly improved collaboration between all health and social care providers over the past year
- of the Trust's key objectives and its progress and achievements against these, as well
  as against key national service performance targets, including clearing post-Covid
  backlogs, reducing waiting times for diagnostic tests and treatment, improving Care
  Quality Commission (CQC) inspection outcomes (e.g. in maternity care) and being
  shortlisted as "Trust of the Year" in the national Health Service Journal (HSJ) awards



- of the significant demands on the Trust, with the highest-ever attendances recently, and the superb efforts of all the staff involved
- of the Trust's staff survey results, with staff voting the Trust "best Trust to work at in the South West" and agreeing overwhelmingly that they would recommend NBT as a hospital if their friends or relatives needed treatment
- of the Trust's "commitment to the community" and its vital work in this area to support all people and communities across Bristol and further afield
- of the tenth anniversary of the Brunel building and the Bristol Centre for Enablement
- · of stories told by staff and patients of their experiences of NBT
- of some of the ongoing challenges faced, including in emergency care, increased demand, cancer services, high levels of no criteria to reside, finances, and industrial action; and of the actions and plans in place to continue to tackle these challenges
- of her heartfelt thanks to everyone working hard, especially on the front line, including staff, volunteers, patient representatives, Directors and Board members
- of plans for 2024-25, including tackling health inequalities, investing in technology, research and new innovation and looking to the future of health care, with the NHS 10 year plan on the horizon, moving the focus from hospital to neighbourhood healthcare, analogue to digital service delivery, treatment to prevention and so on.

#### APM/24/09/03 Annual Accounts and Financial Overview 2023-24

Glyn Howells, Hospital Managing Director, presented slides and gave an overview of the Annual Accounts and Finances of NBT, informing the annual public meeting (key points):

- of the £949 million revenue income and cost-to-run of the Trust in 2023-24
- that the Trust spent these funds in line with all relevant requirements, delivered a breakeven position against the NHSE control total, delivered £18 million of recurrent savings and delivered a capital programme of approx. £58 million in 2023-24
- of the key components of this spending, including on the Elective Centre, on measures to increase decarbonisation, replacement medical equipment and improved buildings and estates, to enable improved services to patients
- that the Trust had exceeded its targets for elective care delivery in 2023/24 and planned to deliver 109% of the 2019/20 elective activity in 2024/25
- of the breakeven financial and operational plan submitted for the year ahead, as part of the BNSSG Integrated Care System, including £28 million further savings and
- of various system-wide projects the Trust was working on, including the Community Diagnostic Centre at Cribbs Causeway, the Elective Centre and the South West Genetics Hub.

#### APM/24/09/04 Patient First

Steve Curry, Chief Operating Officer and Deputy Chief Executive of the Trust, presented slides and informed the annual public meeting (key points):

- about the Trust's continuous improvement programme, Patient First
- about the Trust's Patient First triangle, including the Trust's aim to deliver "Outstanding Patient Experience", its objectives (Deliver Great Care, Healthcare for the Future and Anchor in Our Community), its improvement priorities and its values
- about how the Trust was working, training and enthusing staff to continuously improve quality, experience and outcomes for patients in all areas of the Trust's work.

#### APM/24/09/05 Project Smile

The annual public meeting heard from Dr Lisa Kirk, Consultant Obstetrician about Project Smile: Shahporan Mosque and Southmead Maternity "Inclusion Improves Life Experiences".



Her work involved offering bereavement services for women who had lost a baby and the project was about reaching out to people in less engaged communities, such as women from black and ethnic minority communities, and socio-economically challenged communities, who traditionally experienced significantly higher rates of stillbirths and neonatal deaths than women from white or more socio-economically advantaged communities.

The project, working with the Shahporan Islamic Centre Bristol, Black Maternity Matters, Black Mothers Matter and others, significantly improved engagement with women from black and ethnic minority and other less engaged communities, through outreach groups and events ("Exploring Maternity Inequalities") and helped them express their concerns about visiting hospital, being pregnant and giving birth.

The project had resulted in significant national coverage and service improvement, with massive social return on the investment made and benefits to women in reducing health inequalities.

#### APM/24/09/06 Robotic Innovation

The annual public meeting heard from Mr Mario Teo, a Consultant Neurosurgeon, working at Southmead Hospital's Bristol Institute of Clinical Neuroscience, about leading-edge developments being made in robotic innovation. Mr Teo presented a video of various new technologies becoming available to significantly improve neurosurgical patient outcomes. In particular, this (for example robotic arm) technology enabled surgeons to see better into the brain, and work together remotely, thus enabling better diagnosis and treatments, and shorter hospital stays for patients, as well as better working conditions (e.g. seating positions and injury prevention) for neurosurgeons. He thanked the Trust for their support and looked forward to greater access to new technology and innovation in future.

#### APM/24/09/07 Questions from the Public

Councillor Ian Scott, Chair of the Health Scrutiny Committee at South Gloucestershire Council commented and asked (in summary):

He thanked NBT and its staff for all the good work they did, reflecting on his own healthcare experiences. He asked about the recent research findings in the USA into the disadvantages of conducting CT scans on women who were pregnant and hoped that NBT was planning to link up with this research. He referred to the commitments made to increase community rehab beds many years ago (based on 2008 population numbers) and the failure of governments and other agencies to deliver the capacity needed, as well as the significant amount of new housing developed in Bristol since 2008, leading to significantly increased population numbers and healthcare service demand. He referred to the urgent need for further spending on NHS services in Bristol by the government and the closure of Frenchay Hospital. He also referred to South Gloucestershire Council's new Health Scrutiny Committee and urged NBT's continued involvement in ongoing collaboration.

The Joint Chair thanked Councillor Scott for his comments and welcomed the opportunity to be involved in further conversations including joint health scrutiny meetings.

The Joint Chief Executive also welcomed the significant ongoing collaborative efforts with local authority and other partners. She agreed with Councillor Scott that there had been a deficit of community rehab facilities since 2008, especially given the population growth since then, and pointed to the government's plans to increase preventative services and services based increasingly in communities, so that fewer people would need to go to hospital. The efforts of NBT and UHBW to work together more closely were a positive sign of improvement and better future outcomes. She thanked Councillor Scott for his support.



Another member of the public asked about Vitamin D levels, and the level of supplements which were appropriate, especially in women from ethnic minority backgrounds, whether mothers were checked for Vitamin D levels, and what NBT was doing in this respect.

Dr Lisa Kirk responded and undertook to speak to the questioner further after the meeting, as the question required more detailed consideration than was possible now.

There were no further public questions.

#### APM/24/09/06 Closing remarks from the Chair

Ingrid Barker, Joint Chair, concluded the annual public meeting, thanking everyone for their time, attendance and contributions to this meeting and all the work outlined.

The meeting ended at 6.10pm.