

**University Hospitals Bristol and Weston NHS Foundation Trust**  
**Annual Members' Meeting**  
**Tuesday 10 September 2024, 5.15 - 7.15pm**  
**Conference Hall, City Hall, College Green, Bristol**

<b>Agenda</b>		
<b>5.15pm</b>	<b>1.</b>	<b>Welcome and introductions</b> Ingrid Barker, Joint Chair, NBT & UHBW
	<b>2.</b>	<b>Minutes of the previous meeting</b> Ingrid Barker, Joint Chair, NBT & UHBW
<b>5:20pm</b>	<b>3.</b>	<b>Independent Auditors' Report</b> Jonathan Brown and Duncan Laird, KPMG
<b>5:25pm</b>	<b>4.</b>	<b>Presentation of the Annual Report for 2023/24</b> Professor Stuart Walker, Hospital Managing Director UHBW
		<b>Presentation of the Annual Accounts for 2023/24</b> Neil Kemsley, Chief Financial Officer
<b>5.55pm</b>	<b>5.</b>	<b>Highlights from the Quality Report for 2023/24</b> Professor Deirdre Fowler, Chief Nurse and Midwife
<b>6.15pm</b>	<b>6.</b>	<b>Governor/Membership Report</b> Mo Phillips, Lead Governor
<b>6.25pm</b>	<b>7.</b>	<b>Working in Partnership – Joint Clinical Strategy and Group Hospital Model</b> Paula Clarke, Executive Managing Director Weston General Hospital and Rebecca Maxwell, Interim Chief Medical Officer
<b>6.55pm</b>	<b>8.</b>	<b>Q&amp;A with the Trust Board</b> Ingrid Barker, Joint Chair, NBT & UHBW Opportunity to ask your questions to members of the Board. Questions may be submitted in advance to <a href="mailto:FoundationTrust@uhbw.nhs.uk">FoundationTrust@uhbw.nhs.uk</a>

**The Annual Report and Accounts for 2023/24 is available on our website:**  
<https://www.uhbw.nhs.uk/p/about-us/reports-and-publications>

For joining details or for any further enquires please contact  
[FoundationTrust@uhbw.nhs.uk](mailto:FoundationTrust@uhbw.nhs.uk)

**Minutes of the Annual Members' Meeting of University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) held on Tuesday 12 September 2023 at 17:15-19:15**

**This meeting was held in Lecture Theatre 1, Education and Research Centre, Upper Maudlin Street, Bristol.**

**Present**

**Members of the Trust Board of Directors**

Jayne Mee – Trust Chair  
Sue Balcombe – Non-executive Director  
Paula Clarke – Executive Managing Director Weston General Hospital  
Neil Darvill – Joint Chief Digital Information Officer  
Jane Farrell – Chief Operating Officer  
Deirdre Fowler – Chief Nurse and Midwife  
Bernard Galton – Non-executive Director  
Marc Griffiths – Non-executive Director  
Neil Kemsley – Chief Financial Officer  
Martin Sykes – Non-executive Director  
Stuart Walker – Chief Medical Officer  
Eugene Yafele – Chief Executive

**Members of the Council of Governors**

Ben Argo – Public Governor  
John Chablo – Public Governor  
Mary Conn – Public Governor  
Robert Edwards – Public Governor  
Tom Frewin – Public Governor  
Lisa Gardiner – Staff Governor  
Sarah George – Appointed Governor  
Fi Hance – Appointed Governor  
Suzanne Harford – Public Governor  
Mike Hockett – Appointed Governor  
Jude Opogah – Staff Governor  
Annabel Plaister – Public Governor  
Richard Posner – Public Governor  
Janis Purdy – Public Governor  
John Rose – Public Governor  
Martin Rose – Public Governor  
Tony Tanner – Public Governor

**Guest Speakers**

Duncan Laird, Senior Manager, KPMG – External Auditor  
Cathy Caple, Associate Director of Improvement and Innovation, UHBW

**In Attendance**

Rachel Hartles – Membership Manager  
Emily Judd – Corporate Governance Manager  
Mark Pender – Head of Corporate Governance  
Eric Sanders – Director of Corporate Governance

Approximately 15 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**

Jayne Mee, Trust Chair, 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 at a later date.

Apologies had been received from:

- Carole Dacombe, Public Governor
- Jocelyn Hopkins, Staff Governor – Other Clinical
- Karen Low, Staff Governor – Nursing and Midwifery
- Karen Marshall, Staff Governor – Nursing and Midwifery
- Mark Patteson, Public Governor
- John Sibley, Public Governor
- Libby Thompson, Appointed Governor – University of the West of England
- Arabel Bailey, Non-executive Director
- Roy Shubhabrata, 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**

Duncan Laird, Senior Manager 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 2022/23 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 were no significant internal control weaknesses identified.
- The Trust was not selected as a sampled body for 2022/23, 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.

Jayne Mee, Trust Chair, thanked Duncan Laird for the audit work undertaken.

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

Jayne Mee, Trust Chair, introduced Eugene Yafele, Chief Executive, Neil Kemsley, Chief Financial Officer, and Deirdre Fowler, Chief Nurse and Midwife and invited them to present the review of the Trust from 2022-2023.

### **Review of the Year 2022/23**

Eugene Yafele, Chief Executive, provided a summary of the highlights from the Annual Report and Accounts as below:

- The year had seen an increase in attendance in Emergency Departments (EDs) in the Trust – there were 193,471 attendances in ED in 2022-2023.
- The Trust had worked hard to arrange discharges for patients and received funding from the Integrated Care System to invest in the "Every Minute Matters" scheme and an expansion of the Same Day Emergency Care (SDEC) Unit.

- Waiting times had decreased; the Trust had eliminated 104 week waits, seen an 82% reduction in number of patients waiting 78 weeks, only 178 patients waiting 62+ days on GP suspected cancer pathways, improved diagnostic waiting times and made a £3.7m investment in two surgical robots.
- During the year:
  - Weston General Hospital improved their CQC rating with three out of five areas assessed rated Good.
  - The main ED was ranked ninth in the National Urgent and Emergency Care Survey for 2022.
  - The Trust launched an Extra Corporeal Membrane Oxygenation (ECMO) service.
  - The Trust also launched AccessAble guides on its websites.
- The Trust also provided wellbeing support to a large number of staff and increased the variety of support available.

### **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:

- For the 20<sup>th</sup> year in a row, the Trust achieved breakeven or better (before technical items) year-end accounts.
- The Trust also achieved the system capital allocation (CDEL) of £54m.
- The largest amount of income (88%) was generated from treating patients.
- The largest amount of expenditure (61%) was spent on staff costs.
- The Trust spent £60.3m of capital expenditure on strategic investment, medical equipment, IT, general estate maintenance and operational capital.
- There was a further £54m planned capital expenditure in 2023-2024.
- Looking forward there was an ambitious Trust and system plan with stretching financial, activity and performance targets. There would be a renewed focus on elective recovery, productivity improvement and recurrent savings delivery.

### **Presentation of Quality Achievements 2022/23**

Deirdre Fowler, Chief Nurse and Midwife, presented the Quality Achievements as below:

- The Trust had chosen five objectives for 2022/2023:
  - Delivering the NHS Patient Safety Strategy (Year 2).
  - Improving patient experience of discharge from hospital (Year 2).
  - Developing and delivering a new vision for post-pandemic volunteering.
  - Developing a new Trust strategy for Healthcare Inequalities, with a focus on Equality, Diversity & Inclusion for patients and communities.
  - 'Waiting Well'.
- All objectives had been achieved during the financial year.
- A new accreditation scheme had been launched around the monitoring, assessing and improvement of quality of care given at ward or department level. All 66 areas assessed achieved at least silver accreditation, with seven achieving gold accreditation.
- For 2023/2024, three objectives were to be carried forward from 2022/2023 and two new Patient First objectives were created:
  - Delivering the NHS Patient Safety Strategy (Year 3).
  - Improving patient experience of discharge from hospital (Year 3).
  - Waiting well (Year 2).
  - Improving experience of care through better communication.
  - Effective and timely recognition, escalation and response to improve the care of patients whose condition is at risk of deteriorating.

### 5. Governor/Membership Report

The Governor and Membership Report was not presented at the AMM due to illness. It was advised that the activity of the Governors and Members would be added to the Council of Governors website and any questions on the presentation could be directed to an email address that would be provided when posted.

### Guest Speaker Slot – Patient First

Jayne Mee, Trust Chair, introduced Paula Clarke, lead Executive Director for the Patient First Operating model, who provided an overview of the service to the meeting. The following points were highlighted:

- This new operating model would provide the Trust with many benefits such as more involvement, better focus, a culture of improvement, provide a structure, build on strengths and support leadership.
- There were six objectives that would be focussed on in the Trust:
  - Exceptional patient experience (We will be in the top 10% of NHS organisations for providing an outstanding experience for all our patients as reported by them and as recognised by our staff).
  - Excellent care, every time (Building on the many things we do well to keep our patients safe, we will reduce avoidable patient harm events - aspiring for zero avoidable harm, and further developing a “no blame” and “just culture”).
  - Proud to be #TeamUHBW (We will improve the employment experience of all our colleagues to retain our valuable people).
  - Timely access to care for all (By streamlining flow & reducing variation we will eliminate avoidable delays across access pathways).
  - Unlocking our potential (We will be in the top 10% of NHS organisations for our staff stating they can easily make improvements in their area of work).
  - Using our resources wisely (To achieve a 1% income and expenditure surplus from 2025/26 onwards, creating a recurrent source of funding for strategic investment).
- Each objective had an end goal (in brackets above).
- There was a variety of problem-solving methods used which depended on the scale of the problem.
- Communication of improvements were seen as the key to achieving the support required for staff.
- The most common form of problem solving was known as A3 thinking. This was a nine step problem solving approach on one A3 page which looked for solutions to the root cause of the problem.

Jayne Mee, Trust Chair, thanked the team on behalf of the Trust for the work they had done to date.

### 6. Question and Answer Session

Eric Sanders, Director of Corporate Governance, stated that two questions had been submitted in advance of the meeting:

- “Staff costs are always high on expenditures for any company, but how much impact did the industrial action have last year on the bottom line?”
  - Neil Kemsley, Chief Financial Officer, explained that the financial year 2022-2023 saw a £2.5-3m impact on income and expenditure due to paying for shifts to be covered for striking colleagues. There was no secondary impact on the Trust in terms of loss of income due to reduced activity.

- “How many legal settlements have been paid by the Trust to patients in the last financial year as a result of claims for clinical negligence and what is the total sum paid in those settlements?”
  - Eric Sanders, Director of Corporate Governance, confirmed that this question would be answered outside of the meeting as there was no information available at the time.
- “Throughout the evening, reference has been made to productivity. Please can you advise where productivity has most improved in the last financial year?”
  - Neil Kemsley advised that the highest level of improvement had been made in length of stay of around c.30%. This was due to the improvement programmes such as Every Minute Matters and earlier discharges.
- “Could you please update us on the possibility of a merger with North Bristol NHS Trust (NBT)?”
  - Eugene Yafele, Chief Executive, explained that there were no immediate plans to merge with NBT but the two Trusts had committed to collaborating together and becoming more productive in delivering care.
- There was a special thank you to the Corporate Governance team for all their hard work on behalf of the Governors.
- “There have been several news reports about members of staff not feeling safe to come forward with allegations of racism in the hospital and I wondered what the Trust was doing about this?”
  - Eugene Yafele explained that there were a number of schemes launched in the Trust, including the “It stops with me” scheme to highlight things that are difficult to talk about. The conversation within the Trust, however, was increasing and was starting at the top of the organisation with the Board to think and act differently. Eugene highlighted that the Trust was working towards being an anti-racist organisation and said that the Trust was actively engaged in becoming an entirely anti-racist organisation.
- “In light of the recent media coverage on abuse in operating theatres, did the Trust take part in the survey and what will the Trust be doing about it?”
  - Eugene Yafele acknowledged that this was an unacceptable behaviour although admitted that the Trust had not taken part in the survey. He highlighted that NHS England had released a new sexual safety charter that the Trust was working through to ensure the Trust responds appropriately.
- “You have spoken about the activities Trust is engaged in, but what will the Trust be doing to support the staff who report the issues?”
  - Eugene Yafele agreed that it was important for staff to feel safe when reporting incidents, and that Freedom to Speak Up was one of a number of routes for staff to speak out. Eugene warned about being too complacent and advised that the Trust was using a combination of ways for staff to speak up to ensure that the Trust did not assume there was no issue in one area over another.
- “Maternity services are much in the news these days and the comments are that the costs of the maternity services is a lot less than the costs of claims made against it. What are the figures within this Trust?”
  - Neil Kemsley assured the meeting that the costs of the maternity service was considerably more than the insurance premiums paid for the Trust. Within the Clinical Negligence Standards for Trusts, this Trust was one of only 50% of the country that achieved all benchmarking targets for the country.
  - Stuart Walker, Chief Medical Officer, further commented on the Trust’s ambition that they will provide a very high quality, safe and effective service for patients and their families.

**Close of meeting**

Jayne Mee, Trust 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.

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