

# Annual Members' Meeting and Trust's Annual General Meeting

Minutes of the Meeting of Tuesday 11 July 2017  
Lecture Theatre, Education Centre, Dorset County Hospital

**AMM17/001**

## **Welcome**

The Trust Chair, Mr Mark Addison, welcomed everyone present to the meeting, commenting that this was his second Annual Members' Meeting/Annual General Meeting but it was the hospital's 177<sup>th</sup> such meeting from its inception in 1841.

Mark said that since he had been at this Trust he had come to know many wonderful committed staff. He was delighted with the compliments the Trust received and also welcomed complaints, as these helped the Trust to improve. Mark had also got to know the Non-Executive Directors better as well as the many people working behind the scenes in unsung ways. He thanked all the staff for their hard work and support which was greatly appreciated.

Mark also thanked the Friends of DCH who provided the "human face" of the hospital. He was pleased to report that the Trust Board was strong with a very good group of people who reflected the Trust values. Last year the Board was delighted to welcome new Non-Executive Directors Judy Gillow, Sue Atkinson and Victoria Hodges. This year, Divisional Directors Dr Will McConnell and Dr Richard Jee would also join Board meetings as non-voting members and Mark welcomed them both.

The Dorset Sustainability and Transformation Plan (STP) was apace, working closely with our neighbouring Trusts. The future of our NHS needs us to work collaboratively with other Trusts, the local authority Dorset County Council and other local councils. The Trust is very proud of those relationships and will be devoting more time to strengthening them.

Mark thanked the Trust's Chief Executive, Patricia Miller, and her Executive colleagues for the huge amount of work they had put in to ensure the Trust continued to evolve and improve. He was pleased to report that the Trust recently received a letter of congratulations from the Secretary of State for Health, Jeremy Hunt, as the Trust had done very well on its Emergency Department performance.

Mark also thanked Libby Walters (Director of Finance) and her team who had ensured a good financial performance this year. He noted that teams throughout the Trust were all constantly looking for ways to work smarter.

The new cancer centre building was coming on well and was due to the incredible generosity of local businessman Robert White and other charities contributing to the project. When complete, this new building will transform cancer services for the West Dorset population.

Mark noted with sadness that since last year's meeting two of the Trust's Public Governors (Dr Ian Sedwell and Mrs Gladys Gundry) had passed away. Mark thanked the Council of Governors for their hard work and commitment to the Trust over the past year. Thanks were also given to Foundation Trust members who were

the key links to the community, for taking such an interest in the Trust and for their valuable feedback

Going forward, Mark said there was still much work to be done and improvements to be made. The final decision on the Clinical Services Review (CSR) was due in the Autumn, and the Trust needed to ensure comprehensive services continued to be delivered in the west of the county. New ways of working needed to forge ahead – one example being the joint work which was ongoing to establish the Urgent Care Centre and clinical hubs.

**AMM17/002      Declarations of Interest**

Mark reminded those present that they were free to raise declarations of interest at any point in the meeting should it be required.

**AMM17/003      Minutes of the Previous Meeting held on 19 September 2016**

The minutes of the previous meeting held on 19 September 2016 were accepted as a true and accurate record.

**AMM17/005      Annual Report**

Patricia Miller (Chief Executive) presented a summary of the Annual Report for 2016/17. She began by saying how proud she was of staff performance and how well they were keeping on top of things. Patricia acknowledged the NHS was in a challenging financial position and there was much work to be done.

Patricia said there were many achievements to be celebrated over the past year and spoke about these as well as the challenges faced going forwards. She confirmed that the full Annual Report was available on the Trust's website and that a summary was given in the Annual Review which was circulated at the meeting. She outlined the Trust's key challenges and opportunities going forward:

- 18 weeks - aiming to become compliant by end of September, perhaps sooner.
- Diagnostic waiting times, will achieve national standard by September
- Offering more patients follow up appointments by phone or through other types of technology such as Skype or FaceTime so that patients don't always have to travel to the hospital unless necessary.

Patricia updated the meeting with a summary of the CQC inspection earlier in the year. The Trust's overall rating was 'Requires Improvement' in line with many other similar Trusts. The Trust received a rating of 'Good' across the whole Trust for Caring. Assessment of Services for Children and Young People was rated as 'Good' in all areas of the CQC assessment. Medical Care, Surgery & Critical Care was also rated 'Good' overall. Since the initial inspection the CQC had carried out quarterly visits which had been extremely positive.

Mark asked for questions from the floor. Michel Hooper-Immins (Public Governor for Weymouth and Portland) raised the need for more outpatient appointment availability locally as patients often struggled to park. Patricia said that the planned integrated hubs will increase appointment availability. She commented that although patient focus groups asked for more outpatient appointments, she was sorry to note the high DNA (Did Not Attend) rate and hoped that the integrated hubs may alleviate this.

Margaret Alsop (Public Governor for Weymouth and Portland) mentioned the four

hour target in ED and asked why patients triaged at Weymouth Community Hospital Urgent Care Centre needed to be “re-triaged” when they arrived at DCH. Julie Pearce (Chief Operating Officer) thanked Margaret for this very useful challenge and acknowledged that some of these problems occurred due to the two hospitals being run by different Trusts. Julie said that although many patients’ treatment is completed at the Urgent Care Centre, in the future the Digital Patient Record will resolve these issues for patients transferring to DCH.

Mark thanked Patricia for her presentation.

**AMM17/005 Quality Report 2016/17**

Nicky Lucey (Director of Nursing and Quality) presented a summary of the 2016/17 Quality Report which forms part of the Annual Report. Nicky spoke to the meeting about the Trust’s quality performance over the past year and its key priorities going forward.

Over the year the Trust had updated its Pressure Ulcer Strategy and had initiated the trial of hybrid mattresses, following which a replacement programme was put into place. Nicky acknowledged the work done around Sepsis Awareness and told the meeting about the Trust’s Sepsis Awareness Week. She outlined the Trust’s summary of success for 2016/17, including:

- 10% reduction in hospital-acquired pressure ulcers;
- Improved screening of patients with possible sepsis;
- Sustained certification against the Information Standard;
- Effective use of resources to improve discharge;
- Improved awareness and services for patients with learning disabilities;
- Bespoke communication skills training for staff supporting those at end of life.

Nicky summarised her report with the Trust’s quality priorities for 2017/18 and its plans for continuous improvement.

There were no questions from the floor and Mark thanked Nicky for her presentation.

**AMM17/006 Annual Accounts 2016/17**

Libby Walters (Director of Finance and Resources) presented a summary of the Annual Accounts for 2016/17 which showed the Trust’s annual income of £171.2 million against an operating expenditure of £169.6 million, a non-operating expenditure of £2.7 million resulting in a deficit of £1.1 million against a planned deficit of £1.7 million.

Going forward, Libby said that the Trust faced challenges to cut waste, obtain the best price for products, and ensure its recruitment aligned with workforce needs. The Trust needed to look at Dorset-wide models of care and evaluate how it could work better with its partners and with the community.

Libby told the meeting that last year the Trust invested in the Digital Patient Record project, the installation of a second Cardiac Catheter laboratory, medical equipment, a new procedure suite, and estate maintenance.

Mark asked for questions from the floor. Michel Hooper-Immins (Public Governor for Weymouth and Portland) said he believed members were not aware of the Public Dividend Capital payment levied by the government of 3.5% of the Trust’s total asset base and Libby agreed to provide Michel with an update on whether this levy had

changed.

Mark thanked the Libby for her presentation.

**AMM17/007 Update on Strategic Direction**

Nick Johnson (Director of Strategy and Business Development) presented an overview of the Trust's strategy which had now been updated to 2021. Nick confirmed that the strategy was linked to Dorset Sustainability and Transformation Plan (STP) and would be launched and cascaded across Trust over the coming weeks. He said the Trust faced challenges with increased demand against limited resources. This meant that the hospital had more people coming to see it, costs were rising and the Trust was sometimes finding it difficult to recruit the staff it needed.

Nick said that to solve its challenges over the coming year the Trust would deliver the best possible care for its patients while considering what matters most to them in line with its mission statement – delivering outstanding care to patients in ways that matter to them. The Trust would be working more closely with its partners in primary, community and secondary care, seeking ways of managing demand more cost effectively while using its limited resources in the right way at the right time. It would be working as efficiently as possible to increase productivity and reduce costs while giving its staff the tools and permission they needed to lead and deliver this change. The Trust would also be looking at ways of sharing its workforce where appropriate and would look to use technology where appropriate to improve the patient experience.

Simon Bishop (Public Governor for Purbeck) asked whether staff would be involved in the decision-making process and asked how the Trust was empowering its staff. Nick explained that Nicky Lucey had looked at the divisional structure to ensure relevant decision-making was delegated appropriately. He said that Mark Warner had led on a Leadership Development programme for staff and that Libby Walters had been looking at the Trust's Business Information Strategy, and that these three areas were the Trust's strands of focus. Mark Warner confirmed that teams were part of the re-design process and Will McConnell said that following the structure change, staff members were looking forward with positivity now that they had the right skills and knowledge.

Kevin Brookes (Appointed Governor) firstly commended the Trust's plans to enable and empower its staff. Kevin mentioned some stories which had appeared in the press regarding agency spend within the NHS. He said the Trust needed to ensure its existing staff members were given the flexibility and the opportunity to cover agency shifts themselves if they wanted to do so. Mark Warner responded that the Trust needed to ensure its staff members were not worked exhaustively which would affect their wellbeing. Instead, the Trust was looking at recruiting staff into flexible contracts. Mark said that all NHS trusts have an agency spend target and this Trust's was the lowest.

Mark thanked Nick for his presentation.

**AMM17/008 Governors' Report 2016/17**

Andy Hutchings (Public Governor for Weymouth and Portland) explained that this item would normally have been entitled "Lead Governor's Report" but due to the Lead Governor election process being under way he had been invited to present this item. Andy wished the successful candidate for the Lead Governor role every success in

their term of office.

Andy outlined the role of the Council of Governors and gratefully noted the assistance the Governors received from the Trust Secretary (Lindsey Perryman) and the Corporate Support Officer (Gill Foott). He explained that the Council of Governors had a statutory duty to hold the Non-Executive Directors to account for the performance of the Board and to represent the views of members and the public. He told the meeting that the Council of Governors met quarterly throughout the year and these meetings were open to the public. During Governors' meeting presentations were often given from the Executive Team and the Governors were able to question the Executive Team on matters of finance and performance.

Andy highlighted one of the Trust's great achievements over the past twelve months of the start of building the new cancer centre which was coming on apace. He said that this service would be a huge benefit to patients and would save vast amounts in transport costs for patients who would no longer need to travel to Poole for their radiotherapy treatment. Other highlights of the year included the installation of a second Cardiac Catheter Lab and the Trust's excellent achievements in cleanliness, food and privacy following its PLACE assessment (Patient Led Assessment of the Care Environment).

He mentioned that the Trust was planning its Hospital Open Day in October and that the Governors were extremely grateful to staff taking part.

Andy summarised his report saying that for the past 177 years the hospital had provided health services to the public and that the Governors would continue to work with the Trust to ensure continuation of its success.

Mark thanked Andy and all the Governors for their kind words and for their support.

#### **AMM17/009 Questions from the Floor**

Mark asked for questions from the floor.

John Partridge noted that there was a backlog of maintenance to the hospital building and asked what the Trust's plans were to resolve the backlog. Libby Walters said that the Trust had asked an external company to assess key and high risk areas and that these plans were under way. She said that the updating of some areas would resolve some of the maintenance needs.

Jennifer Gould said that although it was good to hear that new technology was being embraced within the Trust, this might open up a risk of malware attacks. Libby Walters responded agreeing that while greater use of technology could open up malware risks, as long as the Trust ensured its systems were updated any risk would be mitigated. She said that the Trust needed to robustly protect its data before it ventured fully into the electronic age.

John Partridge asked for an update on the Compass Group press release of March 2017 announcing an agreement reached with the Trust. He queried the figures in the press release of £1,000,000 but Nick Johnson was able to explain the simple deal with the Compass Group which had been reached for a guaranteed lease to the franchisee for a ten year period to enable the installation of a Costa outlet. Nick confirmed the income achieved would be in the region of £100,000 per year. No

Trust money had been involved in the building of the Costa development. Nick explained that Compass had several such outlets in other hospitals and were used to the process. John was satisfied with the information Nick provided.

David Tett (Public Governor for West Dorset) asked whether the meeting could be updated regarding the Trust's plans for Paediatrics linking with Yeovil hospital. Julie Pearce (Chief Operating Officer) said that this was a very important piece of work and the Trust had two options up for consideration: Option A – DCH and Yeovil, or Option B – DCH and Royal Bournemouth. Julie advised that the public consultation had favoured Option A particularly feeling the resultant travel times involved would be best in terms of safety and quality for the West Dorset and South Somerset populations. She said that although the CCG would not make a final decision on the Clinical Services Review (CSR) until September, it was happy for the Trust to continue to build service models with Yeovil. Julie said that an options appraisal would be presented to both Trust Boards later in the year. In response to a question from Margaret Alsop (Public Governor for Weymouth and Portland), Julie confirmed that an Equality Impact Assessment would be carried out as part of the due diligence process.

There being no further questions from the floor, Mark thanked everyone present for attending before closing the meeting.

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Chair

Date