

# Annual Members Meeting 2022

## AGENDA

Thursday 17<sup>th</sup> November 2022, 4:30pm

Time	Item	Who
4:30pm	<b>Welcome</b>	<b>Sir David Nicholson</b> Chair
4:35pm	<b>Chief Executive overview 2021/22</b>	<b>Diane Wake</b> Chief Executive
4:40pm	<b>Service area feature</b> Ophthalmology – launch of Intra Vitreal injection	<b>Babar Elahi</b> , Chief of Surgery
4:50pm	<b>Trust Financial Accounts 2021/22</b>	<b>Kevin Stringer</b> Interim Director of Finance
5:00pm	<b>Auditor's report</b>	<b>Mark Stocks</b> Grant Thornton
5:10pm	<b>Council of Governors update</b>	<b>Alex Giles</b> Public Elected Governor: Stourbridge Lead Governor
5:20pm	Comfort break	
5:30pm	<b>Quality Report 2021/22</b>	<b>Mary Sexton</b> Chief Nurse
	<b>Service area feature</b> Paediatric Virtual Ward	<b>Lucy Rozga</b> Matron Paediatric and Neonate
5:50pm	<b>Resolution</b> to accept and acknowledge formal statutory documents	<b>Sir David Nicholson</b> Chair
5:55pm	<b>Q&amp;A</b> <b>Event close</b>	<b>Sir David Nicholson</b> Chair

**Minutes of the Annual Members Meeting  
The Dudley Group NHS Foundation Trust  
Monday 11<sup>th</sup> October 2021  
Virtual Event via MS Teams**

**Present**

**Governors**

Fred Allen  
Helen Ashby  
Jill Faulkner  
Michael Heaton  
Vicky Homer  
Maria Lodge-Smith  
Michelle Porter  
Alan Rowbottom  
Mary Turner

**Status**

Public Elected Governor  
Public Elected Governor  
Staff Governor  
Public Elected Governor  
Public Elected Governor  
Public Elected Governor  
Staff Governor  
Public Elected Governor  
Appointed Governor

**Representing**

Central Dudley  
Stourbridge  
Non-clinical Staff  
Brierley Hill  
South Staffs & Wyre Forest  
Brierley Hill  
Partner Organisations  
Tipton & Rowley Regis  
Dudley CVS & Trust Volunteers

**Board of Directors**

Yve Buckland  
Gary Crowe  
Julian Hobbs  
Jonathan Hodgkin  
Tom Jackson  
Karen Kelly  
Liam Nevin  
Vij Randeniya  
Mary Sexton  
Katherine Sheerin  
Adam Thomas  
Diane Wake

**Status**

**Chairman**  
Non-executive Director  
Medical Director  
Non-executive Director  
Director of Finance  
Chief Operating Officer  
Trust Secretary  
Non-executive Director  
Chief Nurse  
Director of Strategy  
Chief Information Officer  
Chief Executive

**Representing**

DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT

**Others**

Liz Abbiss  
Simon Ashby  
Helen Benbow  
Helen Board  
Ian Chadwell  
Jackie Dietrich  
James Ellis  
Alison Fisher  
Matthew Gamage  
Alison Huggan  
Julie Knowles  
Joanne Malpass  
Ken McClymont  
Doreen McIntosh  
Julie Penny  
Emily Pillar  
Mark Stocks  
Heather Taylor  
Chris Walker  
Harvey Woolf

**Status**

Head of Communications  
Communications Manager  
Executive Officer  
Deputy Trust Secretary  
Senior Strategy Development Lead  
Deputy Head of Communications  
IT Specialist  
Executive Assistant  
  
Library Services  
Member of Public  
Directorate Manager  
Member of Public  
Organisational Development  
BAME Inclusion Network  
Communications Assistant  
Partner  
Financial Services Manager  
Deputy Director of Finance  
Member of Public

**Representing**

DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DIHC  
DG NHS FT  
  
DG NHS FT  
  
DG NHS FT  
DG NHS FT  
DG NHS FT  
DG NHS FT  
Grant Thornton  
DG NHS FT  
DG NHS FT

**Apologies**

**Name**

Catherine Holland

**Status**

Non-executive Director

**Representing**

DG NHS FT

Item No	<b>AMM 2021</b>
1.	<p><b>Welcome and Chairman’s Opening Remarks</b></p> <p><b>Dame Yve Buckland (YB) – Chairman</b></p> <p>Apologies received as listed above.</p> <p>YB formally welcomed everyone to the 2021 Annual Members Meeting (AMM).</p> <p>YB acknowledged that the Trust continued to harness digital technology solutions and invest in its future as an anchor organisation and in Dudley as a Place, to ensure that its patients continue to receive high quality care from their trusted local provider.</p> <p>The full 2020/21 Annual Report had been published onto the Trust’s website, and the Trust’s Governors, Foundation Trust members and members of the public had been invited to submit any questions they wish to raise for response in the Q&amp;A session.</p> <p>YB reflected on 2020/21 commenting that the Trust had plenty to be proud of including a national recognition for its End of Life care services and implementation of the Gold Standard Framework, our audiology service was awarded UKAS accreditation and the Trust received the Macular Society’s Clinical Service of the Year Award for 2020.</p> <p>YB placed on record her grateful thanks to the staff across the whole organisation in clinical and non-clinical roles for continuing to rise to the challenges of what had now been several waves of Covid-19 as well as their continued dedication to work needed to restore and recover services and ensure that the people of Dudley receive timely care and treatment. It had been a challenging time for many people in and around Dudley and YB confirmed her thoughts were with those families whose loved ones had sadly passed away.</p> <p>YB commended the work undertaken by all our health and social care partners across the local and regional health economy for both their support in tackling the Covid-19 challenges and for their dedication to shaping an integrated care system as we move into the restoration and recovery phase. She was delighted to see and hear good progress being made to support better outcomes for the people of the Black Country and West Birmingham.</p> <p>YB thanked the Trust’s Board of Directors who had demonstrated outstanding leadership throughout the whole of the pandemic. Since April, the Trust had welcomed two new associate non-executive directors - Dr Gurjit Bhogal and Dr Thuva Amuthalingam who between them brought a wealth of clinical experience and strengthened our primary care knowledge and links.</p> <p>The Trust’s Council of Governors had continued to engage in a variety of activities both inside and outside of the Trust including the development of our recently launched Trust strategy. Lead Governor, Fred Allen would reach his end of term in December and YB placed on record her grateful thanks for his commitment to the role over the last six years. His dedication to the Council and support of the Trust has been exemplary and he would be greatly missed.</p>
2.	<p><b>Auditor’s Report</b></p> <p><b>Mark Stocks (MS) – Partner, Head of Public Sector Assurance, Grant Thornton</b></p> <p>MS presented the External Auditors Report and explained that the purpose of external audit was to make sure that financial statements presented a true and fair view of the Trust and to</p>

ensure appropriate arrangements were in place to secure value for money.

MS presented on the 3 key areas of external audit work:

- Do the financial statements give a true and fair view of:
  - The financial position of the Trust on 31 March 2021?
  - The income and expenditure for the 2020/21 year?
- Are the Annual Report and the Annual Governance Statement misleading or inconsistent with our knowledge of the Trust?
- Are there any uncertainties over the Going Concern assumption?

For the financial statements, the auditors issued an unmodified audit opinion. It was noted that there were no significant weaknesses in arrangements identified and no recommendations were made in respect of the value for money, financial sustainability governance and improving economy, efficiency, and effectiveness.

### 3. **Council of Governors Activities**

#### **Mr Fred Allen (FA) – Public Elected, Lead Governor**

FA welcomed all to the virtual Annual Members Meeting 2021.

On behalf of the Council of Governors, FA passed on grateful thanks to all staff for their truly magnificent performance in difficult times. He confirmed that the Council of Governors had recognised the hard work and dedication of all staff and were pleased to note that there was also improvement in some key areas of the national staff survey.

FA commented that it was pleasing to see that that the 2020 annual review of the Councils effectiveness reflected continued diligence of the Council on delivering the key duties and responsibilities required of the role. The council has continued to engage with its constituents and have maintained attendance at online engagement events and listened to the experiences of patients, families and their carers.

FA described that the Council of Governors is made up of 25 people from all walks of life and as the term of office is usually three years, the Trust had a planned schedule of elections to fill vacancies as governors reach their end of term of office. He noted that at the current time there were vacancies in the Public constituencies of:

- Stourbridge
- Central Dudley
- Brierley Hill

And in the Staff Constituency of

- Nursing & Midwifery

FA encouraged anyone who was interested to find out more to please contact the Foundation Trust office or visit the Trust website for more information. The closing date for nominations was Wednesday 13<sup>th</sup> October 2021.

4. **Chief Executive Overview 2020/21**

**Diane Wake (DW), Chief Executive**

DW thanked Mr Allen and the Council of Governors for their contribution.

DW commented on the significant changes that had happened for the NHS both locally and nationally in the last 12 months. The global pandemic has not only presented the world with its biggest challenge of the generation, but the NHS has the huge task of restoring and recovering our services whilst continuing to safely care for COVID-19 patients.

The impact of the pandemic had been far reaching in many ways and had seen incredible human spirit shine through. Trust staff have continued to be exceptional and had coped with the pandemic but also re-imagined and restored our services.

DW acknowledged on behalf of the Board, the amazing work of the Trust volunteers and the local community came together to support one another and our patients through some of the most difficult times ever seen

The Dudley Group had managed so many great achievements in the last 12 months and one of the most visible is the new acute medical unit, the Rainbow Unit, at Russells Hall Hospital.

Trust teams had been shortlisted and won awards during the year. The End of Life team demonstrated their commitment to ensuring patients nearing the end of their lives can be assured of the best possible care. Wards at Russells Hall Hospital gained national recognition for their work with the Gold Standards Framework – or GSF - which aimed to provide a gold standard of care for all people in the final years of life and noted that several wards won the Quality Hallmark Award.

The Coronary Care Unit at Russells Hall Hospital was named Hospital Ward of the Year by the GSF. The Trust's Coronary Care Unit was the first such unit in the country to achieve GSF accreditation.

The Community IV Team won the Perioperative and Surgical Care Award at the Health Service Journal Patient Safety Awards 2020. The innovative new service improves outcomes for anaemic patients having surgery by making them fitter for their operations. It sees patients undergoing major surgery at Russells Hall Hospital receive intravenous (IV) iron to boost their red blood cells by a team of specialists in the community without the need to go to hospital for this treatment. It was a great example of multidisciplinary working, combining teams from acute and community, and is a nationally unique model of care.

The enhanced care home team was a finalist in the HSJ Awards 2020 in the category of Integrated Care Partnership of the Year. The team works with care homes across the area to reduce 999 calls and hospital admissions by supporting staff to maintain the health of residents and signposting them to appropriate multidisciplinary services.

The Frailty Assessment Unit was a finalist in the Care of Older People category of the Nursing Times Awards 2020. The seven-day service was set up in response to the increasing number of older people attending the Emergency Department and accessing urgent health and social care services.

The Trust's Mr Shahzad Shafquat and his team won the Macular Society's Clinical Service of the Year Award.

The Dudley Group Research team had helped put Dudley on the map for several studies.

COVID-19 patients in Dudley have access to some of the newest treatments thanks to the Trust being the top national recruiter in certain treatment trials. The Trust was also part of the urgent public health REMAP-CAP research designed to find which treatments work best. The Trust had recruited more patients than any other Trust in England to trial convalescent plasma and immune modulation therapies. Trust researchers had also been involved in many other studies including the national SIREN study looking at antibody response.

As part of the Covid-19 response, the Trust was the lead employer for the vaccination programme for the Black Country and West Birmingham, providing the workforce capacity required to deliver the vaccination programme across the area. Credit was noted for James Fleet, Chief People Officer, and his team for their professional and collaborative work. Credit was also noted for the Trust's Pharmacy Department which had been pivotal in the design and implementation of the vaccination programme and continued to support this as a routine activity. Workforce was now in place to support the roll out of booster vaccinations in schools across the Dudley Borough.

The Trust had recently launched a new vision and strategy that had been shaped by its staff and health care partners. The Strategy included goals to help reduce waste and be more environmentally sustainable. The Trust was proud to have reduced its use of single use plastic from 1.5 million items to 300,000. The Trust's Green Plan had been launched and was supported by enthusiastic Green Group who were making great progress in keeping sustainability as a central focus.

DW noted the work undertaken to provide an inclusive and diverse workplace and gave special thanks to the leads of the inclusion networks. The four networks had been established throughout 2021 and provided regular updates to Committees, the Trust Board and Council of Governors to share the great work they have undertaken.

The networks included an LGBTQ+, BAME, Disability and Women's Network. All networks had a Board sponsor and welcomed support from external organisations and individuals to really boost the profile and importance the Trust placed on the networks. DW noted she was the executive sponsor for the Women's Network.

DW noted that the Trust had recently received recognition and was awarded the TIDE Talent Inclusion & Diversity Evaluation silver award.

## 5. **Looking Forward – Future Collaboration**

### **Diane Wake (DW), Chief Executive**

DW summarised the work of teams across the Trust and the focus on working as a system across the Black Country to reimagine service design and delivery. During COVID-19 the Trust had used innovative ways of working that could have taken months or years to implement previously. Attend Anywhere technology had transformed some follow up appointments reducing the need for physical visits to hospital. The plan was to ensure that the best of what had been learned was captured and used to progress how we deliver treatment and care as the NHS emerged from the pandemic.

DW noted that she was the lead senior responsible officer for the Black Country for cancer and elective services with the aim is to do things differently to support great care for patients and deliver better outcomes. The Dudley Group was in a good position in terms of its own performance for cancer treatment waiting times; however, not all Trusts were in the same position and would continue to look across the Black Country to reduce waiting lists and make the best use of all resources to restore as quickly as we can.

The Trust had hosted three clinical summits across the Black Country that brought together

	<p>all four acute Trusts to review the data and agree how to work better together to improve care for all through improving clinical outcomes, effectiveness and accessibility of services across our system.</p> <p>Patients waiting for diagnostic tests across Dudley and the wider Black Country would be seen more quickly thanks to an £8 million funding injection to help speed up the recovery of diagnostic services in the area. The funding had been awarded after a successful bid had been put forward to NHS England and NHS improvement for local NHS Trusts to take part in a national programme to help services recover from the impact of the COVID-19 pandemic as quickly as possible. The local diagnostic recovery plan would see the additional money being used to invest in new equipment such as MRI and CT scanners and to fund extra staff sessions to deliver around 46,000 new tests in the community.</p> <p>The collaborative model of working would ensure all patients across the Black Country had fair equitable access to tests and support recovery of the waiting times such as those for cancer patients.</p> <p>The pandemic had strengthened health and social care relationships across the Dudley borough who would continue to build an effective integrated care system.</p>
<p>6.</p>	<p><b>Building for the Future – Rainbow Unit (AMU)</b></p> <p><b>Diane Wake (DW), Chief Executive</b></p> <p>DW announced that the forthcoming opening of the new Acute Medical Unit in the Rainbow Unit just outside Russells Hall Hospital would include an assessment unit on the ground floor and a short stay ward on the first. DW then introduced a short video providing behind the scenes look at the new unit, and what it meant for patients and staff.</p> <p>Guests watched a video of the new Unit.</p>
<p>7.</p>	<p><b>Trust Financial Accounts 2020/21</b></p> <p><b>Tom Jackson (TJ), Director of Finance</b></p> <p>TJ noted that 2020/21 had been a very different year and challenging for the Trust and that was reflected in the finances.</p> <p>Nationally, command and control were brought into all NHS contracts and funding meaning that the Trust received its funding from central NHS allocations. Reflecting the introduction of more system working, more funding was allocated on an Integrated Care System basis for the second half of the year.</p> <p>All NHS organisations within the local Integrated Care system area also agreed a ‘financial risk share’ arrangement between them for the year.</p> <p>The focus remained on dealing with the pandemic and all additional costs to cover Covid-19 and the vaccination programme were fully reimbursed.</p> <p>Nearly 90% of the Trusts funding, came from NHS commissioners like health authorities and clinical commissioning groups. The balance was income that was specific to fund education, research and training. In the last year income increased by 9.5% from £412m in 2019/20 to £451m in 2020/21.</p> <p>There were a range of areas where the money was spent. The Trust spent £436m to treat</p>

and care for our patients. Our staff are our biggest asset and this was reflected in the use of 64% of our total spend on direct payments to staff - £280m. Other significant areas of spend included payments to our PFI partners to run our buildings and drugs and other supplies.

TJ confirmed that further details on income and expenditure could be found in the annual accounts section of the annual report that was available on the Trust website.

The Trust had worked very hard over the last three years to manage its finances and was able to report another year in a surplus position. The Trust had received approximately £2m more income than we spent in 2020/21. The spend and income had increased by around 10%, on the previous year attributed to the significant additional expenditure incurred to deal with the Covid-19 pandemic.

TJ noted that the Trust had expended more financial resource in the last financial year, the activity was significantly down in all areas of operational activities apart from births which had remained reasonably constant.

TJ explained that money spent on assets such as significant pieces of equipment was called capital and was essential to the running of the hospital. Last year the Trust had invested £32m on new facilities and equipment in total. The single biggest investment of £12.6m was spent on the Modular Ward - Rainbow Unit. The Trust spent over £4m on equipment specifically to address the implications of Covid-19 and £4m on the IT infrastructure. Other areas of capital spend are to replace assets that require upgrade or replacement such as our scanners and other medical equipment.

Financially, the current year is following a similar path to 2020/21 with additional funding still being required to cover the additional costs of COVID-19 and vaccinations.

In conclusion, the future challenge to fully recover services and address waiting times would be significant. However, the Trust had a solid financial base from which to build its recovery from.

### **Charity Annual Report**

TJ presented the report. The charity supported the Trust's vision to be an organisation that was trusted to provide safe, caring and effective services because people matter - care better every day and its mission is to enhance and further improve the high-quality services provided by the Trust, by providing additional comfort and benefit to its patients and staff, by focusing fund expenditure on areas not covered or fully supported by NHS funds.

The Charity aimed to provide public benefit by helping the Trust's patients, relatives, visitors, and staff by:

1. Funding medical research to understand the conditions affecting our patients so that we can help develop cures and therapies in the future.
2. Enhance the care the Trust can offer through the purchase of new equipment and building improvements to deliver better facilities.
3. Invest in staff to create a caring environment and improved treatment for our patients, families, and visitors.
4. Provide direct support to patients by way of information, networking support and better facilities.

These key aims continued to be applied even though the Trust had COVID-19 restrictions in place, prioritising patients, relatives and staff directly in response to the pandemic by



offering support to these groups.

Of the total expenditure of £777,000 (2019/20 £487,000), expenditure on direct charitable activity was £698,000 (2019/20 £408,000) across a range of funds. Expenditure on raising funds was £79,000 (2019/20 £79,000). There was an overall increase of £290,000 on last year's expenditure, mainly due to emergency COVID-19 expenditure.

For the purchase of new equipment, the total amount spent was £161,000 (2019/20 £91,000). On patient education and welfare there was an annual expenditure of £233,000 (2019/20 £109,000). On staff education and welfare an Annual expenditure was £291,000 (2019/20 £97,000). Funding of £5,000 was provided by NHS Charities Together for Nursing Leadership Support bringing the total to £296,000. For Building, Refurbishment and Computer Equipment there was a £10,000 spend and for Research the sum of £4,000 spent (2019/20 £8,000).

There had been several fundraising events including the Virtual London Marathon. On Sunday, October 3rd, 2021, 50,000 runners had the chance to be a part of the biggest marathon ever staged anywhere in the world. The Dudley Group NHS Charity was lucky enough to gain five ballot places which were all filled by staff members.

Congratulations to our London Marathon team who had set a target to raise £3k and they have totally smashed that by achieving over £10,500k.

Other Fundraising Projects include:

#### **No Barriers Here**

The Stage Two funded project by NHS Charities Together via the Black Country and West Birmingham Strategic Transformation Partnership and was being delivered by Mary Stevens Hospice is progressing well. The project aims to improve care at the end of life for people from Black, Asian Minority Ethnic communities and ensure that palliative care services are accessible for all, with greater awareness of the different cultures and needs within the Black Country. Mary Stevens Hospice has taken on an ethnic minority community worker, Elisha Frimpong, who will work alongside partners to reach out and engage with the diverse Dudley community and raise awareness of palliative and end of life services and the No Barriers Here project. The art workshops involving the Black Asian Minority Ethnic community will start in November and the outcomes from these will feed into future practice and strategies, to help shape services.

#### **Rainbow Structure**

Planning permission was authorised by Dudley Council for the structure in memory of loved ones lost during COVID-19 and to acknowledge NHS and key workers. A structural engineer has been appointed from Mitie and the groundwork for the installation will be starting in October. The aim is to have this finished by the end of the year. The structure will pay a lasting tribute to all those Dudley borough people who worked hard during the pandemic as well as remember those who passed away.

#### 8. **Quality Report 2020/21**

##### **Mary Sexton (MS), Chief Nurse**

The Chief Nurse presented the highlights of the Quality Report including:

- 7 Quality Priorities set to improve quality of care and patient experience including:

- Patient Experience: increasing Friends and Family Test responses, increased patient involvement and a target of 95% for recording a patient's pain score.
- Pressure Ulcers: reduction in category 3 ulcers and no avoidable category 4 ulcers all year.
- Infection Control: Flu vaccination rate of 75%, C. Diff performance of 20 cases against a target of 28, introduction of a catheter passport and robust antimicrobial prescribing. Only 1 MRSA case experienced in the last 4 years.
- Nutrition and Hydration: to make sure that any high risk patients are identified on admission, 90% achieved in hospital and 97% in the community. Menus re-designed across the organisation and snack boxed introduced with positive feedback. Launched re-fuel and rehydrate campaign for staff.
- Medication: 94% of all medications signed for in line with Trust policy.
- Discharge Management: Large reduction in delayed discharges, the Trust continues to work with health and social care colleagues.
- Incident Management: Open and safe culture, which is displayed by a high level of reporting. Improved reporting by 3.4% with a 52% decrease in the number of serious incidents. This priority will also be included in the current year's Quality Priorities.

The full report contained many quality initiatives for which our staff received recognition nationally. MS highlighted a selection to note as follows:

The Frailty Assessment Unit (FAU) was shortlisted in the 'Care of Older People' category in this year's Nursing Times Awards. The entry highlighted several the unit's accomplishments over the last year, including their move to Emergency Department in October 2019 to help manage patient flow, provide a better patient experience and introduce a seven-day service, their successful visit from NHS England in February 2021, and their continued close work with the frailty short stay ward to ensure that patients are transferred appropriately and efficiently to specialty wards when possible.

The Audiology Service was awarded UKAS accreditation for its routine adult assessment and rehabilitation service just before COVID-19 hit. The United Kingdom Accreditation Service (UKAS) is the sole national accreditation body recognised by the Government to assess the competence of organisations that provide certification, testing, inspection and calibration services. Audiology's success follows a web-based submission of evidence, a rigorous on-site inspection, and the successful clearing of 20 mandatory findings from the inspection. The service, based at Brierley Hill Health and Social Care Centre, has now entered a four-year cycle of repeated inspections and web-based submissions to secure continuing accreditation. It is now due another assessment next month.

The integrated falls pathway brings together all elements of falls prevention work across health and social care, has been recognised this year for its success in improving patient experience and reducing the prevalence of falls within the older population of Dudley borough. The pathway reached the finals of the Local Government Chronicle's award for integration with health and social care during 2020 and was also Highly Commended in the NICE Shared Learning Awards round of 2020 for its collaborative approach to reducing falls by the Trust, the Dudley Clinical Commissioning Group, Public Health and Adult Social Care services in Dudley.

The NICE Shared Learning Award shortlisting came because of recognition by reaching the finals of the Chief Allied Health Professions Officer's Awards in 2019 under the category NICE into Action. It firmly confirms the pathway's collaboration and joint work as best practice for other local authorities and NHS trusts to follow to ensure an effective response to the issues of falls in older adults and an improved patient experience for all those receiving treatment within the pathway.

International Year of the Nurse and Midwife 2020 commemorative e-book. District Nurse and Community IV (intravenous) Team Leader, Kate Owen and her innovative approach to treating patients who receive IV therapy in the community was highlighted in the book. Her work avoids hospital admission and facilitates a patient's early discharge, thus allowing them to continue with their everyday activities whilst receiving treatment.

Whilst the pandemic has impacted negatively on the health service both locally and nationally, it has also resulted in new ways of working and gave examples from the Trust:

The Cardiac Assessment Unit has worked with the Dudley Heart Failure Service to provide the provision of IV diuretics for Heart Failure patients on a day case basis.

Whilst still dealing with the first wave of COVID-19 the Trust saw the opportunity to expand the Critical Care footprint for future needs, both for COVID-19 and 'normal business'. Critical Care took a station from the adjacent ward and equipped the beds permanently for Critical Care patients to deal with the predicted autumn COVID-19 second wave. This included setting up a 'Level 1+' surgical Post-Operative Care Unit (a Level 1+ unit is an enhanced care area where patients can receive the right amount of care at a higher intensity than can be provided on a general ward but below than that of full 'Critical Care'). It allowed us to manage the second wave with as many as 26 Critical Care patients without having to use the Main Theatre area as happened in April during the first wave. This has maintained the Trust's ability to support patients needing enhanced care following major surgery.

The Upper Gastro-intestinal Cancer Service initiated telephone triage clinics to ensure that all patients were investigated appropriately. This was part of a national (audit) initiative. Of the 1419 patients overall, 200 were triaged at Dudley.

For Palliative Care, in April 2018 the Trust enrolled to the whole hospital implementation of the Gold Standards Framework (GSF), a systematic, evidence-based approach to optimise care for all patients approaching the end of life. Since that point, the wards have engaged with six workshops and developed several resources including care plans based on national documentation for GSF (Green, Amber and Red). The care plans support and guide clinical staff in providing high quality end of life care to patients and those important to them.

The Trust had successfully transformed their Elderly Care ward, Stroke ward and Coronary Care Unit (CCU) into GSF accredited wards, receiving GSF accreditation in August 2020.

The Trust won the Keri Thomas Team of the Year Award while the coronary care unit was named Hospital Ward of the Year.

The awards, from the Gold Standards Framework (GSF), recognise that the coronary care team in Dudley is the first such unit in the UK to achieve national accreditation for its care of patients approaching end of life.

The Team of the Year award is a new award in honour of GSF founder Professor Keri Thomas OBE, who has stepped down after 20 years. This award is in recognition of an outstanding team demonstrating compassion and leadership and promoting great change.

The Trust decided to carry these Quality Priorities forward into 2021/22:

Improve the way we communicate and engage with patients.

- Staff treating and examining patients will introduce themselves (target of 95%)
- Patients will have been informed about what is going to happen to them each day, i.e. tests, investigations (target of 95%)

	<ul style="list-style-type: none"> <li>• Hold a quarterly forum/focus group with each service prioritising key planned actions, and measuring the outcomes and success</li> <li>• Hold a People Panel at least quarterly, to actively receive and act on feedback</li> <li>• Engage with Expert Volunteers ensuring we raise the patient voice so that services are delivered compassionately (providing assurance of involvement, recommendations and actions taken forward)</li> </ul> <p>Ensure all complaints are responded to in accordance with the Trust complaints and concerns policy.</p> <ul style="list-style-type: none"> <li>• Improve the percentage of complaints responded to within the internal timeframe of 30 working days</li> <li>• Actions will be completed and learning/changes in practice identified and shared across the organisation</li> <li>• As of 2020/21, our current position at the end of quarter four is a 34% response rate to complaints within 30 working days</li> </ul> <p>30% of discharges to have left their bedded area by 12 noon, 80% by 5pm (for patients without an identified right to reside)</p>
9.	<p><b>Service Area Feature</b></p> <p><b>Ward C5 – Dudley Respiratory Assessment Service and Long Covid</b></p> <p>Guests watched a video featuring a service developed in response to the COVID-19 challenge with the creation of the long covid service by the Dudley Respiratory Assessment service.</p>
10.	<p><b>Planning a Sustainable Future</b></p> <p><b>Katherine Sheerin (KS), Director of Strategy and Transformation</b>  <b>Ian Chadwell (IC), Senior Strategy Development Lead</b></p> <p>KW noted that after some months of discussion with the Board of Directors, staff, governors and external stakeholders, the Trust had launched its new strategic plan which sets out how the Trust would respond to the way the NHS is run in England and changes because of the COVID-19 pandemic.</p> <p>The Board of Directors had formally approved the plan at its meeting in September. The plan covers the next three years.</p> <p>KS summarised some key highlights of the plan:</p> <p>The Trust’s new vision ‘Excellent health care, improved health for all’ has an internal and an external focus. We are committed to providing high quality care whilst recognising that we have opportunities to affect the health of the wider communities that we serve.</p> <p>The values: Care, Respect and Responsibility remained unchanged</p> <p>The here are five goals:</p> <ul style="list-style-type: none"> <li>• Deliver right care every time</li> <li>• Be a brilliant place to work and thrive</li> <li>• Drive sustainability (financial and environmental)</li> <li>• Develop innovative partnerships in Dudley and beyond</li> <li>• Improve health and wellbeing</li> </ul>

KS advised that the Trust would work with Dudley College and Worcester University as plans for a university centre in Dudley are developed and work much more closely with other organisations in Dudley and the Black Country.

A brief video was shown describing what the new goals mean to members of the Executive team and some of our staff.

IC described the actions taken by the Trust to implement the Trust's Green Plan.

The Board of Directors had approved the Green Plan in December 2020 and the new strategic plan included sustainability as one of our goals.

In October 2020, the NHS become the first national health system in the world to make an explicit commitment to become carbon net zero. The aim is to achieve net zero by 2040 for emissions under our direct control and 2045 for emissions in the wider system such as the supply chain.

The past year had been about laying the foundations and getting the systems and processes in place to make the changes that need to be made and monitor progress. Further detail can be found in the annual report.

In view of the breadth of this agenda, the Trust Board has suggested that the Trust focuses on reducing energy consumption and the management of waste including improving recycling during the first two years of the plan. The Trust had received confirmation from Mitie that the electricity they purchase on our behalf of the Trust is from renewable sources and would continue to work together to develop a plan to reduce the amount of energy consumed on the sites we use.

In partnership with Mitie, more recycling facilities have been made available and staff are asked to make these simple pledges:

Recycling - Sort it!

Energy - Save it!

Plastic – avoid it!

New waste systems are being piloted in Trust HQ and theatres with the aim of increasing the proportion of waste put into recycling.

IC presented a slide that provided an example of the impact of moving to virtual appointments during the pandemic. It showed that the carbon emissions saved are substantial. The move to virtual appointments was made for a very different reason – but it has a positive impact on the environment. This is an example of the kind of calculation that will be become increasingly common. Not only will the Trust be accounting in £, but also in carbon.

## 11. **Resolution**

### **Dame Yve Buckland (YB), Chairman**

The Chairman thanked everyone for joining the meeting and in particular noted the wonderful video from Stephen Gilbert who was a patient of the Dudley Respiratory Assessment Service.

The Chairman asked members of the Trust present at the Annual Members Meeting to formally acknowledge and accept the presentation of the formal and statutory documents.

12. **Questions**

**Dame Yve Buckland (YB), Chairman**

There had been no questions submitted from members of the public prior to the meeting.

Michael Heaton asked how much the Trust paid to the PFI partner each year and in relation to car park charges, where does the income go? Tom Jackson confirmed that PFI contract has two main elements, one element has 20 years remaining. The annual payment was approximately £14m per year and had been benchmarked to represent good value for money. The other element was facilities management for a similar amount included the car parking arrangements and this income is part of the longer term contract.

Governor Helen Ashby acknowledged the recent opening of a Changing Places facility at Russells Hall Hospital and asked about future developments to support LD patients. Mary Sexton confirmed that there has been a review of the safeguarding function and the learning disability team will be extended to seven days per week. The Trust was also appointing a lead for complex disabilities. There was a commitment that consideration to patients with complex disabilities is always part of any future estates' development plans.

Ken McClymont commented on the positive meeting. He asked if solar panels could be fitted to reduce heating costs and are there plans to lift restrictions in the restaurant to provide facilities for visitors. Ian Chadwell confirmed that the Trust has raised the possible installation of solar panels with Mitie. Mary Sexton confirmed that the Estates and Facilities team would continue to update facilities as required during refurbishment and new builds. YB suggested raising site difficulties at the next Public Board meeting.

Governor Alan Rowbottom noted the good audit opinion and how it displays the rigour and scrutiny he observes for himself when attending Committees of Board in particular the Finance and Performance Committee.

Yve Buckland thanked the interpreters for making the meeting accessible and for the speakers for their excellent presentations. Special thanks to Helen Board and Liz Abbiss and the Communications Team for their efforts in producing the AGM.

YB drew guests' attention to a future Glitter Ball fundraising event on Friday 5<sup>th</sup> November 2021. The Event aimed to raise at least £8,000 and invite local businesses from across the Black Country to support the Dudley Group NHS Charity. Guests, including staff, will be treated to a wonderful evening of entertainment including welcome drinks and a two-course meal. The funds raised will go towards the charity's current Better Brighter Future Appeal. The fundraising team are currently sourcing businesses to purchase tables at the event. If you have any businesses in mind please contact [nithee.kotecha@nhs.net](mailto:nithee.kotecha@nhs.net).

13. **Close of Annual Members Meeting**

**Dame Buckland, Chairman**

Thanked all for their attendance and drew the Annual Members Meeting to a close and invited guests to stay up to date by following the Trust on Facebook and Twitter.