

**DRAFT Minutes of the Annual General Meeting (AGM) of
The Leeds Teaching Hospitals NHS Trust,
held on Wednesday 25 September 2019 at 2.15pm**

Seminar Rooms, Gledhow Wing, St James's Hospital, Leeds

Present:	Linda Pollard	Trust Chair
	Mark Chamberlain	Non-Executive Director
	Suzanne Clark	Non-Executive Director
	Lisa Grant	Chief Nurse
	Julian Hartley	Chief Executive
	Tom Keeney	Associate Non-Executive Director
	Jenny Lewis	Director of HR & Organisational Development
	Moira Livingston	Non-Executive Director
	Dr Yvette Oade	Chief Medical Officer
	Chris Schofield	Non-Executive Director
	Clare Smith	Chief Operating Officer
	Professor Paul Stewart	Non-Executive Director
	Craige Richardson	Director of Estates and Facilities
	Tricia Storey-Hart	Associate Non-Executive Director
	Gillian Taylor	Associate Non-Executive Director
	Andy Williams	Interim Chief Digital and Information Officer
	Simon Worthington	Director of Finance and Strategy
In Attendance:	Jo Bray	Company Secretary
	Andrew Cratchley	Interim Managing Director, Leeds Cares
	Vickie Hewitt	Trust Board & Membership Administrator
Observing:	Capacity Audience (Approximately 70) including:	
	<ul style="list-style-type: none">• Members of the Public• Members of Staff• Trust Members	
Apologies:	Jas Narang	Non-Executive Director
	Bob Simpson	Non-Executive Director

In addition to those present in the seminar rooms, the meeting was also streamed live via the Trust's YouTube account.

Agenda Item	
1	<p>Welcome and Introductions</p>
	<p>The Trust Chair welcomed members of the public and staff to the Trust’s 2019 Annual General Meeting (AGM).</p> <p>She thanked the audience for their attendance and introduced herself and the Trust Board members.</p> <p>She outlined the agenda for the afternoon and highlighted the Q&A session at the end of the agenda reminding that this section was a chance to engage on the work that the Trust had reported in the 2018/19 financial year. She noted that the Patient Advice and Liaison Service (PALS) were stationed in the reception area to advice on queries of a more personal nature.</p> <p>She reflected on her pride of working for the NHS and looked forward to the opportunity to showcase the Trust’s achievements during what had been another challenging year.</p> <p>She highlighted the infographic which had been made available to all members of the audience and summarised a selection of the in-year highlights for the Trust:</p> <div data-bbox="316 945 1406 1680" data-label="Figure"> <p>OUR TRUST</p> <ul style="list-style-type: none"> Rated GOOD by the CQC including three OUTSTANDING ratings in: <ul style="list-style-type: none"> Critical Care Leeds Dental Institute Use of Resources 100th Selective Dorsal Rhizotomy surgical procedure performed at Leeds Children’s Hospital, helping children with cerebral palsy live fuller lives £12.7M donated to LHTH last year from charity partner Leeds Cares We are the UK’s only specialist centre for hand transplants 103 liver transplants completed last year £27M committed from the Government to create a new world-class pathology facility at St James’s We are the largest solid organ transplant centre in the UK 215 kidney transplants completed in 2018 – a new annual record for the Trust Winner at the HSJ Awards Staff Engagement – recognising our work implementing The Leeds Way One of the largest providers of specialist hospital services in the country, with 100 over specialities 3 Ministerial visits to our hospitals, including the Prime Minister visiting our pathology service Our Major Trauma Centre is 2nd in the UK for volume of patients and joint 2nd for survival rates More than 1,000 pathology slides scanned digitally every day Hospitals of the Future Outline Planning Application submitted to Leeds City Council and a Strategic Outline Case and Outline Business Case finalised </div> <p>She introduced the Trust’s Non-Executive Directors (NED) and explained their important role in bring specific knowledge and skills into the Trust and providing an independent ‘critical friend’ perspective’ to the Board. She continued that in addition they brought their own specialised career experience and expertise into the Board in areas such as commercial, legal, medical, research, HR, accounting, and IT. Together, they supported, scrutinised, and provided independent challenge to the Trust Board and constantly sought assurance from the Executives that the information and decisions made as a Board were the right ones.</p>

She outlined the Committee structure underpinning the Board where Executives and senior managers were held to account for meeting the Trust objectives as well as local and national standards through constructive challenge and debate.

She referenced the Board to Ward visits, which supported the Board to understand the real challenges faced by staff, to ensure high quality care, ensure efficiency and that the Trust's strategy supported continuous improvements in care.

She noted that it was well understood, and widely recognised by regulatory bodies, that effective Board leadership was a key factor in any organisation's success and stressed that Board members must understand the way our hospitals work and how their involvement contributed to the wider strategy.

She reflected on the Trust's culture; The Leeds Way, and how this had been embedded across the Trust as 'the way we do things' and stressed the Boards investment and support to the Trust's workforce.

She introduced a video introducing the current NED Team and highlighting their areas of expertise and responsibility:

<https://www.youtube.com/watch?v=1cRijZViEnw>

She commented on the rapidly changing landscape of healthcare and updated on the Trust's plans for the future to support delivery of better, more efficient healthcare. She introduced Hospitals of the Future which was the Trust's vision to build two new hospitals on the site of the Old Nurses' Home at the Leeds General Infirmary (LGI) and to make improvements at other Trust sites.

The first new build would be a state-of-the-art hospital for adult health services, with a new Outpatients hub and new theatres for day surgery and added critical care and the second would be a new hospital for children and young people. She expanded on the vision for the Children's Hospital noting that Leeds was a regional and national center for a number of specialist services and internationally recognized for pediatric research.

She introduced a short video which highlighted the ambition for this project:

<https://www.youtube.com/watch?v=om9KwHenw7Y>

She reflected that this new clinical facility, would bring the Leeds Children's Hospital teams together in a clearly identifiable home, in surroundings that supported their commitment to exceptional care. She continued that digital by design, it would be a hospital of the future, enabling staff to deliver patient care driven by the latest technologies and treatments, innovation and research.

She highlighted that this was an exceptional project that had already achieved a number of significant milestones and noted that in October 2019 Leeds City Council would report on whether the Outline Planning Application for the development had been successful. Following this the Trust had some way to go to secure other national NHS permissions and finalise the funding to make the new hospitals a reality, but she was confident of the support provided from the local population and partners.

	<p>Post-Meeting Note – On Monday 31 September 2019, the Government announced a £2.4 Billion capital investment in the NHS, with Leeds Teaching Hospitals NHS Trust receiving £600 million of this to redevelop the LGI site and build the new Children’s and Adult Hospitals.</p> <p>She reflected on the 2018/19 CQC inspection which had seen notable improvements on previous years with the Trust rated overall as ‘Good’ (full report available: https://www.cqc.org.uk/provider/RR8) and emphasised the Trust’s desire and potential to achieve ‘Outstanding’.</p> <p>She reflected on how this had been achieved which started with being a good employer, and outlined the Trust’s focus on its people support to them to achieve the best they can as professionals and for patients. She continued that the Trust had worked in The Leeds Way to develop a patient centred approach, to collaborate with our partners, to empower our staff, be accountable to our stakeholders, and to be fair in all that we do. She reflected that these values had continued to serve the Trust extremely well, defining the behaviours and expectations through which future developments were being designed.</p> <p>She introduced a short video to illustrate the Trust’s progress and ambitions by highlighting a few examples of the changes been made by local teams: https://www.youtube.com/watch?v=cZ4nHpinYFU</p>
2	Review of the Year (2018/19)
	<p>Julian Hartley welcomed the audience and reflected on the opportunity of the AGM to review and reflect on the work of the Trust.</p> <p>He outlined the significant improvements that had been seen in staff morale and the Trust’s financial position over the past five years.</p> <p>He noted that there remained some significant challenges to address such as elevating flow pressures and improving the discharge process as well as performance against the Constitutional Standards. He updated that on Monday (23rd) the Trust had experienced record breaking attendance for emergency care recording 771 patients through the Emergency Department highlighting the increasing demand the NHS was under. He outlined some of the internal and external work taking place locally and regionally to address these challenges.</p> <p>He reflected on the NHS 70th Anniversary year (2018) and shared some of the celebrations that had taken place within the Trust noting that in addition to the 70th anniversary it was also:</p> <ul style="list-style-type: none">• 20 years since the merger between SJUH and LGI;• Fifth anniversary of the Major Trauma Centre (MTC);• 50 years of kidney transplants in LTHT;• 20 years of the Bulletin Magazine. <p>He reflected on the patient-centred approach to everything the Trust did noting that The Leeds Way values were now into their fifth year and had gone from strength to strength. He talked through the LTHT Strategic Triangle which highlighted the patient centred approach underpinned by the Trust’s vision and goals with delivery supported through the Leeds Improvement Method (LIM):</p>



He set out a number of highlights from the 2018/19 financial year against each of the Trust's goals:

Best for Patient Safety, Quality and Experience:

- 2018/19 - CQC rated 'Good' again (plus: three 'Outstanding' ratings in: Critical Care, Leeds Dental Institute and in the Use of Resources).
- CQC Maternity Survey - Significantly improving our scores in eight areas compared to the previous year and providing better patient experiences in antenatal care and care during labour than most other trusts in the country.
- Involvement with Getting It Right First Time (GIRFT) programme.
- Friends and Family test – 93% would recommend us
- Establishment of a number of collaboratives including Pressure Ulcer, Falls and Parkinsons.
- Launch of the Patient Experience strategy – engagement with patients, families and carers

Best Place to Work:

- Staff Survey - LTHT performed better than the national average for acute trusts in all areas. In particular, staff demonstrated high satisfaction with

safety culture, management of violence and aggression, and approach to equality, diversity and inclusion.

- National NHS Staff Survey - LTHT named as top Trust in the Listening into Action Scatter Map for staff engagement based on the results in the survey and LTHT above national average in all 10 themes.
- Time to Shine Staff Awards – largest on record: 520 guests this year, 302 nominations in formal categories, 164 'unsung hero' nominations and 117 nominations by patients and families
- First Junior Doctor Week - Chance to celebrate the great work of our Junior Doctors.

Centre of Excellence for Specialist Services, Research, Education and Innovation:

- World-leader in clinical research and innovation (in collaboration with academic partners).
- Key partner in the Leeds Academic Health Partnership.
- Provide one of the largest medical education programmes in England encompassing more than 1,300 students from the University of Leeds and 950+ trainee doctors.
- Among the top three hospital trusts in England for delivering research projects recognised by the National Institute for Health Research (NIHR), involving more than 20,000 patients in more than 450 high quality research studies last year.
- Launched Children's Clinical Research Facility in June 2018.

Seamless Integrated Care;

- CQC Review of the Leeds Health and Social Care system last year - identified that there was a strong and collaborative leadership between organisations with a collective vision.
- Newton Europe review - This brought together all partners in Leeds to take a critical look at how we care for patients in the City, and whether they were being looked after in the most appropriate place for their needs.

Financially Sustainable;

- Achieved a record breaking surplus of almost £53m for the 2018/19 financial year.
- Strong progress made in embedding Waste Reduction methodology and identifying and removing waste from the system to ensure resources were utilised to give maximum value to patients and staff.

Julian Hartley noted that in order for the Trust to achieve its vision it could not work alone and updated that the Trust Strategy had been refreshed to ensure it closely aligned with the work of the health and social care system across the City of Leeds and the introduction of Integrated Care Systems (ICS). He summarised the key health and care groups which included (but not limited to):

- Health and Wellbeing Board - leader of Leeds Plan workstream for care in hospital.

	<ul style="list-style-type: none"> • West Yorkshire Associate of Acute Trusts (WYAAT) – collaborative approach to delivering the best possible hospital care for people across West Yorkshire, established in 2015 and subsequently is the delivery mechanism for the ICS priority around acute hospital care. Good examples from this around partnership working and sharing expertise and resources to deliver what is best for the people of WY. • Leeds Academic Health Partnership – a ground breaking and innovative approach bringing together training and development of all health and care professionals across the City. Learning and working together to create ‘one Leeds workforce’ • Leeds Health and Care Academy: https://www.youtube.com/watch?v=HOy2crGXQIE <p>He referenced the update on the Hospitals of the Future presented by the Trust Chair in section one and emphasised some of the benefits that Building the Leeds Way would bring not only for patients but also for our staff:</p> <ul style="list-style-type: none"> • Deliver significant regional benefits – at LGI over 50% of adult and 80% of children’s services are specialist services serving West Yorkshire and wider afield. • Removes service duplication through the centralisation of Maternity and Neonatal Services. • Centralise Children’s and other clinical services supporting the efficient use of resources. • Address poor clinical layouts, inflexible spaces and outpatient services scattered in cramped ward areas. • Supports the <i>Left Shift</i> – reduce 20% of outpatient attendances through increased care closer to home and digital health. • Removes the estate barriers that fail to support a fully digital hospital and the digitalisation of healthcare. • Deliver long-term financial sustainability. <p>He expanded on the Trust’s commitment to becoming a digital hospital and its ambition to further develop digital infrastructure to deliver services. He recognised the scale of the challenge ahead however was positive of the progress made to-date through the innovative work of the Trust’s Digital and Informatics team in collaboration with partners across the City.</p> <p>He concluded that it was teamwork that had achieved a fantastic foundation for the future of the Trust and commended the hard work and dedication of staff across the organisation.</p>
<p>3</p>	<p>Financial Review</p>
	<p>Simon Worthington introduced a short video entitled ‘Finance 2018/19 – A year of Achievement’ ; https://www.youtube.com/watch?v=XtouvWwczAM</p> <p>He provided an overview of the total Trust expenditure in 2018/19 and explained how the surplus was generated into capital spend during the next financial year:</p> <p>Operating costs - £1,259M Capital investment - £44M Reported surplus - £52.9M</p>

	<p>Year-end cash holdings - £30.0M</p> <p>He reported that in order to demonstrate affordability for the Hospitals of the Future (known internally as BtLW) project the Trust would need to demonstrate it could achieve a recurrent surplus.</p> <p>He expanded on the in-year financial management within the 2018/19 financial year reporting positively on the significant waste reduction that had been achieved totalling circa £67M.</p> <p>He highlighted the ‘Outstanding’ rating in the ‘Use of Resources’ CQC inspection and the recent HMFA awards won for ‘Finance Team’ and ‘Clinician’ of the year.</p> <p>Looking ahead to the current financial year and beyond he set out the Trust’s ambition to maintain financial sustainability and outlined the Trust’s financial goals for the coming year. He emphasised the direct link between finance and performance and explained how annual surplus were fed back into the Trust capital spend allowance for the following year.</p>
4	<p>Formal proceedings:</p> <ul style="list-style-type: none"> • Approval of minutes from the AGM meeting held 26 September 2018 • Adoption of the 2018/19 Accounts and Annual Report
	<p>The draft minutes of the AGM meeting held 26 September 2018 were agreed to be a correct record.</p> <p>The Board accepted the 2018/19 Annual Report and Accounts.</p>
5	<p>An Introduction to Leeds Cares</p> <p><i>In attendance:</i> <i>Andrew Cratchley, Interim Managing Director, Leeds Cares</i></p> <p>Andrew Cratchley presented an overview of Leeds Cares which was the official charity partner of Leeds Teaching Hospitals and supported the Trust to deliver the best care for patients and their families, by raising funds for equipment, services, education and research.</p> <p>He highlighted that each year the Charity provided circa £5M in funding the Trust and set out several examples of how this funding had been used. He noted that an additional £10M had been gifted to the Trust in 2018/19 to support the funding of larger items and capital projects including support for the mobile breast unit.</p> <p>He highlighted how to get involved with the Charity with roles available in volunteering, fundraising and raising awareness and drew attention to the Charity’s social media tags (Twitter: @Leeds_Cares Facebook: Leeds Cares).</p> <p>He thanked the public and donors for their continued support and was positive of the work the Trust was delivering.</p>
6	<p>Questions and Answers</p> <ul style="list-style-type: none"> • A member of the audience explained of her former membership of the Sight & Hearing Loss Committee and referenced the agreed national standards for formatting of information for those with visual impairments. She continued that through on-going work with Leeds Healthwatch it had become apparent that the agreed standards were not present in all areas of the Trust. In an audit by

Leeds Healthwatch, 67% of the patient information audit sample stated they had not been offered a choice in format of documentation. She requested that the Board give renewed focus to this area and explore areas for further improvement.

The Trust Chair welcomed further comment from Richard Taylor, Leeds Healthwatch who was present in the audience. Richard Taylor expanded on the required standards and lack of compliance in some areas of the wider healthcare system. He updated his organisation was working with the Trust's Patient Experience Team, however reflected that this was a City-wide challenge and updated on the work to facilitate a City wide group. He outlined an upcoming campaign aimed at GP's to identify the needs on initial referrals and through frequent interactions with patients.

Responding, Julian Hartley recognised that there was action the Trust could take to make further improvements in providing and offering accessible information. He thanked Leeds Healthwatch for their work and confirmed the Trust's active engagement and was positive that significant improvements would be made over the coming year.

- A former patient of the Trust queried if the Trust was experiencing any increased workforce challenges as a result of the uncertainty around the UK's withdrawal from the EU. He also commented on the poor estate of Beckett Wing and queried if the Trust had plans to improve on this.

Julian Hartley was pleased to report that the Trust had not experienced changes in the turnover of international staff however noted the wider recruitment challenges within the NHS particularly within the nursing workforce. Referencing the Beckett Wing estate, he recognised the ageing architecture and the difference in comparison to a site such as Wharfedale Hospital, recognising the link between environment and recovery. He continued that the Trust would continue to invest in its estate noting the limitations on capital funding and availability of space.

- A member of the audience referenced his recent visit to the Chapel Allerton Hospital (CAH) X-ray Department and his experience on being asked how long he had been a UK national. He recognised that this was in relation to eligibility to access free care, however shared his opinion that the system of recovering debt was often more costly than the initial procedure would have been. He reflected on individual's availability to pay and noted that often tariff charges were inflated on the actual cost of procedure. He continued that a number of professional bodies were supporting a proposal to abolish these payments. He queried whether the Trust Board would consider supporting this in principle, halt information submissions to the Centre and to issue a

statement that it was opposed to these charges and Leeds was a safe haven for migrants.

Simon Worthington noted that this was legal requirement placed upon the Trust and emphasised that urgent treatment would never be refused on the grounds of affordability. He emphasised that the Trust and staff tried to act in the most appropriate way possible reiterating that this was a requirement from the Centre. The Trust Chair reflected that this was a political point and advised that she would ask the Board to explore whether they wished to discuss this further. She confirmed the Trusts support in making Leeds a welcome City for all and updated on the local recruitment project held in Lincoln Green which had successfully appointed 32 new clinical staff.

Post-Meeting Note: *The Trust Chair explored with the Board whether to discuss this item further and it was agreed that as this was a mandate issued by the Centre the Trust would stay politically neutral and the Board did not wish to take this further at this time.*

- There was a query from the audience on the staffing challenges facing the NHS and how the Trust was reacting to this. Julian Hartley referenced his secondment with NHS Improvement to support the development of the NHS People Plan and explained there was around 40K nursing vacancies across England with rural and coastal areas experience significant challenges in medical recruitment.

He explained that the removal of the nursing bursary had caused challenges in recruiting undergraduate nurses and updated on the local work to create more training places within the Trust and around retention. He reflected on the Trust's goal to be the best place to work and updated on the use of apprenticeships and the HSCA to continue to support professional development. He continued that these initiatives would release long term benefits however in the more immediate term the Trust were exploring other opportunities including overseas recruitment and invited Lisa Grant, Chief Nurse to comment further.

Lisa Grant expanded on the reinforced retention actions and work with academic partners to encourage students into the nursing profession. She explained the communication campaign highlighting what set LTHT and Leeds apart from other cities to attract and retain staff. She provided further detail on the introduction of the nurse associate role and the positive growth of this training programme.

- A member of the audience sought clarity over the rebranding of Leeds Cares and it was confirmed that this previously known as the Leeds Hospital

	Charitable Foundation. Andrew Cratchley offered to follow this up further outside of the meeting.
7	Closing Remarks
	The Trust Chair thanked the audience for their attendance. She reflected that the Trust did not get it right all the time however emphasised the listening and learning culture across the Trust and was positive of the journey ahead.
	Date of next meeting(s)
	Wednesday 23 September 2020

DRAFT