



**Annual Members' Meeting 2020**

Thursday, 23 July 2020, 3.00pm

Zoom Conference

By Order of the Council of Governors

**Chairman:** Sir Thomas Hughes-Hallett

Public Constituency: Richard Ballerand among others

Patients Constituency: Anna Hodson-Pressinger among others

Staff Constituency: Richard Jackson among others

The meeting was called to order by the Chairman of the Trust, Sir Thomas Hughes-Hallett.

<b>1.0</b>	<b>Welcome and apologies</b>  The Trust Chairman, Sir Thomas Hughes-Hallett, welcomed Foundation Trust members, members of staff, members of the public, the Council of Governors, and all presenters to the Annual Members' Meeting. He warmly welcomed Seema Malhotra MP and Ruth Cadbury MP to the meeting.  Copies of the minutes and Annual Report and Accounts 2019/20 had been made available publicly on the Trust website.  Members in attendance were asked to mute their devices until invited to speak by the Chairman.  The Chairman noted the departure of Jeremy Jensen, Deputy Chairman, after six years of service to the Trust, and expressed gratitude for his commitment to the organisation. The Chairman also noted the departure of Dr Andy Jones and thanked him for his contribution to the Trust's quality and estates agendas.
<b>2.0</b>	<b>Minutes of the Annual General Meeting held on 3 September 2019</b>  Minutes of the previous Annual Members' Meeting were noted and approved.
<b>3.0</b>	<b>Presentation of Annual Report 2019/20 and Chief Executive's Review of 2019/20</b>  The Chief Executive Officer, Lesley Watts, thanked members for attending.  Lesley highlighted the following: <ul style="list-style-type: none"><li>• 2019/20 had been a busy year for the Trust as it continued to experience high demand for emergency and urgent care services, while undergoing a Care Quality Commission inspection, successfully implementing an electronic patient record system and, more recently, responding to the COVID-19 incident.</li><li>• The Trust continued to focus on its strategic priorities which enables the Trust to continually improve and ensure that the quality and safety of care is at the centre of everything.</li></ul>

Achievements included:

- Achieving the lowest nurse vacancy rate in London at 5%;
  - Impressive 23% increase in clinical areas receiving a Gold rating in the Ward Accreditation Programme;
  - Successful introduction of the Medical Examiner Officer role;
  - Successfully maintained both the Hospital Standardised Mortality Ratio (HSMR) and Summary Hospital-level Mortality Indicator (SHMI) below 0.8 throughout the year; and
  - Maintained the Care Quality Commission rating of 'Good' overall, seeing an improvement in well-led rating from 'Good' to 'Outstanding', and maintaining the use of resources rating of 'Outstanding'. Lesley extended a thank you to all staff for their commitment to continually seeking to improve the quality of care delivered to patients.
- Over the past year, the Trust focused on improving transactional HR processes for staff, Equality, Diversity and Inclusion, developing staff and supporting their health and wellbeing. Key highlights included:
    - Significant reduction in staff vacancy rates to 6.7%, one of the lowest in London;
    - Reduced reliance and expenditure on temporary staffing by more than £5m;
    - Strong commitment to apprenticeships, with more than 150 in place;
    - Established a staff-led Black, Asian and Minority Ethnic (BAME) network, an LGBTQ+ network and a Women's Network;
    - Trust investment in economic equity by introducing the London Living Wage;
    - Maintained our top 20% staff engagement score in the national NHS staff survey;
    - Launched an extensive health and wellbeing programme; and
    - The 2019/20 saw us increase the scope of the roles available to volunteers.
  - Continued excellent financial and operational performance supported by an ambitious approach to improvement and innovation. Key highlights included:
    - Achieved a 2019/20 surplus of £29.5m, and delivered £21.7m of cost improvement programmes during the year;
    - Invested £34.5m on capital;
    - Launched CW Innovation with the charity CW+;
    - Established a Test Bed Programme, in partnership with CW+, to seek out new and innovative ways to care for patients; and
    - Installed a waste processing plant on the West Middlesex site, which will process waste that would have been disposed at landfill, reducing the volume of carbon transportation to landfill.
  - More recently, a coordinated response to COVID-19 across the North West London health and care sector, supported by acute, community, primary care, mental health and local authority partners to keep our staff and patients safe.

Lesley congratulated the local communities and businesses for their donations to the CW+ charity, for supporting staff during this time. Lesley also thanked North West London health and care partners for their commitment and collaboration during the recent surge of Covid-19, which included sharing kit and consumables. Lesley reminded the meeting that the NHS remains in a Level Four national emergency with respect to Covid-19, whilst managing the recovery programme to ensure staff and patient safety.

A video was played of the current patient experience journey, demonstrating changes in the way the Chelsea and Westminster Hospital environment is operating as a result of Covid-19 pandemic.

Video Link: <https://vimeo.com/422842220/68c062bce8>

<p><b>4.0</b></p>	<p><b>Presentation of Annual Accounts 2019/20</b></p> <p>The Acting Chief Financial Officer, Virginia Massaro, presented the Annual Accounts for the year ended 31 March 2020, signposting attendees to the Trust website for the full documents.  <a href="https://www.chelwest.nhs.uk/about-us/organisation/corporate-publications">https://www.chelwest.nhs.uk/about-us/organisation/corporate-publications</a></p> <p>Key points included:</p> <ul style="list-style-type: none"> <li>• £29.5m surplus;</li> <li>• Adjusted position on a control total basis was £10.4m surplus, which was in line with the plan for the year;</li> <li>• Cost Improvement Savings (CIPs) of £21.7m.were delivered;</li> <li>• Overall Use of Resources rating of 1;</li> <li>• The Trust had the property portfolio revalued which resulted in a benefit of £24.7m;</li> <li>• Received provider sustainability and marginal rate emergency funding of £17.8m;</li> <li>• £3.9m additional expenditure incurred due to Covid-19, which was reimbursed in full by NHS England/Improvement;</li> <li>• Underlying adjusted position for 2019/20 without exceptional and other non-recurrent income and expenditure was a deficit of £17m. Virginia noted that this has reduced from the £26.8m reported at last year’s Annual Members Meeting; and</li> <li>• £34.5m invested in capital programme; key items were: <ul style="list-style-type: none"> <li>○ NICU/ ICU critical care project – £13.1m</li> <li>○ Electronic Patient Record – £4.7m</li> <li>○ Updating medical equipment – £4.7m</li> <li>○ Estates backlog and routine maintenance – £2.8m</li> </ul> </li> </ul>
<p><b>5.0</b></p>	<p><b>External Audit Report</b></p> <p>Craig Wisdom, Deloitte LLP, outlined Auditor’s responsibilities and summarised the findings of Deloitte’s external audit of the Trust’s financial statements for the year ended 31 March 2020.</p> <p>Deloitte issued an unmodified audit opinion, with no reference to any matters in respect of the Trust’s arrangements to secure economy, efficiency and effectiveness in the use of resources. The full opinion on the financial statements can be found in the Annual Report, p.108. It was concluded that a clean audit opinion was reported to the Audit and Risk Committee, giving credit to the Trust for an engaged and well prepared audit process during Covid-19.</p> <p>It was noted that the Quality Report submission and publication has been deferred until later in the year in line with national guidance.</p>
<p><b>6.0</b></p>	<p><b>Report of the Council of Governors</b></p> <p>The Lead Governor, Simon Dyer, presented to the membership on behalf of the Council of Governors (COG).</p> <p>Simon explained the Foundation Trust is accountable to the local community, patients and staff, who all have the right to become Members. Trust Members play an active role in helping the Trust understand the views and needs of the populations it serves. Total Membership as at the end of March 2020 was 18,611. Members elect Governors, who in turn hold Board and Non-Executives Directors to account for the way they manage the hospitals.</p>

	<p>Simon noted the following highlights from 2019/20 were:</p> <ul style="list-style-type: none"> <li>• Governors led membership engagement plan;</li> <li>• Increased diversity within the governor body;</li> <li>• Identified a scope for recruitment of members from London Borough of Ealing, London Borough of Hounslow and London Borough of Richmond-upon-Thames, and membership among 16–21 year old;</li> <li>• Council of Governors elections results from November 2020 elections and Non-Executives Director appointments and reappointments announced.; and</li> <li>• Preparations underway for 2020/21 Council of Governors elections commencing in October.</li> </ul> <p>Simon concluded his presentation by congratulating those elected and re-elected to the Council of Governors at the November 2019 election. He welcomed the appointment of Non-Executive Directors Aman Dalvi and Ajay Mehta, as well as the re-appointment of the Trust Chairman Sir Thomas Hughes-Hallett.</p>
<p><b>7.0</b></p>	<p><b>Clinical/Engagement Presentations;</b>  <b><i>Elaine Manderson, Lead Nurse for Critical Care and Burns</i></b></p> <p>Elaine Manderson provided an overview of the work of Critical Care Team during 2019/20.</p> <p>Elaine was proud to share the 2019 Care Quality Commission inspection results – ‘Outstanding’ for the Chelsea Critical Care and ‘Good’ for the West Middlesex service, which aligned to the Ward Accreditation ratings for each unit.</p> <p>Highlights form the presentation included:</p> <ul style="list-style-type: none"> <li>• Expansion and redevelopment of hospital’s Intensive Care Unit to be able to treat more patients;</li> <li>• World class facilities developed using on scientific evidence, experience in art, design and healing;</li> <li>• The new environment will create more space, accommodation for families, bespoke lighting and privacy glazing, along with the latest sensor technology to monitor patients’ health, progress and environment;</li> <li>• The project was funded by the Trust and charity CW+, with thanks to generous donations;</li> <li>• Research and innovation projects helping all patients;</li> <li>• Investing in professional education and development;</li> <li>• Critical care capacity expanded nearly three times due to a surge of Covid-19 patients requiring intensive care; this was made possible by redeploying staff from other areas of the Trust to work in critical care; and</li> <li>• New ways of working.</li> </ul> <p>Elaine concluded her presentation by noting future plans for the development of both critical care units in order to create increased flexible clinical space to prepare for further Covid-19 challenges..</p>
<p><b>8.0</b></p>	<p><b>Questions and Answers</b></p> <p>The Chairman invited questions and comments.</p> <p>Seema Malhotra MP complemented the hospital and staff for the outstanding contributions to patient care during Covid-19 and recognised support from volunteers during this time. She queried how apprenticeships operate within the Trust, and if there was scope for greater use of these roles.</p>

Pippa Nightingale, Chief Nursing Officer, stated that the Trust champions the apprenticeship route into a career in healthcare, as it provides a flexible, work-based approach, combining university study and workplace learning to develop new knowledge and skills whilst completing an undergraduate degree. It enables employees to progress in a variety of clinical and non-clinical roles. Pippa reported that the Trust is about to launch the third cohort of nursing apprentices this week in to the organisation, and the Trust is collaborating with Hounslow on a job seekers project to support individuals in to entry level and experienced jobs. She reflected on the positive effects of additional support from volunteers to patients and the Trust during Covid-19, such as Project Wingman.

Ruth Cadbury MP expressed her gratitude to the hospital and staff for their hard work, dedication, and compassion to patients during such challenging times. Lesley stated the response to Covid-19 was successful due to well-coordinated efforts across the North West London health and care sector, supported by acute, community, primary care, mental health and local authorities.

In response to a question from a member about lessons learnt from Covid-19, Lesley recognised the importance of identifying learning from Covid-19 and noted the Trust has been engaging with health and care partners to share emerging thinking and lessons learnt, some of which include:

- Increase critical care capacity across the NWL sector to ensure that patients can access timely care in the event of a potential second wave of Covid-19;
- Develop Covid protected and Covid managed pathways in order to keep staff and patients safe, as it is not safe to provide everything everywhere;
- Increase the use of technology to reduce the need for patients to attend hospitals by developing virtual appointments;
- Coordinated support across the North West London health and care sector, in particular acute, community, primary care, mental health, local authority and educational partners;
- Redeployment of staff to work in clinical areas to meet critical care capacity surge; and
- Develop staff skills and knowledge in a range of clinical areas.

The Chairman concluded the meeting by saying, in addition to the above lessons learnt, the Trust is working with governors on making the hospital services, in both the physical and virtual environments, accessible to all patients, visitors and staff regardless of any disability. The Chairman noted that the Trust would increase focus on developing and using data to drive improvements during the upcoming year.

The Chairman closed the Annual Members Meeting and thanked everyone for attending.

The meeting closed at 16.05