

MINUTES OF THE 2022 ANNUAL MEMBERS MEETING
HELD AT 6PM ON WEDNESDAY 16 NOVEMBER 2022
VIA MICROSOFT TEAMS

Present:

Sir Richard Ibbotson	Chairman
Liz Davenport	Chief Executive
Dave Stacey	Deputy Chief Executive and Chief Finance Officer
Jean Thomas	Lead Governor
Eileen Engelmann	Chair - Membership Committee
Jacqueline Rees-Lees	Digital Futures Team
Nicholas Peres	Digital Futures Team
Dr Rowan Kerr-Liddell	Consultant Paediatrician
Dr James Dearden	Consultant Paediatrician

Foundation Trust members, Governors, staff members and members of the public (via MS Teams)

In attendance:

Mark Bartlett (Manager), Grant Thornton LLP

1. **Welcome and Apologies**

In welcoming those present, the Chairman explained the reason for the meeting being held virtually was due to the increasing number of Covid cases in the community and Trust. He also explained the reasons for the need to postpone the meeting from the planned date in September which were as a result of the delay in the laying of the Trust's annual report and accounts at Parliament due to the impact of the sad death of Queen Elizabeth II.

Apologies were received from Councillor J Hawkins.

2. **Lead Governor Report**

The Trust's Lead Governor, Jean Thomas, provided a briefing on the work of the Council of Governors during 2021/22. She highlighted the following:

- Thanks were expressed to Governors who had stood down from their role at the last elections. This included Lynne Hookings (Torbay), Carol Day (Teignmouth), and Mary Lewis (South Hams).
- Three public governors had joined the Trust in 2022, namely: David Cawley (South Hams), Peter Milford and Mark Tyrell-Smith (Torbay).

- During 2021/22 the Council of Governors continued to be affected by the Covid-19 pandemic, limiting the amount of engagement Governors could have with their members and service users. It also affected how the Governors could fulfil their statutory duty of holding the Trust's Non-Executive Directors to account for the performance of the Board.
- It had been acknowledged that there was a need to improve the induction process for new Governors and the Governor input to the Non-Executive Director appraisals process, and this would take effect in 2022/23.
- The role of the Governor Observer had been formalised in 2021/22, with Governors attending Board Sub-Committees and providing a written report which was circulated to all Governors.
- Other Governor activity during 2021/22 included: input to updating the Trust's Constitution including the establishment of a new 'Rest of the South West Peninsula' constituency input to the Trust's Quality Account; attendance at national Governors' conference; involvement in the recruitment of Non-Executive Directors; input as part of the Governors' Development Programme; and support as part of the Trust's PLACE assessments (Patient-Led Assessments of the Care Environment).
- Two new Non-Executive Directors were appointed in 2022, Richard Crompton and Siân Walker-McAllister.
- Looking to the future, the Council of Governors had put in place a development programme to improve the effectiveness of the Council and thanks were extended to Mark Tyrell-Smith who had led a significant part of this work.
- Finally, the Lead Governor stressed the importance of ensuring the views of members and the wider community were heard by the Trust and used to influence decision-making where appropriate. She thanked those joining the meeting for their time and interest in the NHS and suggested that if anyone wanted to support the Trust they should consider becoming a Governor.

3. **Digital Futures – Building a Digital Technologies Programme to Empower the Workforce**

Jacqueline Rees-Lees and Nicolas Peres from the Digital Futures Team gave a presentation on the work of the Team and how digital innovation was supporting and improving patient experience at the Trust.

The following was highlighted:

- The programme had enabled space to be created in the Trust's Horizon Centre to bring people together to test and understand technology in a way that was accessible and comfortable for them.
- A partnership approach been taken to ensure learning from all parties to create bespoke healthcare solutions for patient pathways.
- Funding had been obtained to support this work.

- Staff were able to visit the Horizon Centre to test the technology that was available and to consider how it could be used to improve patient experience and pathways.
- Ways of ensuring that learning was taken from different areas and shared included:
 - Digital media and design masters students – pair with medical students
 - Working on pre-planned projects or pathways
 - Translating and learning from each other's knowledge base
 - Advisory team – technologies, academics, clinicians and service users
 - Trainee deep dive sessions – technology exposure to the laboratory
- Different ways of engaging with teams was taking place including:
 - Deep dive sessions
 - Lunchtime drop-in sessions
 - Digital clinics
 - Loaning kit
 - Technology café sessions
 - Being open access
- Current projects included:
 - Health Education England HoloLens pilots for remote supported clinics
 - Augmented navigation for anxiety reduction for visitors
 - Enhancing rehabilitation using extended reality technologies to personalise the care space
 - Virtual collaboration spaces for designing future hospital environments
 - Mixed reality environments to enable community simulation training
 - Virtual Reality PPE training
- In addition VR had been used for patients on palliative care wards to support pain relief. This highlighted the work in using digital technologies to personalise care for service users.
- Currently the Digital Futures team were involved in the following:
 - NHSx national blueprint
 - National NHS Digital HoloLens pilot site
 - Health Education England exemplar site for new technology
 - Collaboration partner with Microsoft
 - PricewaterhouseCooper National Audit of Future Digital Healthcare Roles
 - Multiple publications released
 - Academic partnerships for digital health research projects, course and continuous professional development creation
- The team was also heavily involved in partnership with industry and local academic institutions.

4. Annual Report 2021/22 – Chief Executive

Liz Davenport, the Trust's Chief Executive, provided the meeting with an overview of the Trust's Annual Report for 2021/22. The following was highlighted:

- The year 2021/22 had been challenging for many reasons and the presentation would include the work taking place to tackle waiting lists, to look after the health and wellbeing of the Trust's population, and to provide the care to the Trust's population when and where it was needed.
- Gratitude was expressed for the Trust's compassionate and skilled staff; volunteers and fundraisers; members and governors; and partners.
- It was noted the Trust's staff were tired and worried about the impact of long waits for treatment on service users.
- Some statistics were provided for the year 2021/22 and these included: 2,092 babies had been born; 160,000 diagnostic tests undertaken; £500m operating budget; 110,000 outpatient appointments and 260,000 follow-up appointments; 65,900 emergency attendances; 331,839 day surgery cases; and 75,000 medicines dispensed on discharge from the hospital.
- Some background was provided on the work the Trust was undertaking to meet its defined priorities:
 - **What matters to you matters** – the Trust was focusing on what matters to people not just in terms of their treatment but also in terms of their lives, interests and whole self. This included:
 - Extending the Trust's HOPE (Help Overcoming Problems Effectively) programme and support for the South West regional programme
 - Courses for new parents and those living with long Covid
 - Expansion of the Health Connect coaching programme
 - Cancer services '5k Your Way'
 - New patient-led support group for head and neck cancer patients with Swallows Head and Neck Cancer Support
 - **Building healthy communities** – the Trust signed a memorandum of understanding to be an active partner in community wealth building. Along with Torbay Council, South Devon College, and the Torbay Development Authority the Trust had committed to use its financial powers more effectively to help benefit the local economy (spending more money with local companies where possible) and create new employment and training opportunities for people through regeneration projects.
 - Together with partner organisations including the Jatis Project, Steps Forward and social prescribers working in primary care, the Trust's Torbay drug and alcohol service had established a community group of people in recovery from substance use.

- The Trust's paediatric team had worked together to improve the hospital experience of children and young people who had neurodiversity or experienced emotional distress.
- **Thriving people** – The Trust wished to attract people who shared its passion and ambitions across all roles to give them the opportunity to develop and grow.
- The Trust reaffirmed its people promise and plan to support and care for its staff and refreshed staff awards to base them around the people promise. The People Awards launched on Valentine's Day following the closure of the Staff Heroes Awards in December 2021.
- The Trust became one of only two NHS organisations to be recognised with an award for supporting staff members who cared for someone outside of work.
- The Trust had gained the Carer Confident Employer, Level 2 'Accomplished' Award which demonstrated the high level of support available to the many staff members who, alongside their job, cared for a family member or friend with long term physical or mental ill health, disability, or had problems related to old age.
- The Trust had joined the disability confident initiative and was a disability committed employer. It was hoped to progress to level two disability confident status in 2022.
- Staff have told the Trust that they turned to each other in times of distress to support them, therefore wellbeing buddies had been established – over 160 people trained to support colleagues when they were in need.
- Stay conversations have been introduced to explore options that people might not have considered, test the art of the possible and challenge the Trust around what could be done to retain people.
- The Trust was only one of only 10 NHS Trusts (and the only one in the SW Region) to be a real world test and evaluation site for the NHS Clinical Entrepreneur program. This was a workforce development programme for clinical and non-clinical NHS staff and was the biggest entrepreneurial workforce development programme of its kind, aiming to provide the commercial skills, knowledge and experience needed to successfully develop and spread innovative solutions to the challenges facing the NHS for the benefit of patients, staff and the wider NHS.
- **Improving quality** - quality and safety of care sits at the heart of the Trust's work. Advancing new models of care and service delivery while focusing on quality improvement better enables the Trust to deliver better health and care for us. This work included:
 - The Trust was a national pilot centre for trialling the ground-breaking Microsoft.
 - HoloLens 2 and Dynamics 365 Remote Assist. The first pilot project was taking place at the Breast Care Unit supporting nurse-led dressing clinics. Clinical specialist nurses were able to send a high-resolution video feed

to consultants, in real time, to obtain immediate feedback and advice on a patient's needs.

- Torbay Charts was identified as best practice by the national Get It Right First team.
 - The Trust was one of only 14 trusts in England to be selected to take part in the internationally recognised Pathway to Excellence® accreditation programme. The global programme was a 'nursing excellence' framework, aiming to create a positive practice environment for nursing and midwifery staff that improves nurse satisfaction and retention.
 - The Trust had more than 10 team-based councils and a similar number of theme-based councils to focus on shared decision-making and quality improvement. One example of how the councils were making a difference was that, wherever possible, maternity staff were now offering follow-up care closer to home for women who had recently given birth.
 - A health care support worker council had been established, which was run by health care support workers, for health care support workers. One of their first projects focused on working with people who were new to care and the Trust's Education Team to codesign a meaningful induction to their role and the Trust.
 - The Trust was the first in the South West to open the PACE trial to treat prostate cancer patients. This involved the use of a new technique called SABR which uses advanced imaging technologies with sophisticated computer planning to safely deliver precisely targeted radiotherapy using fewer, higher doses of radiation. This means patients attend hospital for as few as five visits as opposed to many more over several weeks.
- **Creating partnerships** - towards the end of the year the Nightingale Hospital Exeter opened as an important resource to provide additional capacity for the NHS in Devon. Each month around 150 of the Trust's patients attended the Nightingale for CT scans and around 100 attend for MRI scans.
 - It is believed that the best way to care for people is by putting them at the centre and integrating services around them – as one of the very few providers of acute, community and adult social care services and as lead provider for Children and Family Health Devon and the Torbay's 0-19 Service, the Trust was particularly well positioned to drive forward further integration.
 - The Trust's Adult Social Care services in Torbay had seen more than a 60% rise in requests for support during the year and supported more than a thousand more people than in the previous year to receive short term reablement services to help them gain independence.
 - The Trust's urology service had been working at weekends and travelling out of the Trust's local area to reduce waiting times for our patients – using operating space at Ottery St Mary and Tiverton to provide the care that people need. For two weeks in early 2022, a mobile urology unit was brought onto site at Torbay

Hospital, performing more than 100 additional procedures including 51 prostate biopsies and 61 cystoscopies.

- Development of multi-complex care teams, not just drug and alcohol services, but working in partnership with statutory and voluntary sector organisations through an alliance and focused on a whole person approach including mental wellbeing, domestic violence, criminal justice and peer support.
- **Improving sustainability** - Building work started on the new Acute Medical Unit (AMU) at Torbay Hospital in March 2021 and had progressed well. The new unit was essential to reduce overcrowding in the Emergency Department and would make sure that patients received timely, high quality care, in the right place while providing significantly more assessment spaces. The AMU was due to open in later in 2022 as was the new health and wellbeing centre in Dartmouth.
- The Trust invested in new equipment for Torbay Pharmaceuticals to increase its production capacity and future-proof operations at its Paignton site.
- This year the Trust signed off its green plan, providing an excellent platform on which to grow commitment to sustainability, having over the past few years invested in high-efficiency LED lighting to reduce electricity demand, drastically cut emissions from volatile gases used for anaesthetics, made strides to reduce single use plastics in clinical settings, increased the amount of food sourced locally, supported staff to work remotely to reduce commuting and contributed to the NHS tree planting scheme.
- **Our award winners** - the innovation, dedication and excellence of the Trust's workforce had been recognised locally, regionally and nationally during our year:
 - Two community children's nurses from Children and Family Health Devon, Laura Ireland and Jo Broderick, and two nurses from community services, Stacey Tranter and Marcia Doherty, became Queen's Nurses.
 - Dr Rhoda Allison, Associate Director of Nursing and Professional Practice, was awarded an MBE in the Queens's new year's honours list for her services to physiotherapy while Dr Cathryn Edwards, consultant physician and gastroenterologist was awarded an OBE in the Queen's birthday honours.
 - Chantal Baker, Nursing and Midwifery Excellence Lead Nurse, received the silver Chief Nurse Officer's award from Ruth May, Chief Nursing Officer for England.
- **Listening and learning** - In order to enable the Trust to achieve its vision and purpose it was necessary to understand what matters to its people, what helps them to stay well and live well and what challenges they faced. This meant listening carefully and consistently, having effective systems and processes in place to capture people's views and voices and regularly sharing with them our opportunities, challenges and stories.
- During 2021/22 a new engagement and communications strategy was developed and ratified, which aimed to support meaningful conversations with the Trust's workforce and communities.

- The Trust began work with Healthwatch Devon and Torbay to improve how feedback was gathered and used from people who used the Trust's services and their carers, to make improvements to the care and experience provided by the Trust.
- The Trust had also been working with Dartmouth Town Council to support them to purchase the site of the former Dartmouth and Kingswear community hospital. This would ensure local people would benefit from any development of the site.
- **Our future** – The Trust would continue to develop and grow its people while supporting their wellbeing through its people plan and promise. More would be done to develop the local workforce, giving local people opportunities to work with the Trust and supporting our communities to thrive.
- **Our places - delivering care closer to home** – the Trust would continue to expand the range of services that can be delivered at home, in care homes or in community facilities both face-to-face and digitally enabled. The Trust's new Acute Medicine Unit at Torbay Hospital and new health and wellbeing centre in Dartmouth were both due to open shortly and the planning process was underway for a new health and wellbeing centre for Teignmouth.
- **Our pioneers** – The Trust would continue to fully explore how digital technology could better connect people together and improve people's lives including using augmented reality to enhance end of life care, encourage rehabilitation and enhance training and development.
- **Our partnerships** – the Trust had a large number of specialist services that were supported through effective partnerships across the hospitals in Devon for cancer, vascular surgery, sexual health services, plastic surgery and many more. This would be expanded to ensure that people had reliable access to the best specialist care, with reduced waiting times.
- **Our performance** – there would be a relentless focus on the improvement of quality. In partnership with GPs, the Trust will ensure that people rarely spend time in hospital beds. When people did need to come to hospital, urgent services would be delivered quickly and planned services would be available consistently. Following discharge, care would transition to expert teams providing rehabilitation and aftercare at home or in community settings.
- **Prevention** – the Trust's clinical services would pay more attention to the prevention of ill-health, with greater emphasis on digital support, advice and guidance to help people to manage their care. The Trust would help people lead lifestyles that promoted physical and emotional wellbeing. Since the new Treating Tobacco Dependency Service was launched in June, over 50 pregnant women and birthing people, had sought support for the service through their midwives – giving babies the best start in life and improving the health and wellbeing of mums
- **How you can help us help you** - the Trust was often get asked 'how can I help?'. There were lots of simple things people could do to help the Trust:

- Chose the right service for your needs – from self-care to community pharmacies, GPs to minor injury units, urgent treatment centres to emergency departments make sure you use the service that best fits your need
 - Get your COVID-19, flu and other vaccinations when they were offered.
 - If an appointment was no longer needed, let the Trust know so it can be offered to someone who does need it.
 - Be kind to others, including the Trust's very tired staff.
 - Give the Trust your understanding and patience if you are asked to wait.
- **Get involved** - there are lots of ways members and the public can stay informed about the Trust's work and talk to the Trust about the things that are important to you.
 - Involvement can be by:
 - signing up to become a member [visit the Trust's website]
 - following the Trust on social media [Facebook, Twitter, LinkedIn]
 - reading the Trust's monthly newsletter [Healthy Futures – available on the website]
 - checking the Trust's website for regular updates

5. Annual Accounts 2021/22 – Chief Finance Officer

Dave Stacy, Chief Finance Officer, provided an overview of the Trust's accounts for 2021/22, highlighting the following:

- It had been another challenging year.
- The Trust had ended the year with a surplus of £1.2m.
- £38m of capital expenditure had taken place.
- A cash balance of £39.3m had been realised at year end.
- Factors influencing the year end position included:
 - Continued disruption due to Covid.
 - Additional funding to support elective recovery.
 - A return to pre-Covid levels of demand.
 - Rising pressures out of hospital.
- For 2022/23 the following financial drivers were in place:
 - An expectation of significant efficiency and productivity gains.
 - Covid funding reduced by c70%.
 - Backlog reduction and performance recovery.
- Further detail was provided on the Trust's financial performance:

○ Income	£601.5m
○ Pay costs	£305.9m
○ Non-Pay costs	£286.4m
○ Finance costs	£ 7.4m
○ Other items	£ 0.6m

In closing the Chief Finance Officer placed on record his thanks to the Finance Team for their work over the last year to ensure the Trust had a successful audit.

6. External Auditor Report – Grant Thornton

Mark Bartlett, Grant Thornton, gave a presentation on the findings of the external audit for the year 2021/22. The following was highlighted:

- The report summarised the findings from the audit which included auditing the Trust's 2021/22 financial statements and assessing if the Trust had put in place proper arrangements to secure economic, efficiency and efficiency in its use of resources (value for money assessment)
- Opinion on the financial statements:
 - The audit was conducted in accordance with the National Audit Office (NAO) Code of Audit Practice, International Standards on Audits (UK and Ireland) and any other guidance issued by the NAO and NHSE/I.
 - The audit focused on key areas of risk
 - A materiality level of £8.35m was set, which represented 1.5% of the Trust's gross revenue
 - Significant risks identified were: management override of controls; improper revenue recognition; completeness of expenditure; and valuation of land and buildings.
 - Delays had been experienced in the provision of supporting information due to the Trust's reliance on key individuals to support the audit process.
- Audit outcomes:
 - Significant challenges had been experienced in obtaining responses from the external valuer resulting in the need to carry out alternative procedures to gain assurance on the value of asserts.
 - There was one unadjusted item (£353,000) relating to the balance of deferred income where evidence of performance obligations not being met was not available. This had been discussed and agreed by the Trust's Audit Committee.
 - A unmodified opinion on the accounts was issued.
 - Comments were also made on the Trust's Annual Report, including the Annual Governance Statement. It was concluded the final version met the requirements set out in the NHS Foundation Trust Annual Reporting Manual and was consistent with the audited financial statements.
- Value for Money assessment
 - One area of weakness was identified as part of the planning work in respect of financial sustainability due to the £32.7m deficit budget in the draft 2022/23 plan submission and the level of savings required to be achieved.
 - Following the audit work, no significant weaknesses had been found. Some improvement recommendations were made in terms of prioritisation and delivery of continuous improvement programmes; recruit to vacant posts in the Finance team; and a review of the Trust's Procurement Strategy.
- The following reports were issued during the year 2021/22: regular audit progress reports and sector updates; audit plan; interim and final audit findings; auditor's report; auditor's annual report on value for money arrangements; and audit certificate.

7. Chair of Membership Committee Report

Eileen Engelmann, Chair of the Membership Committee, gave a short presentation on the work of the Committee in 2021/22:

- The Committee met on a quarterly basis and aimed to improve member engagement; encourage diversity; and provide information to Trust members.
- The Committee recently refreshed its Membership Development Plan.
- A membership development plan on a page had been produced, which gave details of the Committee's focus:
 - Engagement with existing members
 - Focus on widening the diversity of the membership
 - Focus on broader membership based
 - Focus on variety in engagement
 - Focus on staff engagement
- A data cleanse exercise was held in 2021 where all of the Trust's members were contacted, either by email or letter, to ask them to update their details, and also provide demographic information, if they wished, or if they no longer wished to be members any more.
- The data cleanse letter was also used as an opportunity to inform members about the Trust's Building a Brighter Future aspirations.
- Like many other Committees, the Membership Committee had been impacted by Covid and had to meet virtually.
- A video was recently recorded to encourage service users and the wider public to become members of the Trust.
- Trust members received regular information from the Trust included the monthly Healthy Futures Magazine.
- During the reporting year a new constituency for the Trust had been established 'rest of the South West Peninsula' and the Committee would be working to ensure service users in that constituency were represented.
- In terms of membership numbers compared to population, South Hams was under represented and would be a focus for the Committee.
- The Committee also reviewed membership by age range, which showed that younger people were under-represented in the Trust's membership.

In closing the Chair of the Membership Committee encouraged service users and members of the public to join the Trust and, if interested, apply to become a Governor of the Trust.

8. Better Interventions for Young People

Dr Rowan Kerr-Liddell and Dr James Dearden, Consultant Paediatricians, joined the meeting to give a presentation on prevention work for young people.

The following was highlighted:

- The Covid pandemic had a significant impact on the mental health of young people.
- An impact of Covid at the Trust was the need to repurpose ward space including the designated paediatric outpatient departments.
- A paediatric outpatient ward had been developed in the Trust's McCullum Ward which had helped to improve the transition of care for unwell babies.
- The paediatric consultant rota had been revised to ensure on call consultants were available to cover emergency admissions; short stay assessment unit; and special care baby unit.
- Investment had been made in a new play area and artists would soon be painting new murals for wards.
- As a result of the pandemic there had been an increase in referrals for physical and mental health problems in young people, in particular eating disorders.
- To help support the work to improve the physical and mental health outcomes for young people, a new consultant post had been developed to support this area of work.
- Pre-pandemic the incidence of mental disorders in young people was around 1 in 9, since the pandemic this was now c 1 in 6.
- Eating disorder referrals had increased by 250%.
- Locally, a number of initiatives were taking place to improve the services for young people, including increased collaboration with the Child and Adolescent Mental Health Service; linking with clinicians across the south west peninsula to learn from each other; and the establishment of a clinical network.
- In addition, young people are being asked how the Trust should structure its services to best support them.
- The Trust was the first in Devon to launch an in-reach youth work programme.
- There was also a focus on training for staff to ensure they were equipped with the tools to support young people with mental health issues.
- The Trust also worked with external partners to support young people, such as charities and schools.

10. **Close of meeting**

In closing the meeting, the Chairman thanked everyone for their attendance, interest and support during a challenging period. He asked anyone who had any questions about the presentations to contact the Trust.