

## Meeting Minutes

The minutes from this meeting may become available to the public under the Freedom of Information Act 2000.

### Solent NHS Trust, Annual General Meeting (AGM)

Thursday 11<sup>th</sup> September 2014

6:30pm, Entertainments Hall, St James's Hospital, Portsmouth

#### Chair:

Alistair Stokes, (AMS) Chairman

#### Panel:

Sue Harriman, (SH) Chief Executive Officer  
 Michael Parr, (MP) Director of Finance & Performance  
 Tony Snell, (TS) Medical Director  
 Alex Whitfield, (AW) Chief Operating Officer  
 Ellen McNicholas, (EMc) Interim Chief Nurse  
 Robert Steele, (RS) Director of Infrastructure  
 Sarah Austin, (SA) Director of Strategy

#### In attendance:

Liz Bailey, (LB) Non-Executive Director  
 Jon Pittam, (BR) Non-Executive Director  
 Brad Roynon, (BR) Non-Executive Director  
 Rachel Cheal, (RC) Company Secretary  
 Mick Tutt, (MT) Non-Executive Director  
 Barry Neaves, (BN) Non-Executive Director  
 Simon Wernick, (SW) Lay Advisor  
 Jayne Willis, (JW) Corporate Support Manager

#### Apologies:

Julie Pennycook, (JPI) Director of Human Resources and Organisational Development

#### Governors in attendance:

Bob Blackman (BB)  
 Harry Hellier (HH)  
 Michael North (MN)  
 Sarah Osborne (SO)  
 Fran Williams (FW)  
 Elizabeth Fellows (EF)  
 Teresa Freeman (TF)  
 David Stephen Butler (DSB)

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| <b>1</b> | <p><b>Chairman's welcome and introduction to the Annual General Meeting</b><br/> <b>Minutes of the meeting of Solent NHS Trust Annual General Meeting held on 26 September 2013 and matters arising</b></p>                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.1      | <p>The Chairman, Dr Alistair Stokes (AMS), welcomed members of the public, governors and staff to Solent NHS Trust Annual General Meeting.<br/>                 The Chairman explained the format and theme of the meeting.<br/>                 The Chairman reported that the Annual Report and Accounts had been prepared as required by law, and approved by the Board in May 2014. The Annual Report and Accounts were formally presented for receipt at the Meeting.<br/>                 It was confirmed that copies of the formal accounts and annual report are available at the meeting for collection.</p> |

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| 1.2 | <p>The minutes of the last Annual General Meeting held on 26<sup>th</sup> September 2013 were approved as a correct record.<br/>There were no other matters arising.</p> <p>The Chairman welcomed Sue Harriman, the Trust's new Chief Executive to the meeting.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2.  | <p><b>Review of the Year – A presentation of the annual report and accounts</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 2.1 | <p>The Chief Executive reported on Solent's third year as an NHS Trust noting in particular the excellent Quality Accounts reported this year.</p> <p>The Chief Executive reported on the Trust's activity during the past year in ensuring quality of services, the election of the shadow Council of Governors, changes to the clinically led service structure and the continuation of improvements and investments in ICT.</p> <p>It was reported that the transformation of care for older people and the delivery of financial commitments and targets.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2.2 | <p><u>Quality Accounts</u></p> <p>The Chief Executive reported on quality priorities and targets that are monitored to ensure the delivery of quality commitment and provided a briefing of achievements to date.</p> <p>It was reported that safety, experience and effectiveness are to be the focused priorities for 14/15.</p> <p>Key examples were provided of Trust achievements throughout the year including successful patient led PLACE assessments that achieved good results, gold award attained by Sexual Health Services and significant improvements in falls prevention.</p> <p>The Chief Executive reported on further achievements made by the Trust including £12m of new business, improvements in staff morale as the Trust continues the journey to achieve Foundation Trust status and of the Trust being ranked 2<sup>nd</sup> nationally for research activity within the community setting.</p> <p>Challenges with service demands particularly associated with existing workforce were reported. The need to ensure that safety for patients is maintained at all times was noted.</p> <p>An award gained by the Trust due to the standard of actions undertaken following an incident at Baytrees was noted.</p> |
| 2.3 | <p><u>Financial Overview</u></p> <p>The Chief Executive provided an overview of the financial accounts for the year 2013-14 and it was confirmed that financial performance was in line with plans submitted to Trust Development Authority at the start of the year.</p> <p>It was acknowledged that it had been a difficult year for the front line staff who have continued to deliver a quality service to patients with less resources than they had previously.</p> <p>The Chief Executive confirmed that the statutory financial duties had been met and provided an overview within the presentation. An overview of income and spending breakdown was provided.</p> <p>It was explained that the achievement of surplus allows Solent to invest in significant projects and will allow an increase in flexibility on how money is used.</p>                                                                                                                                                                                                                                                                                                                                                                                          |
| 2.4 | <p>The Chief Executive emphasised the importance of identifying and reducing risks proactively.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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| 2.5       | <p><u>Challenges</u></p> <p>The Chief Executive reported on the current financial position and the need for ensuring financial resilience. It was confirmed that at month 4 the Trust has a year to date deficit of £4m, and that if spending continued at the same rate, the Trust will end the financial year £15 million overspent against a target of £2m surplus. It was stated that traction in reducing the deficit at month 05 has been achieved and that the Trust has implemented a Financial Recovery Plan, although a projected forecast of £5m deficit is anticipated.</p>                                                                                                                                                                                                                                                                                                                                             |
| 2.6       | <p><u>Opportunities</u></p> <p>The Chief Executive reported on the strong reputation of the Trust and the much needed services provided. It was reported that the financial situation is expected to be controlled as the Trust moves forward. The need to continue to improve on Trust activity and embrace change in technology was noted.</p> <p>The Chief Executive thanked stakeholders and Governors for their contribution over the last year and thanked staff who work tirelessly to deliver safe services.</p>                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>3.</b> | <b>The Shadow Governors' view</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 3.1       | <p>Michael North, Lead Governor provided a presentation on behalf of the Shadow Council of Governors and explained the role of a shadow governor pre Trust Foundation Trust status.</p> <p>The Lead Governor provided a briefing on governor activity during the past year including visits to services where the dedication of staff to provide good quality services was evident. The Lead Governor reported on working groups attended and shadow attendance at formal committees.</p> <p>It was reported that a meeting between governors and the CQC has been held where a positive endorsement of Solent NHS Trust was provided by governors.</p> <p>The Lead Governor reported that Governors have attended membership events for the Trust and communicate with members through the SHINE magazine.</p> <p>The Lead Governor emphasised his belief in Solent NHS Trust and thanked members for their continued support.</p> |
| <b>4.</b> | <b>Working together to provide even better care to elderly people</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 4.1       | <p>The Director of Strategy, Sarah Austin provided an outline of the Better Care Fund plans for the City and reported on the current provision of elderly care within the Portsmouth area including universal, social care and health care needs.</p> <p>A briefing was provided on work being undertaken to increase the quality of discharge planning and create a system to keep people at home to increase longer independent living.</p> <p>The Director of Strategy reported on the main projects in progress and the importance of a single care plan to ensure services are working from the same system.</p>                                                                                                                                                                                                                                                                                                               |
| 4.2       | <p>Suzanne Hogg and Mel Chawner Health and Social Care Partnership Lead for Adults Portsmouth provided a presentation on achievements to date and shared the care provided to two patients who received a range of different care pathways and the different outcomes as a result.</p> <p>Plans for the future were also shared.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| 5.  | <p><b>Q: What else should Solent do to keep our older population independent at home?</b><br/> <i>A facilitated debate by tables</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 5.1 | <p>Governor, Bob Blackman commented on difficulties in accessing services through GPs and the need to increase awareness of who provides treatment.</p> <p>The Director of Strategy explained that patients that require monitoring are identifiable and the Trust has the ability to provide support to people who require proactive care and earlier intervention. It was reported that part of the Better Care Fund Plan is to identify four demands within the City so consideration can be given on how services are shaped.</p>                                                                                                                                                                                                        |
| 6.2 | <p>A comment was made regarding the lack of funding due to Adult Social Care budgets being cut and the reliance of CCG funding as well as the expectation of an increase in old population figures and level of need required.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 6.3 | <p>The Lead Governor asked that if a patient is better cared for in their own environment, why money cannot be redistributed from acute hospitals to community services to better serve the public.</p> <p>The Director of Strategy explained the process of the Portsmouth Rehabilitation and Re-enablement Team who contribute to the speeding up of hospital discharge and reported on plans to introduce such a team in Hampshire to significantly improve the existing process in place which could potential free up money from acute trusts.</p>                                                                                                                                                                                      |
| 7.  | <p><b>Questions and answers to the panel</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 7.1 | <p><u>What did you do following your CQC inspection?</u> <i>Anonymous question submitted.</i><br/> Ellen McNicholas, Interim Chief Nurse responded by providing an update on actions completed as a consequence of issues raised by the CQC following inspections at the Kite Unit and Baytrees.</p> <p>It was reported that building work has been completed at the Kite Unit to create two rooms for women, however longer term options are being considered around bedroom en-suite facilities to avoid having to define beds by gender. It was confirmed that the first female patient has been admitted to the unit.</p> <p>The Interim Chief Nurse confirmed that all issues raised by the CQC have been addressed and dealt with.</p> |
| 7.2 | <p><u>If Solent is not viable as an FT due to the financial position, what is the likelihood of having to join with UHS FT or another existing FT?</u> <i>Anonymous question submitted.</i><br/> The Chairman reported that Solent NHS Trust provides safe and quality services which has been confirmed by the CQC following inspections. The Trust provides the overall delivery of health services and the importance of achieving the right financial position in order to secure a long term future for the organisation was noted.</p>                                                                                                                                                                                                 |
| 7.3 | <p><u>How can you improve services if you cut costs?</u> <i>Anonymous question submitted.</i><br/> The Chief Operating Officer Alex Whitfield reported that a lot of activity to improve quality and processes can save money. and of work being undertaken with partners to reduce duplication in care provision which will improve patient experience and save money.</p>                                                                                                                                                                                                                                                                                                                                                                  |

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| 7.4 | <p><u>Funding for MH care is recognised as desperately inadequate. What improvements can be made without funding particularly with the young and how can increasing deaths be avoided?</u></p> <p>The Chief Executive responded by reporting that there is a national recognition of under investment within Mental Health particularly with the young. The need for further negotiation with commissioners was acknowledged. The Chief Executive confirmed work being undertaken with partners in healthcare, local authority and the voluntary sector.</p> <p>The Chief Executive reported on past work with Southern Health to look at s136 accommodation that can provide a highly satisfactory and enhanced quality of service. The importance of recognising the national position was highlighted.</p>                                                                                         |
| 7.4 | <p>Regarding the patient story presented, Governor, Bob Blackman asked how much involvement the Mental Health Team had with the patient's care.</p> <p>The Director of Strategy explained the current integration with Adults and Older Persons Mental Health Team however it was acknowledged that there is more work to do to increase integration.</p> <p>Bob Blackman commented on the discontinuation of the Memory Clinic. The Medical Director Tony Snell reported that it was a commissioning decision to discontinue the service, however mental health can be appropriately managed by GPs. It was explained that following GP consultation and care pathways are in place depending on the severity of depression.</p>                                                                                                                                                                     |
| 7.5 | <p><u>What is the average waiting time for physiotherapy appointments after seeing a GP?</u></p> <p>The Medical Director reported that waiting times depend the service, the time of year and the triage process undertaken on the individual concerned. It was confirmed that the standard waiting time is currently to be seen within 18 weeks.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 7.6 | <p><u>It is said that many staff who use computers with the Windows XP operating system will perhaps need to re-learn Windows 7 or equivalent. Does the panel feel that this may be a real problem for staff?</u></p> <p>The Director of Infrastructure, Robert Steele confirmed that this is not expected to be an issue however the Trust is to consider investment in training provision when rolling out new programmes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 7.7 | <p><u>Trust report shows an 8% deterioration in staff related stress. Is this continuing?</u></p> <p>The Chief Operating Officer reported that staff stress levels are increasing nationally. It was reported that an annual staff survey is to be undertaken during October which will provide a more accurate position. Expectations are that the number will improve.</p> <p>The Chief Operating Office also reported that Solent NHS Trust has been reported in the HSJ as being in the top 100 best places to work in the health service.</p>                                                                                                                                                                                                                                                                                                                                                    |
|     | <p><u>Governor Bob Blackman commented on the difficulty in understanding the published annual accounts and asked how the Trust can save money if controlled by the Department of Health increasing building charges.</u></p> <p>The Chairman reported on a charging dispute with NHS Property Services during the last financial year and confirmed that all past issues have been agreed and negotiations are in progress going forward.</p> <p>The Director of Finance confirmed that there have been no rent increases this year and efficiencies are becoming evident going forward.</p> <p>Difficulties in understanding the accounts were acknowledged and it was agreed that in addition to the current format that is created as per Financial Reporting Standard requirements, an easy to understand summary is created for the benefit of governors and wider public. <b>Action: MP</b></p> |

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| 7.5       | <p>The Lead Governor commented on existing cashflow problems, in particular the amount of outstanding unpaid invoices for service provision and suggested that penalty clauses are introduced to encourage prompt payment.</p> <p>The Director of Finance reported that such a process is not used across the NHS nationally. It was noted that external organisations payment terms vary. Assurance was provided that cashflow is well managed.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7.6       | <p>A member of the public raised his concern regarding the lack of support experienced from Health providers regarding funding assistance with a local Tai Chi Group in Portsmouth that has the potential to provide additional treatment to patients particularly with regards to falls prevention.</p> <p>The Chief Executive responded that the Trust needs to link with such activities and suggested that the Director of Strategy and Chief Operating Officer make contact and consider options going forward.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 7.7       | <p><u>Will the deficit position impact on the FT application?</u></p> <p>The Chairman confirmed that the current financial position will affect the FT application however the Trust is expecting to breakeven by January / February 2015 at which time contact will be made with Monitor to consider when to resume progress on achieving FT status.</p> <p>The Chief Executive reported that the Trust has seen a reduction in contracts year on year and services have seen an increase in demand. Much work has been undertaken to redefine services. It was confirmed that Monitor understand the environment in which the Trust operates and will be looking at how problems are identified, understood and improvements made.</p> <p>The Director of Finance reported on the unprecedented change in terms of Estate and IT provision and the significant amount of reserve used to improve services for sustainable change in the future.</p> <p>No other business was discussed.</p> |
| <b>8.</b> | <b>Close</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 8.1       | The meeting was closed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

\*A copy of the presentations can be obtained via the website [www.solent.nhs.uk](http://www.solent.nhs.uk)

A list of public attendees at the meeting is available from the Company Secretary.