

# Annual General Meeting

MEETING  
3 October 2024 14:00 BST

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# Agenda

Location  
Ramada, Forgegate, Telford

Date  
3 Oct 2024

Time  
14:00 BST

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4.2	Dudley - Family Nurse Partnership	Laura Pritchard	14:20	-
4.3	IDT	Amber Bugler and Sharon Huckerby	14:30	-
4.4	Patient Safety Huddles - District Nursing Teams	Jayne Carter and Gareth Biggs	14:40	-
5	Chief Executive's Review of 2023/24	Chief Executive	14:50	-
6	Our 2023/24 Quality Account and look forward	Director of Nursing	15:20	-
7	Our 2023/24 Financial Performance and Annual Accounts	Director of Finance	15:35	-
8	Staff Recognition	Director of People	15:50	-
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## MINUTES OF THE ANNUAL GENERAL MEETING

### HELD AT SHREWSBURY TOWN FOOTBALL CLUB AND MS TEAMS

AT 2.00PM ON THURSDAY 5 OCTOBER 2023

#### PRESENT

##### Chair and Non-Executive Members

<b>Ms. Tina Long</b>	(Chair)
<b>Mr. Peter Featherstone</b>	(Non-Executive Director)
<b>Ms. Cathy Purt</b>	(Non-Executive Director)
<b>Mr. Harmesh Darbhanga</b>	(Non-Executive Director)
<b>Ms Alison Sargent</b>	(Non-Executive Director)

##### Non-Executive Attendees

<b>Ms. Jill Barker</b>	(Associate Non-Executive Director)
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##### Executive Members

<b>Ms. Patricia Davies</b>	(Chief Executive)
<b>Ms. Sarah Lloyd</b>	(Director of Finance, Digital and Estates)
<b>Ms. Claire Horsfield</b>	(Director of Operations and Chief AHP)
<b>Ms. Clair Hobbs</b>	(Director of Nursing, Clinical Delivery and Workforce)
<b>Ms. Shelley Ramtuhul</b>	(Company Secretary/Director of Governance)

##### In Attendance

<b>Mrs. Louise Tompson</b>	(Minute Taker)
<b>Mark Donovan and Volunteers</b>	

##### Staff, Partners and Members of the Public

Approximately 40, in person and via MS Teams

#### **1. Welcome and apologies**

On behalf of the Board Ms Long, Acting Chair welcomed all present to the AGM.

#### **2. Minutes of the AGM held on 28 November 2022**

The minutes of the last AGM were received and approved.

#### **3. Chair's introduction**

Reflecting on last year, Ms Long explained that the Trust's previous Chair retired in February 2023 and unfortunately could not be present at the meeting today. Nuala O'Kane had been Chair for a number of years, when she left, Ms Long said Ms O'Kane's style was unique and she would be missed greatly and this has been the case, she has been a hard act to follow.

Ms Long said that Ms Davies will be outlining the successes and challenges we had in 2022/23, it was a very busy year. We have been focused on continuing to recover from the pandemic, developing a whole range of new services to support many more people in their own homes, working with our partners, further develop integrated and joint working and continuing to deliver high quality care to the residents of Shropshire, Telford and Wrekin.

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Ms Long went on to thank all staff at the Trust for their commitment and compassion, whether they are in clinical roles or other roles, they are absolutely amazing.

Ms Long explained that the staff survey for 2022/23 had some difficult messages for the Board to hear, but it was very important that we heard about the things that staff valued. She said that the Trust had taken their views on board and hoped that at next year's AGM, we would be able to say you said you've told us what needed to change and this is what we did and this is what change we have done. She recognised another group of individuals whose contribution often goes unnoticed and that is of our volunteers and league of friends, colleagues who've worked tirelessly throughout the year making a real difference for patients. They do make a real difference to patients, so Ms Long wanted to publicly thank them for all that they do and for the difference that they make.

#### 4. Guest Speaker

Ms Long proceeded to welcome the volunteers and Mark Donovan as this year's guest speakers.

Mark Donovan, Patient Experience Lead spoke about how the Patient and Carer Volunteer Group has grown over the last 10 years and the current position of the group. He explained that a number of volunteers who have been with the group for a long time have recently stood down, there is a need for new members to carry on the good work of the group. He introduced the volunteers present at the AGM explaining some of the important work they have done and the impact they have had on the Trust. He introduced volunteer Jan and Martin who explained the 5 "ings" Representing, Challenging, Engaging, Observing, Listening. They explained how the volunteers work together with the Trust and how it makes a difference, describing some of the important work they have done including contributing to Trust committees. They celebrated the great achievements of the groups and the awards and recognition that the group have achieved and explained the various examples where the group is represented. They spoke about the various publications that the volunteer group have co produced, including: a guide to taking patient stories, Observe and Act, and various volunteer guides.

Looking to the future Mark explained how it is so important to continue the success of the volunteer group, to do this it will be important to recruit and retain along with supporting volunteers as their contribution to the Trust is vital.

A video was then shared with everyone joining the AGM, the video was a compilation of a number of patient stories that have been shared with the Board over the past year.

#### 5. Chief Executive's review of 2022/23

Ms Davies' presentation included an outline of who we are and the population we serve, the services we provide, a review of 2022/23, this year's (2023/24) priorities, and our Ambition.

In terms of the population we serve, the key facts were detailed:

- Population – 511,257
- 1,347 Sq miles
- The Trust employs approximately 1,600 people
- Spent £105.1m in delivering services
- Majority of care is delivered in peoples' homes but also delivered across 75 sites including 4 community hospitals.

Ms Davies described the broad range of services provided by ShropCom, across 5 key areas, including:

- Urgent Care & Specialist Services
- Adults
- Children and Families
- Vaccination Service

- Corporate / Support Services

Ms Davies thanked the staff for their commitment and compassion, she thanked corporate services and the important contribution of volunteers.

In relation to achievements and celebrations, Ms Davies highlighted some of these, including:

- CQC rating of good overall for its services
- Over 2000 patients through virtual ward
- Golden Ticket Awards
- Signing of the Armed Forces Covenant & Veteran Aware accreditation
- First cohort of international recruits
- Brighter Futures Network Events with children's services
- Several programmes of work including virtual ward and IDT pilot
- Covid vaccination services
- National awards

Ms Davies outlined the 2022/23 strategic priorities and highlighted some of the key achievements, including:

- Delivering the Covid Vaccination programme, the Trust has often been in the top 5 trusts in the country for this.
- Achieving planned financial targets, she praised all staff for working effectively and innovatively in relation to this.
- The Trust has been recognised for a number of national awards, including the Nursing Times and Health Service Journal.
- Partnerships with local authorities have continued to be developed in relation to addressing health inequalities. She explained that one example of this is the integrated discharge team, which is a partnership across all organizations including the local authorities but predominantly between ourselves and Shrewsbury and Telford Hospital Trust.

Ms Davies gave an overview of the ShropCom Staff Survey 2022 noting that there was a slight reduction in the number of staff who responded. The Trust performed well in a number of areas but saw a decline in some areas. One particular area was around satisfaction with pay and also the need for flexibility of roles and staff would like access to greater CPD. Ms Davies acknowledged that there have been a number of changes in structures and line managers and staff have felt confused about Trust priorities and who they could go to for support. Ms Davies explained that there has been a focus on this, this year. The Trust has carried out a number of different programs with staff to listen and to support in making positive improvements and improve communication with staff. Listening events with staff have commenced across our organization with positive feedback from these. We have developed our recognition and reward schemes and focused on our education and training. We have provided support to our new and younger leaders and first line management training and support around developing their staff. National pulse check surveys have shown improvements and that we are going in the right direction.

Ms Davies spoke about the Trust's key ambitions to focus on over the next 12 months:

To be a key system player within STW ICB and play our part in building strong communities where everyone thrives by:

- Building on what staff have told us to make ShropCom an employer of choice and great place to work;
- Empower our staff by expanding our workforce through skills enhancement and new ways or working with partners and communities;
- Embrace the role we play in the system as an anchor institution that provides employment opportunities for our local communities
- To be an 'integrator' of services and resources that 'wraps' around communities to support and empower, with particular regard to our rural communities.

- In doing so, be an innovator that provide excellent care at the heart of our communities

The strategic direction of the Trust has been developed collaboratively, Our Vision was developed with staff.

Looking forward to 2023/24, Ms Davies highlighted the key strategic objectives for this year:

- Caring for our Communities
- Looking after our people
- Managing our resources

Ms Davies explained these are an iteration of the objectives that we had last year and moved into this year.

Ms Davies spoke about the Trust's 2023/24 Priorities,

- Invest in our workforce – addressing existing gaps ensuring a compassionate and inclusive culture for all staff.
- Embed a culture of continuous quality improvement
- Tackle the problems of ill health, health inequalities and access to health care
- Restore and recover our services
- Build community care capacity
- Develop strong partnerships
- Maximise the potential of digital technologies
- Make the most effective use of our resources.

## 6. Our 2022/23 Quality Account and forward look

Ms Hobbs reflected on the previous year and reminded those present that the Trust published its 2022/23 Quality Account in June 2023. The Trust achieved 3 priorities for 2022/23:

- Priority 1: looking after our staff
- Priority 2: Patient safety and reducing avoidable harm
- Priority 3: Improving End of Life Experience

The Trust has demonstrated a significant amount of work undertaken to achieve the quality improvement priorities identified in 2022/23 of looking after our staff, patient safety and improving end of life care experiences. This has included;

- Supporting the Professional Nurse Advocate role
- Creating an Inclusive Workplace Culture
- Advocating a Just Culture when looking at how to improve when things go wrong
- Supporting improvements in patient safety and reducing harm to our patients with specific focus on pressure ulcers and falls
- Working with system partners as part of the review of end of life care

Ms Hobbs explained the four key priorities for 2023/24 are:

- Looking after our people
- Patient Engagement and Experience
- Digital Capability
- Patient Safety

Priority areas for 2023/24 focus on investing in the workforce and continuing to look after our people, strengthening patient engagement and understanding of patient experience, optimising digital innovations and implementing the national patient safety strategy.

## 7. Our 2022/23 financial performance and annual accounts

Ms Lloyd informed those present and for information, that the full set of annual accounts is published with the Trust's Annual Report which is published on the website.

In terms of the financial headlines, Ms Lloyd said the Trust has an excellent track record in terms of delivering our financial position and are very proud of this. Ms Lloyd was pleased to report that all of the targets have been delivered, as follows:

- Surplus
- Capital investment
- Efficiency
- Cash balance

She said it was important to note that External Audit, who independently review the Trust's accounts, and have given an unmodified opinion and they have also identified no weaknesses in our value for money arrangements.

Ms Lloyd provided an overview of the Trust's financial performance over the last year. She explained that the Trust's income totalled £105.97m with a total expenditure of £105.14m with a surplus of £0.833m. The income was received mainly from CCG Commissioners:

- NHS England - £16.2m
- Local Authorities - £7.4m
- NHS Providers - £1.6m
- Shropshire, Telford and Wrekin CCG - £75.5m
- Other - £5.3m

How we spent our income:

- Staff - £73.1m
- Expenditure on clinical supplies - £11.7m
- Costs of providing premises - £9.5m
- Services received from other NHS providers - £3.1m
- Other - £7.7m

Ms Lloyd spoke about the expenditure due to our response to Covid-19. We continued to incur additional costs to continue delivering safe, high-quality care as our part of our response Covid-19 pandemic.

- Hosting the Shropshire and Telford & Wrekin Covid-19 vaccination service
- additional staffing,
- out of hours GP support,
- technology to support remote working and virtual clinics,
- investment in social distancing measures.

Ms Lloyd noted that workforce costs totalled £73.1m of which agency spend was £4.67m and increase compared to 2021/22.

Referring to the Cost Improvement Programme, Ms Lloyd reported the Trust delivered savings in full. The Trust delivered nearly £1.57m of efficiencies. Efficiencies came from areas including; procurement, estates, travel, agency controls.

The Trust spent £2.5m on property, plant and equipment. We received and invested capital donations of £0.13m from the Whitchurch League of Friends to help fund an End-of-Life Suite at Whitchurch Hospital, for which we are very grateful. This was spent on:



- Refurbishment and upgrading our premises
- Medical and hospital equipment purchases
- Digital technology

Looking forward into 2023/24, Ms Lloyd acknowledged that it is another challenging year for the NHS as we recover from the pandemic and aim to increase activity and reduce waiting times. Nationally and locally, workforce availability is limited, and we are working hard to minimise the impact on our clinical priorities and financial targets. We are working closely with our partner organisations across Shropshire, Telford and Wrekin and beyond. Finances remain constrained but we continue to focus on improving the quality and safety of care across the system and creating a financially stable health economy.

### 8. Questions and answer session

One question was received via email from a member of the public in relation to the Trust making a robust commitment to working with rural communities to ensure that rural health needs are met. In response Ms Davies said that there is recognition in the annual plan that the areas covered by the Trust are 60% rural. Going forward we will be working with local commissioners around rural and urban health. The Trust has confirmed that one of our NEDs will become a rural health champion and there is also a recommendation that the ICB develops its strategy on rural health. Ms Davies went on to explain that managing our resources will be very important, particularly when we consider where our county is in relation to national funding. There is evidence to show that there are better outcomes when investment is made into community services. For every £1 spent in community or primary care we can see £14 return economically.

### 9. Conclusion

Ms Long thanked the Executives for their comprehensive contributions emphasised that it has been a very busy year. She thanked everyone for their contributions and thanked the staff for everything that they do, whose support is appreciated by the patients and community we serve.

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