

**ANNUAL MEMBERS' MEETING – 2015/16**

**The Harrogate and District NHS Foundation Trust Annual Members' Meeting  
held on Tuesday 13 September 2016 at 6:00 pm  
at the Cedar Court Hotel, Park Parade, Harrogate, HG1 5AH**

**Present**

<b>Governors</b>	
Pamela Allen, Public Governor / Deputy Chair of the Council of Governors	Clare Cressey, Staff Governor
Sally Blackburn, Public Governor	Emma Edgar, Staff Governor
Liz Dean, Public Governor	Dr Daniel Scott, Staff Governor
Tony Doveston, Public Governor	Cllr Bernard Bateman, Stakeholder Governor
Zoe Metcalfe, Public Governor	
Peter Pearson, Public Governor	Cllr Ivor Fox, Stakeholder Governor
Yvonne Campbell, Staff Governor	Joanne Parker, Stakeholder Governor

<b>In attendance</b>	
Sandra Dodson, Chairman	Neil McLean, Non-Executive Director
Dr Ros Tolcher, Chief Executive	Prof Sue Proctor, Non-Executive Director
Jonathan Coulter, Deputy Chief Executive / Finance Director	Chris Thompson, Non-Executive Director
Jill Foster, Chief Nurse	Lesley Webster, Non-Executive Director
Robert Harrison, Chief Operating Officer	Maureen Taylor, Non-Executive Director
Phillip Marshall, Director of Workforce & Organisational Development	Debbie Henderson, Company Secretary
Dr David Scullion, Medical Director	Angie Colvin, Corporate Affairs and Membership Manager

**Members in attendance:**

Gerald Andrews, Nigel Ayre, Barry Blake, Phillipa Bogle, Erica Cadbury, David Calvert, Linda Calvert, Richard Chillery, Amy Clarke, Cllr Jim Clarke, Kathy Clark, Adele Coulthard, Maggie

Cowman, Joanne Crewe, Simon Crossfield, Ertugrul Dalkiran, Cath Doman, Peter Edward Doyle, John Dudley, Richard Eastoe, Dr John Edwards, Matthew Evans, William Forshaw, Andrew Forsyth, Sue Foster, Joyce Griffith, Adrienne Guthrie, Dave Hall, Joanne Harrison, Alison Hurley, Deborah Jacobs, Sara Keogh, Carmen Lawn, Michael Lawn, Barbara Lyon, Christine Clayton, Rosemary Herbert, Jean Hopper, Victoria Pawlak, Judy Lennon, Rosemary Marsh, John Marshall, Herbert Masterson, Lorraine McDonald, Neil Munro, Jeremy Odle, Lynn Parsons, Anna Pearson, Angelo Phillips, Mrs M Pinder, Lynda Provins, Carol Rand, Emily Reid, John Reid, Joseph Reynolds, Elizabeth Ritchie, Sue Roberts, Lesley Simpson, Paul Simpson, Ann Valerie Smith, David Smith, Elizabeth Margaret Smith, Dr Chunda Sri-Chandana, Ruth Stockdale, Sue Symington, Ian Watling, Dr Chris Watson, Karen Weaver, Richard Webb, Andy Wilkinson, Dr Bruce Willoughby, Rev Dr Mervyn Willshaw and Steve Wright.

## 1. Welcome and Apologies for absence

The Chairman, Mrs Dodson, welcomed all attendees including Governors, staff, volunteers and partner organisations. She said that the Annual Members' Meeting was always an important opportunity to review what had happened during the year, but noted that the Trust would also be taking the opportunity to 'continue the journey' with members and to look at the future direction of the Trust and the health care system as a whole. Dr Tolcher, Chief Executive, Mr Coulter, Deputy Chief Executive/Finance Director and Ms Allen, Deputy Chair of Governors/Public Governor, would be supporting the meeting.

Mrs Dodson was also pleased to welcome panel members Dr Willoughby, Governing Body Member, Harrogate and Rural District Clinical Commissioning Group (HaRD CCG), and Mr Webb, Corporate Director, Health and Adult Services, North Yorkshire County Council to the meeting.

Apologies for absence had been received from: Andrew Alldred (Clinical Director), Michael Armitage (Public Governor), Cath Clelland (Public Governor), Tony Collins (St. Michael's Hospice), Sarah Crawshaw (Stakeholder Governor), Bridget Fletcher (Airedale NHS Foundation Trust), Dr Claire Hall (Deputy Medical Director), Dr Andy Harris (NHS Leeds South and East CCG), Jane Hedley (Public Governor), Helen Hirst (Vale of York CCG), Alison Hudson (Care Quality Commission), Cllr Andrew Jones MP (Harrogate Borough Council), Cllr Pat Jones (Public Governor), Suzanne Joyner (Darlington Borough Council), Karen Knapton (Care Quality Commission), Philip Lewer (Leeds South and East CCG), Sally Margerison (Staff Governor), Colin Martin (Tees, Esk and Wear Valley NHS Foundation Trust), Jordan McKie (Deputy Finance Director), Sir Robert Ogden, Carole Payne (Durham County Council), David Plews (Deputy Director of Partnerships and Innovation), Janet Probert (Hambleton Richmond and Whitby CCG), Joyce Purkis (Public Governor), Keith Ramsay (Vale of York CCG), Hazel Rhodes (member), Wallace Sampson (Harrogate Borough Council), Dr Matt Shepherd (Consultant in Emergency Medicine / Clinical Lead), Dr Sarah Sherliker (Consultant), Dr Gordon Sinclair (Leeds West CCG), Cllr Julian Smith MP

(North Yorkshire County Council), Dr Claire Taylor (Respiratory Consultant), Julie Walton (Care Quality Commission) Roger Watkins (member) and Dr Jim Woods (Stakeholder Governor).

## **2. Chairman's welcome, introduction and overview – Mrs Dodson, Chairman.**

Mrs Dodson extended a warm welcome to the meeting and noted that Mrs Angie Colvin would be taking photographs throughout the evening to be used as part of promotional material and on the website in future. Any members in attendance who did not wish their photograph to be used were asked to inform Mrs Colvin.

Mrs Dodson reflected on the highlights of the year and noted key successes and landmarks. 2015/16 had been a particularly successful year and the Trust had continued to progress towards achieving its vision to deliver 'excellence every time' underpinned by the Trust's core values of 'responsibility, respectful and passionate'.

Mrs Dodson noted that the Trust values were reflected in the outcome of the Care Quality Commission (CQC) inspection undertaken in February 2016, which had resulted in a 'Good' rating for the Trust overall and a rating of 'Outstanding' for the caring domain, demonstrating the dedication and commitment of staff trust wide in continuing to embrace the values, vision and culture of the Trust. Mrs Dodson referred to the Trust's mission to provide 'excellence every time' and emphasised the commitment of the Trust to strive for 'Outstanding' overall and address the gaps identified in the CQC report, particularly relating to the areas rated as 'requiring improvement' in the safety domain. Dr Tolcher would provide further detail on the report later in the meeting.

Mrs Dodson referred to the significant work during 2015/16 to expand the Trust's footprint into Leeds, Whitby, Scarborough, County Durham, Darlington, Middlesbrough, Yeadon and Wharfedale and took an opportunity to thank the commitment and dedication of the executive team, led by Dr Tolcher, who continued to ensure the local population have local services, a dedicated workforce, and a strong future, in extremely challenging fiscal times. Mrs Dodson also acknowledged the achievement of meeting performance targets, and continually raising the bar on quality, while preparing for an uncertain future.

Mrs Dodson took the opportunity to acknowledge the commitment of the Council of Governors who continued to play a vital role in the governance structure of the Trust. The Governors played an important role in ensuring the Trust delivered its strategic objectives by holding the Chairman and Non-Executive Directors to account for the performance of the Board.

Mrs Dodson thanked the Governors, led by Ms Allen, and acknowledged the contribution of Rev Dr Willshaw for undertaking the role prior to Ms Allen. Mrs Dodson acknowledged the significant work of the Governors in representing the views of their members and to ensure

the Board continued to deliver services in the best interests of the local population. Attendees were reminded of the forthcoming elections to the Council of Governors and were asked to contact Mrs Colvin for further information.

Finally, Mrs Dodson stated that the evening would provide an opportunity to look at one of the key strands of work which would help the Trust deliver high quality services, locally, within a continually challenging financial envelope. Mrs Dodson said that although progress towards fully embedding New Models of Care (NMC) would be challenging, the hard work and dedication of Trust staff, and commitment and leadership of the executive team, would provide the foundations of success. Attendees were thereby asked to join the Trust in its journey to improve, give feedback, and talk about how the system could continue to provide high quality services to local people.

### **3. Confirmation of Minutes of the Annual Members' Meeting 2014/15**

The minutes of the 2014/15 Annual Members' Meeting, held on 3 September 2015, had been presented as draft to the Council of Governors' meeting on 18 May 2016. Mrs Edgar, Staff Governor proposed their acceptance as a true record and Mrs Dean, Public Governor seconded the proposal. There were no objections.

Mrs Dodson reported that the Nominations Committee had met once during the year. Ms Allen would provide a further update on the business of the Nomination Committee later in the meeting.

Mrs Dodson also confirmed that there had been no changes to the Trust's Constitution affecting the role and remit of Governors.

Mrs Dodson then introduced the Deputy Chair of the Council of Governors, Ms Allen, to provide the Council of Governors' overview of the year.

### **4. Council of Governors' Overview of the Year – Ms Allen, Deputy Chair of Governors**

Ms Allen welcomed everyone to the meeting and began by providing an overview of the role of the Council of Governors, which was not to undertake the operational management of the Trust; but to provide a vital link to the wider community, work with the Board of Directors, and collectively hold them to account via the Chairman and Non-Executive Directors for their performance.

Ms Allen briefed attendees on the composition of the Council of Governors and made particular reference to the introduction of a 'Rest of England' position on the Council in response to the Trust's continued growth into the wider communities such as Leeds, County Durham, Darlington and Middlesbrough.

Ms Allen took an opportunity to congratulate newly elected and re-elected Governors Mrs Dean, Mr Doveston, Mrs Metcalfe, Dr Scott, Ms Cressey, and Mrs Campbell following the elections held in December 2015.

In terms of accountability, Ms Allen reaffirmed the responsibility of the Council of Governors to represent the interests of the membership and ensure these views were taken into account within the governance and decision making structure of the Trust. Ms Allen acknowledged the strong, effective and respectful relationship between the Board of Directors, Council of Governors, and members of staff, and emphasised the importance of building and maintaining relationships to ensure the three primary roles of the Council could be fulfilled: seeking assurance; statutory responsibilities; and membership engagement.

Ms Allen provided examples of activity undertaken by the Council of Governors during the year which included: attendance at various statutory and general meetings; Board to Board meetings to work with Directors on key issues; participation in Patient Safety Visits and Quality of Care Teams; attendance at the Patient Voice and Learning from Patient Experience Groups; ensuring the delivery of the membership engagement strategy; supporting the Trust's volunteer service, education liaison and work experience programmes; and contribution to the development of strategic and operational planning.

Examples of how the Council of Governors engaged with their membership and local communities included distribution of the Trust's Foundation News magazine and Chairman's newsletter to all members, invitations to attend Medicine for Members Events, Council of Governor meetings and the Annual Members' Meeting; and Staff Governor meetings with the Chairman and Chief Executive.

The Nomination Committee, a formally constituted sub-committee of the Council of Governors has responsibility for the appointment, re-appointment and removal of the Chairman and Non-Executive Directors (NEDs). Ms Allen confirmed that the Committee met once during the year to recommend the re-appointment of Mrs Dodson for a final year as Chairman, and Professor Proctor for a second term of office. Both recommendations were approved by the Council of Governors.

As part of the Council's responsibility for Chairman and NED appointments, the Council played a significant role in undertaking the annual appraisal process for the Chairman and NEDs. This process supports the Council's responsibility for seeking assurance and provided an opportunity for personal and professional growth for both the NEDs and the Council of Governors.

In terms of looking forward to 2016/17, Ms Allen provided a summary of the work plan and vision for the Council of Governors which included: the establishment of a Youth Forum, to engage with younger members in the community; strengthening the membership

engagement strategy; complete the process to appoint an External Auditor; complete the process to appoint a new Chairman to succeed Mrs Dodson when she stepped down from the role at the end of September 2017.

On behalf of the Council of Governors, Ms Allen took the opportunity to acknowledge and thank the contribution made by the Board of Directors, Dr Tolcher and Mrs Dodson who had continued to truly support and endorse the vision, mission, and values of the Trust.

Finally, Ms Allen noted her gratitude for the support provided to the Council of Governors to enable them to fulfil their role. She acknowledged that although the role required commitment and dedication above and beyond the statutory requirements, the personal benefit of being a Governor had been invaluable in understanding one of the key institutions of the UK.

Mrs Dodson thanked Ms Allen for her presentation and introduced a film, available to watch on 'You Tube' at <https://www.youtube.com/watch?v=7HxCtp7Z2Lo> outlining the benefits of NHS Foundation Trust membership and being a Governor.

## **5. 'What matters to you.....continuing the journey' – Dr Tolcher, Chief Executive**

Mrs Dodson introduced Dr Tolcher to present the highlights from 2015/16 and a preview of the year ahead.

Dr Tolcher thanked everyone for taking the time to attend the meeting. She reminded attendees of the 2014/15 Annual Members' Meeting at which the importance of listening to the people who rely on the Trust's services was acknowledged, along with the importance of working closely with colleagues from Primary Care, Local Authorities and Commissioners. As a result, the Trust and its partners had taken the journey forward over the last 12 months in the development of New Care Models.

Dr Tolcher referred to another successful year for the Trust in the context of an incredibly challenging picture nationally, and noted that the Annual Members' Meeting would reflect these challenges by welcoming colleagues from the Local Authorities and Commissioners to respond to questions and engage in discussion regarding the developments in New Care Models.

Dr Tolcher reminded attendees that Harrogate and District NHS Foundation Trust (HDFT) was not only a District General Hospital, but also provided community services across County Durham, Darlington and Middlesbrough and North Yorkshire, and noted that HDFT was one of the largest providers of universal Children's Services nationally.

Dr Tolcher referred to the highly publicised state of NHS finances over the last 12 months, and suggestions about the prudence or otherwise of NHS spending. As Accountable Officer,

she referred to her responsibility for ensuring that the care provided by the Trust remained safe, effective, responsive, caring and well-led. In terms of finances and use of resources, Dr Tolcher provided comparative information of the Trust's cost profile, and confirmed that overall, the Trust delivered good value for money and costs per service were typically at, or below, the average. Dr Tolcher emphasised the importance of this in terms of being able to deliver more care from the funds available.

Dr Tolcher reminded everyone of the Trust's vision to 'deliver excellence every time' and the three top level objectives which the Trust committed to achieve over the longer term to: deliver consistently high quality services; work with partners to implement New Care Models; and manage finances prudently and win new business.

In terms of performance during 2015/16, the Trust performed well across all of the NHS constitution national standards in year with 95.6% of patients being seen and treated within 4 hours in the Emergency Department. This Trust also saw a reduction in mortality rates and achieved performance of 97% linked to the safety thermometer to deliver harm free care, as well as a reduction in hospital acquired pressure ulcers and falls causing harm.

Dr Tolcher provided assurance with regard to the continued achievement of the Trust's top strategic priority to drive up quality by sharing a summary of the outcome of the CQC inspection undertaken in February 2016. The inspection focused on five key domains: safe; effective; caring; responsive; and well-led. Dr Tolcher confirmed that the Trust received an overall rating of 'Good' and four areas received 'Outstanding' ratings: community health services for adults; community health dental services; outpatients and diagnostic imaging; and critical care. The Trust also received an 'Outstanding' rating for the caring domain overall.

Dr Tolcher noted that the Trust received a 'Requires Improvement' rating for the safety domain overall, and reassured attendees that although this did not reflect unsafe practice, the issues highlighted for improvement were known to the Trust, and steps had been taken to address the issues highlighted in the report.

In terms of comparison, Dr Tolcher stated that only 30% of NHS Trusts and NHS Foundation Trusts in the country had received a 'Good' or 'Outstanding' rating.

Dr Tolcher referred to other successes reported during the year including: the visit by His Royal Highness Prince Charles and Camilla, Duchess of Cornwall to the Sir Robert Ogden MacMillan Centre; the purchase of a mobile MRI scanner to enable diagnostic testing to be more accessible; the Food for Life Bronze Award from the Soil Association for using locally sourced ingredients resulting in reduced costs and healthier options for patients, the public and staff; and the new mural and refurbishment undertaken at the Child Development Centre in Northallerton.

Finally, Dr Tolcher reminded attendees of the Annual Members' Meeting theme for 2014/15 and the feedback given on 'what matters most' and the Trust's plans to transform health care to enable care to be delivered closer to home and support people in their homes. The aim of the work was to remove the reliance on hospital beds and to ensure more people stay healthier and independent for longer, with choice and control over their lives whilst reducing costs across the system to ensure sustainable care in the future.

Rather than presenting a detailed update via PowerPoint, Dr Tolcher introduced a film of patients and staff telling their stories and experiences of receiving treatment, or delivering care, under the New Care Model to integrate and improve care, piloted in Knaresborough, Boroughbridge and Green Hammerton

### Panel Discussion

Mrs Dodson thanked Dr Tolcher for her detailed presentation and for the emotive and moving film. Mrs Dodson acknowledged how powerful it had been to listen to the patients and staff, and moved to an opportunity for attendees to engage further by considering via interactive table discussions the following two questions:

- How confident are you that care can be delivered safely and successfully closer to home?
- Do you believe that encouraging and supporting people to take control of their health and wellbeing is an important element of our New Care Model?

Following the interactive table discussion, Mrs Dodson introduced the Question and Answer Panel comprising of Mrs Dodson, Dr Tolcher, Dr Willoughby and Mr Webb.

### **A member asked how much the New Care Model cost and how many people had benefited from its introduction over the last 12 months**

Dr Tolcher provided an overview of the New Care Model, also known as the 'Vanguard Programme' whose membership comprised of HDFT, Local Authorities and other healthcare providers, including GPs, and commissioners. National funding had been available to pump prime the concept initially, with funding being invested in new posts, leadership development, organisational development, and information technology. The initial funding allowed the team to test if the new model would work. There was a circa £3.5m extra non-recurrent funding for the New Care Model this year,, as well as the existing contract of £11.5m for all community services. Dr Tolcher confirmed that the non-recurrent funding from 2015/16 would not be available in 2017/18.

Dr Willoughby referred to the multi-disciplinary approach to care under the new model, referenced in the patient and staff film shown earlier in the meeting. Multi-disciplinary meetings took place on a weekly basis to discuss the care and treatment of between 10 and

30 patients per week. The current case load of the Community Care Teams was approximately 600 patients.

**A member asked how funding would be provided to sustain the New Care Model in the future.**

Mr Webb acknowledged the significant challenge faced by the partners to secure funding to continue to develop the service over the longer term. He emphasised the importance of a pilot approach to enable areas of priority to be identified, and introduce change, and associated funding requirements in a step by step way.

**A member referred to the film, and asked if consideration had been given to the levels of social isolation prevalent in the country at the moment.**

Dr Willoughby agreed that it was important that the New Care Model's work didn't only involve multi-disciplinary teams linked to Primary Care, but also recognised other agencies, such as Social Care which supported programmes linked to health prevention and social isolation. It was also important to recognise the funding requirements needed to support these programmes i.e., supporting communities to help people overcome isolation and loneliness, and making steps to connect people in their communities. It was also acknowledged that loneliness was in the eye of the beholder and was very different for everyone. The NHS investment in social prescribing would be fundamental to support people to regain their confidence.

**Mrs Edgar asked members of the Panel 'what keeps you awake at night about the programme'.**

Dr Willoughby suggested that time pressures to deliver the programme and NHS financial pressures were his concern, and the ability to balance these pressures with ensuring successful delivery in the longer term.

Dr Tolcher stated that truly excellent healthcare could only be delivered through a truly excellent workforce, and her concern would be sustainability of the current workforce who provided excellent care by going above and beyond for the services every day. She emphasised the importance of doing everything possible to protect and support the workforce.

Mr Webb also noted the challenges in the UK relating to a need for a sustainable care market including residential and nursing homes.

Mrs Dodson thanked the Panel members for their time, and the attendees for their insightful questions. Mrs Dodson also acknowledged the time pressures of meetings and confirmed

that members of the Panel would be available at the end of the meeting should anyone have any further questions.

## **6. Harrogate and District NHS Foundation Trust Annual Report and Accounts 2015/16 – Mr Coulter, Deputy Chief Executive and Finance Director**

Mr Coulter thanked everyone for attending the meeting and noted that copies of the Annual Report and Accounts for 2015/16 had been made available to all members attending, and were also available on the Trust's website at <https://www.hdft.nhs.uk/about/trust/statutory-info/>.

Mr Coulter provided an overview of the Trust's financial performance during 2015/16 and reminded attendees of the Board's responsibility to manage Trust resources effectively. Mr Coulter confirmed that the Trust achieved a break-even position at 31 March 2016, despite the Trust's plan to achieve a modest operating surplus. The Trust had a cash balance of £5.5m at 31 March 2016, £2.2m behind plan, and achieved a Financial Sustainability Risk Rating of 3 at the end of 2015/16. Financial risk is assessed on a scale of 1 (high risk) to 4 (low risk).

Mr Coulter confirmed that the Trust invested £11.9m during 2015/16 as part of the Trust's capital programme, and referred to the significant schemes including the carbon energy scheme, mobile MRI scanner and schemes involving equipment replacement, IT replacement and environmental improvements.

Mr Coulter confirmed KPMG's, the Trust's External Auditor's, unqualified opinion on the Trust's accounts, detailed in their independent opinion to the Council of Governors which confirmed that the financial statements gave a true and fair view of the state of the Trust's affairs as at 31 March 2016, and they had been satisfied that the Annual Report was consistent with the detailed financial accounts.

With regard to Charitable Funds, Mr Coulter confirmed that the Board of Directors also act as Corporate Trustees for the Trust's charity, Harrogate Hospital and Community Charity. The Charity had a total value of £1.76m thanks to the generous donations received from the local community. Mr Coulter confirmed that KPMG had audited the charity accounts which had received a clean opinion.

One of the requirements of the Trust's Annual Report was the inclusion of a Quality Account, which was a report on the quality of services provided by the Trust and an overview of progress toward achieving the quality priorities set by the Board and the Trust's stakeholders at the beginning of each year. Mr Coulter encouraged everyone to read the Quality Account which also included actions to be undertaken to improve services further. The Trust's External Auditors were also required to provide external assurance on the production of the

Quality Account and confirmed a clean (limited assurance) opinion on the content of the Trust's Quality Account.

In terms of final thoughts, Mr Coulter reiterated that due to the significant fiscal challenges within the NHS, the Trust continued to be mindful of avoiding complacency, despite the 2015/16 performance demonstrating efficiency and value for money. Mr Coulter encouraged everyone to continue to support and value the NHS both nationally and locally, and ensure a consistent focus on sustainability and affiliation between the public, members of staff and the NHS as a whole.

**A member referred to historical financial challenges in the public sector and the tendency for training needs and routine maintenance to be overlooked. At a recent meeting, a discussion took place on lack of funding available relating to maintenance services i.e., replacement chairs etc., and the member requested assurance regarding the allocation of financial support in regard to maintenance issues.**

Mr Coulter confirmed that the use of Charitable Funds was for the benefit of the Trust, therefore the spending of donations, unless donated for a particular service, could be determined by the Corporate Trustees. In terms of assurance regarding the use of Charitable Funds for routine maintenance, Mr Coulter confirmed that the Carbon Energy Fund Scheme delivered savings of approximately £150k which were re-invested in estates staffing. With regard to chairs, a rolling programme of chair replacement was in place. In summary, Mr Coulter acknowledged that although financial prudence was required, the Trust recognised the importance of, and the need to invest in, routine maintenance.

**Councillor Ivor Fox asked if the £9m loan was fixed and if so, for how long.**

Mr Coulter confirmed that the £9m was one of four loans which varied in terms of lifetime, but provided assurance that prior to the approval of any business case to enter into a loan agreement; the Board would require assurance in terms of the benefits, including the lifetime of the loan.

**A member asked do Junior Doctors get paid when undertaking industrial action.**

Mrs Dodson confirmed that Junior Doctors do not get paid when undertaking industrial action.

Dr Tolcher took an opportunity to feedback following the interactive discussions and consideration of the two questions referred to earlier in the meeting. In response to the question *'do you believe that encouraging and supporting people to take control of their health and wellbeing is an important element of our New Care Model?'*, Dr Tolcher fed back a resounding 'yes'. Additional comments included: the importance of taking responsibility for a holistic approach; ensuring the information would be accessible; and ensuring every contact counts to educate people around prevention and self-care.

With regard to the question *'how confident are you that care can be delivered safely and successfully closer to home?'*, Dr Tolcher fed back a range of responses particularly relating to: a need to provide assurance on the safety of the new model; longevity of arrangements; financial challenges to sustaining the model; accessibility for people living outside of the Harrogate area; ensuring the right skills, competencies and supervision are in place to deliver care in the right way; ensuring the right number of beds; and ensuring the right equipment would be in place.

Dr Tolcher thanked members for their lively and enthusiastic participation and engagement. She particularly thanked everyone for giving up their time to attend and providing valuable feedback, which would be incorporated into future planning for New Care Models.

## **7. Listening to your feedback – ‘the journey continues.....’**

Mrs Dodson thanked the Governors, members of the public, volunteers, commissioning colleagues and Local Authority colleagues and members of the Board for attending and engaging on all issues, particularly the discussion on New Care Models, and the dedication to driving care forward in the fiscally challenged world.

Mrs Dodson closed the meeting at 8.05pm.