

**Annual Members' Meeting**  
**held on Monday, 5 December 2022 at 5.30pm**  
**The Pavilions of Harrogate, Great Yorkshire Showground, Harrogate, HG2 8NZ**

**Present**

Sarah Armstrong, Chair  
Jonathan Coulter, Chief Executive Officer  
Jackie Andrews, Medical Director  
Mark Chamberlain, Chairman, Harrogate Integrated Facilities (HIF)  
Donald Coverdale, Public Governor  
Martin Dennys, Public Governor  
Tony Doveston, Public Governor  
Mike Dunn, Public Governor  
Kathy Gargan, Public Governor  
Angie Gillett, Managing Director, HIF  
Suzanne Lamb, Head of Children's Safeguarding/Head of Nursing  
Jackie Lincoln, Public Governor  
Natalie Lyth, Clinical Director, Community and Children's Directorate  
Kathy McClune, Staff Governor  
Jordan McKie, Deputy Director of Finance  
Russell Nightingale, Chief Operating Officer  
Emma Nunez, Executive Director of Nursing, Midwifery and Allied Health Professionals  
Richard Owen-Hughes, Public Governor  
Andy Papworth, Non-Executive Director  
Laura Robson, Non-Executive Director  
Wallace Sampson, Non-Executive Director  
Kate Southgate, Company Secretary  
Richard Stiff, Non-Executive Director  
Rick Sweeney, Public Governor  
Steve Treece, Public Governor  
Angela Wilkinson, Director of Workforce and Organisational Development  
Stuart Wilson, Staff Governor  
Twenty-three members of the public

**Apologies**

Sue Eddleston, Public Governor  
Clare Illingworth, Stakeholder Governor & Lead Governor  
Ian Barlow, Public Governor  
Jeremy Cross, Non-Executive Director

**AMM/12/2022/1      Welcome and introductions**

The Chair, Sarah Armstrong welcomed all everyone to the Annual members' Meeting. She especially welcomed all the members present in person and those that would be joining via You Tube link. She also informed the meeting that all the Executives were present and ready to answer any questions that the members needed answered.

The Chair also acknowledged that presence of Non-Executive Directors and the Trust's fantastic Governors who volunteer their services and are the eyes and ears for the communities. She also acknowledged the HIF team comprising of the HIF Board Chair and the Managing Director. She expressed that as a collective, we all work together with a sharp focus on service that is effective for our users. She highlighted that there is no hierarchy as we are all important. She stated that regardless of our roles, we are all important in providing the best care to our clients.

Sarah highlighted that this was an opportunity for all the parties to talk about care. Even after the Annual Members Meeting, The Trust is willing to have more interaction with members if they are up for it. She stated that even if the agenda had been crammed, there will be room to take all the questions that the members have.

The Chair referred the members to the minutes and requested that if they had comments, they could bring them up before the end of the session.

Finally, the Chair thanked the members of the Trust for their continued encouragement and support.

**AMM/012/2022/2      Minutes of the previous Annual Members' Meeting held on 6 September 2021**

The minutes of the previous Annual Members' Meeting held on 06 September 2021 would be approved by the Council of Governors and would be made available on the Trust's website.

The minutes from the Council of Governors were noted.

**AMM/12/2022/3      Presentation – Council of Governors – Lead Governor's Report**

Steve Treece, Governor, presented the Lead Governor's Report on behalf of Clare Illingworth who had tendered her apology for the meeting. In his presentation, Steve Treece highlighted that the geographical reach of the Trust has grown and now stretches further south to include West Yorkshire (Wakefield) with the 0-19 Services. This also includes outreach clinics at different locations with the region including Wetherby Primary care Centre, Yeadon Health Centre, Wharfedale General Hospital, Alwoodley Medical Centre and Selby Urgent treatment Centre.

He highlighted that during the period in question, 2021/22, the Trust had 15 elected Governors, 13 public Governors elected by public members with 1 vacancy, 2 Staff Governors elected by staff members with 3 vacancies and 6 Stakeholder nominated Governors. The Chairman introduced Suzanne Lamb, Head of Children's Safeguarding and Head of Nursing.

He also expressed a huge thank you to and bade farewell to Governors who had left the Trust during this period.

Steve also highlighted the importance of Governors and emphasised their role in representing the interests of the members and the wider public and the role of holding the Non-Executive Directors to account for the performance of the board. He reported that the Council of Governor activities had started taking place face to face as scheduled and plans were underway to resume member events.

**AMM/12/2022/4. Presentation – CEO’s Overview**

The CEO, Jonathan Coulter welcomed all the members present and acknowledged their efforts and taking time out to be part of this meeting. He went on to mention that a lot had happened in the period in question and to date.

He further highlighted that the Children’s Public Health (0-19) Service was very active operating in 9 local authorities in the North East and Yorkshire. It total, the Trust was looking after 500,000 children which is the largest service in England. Employing over 5000 colleagues, although classified as a small Trust, we are actually a large with a huge impact.

Jonathan Coulter reported that Covid has made a huge difference in how care is provided. There has been a marked increase in backlogs, changing working patterns and different ways of providing health care including community hospitals.

He also reported that there approximately 25,000 people on the waiting list. The plan was to reduce the waiting period and he could safely say that there was no one waiting longer than 2 years. He acknowledged that an increase in time spent in hospital, largely due to capacity constraints in the community, reflects the urgent care pressures being experienced by the NHS currently.

He highlighted that the Hospital continued to deliver on its key mandated contracts across our wide geography and this extended over the last 18 months. Safeguarding demand increased significantly following Covid, more than doubling in a number of areas.

Jonathan also mentioned that the Trust’s capital investment initiatives were HDFT’s biggest ever investments and focused on a better, greener environment for our patients and staff. He ended by saying that our communities have been supportive, our charity has been fantastic and our colleagues have been wonderful.

The Chair thanked Jonathan Coulter for his presentation.

The Chair welcomed Jordan McKie, Acting Finance Director, to present the Annual report/Accounts for 2021/22.

**AMM/12/2021/5 Presentation – Annual report/Accounts for 2021/22 and Future plans**

Jordan McKie started off by highlighting last year’s major focuses. He stated that the challenge last year was different. It was about productivity and improving efficiencies. During the year in question, the Trust has lived within its resources with significant capital investments. He reported that Covid expenditure continued to be a large portion of our total expenditure.

He reported the Trust replaced aging equipment such as laptops and spent £10 million responding to Covid and approximately £4 million was derived efficiencies and savings, however inflationary pressures continue to cause pressure on the bottom-line.

He further reported that in line with the Trust's KITE values, the Trust had about 480 colleagues receiving cost of living support and the Trust continues to be a living-wage employer. He highlighted that the Trust needed to reduce its agency spend and if we reduce our agency spend to 2019/20 figures, we could be heading towards improvement.

Jordan McKie reported that External audit have issued an unqualified opinion ***“The accounts give a true and fair view of the financial performance and position of the Trust.”*** They are satisfied that our Annual Report is consistent with the detailed financial accounts.

He summed up by saying that the plan for the future is to ensure that the Trust operates within its resources and continues to manage the inflationary challenges.

The Chair thanked Jordan McKie for his update and introduced the CEO and Jackie Andrews to present the Trust Strategy.

#### **AMM/12/2022/6                      Presentation – Trust Strategy for 2022 and Beyond**

Jonathan Coulter started by reflecting on the last 15 years of the Trust's existence. He shared that 15 years ago we were a District Hospital and to date the reach has expanded to North Leeds in order to ensure that we were clinically sustainable by spreading our overheads over a wider area.

He reported that the development of the Trust Strategy was a result of wide stakeholder engagement including a public survey with over 150 responses, a staff survey with over 500 responses and over 40 interviews with external and internal stakeholders.

He shared that in line with the Trust values, the 'how' was more important than the 'what'. He emphasised that kindness was the most important value and that success in executing the strategy would not be for HDFT alone.

At this point, he handed over to Jackie Andrews to present on the plans within the clinical services.

Jackie Andrews reported that the Trust had developed new clinical services. She reported that the Trust has set a number of quality priorities which will be scrutinised by the Quality Committee. The strategy is based on what we want as our clinical ambitions and this was a result of lots of engagement with all our stakeholders to determine what we ought to prioritise. She reported that the aim is to become a high quality District Hospital.

She shared that the Trust was still plagued by workforce challenges and the Trust is working on how to attract the best clinicians. She also shared that the Trust had received funding for implementing the electronic Patient Record system. This is a state of the art system that will allow better integration of patient records. The ultimate ambition is to provide the best possible care by providing an environment that promotes patient and staff wellbeing.

The Chair thanked both Jonathan and Jackie for their detailed presentations. She introduced Mark Chamberlain, Chair HIF Board, to provide the Harrogate Integrated Facilities Update.

**AMM/12/2022/7      Presentation – Harrogate Integrated Facilities Update**

Mark Chamberlain proceeded to introduce HIF. He stated that HIF was established November 2017 and became operational from 2018. He shared that HIF employs 386 staff and has an annual turnover of £20m. He mentioned that the structure means it has the flexibility to serve other customers other than HDFT and that it is wholly owned by HDFT, who are also its major customer.

He reported that HIF's Services include Estate Management, Facilities management, Domestic Services, Catering and Portering, Sterile Services, Medical Equipment Library General and Office Hotel Services.

He shared that in 2021/2022, HIF delivered 77,000 patient meals, carried out 8,886 deep cleans, and a total of 158,639 surgical instruments and 13,304 endoscopes were reprocessed. It transported 29,388 patients around Harrogate Hospital during 2021.

Mark Chamberlain welcomed Angie Gillett to share HIF's achievements and the way forward.

Angie reported that, as part of HIF's achievements, it had continued to support the Trust as we move forward from the COVID Pandemic, with all the teams working to help to improve patient experience. HIF has also established a new leadership team in the organisation with wealth of experience across estates and facilities. This has been supported by its approach to focus on its workforce by recruiting and retaining high calibre staff with the appropriate skills and experience and establishing apprenticeship schemes.

Angie further shared that HIF will continue to delivery on the £14m Salix project as part of the green plan to reduce carbon emissions across the site and to develop the green plan to support the aim to be a net zero organisation by 2040. HIF intends to develop its newsletter and social media platforms to promote HIF in the wider community.

She also reported that HIF is operating in the catering sector, which is a very competitive sector with new regulations that HIF needs to abide by. Looking ahead, HIF will continue to develop its workforce and implement a major recruitment programme across all areas of the organisation. It plans to introduce new ways of working to improve productivity and efficiency and implement the new national food and nutrition standards. She further reported that HIF will continue to improve the infrastructure/estate of the hospital by taking forward the Environment/Sustainability agenda with the implementation of the Green Plan and Travel Plan and building on the work with HDFT to provide services to the wider community who we serve.

The Chairman thanked Angela and Mark for their presentation. She moved to the next item on the agenda, the question and answer session.

**AMM/12/2022/8.0      Questions and Answers**

The Chair confirmed that members were invited to submit questions in advance of the meeting.

**Question 1: John Topping**

What progress have you made to obtain the status as a Veteran Aware NHS trust?

**Response: Matt Graham**

Thank you for your interest in how Harrogate and District NHS Foundation Trust is supporting the armed forces community. I'm pleased to let you know that the Trust received confirmation last week that we have been accredited as "Veteran Aware" by the Veteran's Covenant Healthcare Alliance.

This is in addition to us signing the Armed Forces Covenant, being recredited as a Defence Employer Recognition Scheme Silver Award holder earlier this year and, through our Armed Forces Champions group, putting in place a range of policies and other support to members of the armed forces community.

**Question 2: Lucy Pettit**

What is the board's current position on digital projects to improve efficiencies and collaborative working for example task management that awards promote diagnostics within secure networks?

**Response: Jackie Andrews**

I probably touched on this when I was talking about the digital programme that we have but essentially all of the above. We are at a stage where we have entered into procurement of an Electronic Patient Record (EPR) system. It's a bit of a misnomer because most EPR are actually digital management systems with many other things included. I think the short answer is once we know what EPR system we are having; we will know how many other things we can add to it. So yes, everything that you have touched on in your question is currently being discussed.

**Question 3: Doug Masterton**

Will the Trust be affected by the planned strike by nurses and ambulance workers?

**Response: Jonathan Coulter**

In terms of the industrial action, I am sure that people are aware that national Royal College of Nurses (RCN) went out to ballot and in some organisations the threshold to strike was met. HDFT was one such organisation so we work for an organisation where the RCN did get the mandate for strike action and you will probably also be aware through public news that in this instance, we are not one of those organisations who have been chosen to go on strike from 23rd December. So, we won't be directly affected obviously by the strike action from the RCN but clearly there is still a mandate and if industrial action goes on into the new year, that may come to Harrogate.

In terms of other health workers unions, they also recently announced the results of their ballots and as an organisation, HDFT did not get a mandate to undertake industrial action, but they did in the ambulance services so the Yorkshire Ambulance Service, which covers our area, will be affected by industrial action which takes place on the 20th of December as well.



We have plans in place to manage that so that emergency care is protected. If there is a strike that starts in the future, we will have plans and we are talking constructively with the unions about how we organise ourselves to make sure that we protect services particularly urgent care services which we don't really want any disruption to. We are working well with trade unions on that issue.

**Question 4: Alan Lunn**

Just from a general point, I would like to congratulate the trust keeping a social positive approach to our health. How difficult is it working with a negative national picture and pressure and so forth?

**Response: Jonathan Coulter**

It is really important as an organisation for us to think about what we can do rather than what we can't do, which makes a huge difference. We provide care to lots of people every day, to people that rely on us, people that are often very vulnerable and that we always need to recognise that actually what we do is so valuable. So, whilst there might be challenges whether it's staffing challenges, financial challenges or Covid challenges or whatever it might be, there is always something that we can do to make that better and there will always be services that we will continue to provide. Yes we need to recognise that there are difficulties but there are always things that we can do better.

In terms of the national negativity, to be fair, some of that negativity is caused by some of the pressure which the health service and the care services are under at the moment. In terms of the recovery from Covid, some of the concerns from colleagues that work in the service in terms of the burnout and moral, it just makes it more important for us as a leadership team in the organisation to remain positive because if we could prescribe kindness we would because with kindness we better outcomes for patients. We want to be a great place to work as we have a very important job to do, and we will maintain our positive outlook all the way through.

**Question 5: Harrogate Hospital Radio**

In 2018 when our studios were moved from the Trust, my team got a lot of comments from patients about entertainment and as you know that we provide radio services to patients in Stafford and in HDFT and we provided over 200 FM and Wi-Fi radios to different departments. It was mentioned back in 2018 that Wi-Fi Spark was going to be replaced by Auspedia. We have never really heard anything about that. Can you give us an update?

**Response: Jackie Andrews**

Once again thanks for all you do and for such an incredible service – it's just amazing. I can't give you the details about Wi-Fi right now, but the EPR will not be related to the Wi-Fi directly. We have had a number of conversations about our Wi-Fi networks over the years and I know we remain challenged with providing it across HDFT. Can we take this offline, and I will find out where we are with the Wi-Fi networks.

**Question 6: Alan Lunn**

What was the motivation to create HIF?

**Response: Mark Chamberlain**

It was a number of things but largely it was about some of the challenges that the organisation faced at the time. In the sort of areas of work that HIF covers, it can be really difficult to get quality staff using conventional terms and conditions. HIF has a flexibility to do things slightly differently. It does not necessarily equate to a higher salary, but it provides a flexibility that you can go according to market rate. There was also a need to create a focus on the sort of work that HIF does which did not really exist in the previous environment. It also created an opportunity to explore other opportunities to provide services within our community but outside the Trust which HIF could provide. Our aspirations are to grow that a little bit. The reality is that we have had quite a few things to fix internally.

**Comment: Jane Headley**

I just realised that you have five weeks of placements for Leeds University medical students, and I did realise that you were teaching people and I know they had a very structured time for five weeks and looking after the elderly. I think they have come to the right place.

**Question 7: John Edwards**

Could you tell us about Covid and how it is affecting the Trust?

**Response: Jonathan Coulter**

We currently have about 10 or 12 patients in hospital beds who have got Covid. They are not here because they have Covid, but they have Covid and would have been in the hospital anyway. That has come up a little bit in the last week or two. But certainly since the vaccination program, we have a lot more people in the hospital who happen to have Covid rather than being in because of Covid and that highlights the success of the vaccination programme. Earlier in the year, one of the main issues we had was the impact of Covid was that lots of our staff had Covid and at one point we had 250 colleagues who had Covid and had to be off work which caused us problems in terms of service delivery. The big issue then was around members of staff who had to be absent due to them having Covid. We had an earlier wave during autumn but that has dropped now but there is an anticipation that this will come back up after Christmas but we will wait and see.

**AMM/12/2022/9 closing address**

The Chair formally thanked everyone for attending the meeting.

There being no further business, the meeting was formally closed.