

Annual Governors' Meeting Annual Members' Meeting

Monday 18 July 2022

11.00am-12 noon

Via Microsoft Teams



Annual Governor Meeting/Annual Member Meeting
Monday 18 July 2022 11am-12 noon
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AGM/AMM		
Welcome and introductions		
Ref	Item	Mode
01-22	Welcome, apologies, declarations of interest and introductory comments <i>Jackie Smith, Trust Chair</i>	<i>Verbal</i>
Standing items		
Ref	Item	Mode
02-22	Draft minutes of the meeting held on 19 July 2021 <i>Jackie Smith, Trust Chair</i>	<i>Enclosed</i>
Annual report and accounts 2021/22		
Ref	Item	Mode
03-22	QVH achievements in 2021/22 and plans for the year ahead <i>Steve Jenkin, Chief Executive</i>	<i>Presentation</i>
04-22	Summary of 2021/22 audit findings <i>Dean Gibbs, KPMG</i>	<i>Presentation</i>
Questions from the public		
Ref	Item	Mode
05-22	<i>We welcome relevant, written questions on any agenda item from our staff, our members or the public. To ensure that we can give a considered and comprehensive response, written questions must be submitted in advance of the meeting (before 5pm on Wednesday 13 July). Please forward questions to Leonora.may1@nhs.net clearly marked "Questions for the AGM".</i>	<i>Verbal</i>

Document: Minutes (Draft & Unconfirmed)																																																															
Meeting:	AGM/AMM Monday 19 July 2021, 17:00 – 18:30 via videoconference																																																														
Present:	<table border="1"> <tr><td>Beryl Hobson (BH)</td><td>Trust Chair</td></tr> <tr><td>Paul Dillon Robinson (PDR)</td><td>Non-Executive Director</td></tr> <tr><td>Kevin Gould (KG)</td><td>Non-Executive Director</td></tr> <tr><td>Gary Needle (GN)</td><td>Senior Independent Director</td></tr> <tr><td>Karen Norman (KN)</td><td>Non-Executive Director</td></tr> <tr><td>Steve Jenkin (SJ)</td><td>Chief Executive</td></tr> <tr><td>Nicky Reeves (NR)</td><td>Director of Nursing & Quality</td></tr> <tr><td>Abigail Jago (AJ)</td><td>Director of Operations</td></tr> <tr><td>Lawrence Anderson (LA)</td><td>Director of Workforce & organisational development</td></tr> <tr><td>Clare Pirie (CP)</td><td>Director of Communications & corporate affairs</td></tr> <tr><td>Hilary Saunders (HS)</td><td>Deputy Company Secretary</td></tr> <tr><td>Maddy Johnson (MJ)</td><td>EA to Chair and CEO</td></tr> <tr><td>Debbie Finch (DF)</td><td>EA to Directors of Communications and Workforce</td></tr> <tr><td>Simon Mackey (SM)</td><td>QVH staff member</td></tr> <tr><td>Patricia Rey (PR)</td><td>QVH staff member</td></tr> <tr><td>Majero Uwejeyah (MU)</td><td>QVH staff member</td></tr> <tr><td>Emma Moon (EM)</td><td>QVH staff member</td></tr> <tr><td>Chris Barham (CB)</td><td>Public governor</td></tr> <tr><td>Liz Bennett (LB)</td><td>Stakeholder governor</td></tr> <tr><td>Andy Brown (AB)</td><td>Public governor</td></tr> <tr><td>Tim Butler (TB)</td><td>Public governor</td></tr> <tr><td>Miriam Farley (MF)</td><td>Public governor</td></tr> <tr><td>Antony Fulford-Smith (AF-S)</td><td>Public governor</td></tr> <tr><td>Janet Haite (JDH)</td><td>Public governor</td></tr> <tr><td>Oliver Harley (OH)</td><td>Public governor</td></tr> <tr><td>John Harold (JH)</td><td>Public governor</td></tr> <tr><td>Caroline Migo (CM)</td><td>Public governor</td></tr> <tr><td>Peter Shore (PS)</td><td>Public governor</td></tr> <tr><td>Ken Sim (KS)</td><td>Public governor</td></tr> <tr><td>Alison Stewart (AS)</td><td>Public governor</td></tr> <tr><td>Thavamalar Yoganathan</td><td>Public governor</td></tr> </table>	Beryl Hobson (BH)	Trust Chair	Paul Dillon Robinson (PDR)	Non-Executive Director	Kevin Gould (KG)	Non-Executive Director	Gary Needle (GN)	Senior Independent Director	Karen Norman (KN)	Non-Executive Director	Steve Jenkin (SJ)	Chief Executive	Nicky Reeves (NR)	Director of Nursing & Quality	Abigail Jago (AJ)	Director of Operations	Lawrence Anderson (LA)	Director of Workforce & organisational development	Clare Pirie (CP)	Director of Communications & corporate affairs	Hilary Saunders (HS)	Deputy Company Secretary	Maddy Johnson (MJ)	EA to Chair and CEO	Debbie Finch (DF)	EA to Directors of Communications and Workforce	Simon Mackey (SM)	QVH staff member	Patricia Rey (PR)	QVH staff member	Majero Uwejeyah (MU)	QVH staff member	Emma Moon (EM)	QVH staff member	Chris Barham (CB)	Public governor	Liz Bennett (LB)	Stakeholder governor	Andy Brown (AB)	Public governor	Tim Butler (TB)	Public governor	Miriam Farley (MF)	Public governor	Antony Fulford-Smith (AF-S)	Public governor	Janet Haite (JDH)	Public governor	Oliver Harley (OH)	Public governor	John Harold (JH)	Public governor	Caroline Migo (CM)	Public governor	Peter Shore (PS)	Public governor	Ken Sim (KS)	Public governor	Alison Stewart (AS)	Public governor	Thavamalar Yoganathan	Public governor
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Attendees:	Dean Gibbs (DG) Director, KPMG																																																														
Members of the public	39 members of the public in attendance																																																														
Welcome																																																															
01-21	<p>Welcome, apologies and declarations of interest</p> <p>The Chair welcomed everybody to the annual meeting, reminding people that in September 2020 the AGM was online and at that time hoped we would be able to meet in person again this year, but we are still at the stage where it would not be possible for us to hold the event safely so the meeting is being held online again. For that reason and given the number of people joining the meeting, we have asked for questions in advance and these will be answered later.</p>																																																														

	<p>The Chair said that tomorrow marks the 80th anniversary of the Guinea Pig Club, which was set up by Sir Archibald McIndoe in 1941 to support young aircrew with devastating injuries. The work undertaken at QVH at that time contributed to the development of plastic surgery in this country and is important to the town of East Grinstead. The Chair said it had been her great privilege to be an honorary member of the guinea pig club and to meet many guinea pigs. Unfortunately there are very few of them still with us, but their memory is kept alive by the tireless work of Bob Marchant and commemorated in the collection at East Grinstead museum.</p> <p>The Chair expressed thanks on behalf of all the Board to staff who have worked so hard and with great dedication throughout this extraordinary year. She stressed the importance of all staff in this, clinical and non-clinical, frontline and back office, all of whom got behind the changes needed to redesign surgical pathways, implement covid screening and testing, and move hundreds of administrative staff to home working to protect them and our patients. The Trust is looking to the future with all the additional confidence that comes from the positive recognition we have attracted for the vital role we have played in the wider NHS system over the last 12 months.</p> <p>QVH Board and Council of Governor meetings moved to virtual formats, and whilst we were prepared for exceptional business continuity measures, there was in fact no reduction in the level of assurance and understanding that we were able to obtain on the work of the hospital.</p>
<p>Standing items</p>	
<p>02-21</p>	<p>Draft minutes of the meeting held on 28 September 2020 The draft minutes from the meeting were approved as a true record and there were no matters arising.</p>
<p>Annual report and accounts</p>	
<p>03-21</p>	<p>QVH achievements in 2020/21 and plans for the year ahead The chief executive gave a presentation which included:</p> <ul style="list-style-type: none"> • QVH's role as a cancer hub in the pandemic, with information about breast cancer patients treated by visiting surgeons, and QVH treatment of patients with head and neck or skin cancer • The work done by QVH to vaccinate health and care staff • Online appointments, which now account for c.1000 appointments a month • Progress on 'recovery', prioritising patients by clinical need and maximising numbers treated through theatres and outpatients • QVH participation in the ongoing national SIREN study looking at covid prevalence among healthcare workers and the protection offered by antibodies • Very positive inpatient experience survey results have been maintained • Support for QVH staff including stay well initiatives; home working; significant support from our psychological therapies team; and staff awards as well as the much appreciated Wingman bus staffed by furloughed air crew • Positive staff survey results including 94% of staff stating if a friend or relative needed treatment they would be happy with the standard of care provided by QVH • The establishment of a new BAME staff network • The strong public membership of c.7,745 and SJ thanked members for their interest in and support for the Trust • System and partnership working including how staff have been kept informed and engaged • Review of finances including the surplus position for 2021/21 due to a change in the finance regime which meant the Trust received funds for spending

	<ul style="list-style-type: none"> • This year the normal finance regime remains suspended but planning and contracting processes are restarting, and there is an expectation that there will be a focus on efficiencies • Planned retirement of Beryl Hobson, current QVH Chair <p>SJ read out a message from Sue Sjuve Chair at Royal Surrey and former Chair at Sussex Community NHS Foundation Trust who had asked to put on record thanks to Beryl Hobson from the wider system as follows “I believe this is Beryl Hobson’s last meeting as QVH chair and as a member of the public and as a fellow NHS chair In the south east I want to thank Beryl for her wise advice over the years, and to applaud her for her passionate and well-reasoned advocacy for QVH its staff and patients. This trust could not have had a better more effective champion than Beryl. Being an NHS chair is not easy, one has little real power and must achieve through a balance of influence, reason and diplomacy, Beryl has done so with integrity and warmth and QVH has been very fortunate to have her.”</p>
<p>04-21</p>	<p>Summary of 2020/21 audit findings</p> <p>Dean Gibbs, KPMG, noted that is a credit to the Trust that audited accounts have been laid before Parliament before the summer recess, which has not been a common achievement among trusts this year. He reminded the AGM of responsibilities the external auditor’s responsibilities in terms of financial statements, value for money, whole of government accounts, annual report, and that audit of quality accounts had been suspended nationally as auditors are not expected to attend hospital sites during the pandemic.</p> <p>Dean Gibbs explained that QVH has received an unqualified opinion on its accounts which is a positive result. In terms of value for money the Trust received a clean conclusion which is a positive result. The audit was broader scope than in previous years including risk management and governance not just financial systems, and the assurance commentary is published by the Trust alongside the annual report. Information submitted as part of overall government accounts received a clean opinion with no errors identified. The annual report is consistent with the auditor’s knowledge of the Trust and raises no concerns.</p>
<p>05-21</p>	<p>Microvascular breast reconstruction for Kent, Surrey & Sussex: a regional service at QVH</p> <p>The Chair introduced Simon Mackey, QVH consultant plastic surgeon and clinical lead for breast reconstruction who gave a presentation which included:</p> <ul style="list-style-type: none"> • A history of breast reconstruction and description of modern techniques including the use of DIEP flaps for breast reconstruction using tissue from tummy or thigh, as well as other options including prosthetics and implants. • A comparison of the advantages and disadvantages of different treatments, including patient satisfaction measures. • Autologous reconstruction involves microvascular skills and a specialist MDT (nurses, anaesthetist, psychotherapists etc). Efficient working at QVH means a unilateral reconstruction takes approx. 6 hours and a bilateral reconstruction 8 hours. • QVH is the largest centre in Europe for free flap operations carrying out 315 in 2019 (the last normal year) and has the best free flap success rate in the country at 99.6% in last 2500 free flaps, significantly above national average. • The potential to reduce the number of women needing this service by treating cancer without recourse to mastectomy. <p>BH thanked SM for sharing his expertise and said that she had observed and spoken to women at each stage of the pathway including pre-surgery, surgery, and post-surgery tattoo clinic. BH invited people who had questions to write in and we would try to respond.</p>
<p>Questions from members of the public</p>	

05-21

The Chair reminded the meeting that questions had been submitted in advance of the meeting and the chief executive addressed the questions as follows:

With reference to agenda items 02-21: Draft minutes of the meeting held on 28 September 2020, and 03-21: QVH achievements in 2020/21 and plans for the year ahead: The minutes of the meeting from September 2020 place an emphasis on future sustainability. This is specifically mentioned 3 times, including the statement that, “A potential partnership with BSUH/Western [which is now University Hospitals Sussex] would ... provide financial sustainability ...” Given that 10 months have elapsed since that meeting, can the Board provide the business plan that demonstrates how financial sustainability will be achieved by such a partnership?

SJ explained that in 2019/20 our deficit was £9.0m. The interim financial framework in place during COVID-19 has masked the challenge, but as the financial framework reverts to the planning principles in the NHS Long-Term Plan, our financial position will deteriorate further. To achieve breakeven we would need to deliver a very high level of efficiencies, and the Board is not prepared to make changes that put at risk the quality or safety of our clinical services.

We believe that joining University Hospitals Sussex in a single organisation would help with our long term financial sustainability through procurement savings from the greater buying power of a larger organisation; efficiencies from collaboration and sharing of functions; working together to make greater use of technology; providing development opportunities for staff and reducing agency costs.

The question refers to the time elapsed since our last AGM; during that time we have had the second wave of the pandemic which impacted on progress. Both organisations are now working on this again.

The strategic case to be considered by both boards later this summer will cover this, and the detail will be worked through fully in the full business case should we decide to go ahead with that.

Are patients from Kent right to be worried about the merger? I have personal experience of QVH services and how good they are, and I am worried that they won't be available for people like me in the future.

SJ responded that this question had arisen before, including from our own staff and MPs, and we have been clear that we will only merge if it helps us to continue to provide services to patients from the wide area we cover currently. We treat patients from Kent, Surrey, Sussex, South London and further afield. At a recent Board meeting we heard from a patient who lives in Belfast and travels to QVH for our specialist services. Kent patients are very visible in all our work; they account for nearly 40% of our activity. There is no risk that we will lose sight of them.

How have people working at QVH coped with the pandemic? Has it impacted on staff?

SJ said that it has been a really tough time for many staff, whether that is due to personal loss, the isolation of lock downs, the challenges of working from home or the worries of coming to work on site. Our psychological therapies team and HR team came together to make sure we have been able to offer support to staff when they needed it. And I have been enormously impressed by the way staff have supported each other. It hasn't been easy, but the work we have done as a cancer hub and the recognition of the difference that has made for so many individual patients matters to our staff and the positive feedback that we get does have a real impact on morale. SJ again thanked QVH staff for doing a phenomenal job over the last year.

We hear a lot about growing waiting lists as a result of covid-19, what will that mean for QVH in the year ahead?

SJ explained that as we entered lockdown in March last year, we had about 10 patients waiting over a year for treatment; a number of these was their choice, a year later we had 900 patients. In establishing ourselves as a surgical cancer hub serving breast, head & neck and

	<p>skin patients from across Kent, Surrey & Sussex we stepped down our own waiting lists. There has therefore been a significant increase in the number of patients waiting over a year and work is underway to treat that backlog supported by The McIndoe Centre. Patients are clinically reviewed and prioritised appropriately according to need. So at the end of March 2021 we had c.900 patients waiting over a year but we have made sound progress and those numbers at end of June had fallen to 370. There is much to do not just at QVH but also regionally and nationally, and numbers may increase again.</p> <p>BH thanked the chief executive of the McIndoe Centre</p> <p>John Dabell, former mayor of East Grinstead, expressed his thanks to QVH and said that over the last 18 months the Trust had excelled itself. He asked if merger was a foregone conclusion.</p> <p>SJ explained that the strategic case would be considered by the Boards of both organisations in August.</p>
	<p>The Chair closed the meeting, thanking those who had attended for their continued support for the Trust.</p>