

**MINUTES OF A MEETING OF THE  
JOINT ANNUAL GENERAL MEETING BETWEEN  
MORECAMBE BAY CCG AND  
UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST  
Tuesday 17 September 2019 at 10.00 am  
Morecambe Football Club, Globe Arena, Morecambe**

**PRESENT:**

Dr G Jolliffe (Chair)  
Mike Bone  
Dr Lauren Dixon  
Hilary Fordham  
Anthony Gardner

Dr Jim Hacking  
Jerry Hawker  
Gareth James  
Dr Rahul Keith  
Dr Andy Knox

Dr Andrew Severn  
Clive Unitt  
Margaret Williams  
UHMBT Colleagues

**In attendance:**

Barbara Carter

**Action**

01/19 **OPENING REMARKS**

Aaron Cummins (AC), Chief Executive, University Hospitals NHS Foundation Trust (UHMBT) welcomed everyone to the first joint Annual General Meeting (AGM) between Morecambe Bay CCG (MBCCG) and UHMBT. The order of proceedings was outlined.

02/19 **JOURNEY OF BAY HEALTH AND CARE PARTNERS**

A short video was played capturing the journey of Bay Health and Care Partners (BHCP). The video highlighted achievements and changes over the past year and raised awareness that BHCP was an ideal opportunity for members of the public to share ideas and provide feedback on care received and on ways to shape the future of local health and care services.

03/19 **REVIEW OF THE WORK OF MORECAMBE BAY CCG**

Dr Geoff Jolliffe (GJ), Clinical Chair, MBCCG said he was delighted to be working in partnership with UHMBT and to be holding a joint AGM. GJ gave a presentation and provided a short overview on some key elements over the past year and the year ahead. It was noted that the CCG are working in a complex system with some big clinical and financial challenges but are committed to doing their very best in an open and transparent way. The CCG are

determined to improve the system and the outcomes for the people of Morecambe Bay. The purpose of the CCG was to see a network of communities across Morecambe Bay enjoying great physical, mental and emotional wellbeing supported by a health and care system that is recognised as being as good as possible.

The CCG is a member of BHCP and a key area of the strategy is developing an Accountable Care System (ACS) in line with the National plan. This means changes in how the CCG works within Morecambe Bay as part of the local partnership and at neighbourhood levels. The five principles agreed by BHCP clinicians required to achieve the aims were outlined.

One of the key parts of the strategy is population health. The five key areas defined at the centre of population health were outlined. In addition to the five key areas the various inequalities within population health were also highlighted. It was felt that progress was being made in the approach to listening and communicating with patients, carers, staff and communities. It was noted that from 1 April 2019 the CCG became Level 3 Delegated Commissioners of Primary Medical Services.

#### 04/19 **MORECAMBE BAY CCG ANNUAL REPORT 2018/19**

Jerry Hawker (JEH), Chief Officer, MBCCG presented the Annual Report 2018/19. The Annual Report explains who the CCG are; what the statutory duties are; what has happened over the last year; plans for the future and the statement of accounts.

JEH said that the CCG is responsible for managing the tax payer's money and have the responsibility of buying and planning NHS care services for the people of Morecambe Bay. JEH briefly spoke about the work the CCG does on an annual basis and provided a brief overview of what the CCG did in 2018/19 described through the following six topic subjects:-

- Protect - during 2018/19 the CCG has worked closely with the two Local Authorities and Police to introduce new safeguarding arrangements helping to protect the most vulnerable in society.
- Invest - during 2018/19 the CCG working with its Bay partners have been working hard to improve stroke and respiratory care which are two of the major causes of premature mortality in Morecambe Bay.
- Assure - it was recognised that children's services are not as good as they would like or are needed by the population of Morecambe Bay. In 2018/19 the CCG worked with providers of children's services to assure themselves on plans to improve services.

- Engage - engagement with the public is one of the most important roles of the CCG. In 2018/19 the CCG used many different approaches from working with partners on the 'poverty truth commission' to working with Healthwatch to understand better the views of children and young adults around mental health services.
- Improve - over the last twelve months the CCG have had a particular focus on continuing healthcare services and have made some significant progress but recognise there is still much to do.
- Transform - during 2018/19 the CCG worked closely with Cumbria Partnership NHS Foundation Trust (CPFT) and Lancashire Care NHS Foundation Trust (LCFT) to explore ways to improve and make more sustainable mental health services across Morecambe Bay. This has resulted in a major programme of work which will see LCFT providing all mental health services for the people of Morecambe Bay and a new plan to improve services.

The CCG are looking to the future as BHCP with one single approach across Morecambe Bay with all partners to improve health care services. There is a real focus on building services within the community and a focus on population health. The main reasons being an ambition to narrow the gap in life expectancy and to also make sure people have a well, happy and successful life.

## 05/19 **MORECAMBE BAY CCG FINANCIAL ACCOUNTS 2018/19**

Gareth James (GTJ) gave a presentation on the Financial Accounts for 2018/19 and explained this was a formal statutory duty of the organisation and the accounts had been produced in line with national guidance and accounting convention.

The accounts had been audited by External Auditors KPMG and had received an unqualified opinion on regulatory matters and the financial statements. Significant assurance had also been received from the Head of Internal Audit. The following four main financial duties were all achieved:-

- To operate within the Revenue Resource Limit (budget).
- To remain within the Running Cost Allowance.
- To operate within the Cash Limit.
- To pay suppliers in a prompt way (public sector payment policy).

The 2018/19 financial headlines were presented together with where the CCG spends its allocation. Financial headlines from

2019/20 were also presented.

06/19 **UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST REPORT ON THE WORK OF THE COUNCIL OF GOVERNORS**

Colin Ranshaw (CR), Head Governor, UHMBT reported on the work of the Council of Governors and said that Foundation Trusts were established under the Health and Social Care Act 2006 as amended in 2012 and are a bottom up organisation rather than a top down organisation. CR explained the role of the Council of Governors and stated that they have the following three main roles - advisory, guardianship and strategic. The Council of Governors have been elected by their constituencies representing the membership but they are also representing the public. The Council of Governors consist of 32 Governors who met on six occasions during the last financial year. The sub-groups of the Council of Governors also met on 6 occasions. Governors attend other Trust meetings including Board meetings and other adhoc meetings.

The Council of Governors hold Non-Executive Directors (NEDs) individually and collectively to account for the performance of the Board of Directors. CR explained how this was carried out and what actions are undertaken. It was noted that it has been a very challenging time for the Trust over the last few years but the changes he has seen have been most welcoming and positive. CR thanked the Executive Board who have been extremely supportive, open, honest and transparent with the Governors. He also thanked the Council of Governors for their sterling services, the team that supports the AGM and everyone for attending the AGM.

07/19 **UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST ANNUAL REPORT 2018/19**

AC presented the Annual Report 2018/19 which was prepared in accordance with the requirements of UHMBT's Annual Reporting Manual 2018/19. The Directors have considered the Annual Report to be fair, balanced and understandable and provides the necessary information for patients, regulators and other stakeholders to assess performance, business model and strategy. The Annual Report is a governance requirement and reports on how the Trust has delivered against the promises made by the Board over the last financial year. AC thanked colleagues across Morecambe Bay and the community for the work delivered over the last financial year and said that some of the work he is most proud of is the partnership work.

AC provided a review of his first year as Chief Executive and concluded that a lot of validation was around recommitting to UHMBT being a core part of BHCP together with delivering Better Care Together (BCT). It was essential to have quality, safety and experiences of our colleagues and our patients at the core of what

the Trust does and for partnerships to be the way forward.

AC explained the five 'Ps' partnership approach - patients, people, performance, partnership and progress and highlighted what was to be expected in the next phase of development for 2019/20. From an Estates perspective he was proud of the work carried out in the Children's ward at Lancaster, the resuscitation and minor injuries emergency department at Barrow-in-Furness, work done on the theatres and the Macular Unit at Westmorland General Hospital. The Trust is continuing to improve in some of those areas but recognises that it is not enough.

Other significant factors for the Trust in 2018/19 were highlighted and included the Care Quality Commission (CQC) inspection. The overall score the Trust received was 'requires improvement' from a previous score of 'good'. The report was a timely reminder that the work to improve and to continue quality, safety and experience is on-going. Within the report the core services on how safe, effective and caring the services are were highlighted as 'good' with areas of outstanding practice.

AC said that one of the biggest steps forward in terms of partnership working was the launch of the public assembly. The public assembly is designed to not have a platform for annual planning or asking for opinions on strategies, it is the start of a two way dialogue which will become the way in which things are done in Morecambe Bay.

AC highlighted future ambitions and opportunities for performance and progress and said Morecambe Bay should be better and be able to demonstrate the power of the partnership in the next phase.

It was noted that the Long Term Plan talks a lot about the work that the Trust have been doing in Morecambe Bay over a number of years - better care; better health delivered sustainably; the triple aim; working in partnership and dropping organisational boundaries with a real focus on neighbourhoods, communities and population health. The Trust needs to take advantage of what the Long Term Plan might bring in terms of permissions, investments or support.

AC said that the Trust is one of the most stable, powerful, economic entities in health and care for their communities around people's working lives, health and wellbeing and economic opportunities and these opportunities should be maximised.

## 08/19 **UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST FINANCIAL ACCOUNTS 2018/19**

Keith Griffiths (KG), Director of Finance, UHMBT presented the Financial Accounts for 2018/19 and explained that it was a public responsibility to share the financial position. Some of the Trusts facts and figures for 2018/19 were highlighted. The following key

messages were provided:-

- Achieved original plan with a deficit of £69.4m and an actual outturn deficit of £69.5m.
- Received an 'unqualified' Audit opinion. The published accounts gave a true and fair view of the financial standing of the Trust.
- In-year savings/efficiencies achieved of £14.6m.
- Expenditure on buildings, medical equipment and technology was £21.4m.
- Cash - in year borrowing limit £69.4m. Actual borrowing utilised £69.4m.

The accounts had been audited by External Auditors Grant Thornton and had received an unqualified opinion on regulatory matters and the financial statements. The 2018/19 financial headlines were presented together with where UHMBT spends its allocation. Financial headlines from 2019/20 were also presented.

09/19 **UNIVERSITY HOSPITALS OF MORECAMBE BAY NHS FOUNDATION TRUST EXTERNAL AUDITORS REPORT ON THE ANNUAL REPORT AND ACCOUNTS 2018/19**

Gareth Kelly (GK), External Auditor, Grant Thornton presented a report on the work undertaken on the Annual Report and Accounts for 2018/19. He explained the role of the External Auditor which falls into the following four categories - financial statements; value for money; statutory powers of duty and the Annual Report and the Quality Account within it. He summarised each category and what actions had been undertaken.

It was noted that the Trust was moving in the right direction on the quality and integration agendas but were mindful of the changes required and that there will have to be some fundamental savings to secure the financial sustainability of the Trust and the wider health economy going forward.

10/19 **QUESTION AND ANSWER SESSION**

**Denis Hague, Hospital Consultant carrying out audits in different countries raised the question on the Electronic Patient Records (EPR) Lorenzo which commenced in 2013 and is currently only 80% complete. What was the reason why it was not complete?**

KG said delivering a transformation programme like electronic records was huge. The Trust has the most advanced EPR in Lancashire and South Cumbria and the final thing to implement to

close the gap was around out-patients. This area has been looked at and for reasons of safety it was decided more work was required. Hopefully it will be completed by the end of the financial year.

**Lorraine Crossley Close, Public Governor for Lancashire and North Yorkshire asked the CCG what dialogue they have got with the bordering North Yorkshire CCG around the care that boarder villages and rural areas receive. Bentham currently has a housing project on-going and are looking for step up step down beds. North Yorkshire is providing two beds and asked if MBCCG would be providing another two beds as they use the CCG's services on the boarders?**

JEH said that there are no reasons why we should be making boundaries a reason for not providing good care. However, it was challenging at times and clearly in areas like Bentham some of the services are provided through Morecambe Bay and some through Yorkshire and there are two different Local Authorities which makes it a very complex situation. The most important development that we are doing is through the Integrated Care Communities (ICC) where we are starting to empower and give more responsibilities through to the practices together with our community services to start to manage what is right for that local community. This is now opening up a different level of conversations with providers across in Yorkshire for us to think about how we want to provide those services in the future. He said that they do recognise the problems and they are resolvable and will be addressed through the ICC.

**Amir Akeem member of the public said there is close to a £70m deficit this year and it is looking likely to worsen. There is a lot going on in terms of cost improvement and operational improvement work but just how forthcoming and how supportive is the credit line in order to continue to operate in a continuing deficit condition?**

KG said that as he had mentioned in his presentation when planning for the year plans are agreed with the Regulators. Part of the plan is to ensure cash is received to back up the trading position. Authority was received to take out loans last year to cover the predicted deficit of £70m. That is the way that regime works and therefore the Trust have done the same again for 2019/20. The Trust is aiming to reduce the underlying deficit this year from £70m down to £60m which reduces borrowing. The Trust is in a national framework around Trusts that are overspent and the only way to receive cash is to take out loans from the Treasury.

The question around how long can the Trust carry on taking loans out that need to be repaid when we have got a challenging financial economy is something that the Treasury are working on. In the short term any loans that are due for renewal will be renewed but in the medium to long term we need a different way of financing hospitals other than what is currently done at the moment.

**Colin Ranshaw, Trustee of Cumbria Voluntary Services and Chairman of South Lake and Hydrotherapy Trust, Third Sector Organisation and Voluntary Organisations said his question follows on from the £270m debt burden at the end of the financial year and how will the Trust make full use of the resources available in Lancashire and Cumbria? When BCT was first presented there was a list of partners, GP Federations, Cumbria Partnership, Mental Health Services, a community side and the third sector. What is being done in order to engage with the third sector?**

AC explained what is happening in the communities and the role of ICC's. The Community Voluntary Sector (CVS) in Lancashire and Cumbria are going to be contacted regarding representation at the Partnership Board and at the Leadership Team.

JEH reinforced the work that is currently being done by the ICC and said it was very much the building block for engagement with the CVS. The Long Term Plan and its focus on personalisation are starting to move the NHS to think more about care, wellbeing and health through personalisation. The personalisation agenda provides the opportunity for individuals to have more power over how and where they access services and care. There is a lot to do but he felt that the personalisation agenda was a great opportunity for the NHS and CVS to work together.

AC said that a strong partnership with the third sector has to come from recognition of the same allocation of resource, priorities, infrastructure and support for those teams that are helping communities.

**Margaret James-Barber, member of the public and a member on the Integrated Community Care said she felt lucky to live in this region as the Trust and the CCG's intentions were very honourable. She asked what interest the Trust was paying on the loans that are procured from the Government?**

KG said he confirmed recently on the BBC that the interest payment that the Trust makes each year is £4m. As a percentage it is between 1½% and 3% depending on when the loan was taken out as some of the loans go back three or four years. The annual interest charge that is made now is £4m in cash. That figure adds to the deficit and does not take resources away from front line services it just makes the deficit bigger.

**Pauline Preston, UHMBT said that the ICC is represented here today. There is a display stand and the development leads will be available for discussions around the work with the CVS.**

**Sue Stevenson, Chief Operating Officer, Healthwatch Cumbria and Healthwatch Lancashire highlighted a new online facility on the Healthwatch Cumbria website which allows the public to**

**update experiences of any of the Health and Social Care Services available in Cumbria. She also spoke about the public assembly and asked how the Trust are going to ensure it makes a difference and asked what is next on the agenda for the conversations it is going to get involved in?**

AC said the intention of the public assembly is to create a platform for a two way conversation permanently in Morecambe Bay around not only development opportunities for health and care but areas of concern, areas of risk and areas of improvement. The Trust needs to be clear at the outset with people giving up their time and commitment that the offer back is that when we hear things need to improve it will be very clear as to what we do. He also said that it means they cannot say yes to everything but there will be feedback and explanations to the decisions made. He asked for people to contribute and give up some space and time and that the Trust will demonstrate how to make it worthwhile but also to bear with them as it is new.

**Brendan Sweeny, member of the public, former Barrow Borough Councillor said Social Care and Public Health sit with County Councils. As Morecambe Bay has got two County Councils he asked what the engagement with them was like especially in Cumbria. What needs to be improved and how do you see engagement with your District Councils going forward.**

JEH said that Morecambe Bay sits at the tail end of both Lancashire and Cumbria which makes it a challenge at times to get on Local Authority agendas. Previous challenges and success stories where Morecambe Bay had worked closely with Local Authorities were highlighted and included safeguarding and improving services for people with special needs. AC and JEH have recently visited the District Councils and good relationships are being built. The District Councils have been invited to be part of the leadership approach. Morecambe Bay will continue to work with the two Local Authorities on wider schemes.

#### 11/19 **WISE UP WORKSHOPS CIC**

The Wise Up Workshops CIC, a local well-being community organisation provided a very moving and informative performance around people's experiences.

#### 12/19 **ESCAPE2MAKE**

Escape2Make showed a video showcasing the support they provide to young people living in the Lancaster and Morecambe area.

#### 13/19 **CLOSING REMARKS**

GJ reflected on today's AGM and provided his personal views on how he saw 2019/20 unfolding and the challenges that stand in the

way of achieving the targets. GJ recognised that they were not perfect and that there are areas that need improving. By working together in partnership and with the public he envisaged that with lots of hard work improvements would be made.

GJ thanked everyone for attending today's joint AGM and acknowledged the excellent work received over the year.

All the AGM slides are available upon request.

14/19 **DATE AND TIME OF NEXT MEETING**

To be confirmed.

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