



Gloucestershire Health and Care
NHS Foundation Trust



Welcome to our

Annual General Meeting (AGM)

11 September 2025

The meeting will begin shortly



Please use the **chat function** to introduce yourself and say hello to others.



During the meeting, please **mute your mic**. If you would like to use subtitles, please activate the 'closed captions'.



Please use the '**raise your hand**' button if you wish to ask a question at the end of the meeting.

This meeting is being recorded. If you have any concerns about this, please let us know.

Agenda

5.00 PM	Welcome and opening remarks Graham Russell, Trust Chair
5.10 PM	Overview of our Year Douglas Blair, Chief Executive
5.30 PM	Finance Report Sandra Betney, Director of Finance and Deputy Chief Executive
5.45 PM	Quality Update Nicola Hazle, Director of Nursing, Therapies and Quality
6.05 PM	Council of Governors Update Chris Witham, Lead Governor
6.15 PM	Final questions and closing remarks Graham Russell, Trust Chair





Gloucestershire Health and Care
NHS Foundation Trust



Opening Remarks

Graham Russell, Trust Chair





Gloucestershire Health and Care
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Overview of our Year

Douglas Blair, Chief Executive



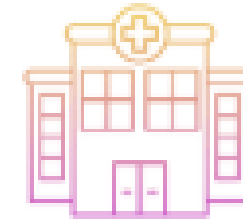
In a typical month...



GHC teams travel
300,000 miles



17,000 calls
to 111



8,200 attendances
at Minor Illness and
Injury Centres

85+

SITES

175

PHYSICAL HEALTH BEDS

157

MENTAL HEALTH BEDS

407,720

REFERRALS

1,072,352

CONTACTS

6,295

COLLEAGUES

11,000

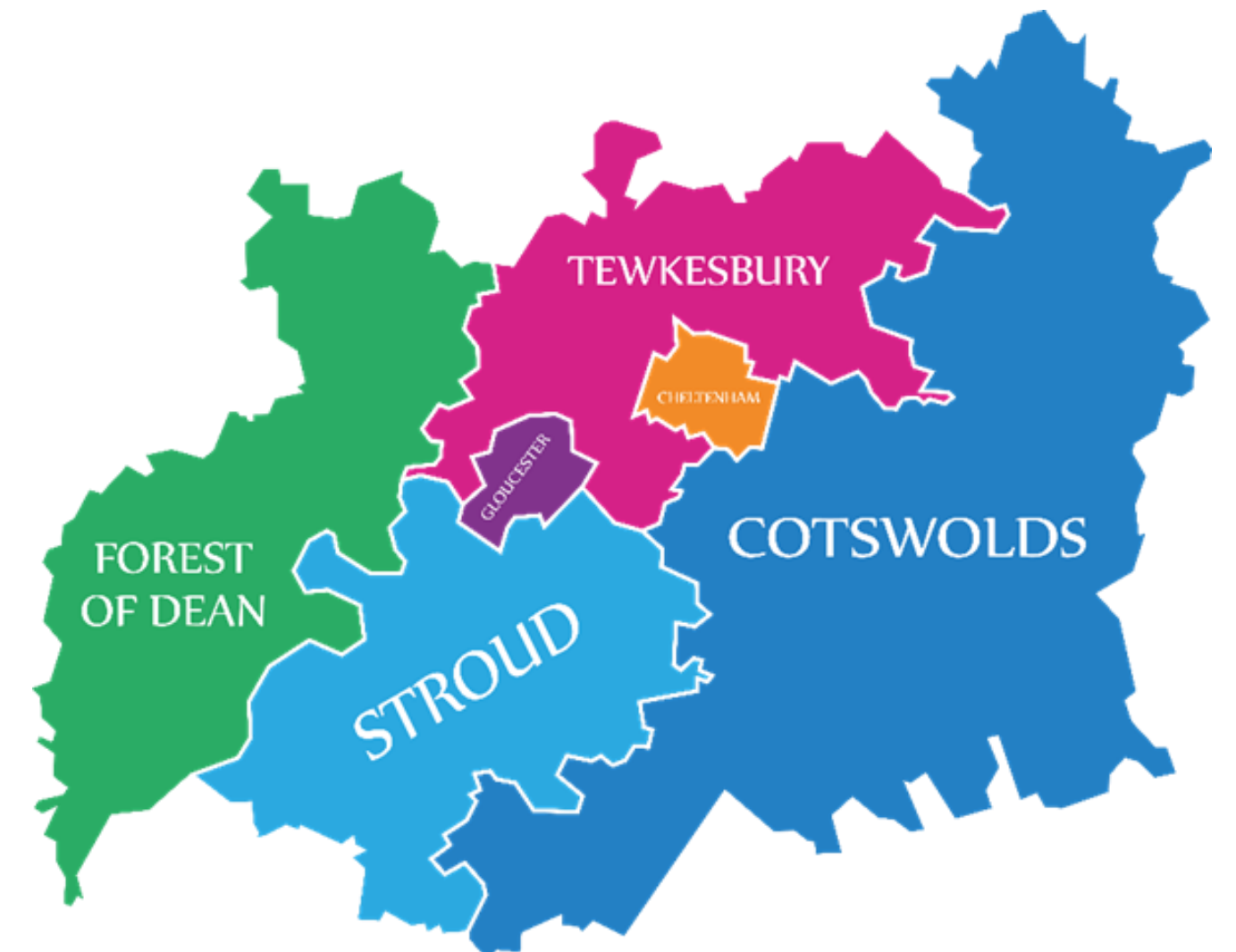
ADULTS REFERRED TO
TALKING THERAPIES

£340m

BUDGET

58,000

SCHOOL PUPILS COVERED
BY YOUNG MINDS MATTER
(63% OF COUNTY TOTAL)



We have more than 100 services, including:

- Mental Health and Learning Disability Urgent Care and Inpatient services
- Physical Health Urgent Care and Inpatient services
- Community Physical Health, Mental Health, and Learning Disability Services
- Children and Young People's Services
- Countywide Services



There when you need to...



Stay Well

Health promotion and prevention of illness - immunisations, health checks, monitoring of conditions, diagnostics, lifestyle advice, and early interventions.



Get urgent care

When you need help, fast and close to home - Minor Injury and Illness Units, Rapid Response, Mental Health Crisis, Sexual Assault Referral Centre, and Integrated Urgent Care.



Get treatment

Care for short term and ongoing conditions - specialist services, specialist dentistry, talking therapies, inpatient care, and minor procedures.



Recover

Helping you feel stronger and more independent - physical and mental health rehabilitation, therapies, psychological support, and community hospital services.



Live Well

Supporting you with long term conditions - community teams, equipment services, complex care, children's community nursing and therapies.

and much more!

Meet our Board



Graham Russell
Chair



Douglas Blair
Chief Executive



Amjad Uppal
Medical Director



Nicola Hazle
Director of Nursing,
Therapies & Quality



Sandra Betney
Director of Finance &
Deputy CEO



Sarah Branton
Chief Operating
Officer



Neil Savage
Director of Human
Resources & OD



Rosanna James
Director of
Improvement &
Partnerships



Sumita Hutchison
Non-Executive
Director



Dr Steven Alvis
Non-Executive
Director



Nicola de longh
Non-Executive
Director



Bilal Lala
Non-Executive
Director



Jason Makepeace
Non-Executive
Director



Rosi Shepherd
Non-Executive
Director



**Vicci Livingstone-
Thompson**
Non-Executive
Director



Cathia Jenainati
Associate
Non-Executive
Director

Our values

working together

- Listen closely and consider everyone's point of view
- Work in partnership and recognise each other's expertise
- Communicate openly, honestly and effectively
- Cooperate and support one another

always improving

- Actively seek solutions and ways to improve
- Speak up to promote safety and quality
- Keep learning and developing to make things better
- Be a role model with a positive, can do approach

respectful and kind

- Value each other's individuality
- Show appreciation when things go well
- Be friendly, approachable and welcoming
- Uphold and protect dignity and wellbeing

making a difference

- Take responsibility for our actions
- Take time to understand
- Be open to feedback
- Make the best use of available resources

NHS Staff Survey

Results summary: Substantive

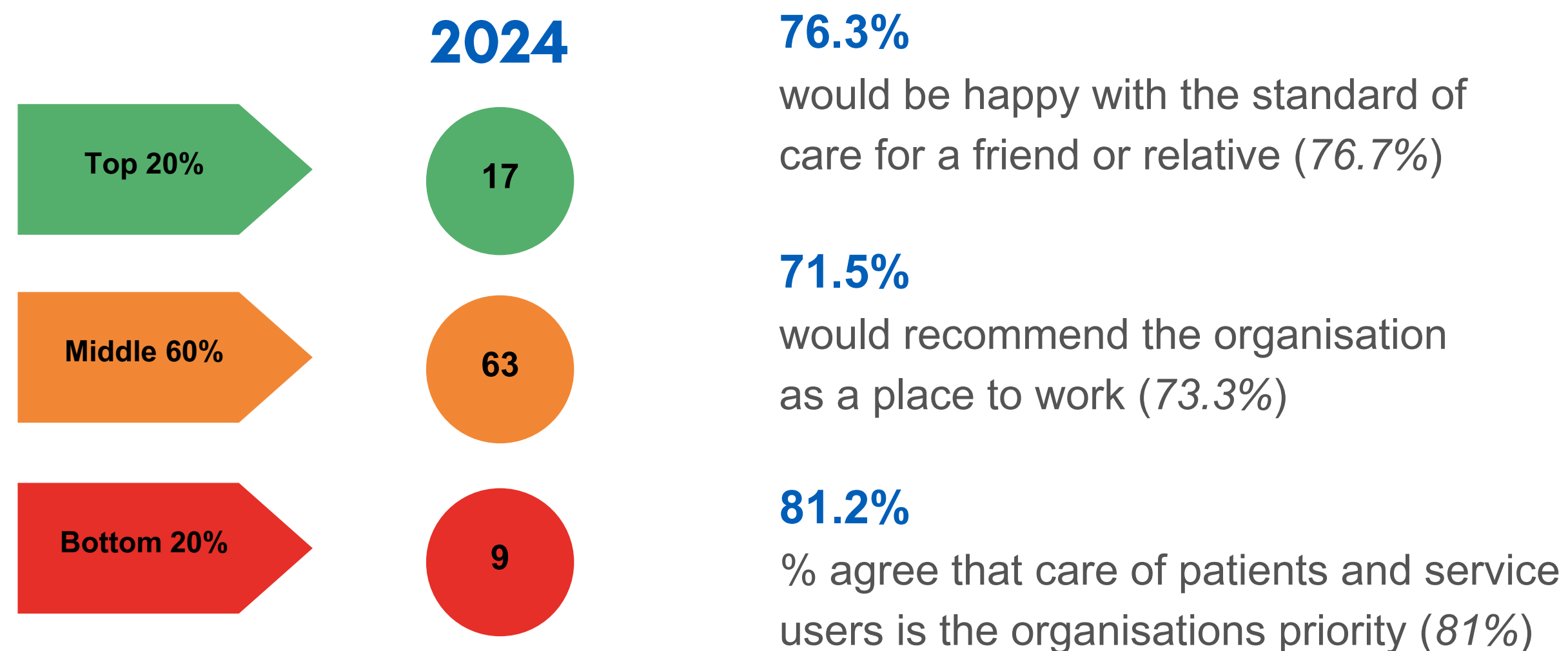


60.9% Response rate (58.5%)

3029 completed surveys (2808)

Our **2024** results for **Substantive Colleagues**

How our answers compare



Areas of focus

- Harassment, discrimination and violence at work
- Colleague engagement and speaking up
- Managing conflicting demands
- Teamwork
- Improving clinical supervision

Reasons to Celebrate (last 12 months)

- In top four trusts in the country for results of Community Mental Health Survey
- Average speed to answer 111 calls was 39 seconds in March 2025 compared to 164 seconds in March 2024 (before the service transferred)
- School Aged Immunisation service achieving among the best uptakes for vaccines in country
- Reaccredited as a Veteran Aware Trust in recognition of our continued work in demonstrating the NHS's commitment to the Armed Forces Covenant
- Excellent results in the PLACE assessment (Patient Led Assessment of the Care Environment) - above national average in vast majority of areas



What we are focused on

- **Length of stay** for inpatient mental health services – in collaboration with others across the region
- Design of the future **Learning Disability Services**
- Continuing improvement of **discharge services**, including Home First and use of our community beds
- **Transforming Care Digitally** – analogue to digital
- **Transition of some services** into Gloucestershire County Council
- Ongoing focus on **recruitment and retention**
- **Implementation of early priorities** from the national 10-year plan

Finalising our refreshed Trust strategy, areas of focus likely to include:

- Connecting services for local neighbourhoods – Neighbourhood Health Service
- Helping children thrive and build resilience
- Helping people with urgent healthcare needs/supporting them to stay well
- Reducing health inequalities – more inclusive healthcare
- Deepening our partnerships to deliver great healthcare for the people we serve



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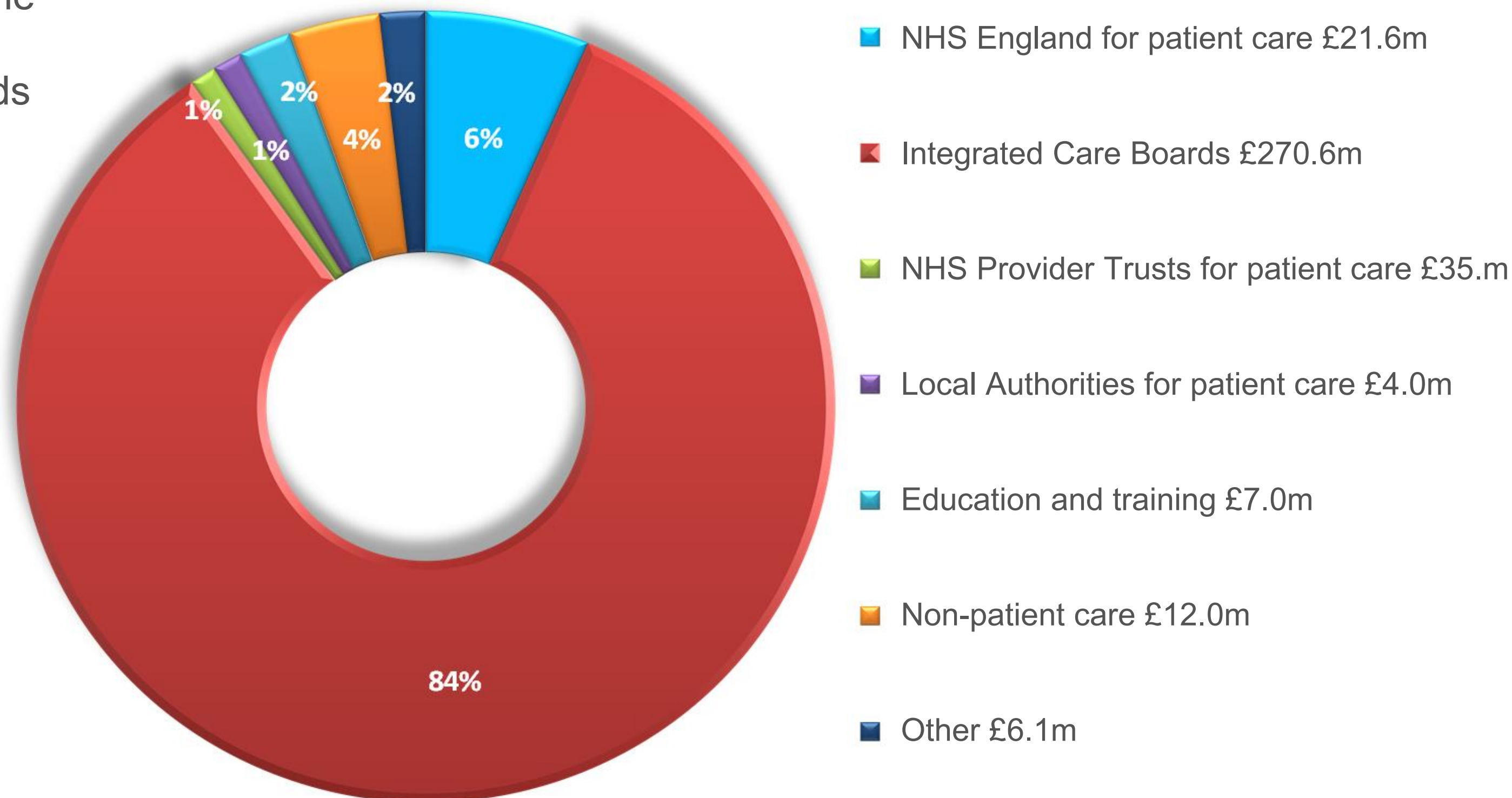
Financial Performance and Accounts

Sandra Betney, Director of Finance and Deputy CEO



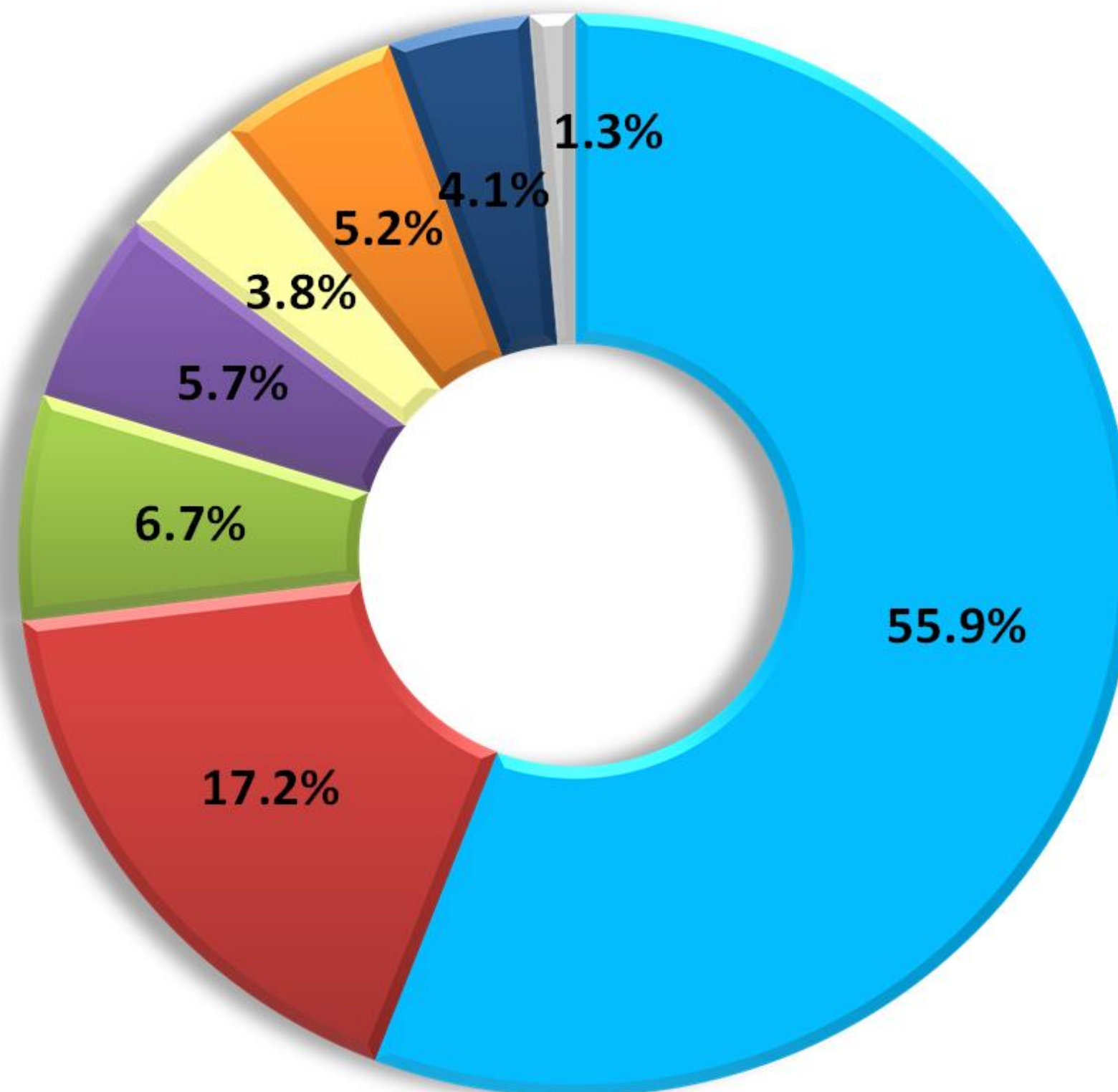
Our Income

84% of our total income of £334.6m is from Integrated Care Boards



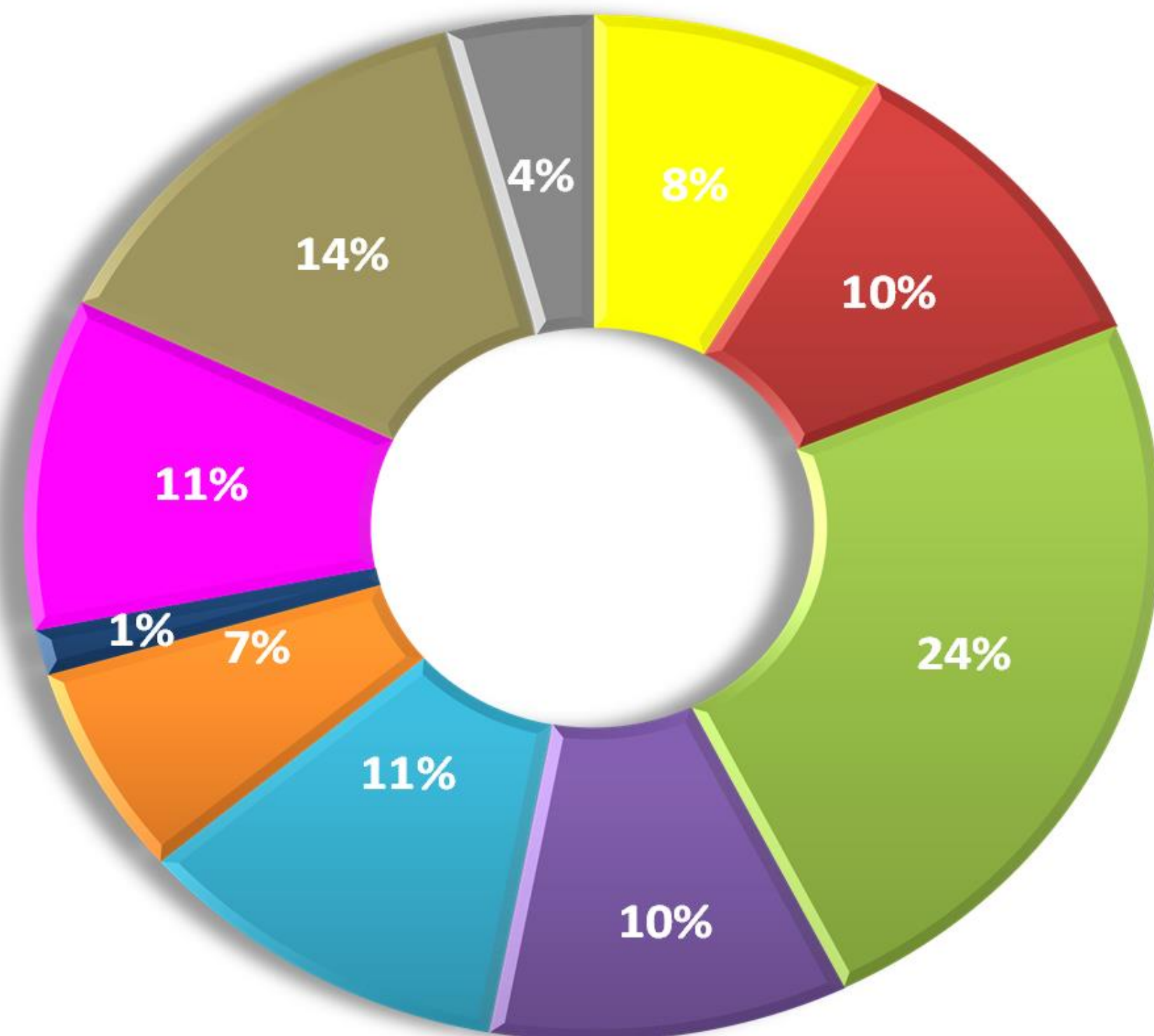
Our Expenditure

Almost three quarters of our total expenditure of £339.0m relates to staffing costs, this includes wages and pensions and National Insurance contributions



- Salaries and wages £189.4m
- Social security and pension costs £58.3m
- Purchase of Healthcare £22.8m
- Clinical Supplies and Services £19.5m
- Non-clinical Supplies and Services £12.9m
- Premises Costs £17.7m
- Depreciation and Capital Charges £14.0m
- Impairment £4.5m

Expenditure by Directorate



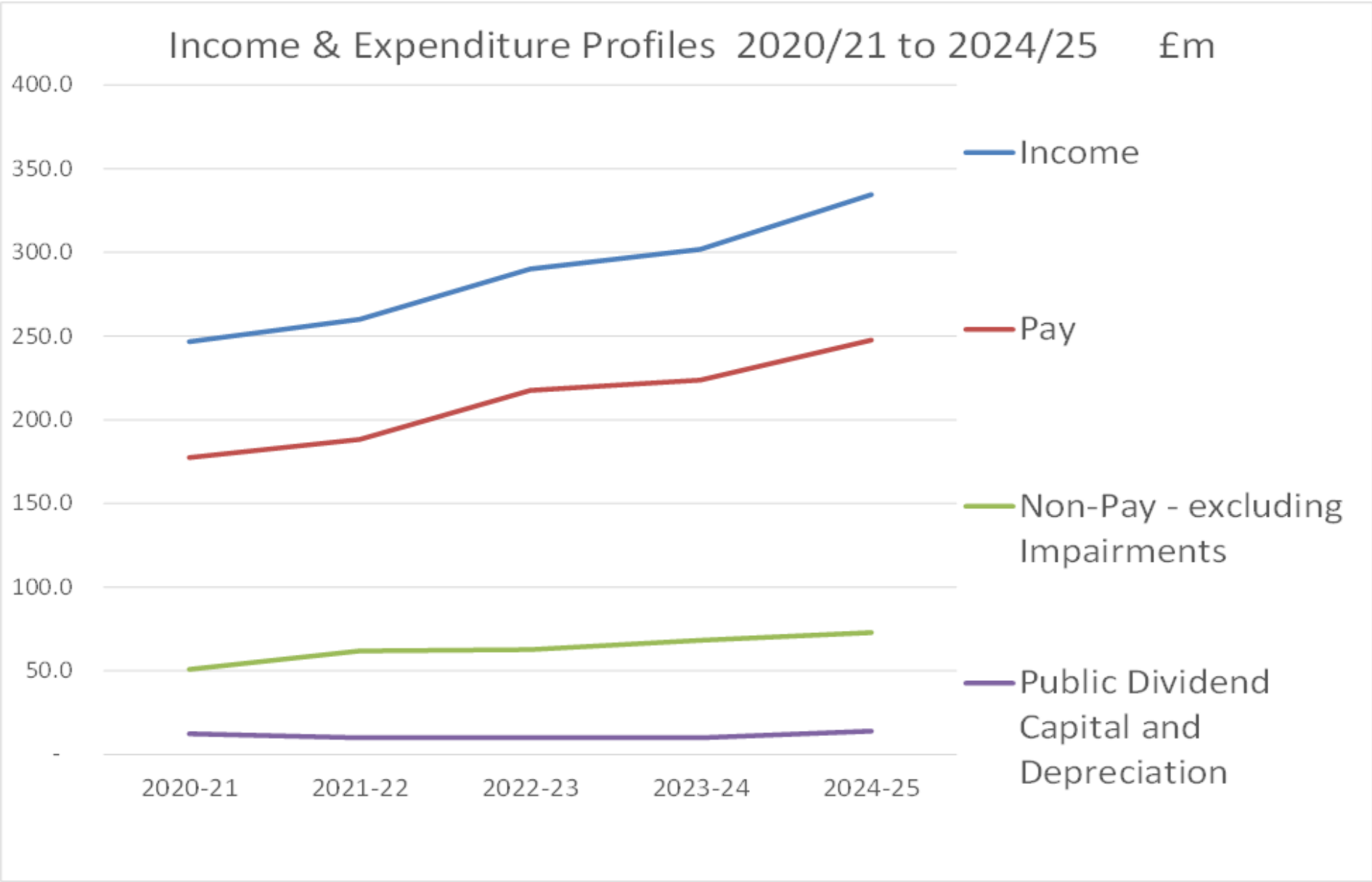
- Children and Young People's Service £27.7m
- Countywide £34.4m
- Adult Community £80.7m
- Mental Health Urgent Care £34.1m
- Physical Health Urgent Care £36.2m
- Medical £22.2m
- Integrated Urgent Care Service £4.8m
- Estates and IT Support Services £34.9m
- Corporate Services £45.4m
- Non Operational (Public Dividend Capital/Depreciation) £14.0m

Overview of Financial Performance

In the 2024/25 financial year, we have:

- Met our Financial Performance target of break even
- Reported a surplus of £310k
- Delivered £11.8m of Capital Projects
- Achieved £5.47m of recurrent savings
- Ended the year with a cash balance of £41.8m
- Liquidity ratio – working capital 28.41 days

Financial Review



Proportional split of spend by services

	20/21	21/22	22/23	23/24	24/25
Mental Health Services	42.40%	41.52%	42.67%	42.67%	43.62%
Learning Disability Services	4.05%	3.63%	4.17%	4.17%	3.45%
Physical Health Services	53.55%	54.85%	53.16%	53.16%	52.93%

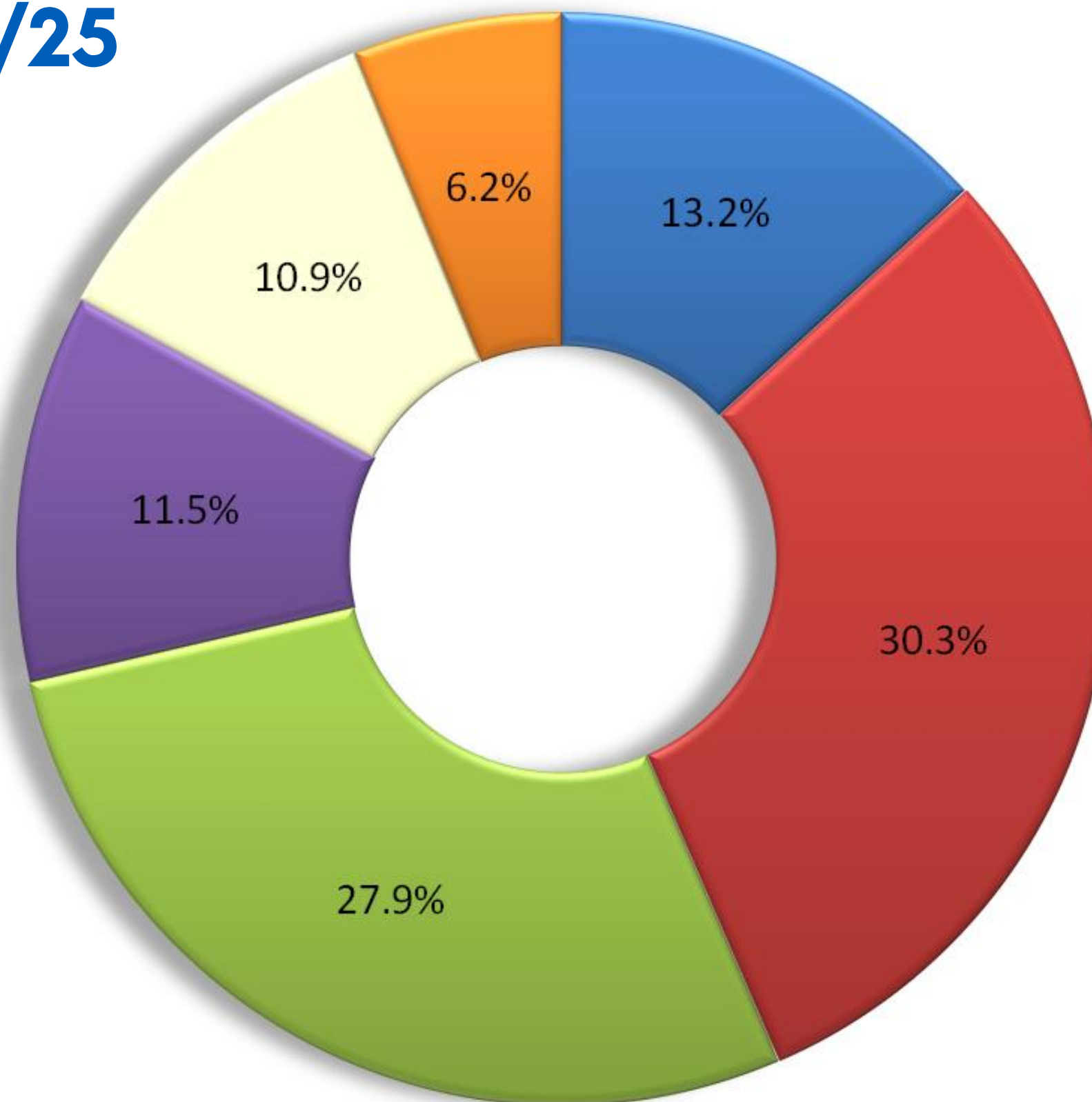
Our 2024-25 Financial Position

	2024-25	2023-24	2022-23
NHS Basis Financial Performance	£'000	£'000	£'000
Surplus / (Deficit) for the period	-4,399	475	-14,951
Impairments Taken to Income and Expenditure Account	4,497	277	14,781
Depreciation on donated assets and new donated assets	185	189	84
Net impact of consumables donated from other DHSC bodies	27	43	122
Adjusted Financial Performance Surplus	310	984	36

Capital 2024/25

The Trust uses the surplus it generates to help fund the capital programme and improve the facilities for our service users and colleagues.

The Trust spent £11.8m on capital.






- Estates: Buildings
- Estates and Maintenance
- IT Infrastructure and Software
- Medical Equipment
- Net Zero Carbon Projects
- Leases

Integrated Urgent Care Service (IUCS)

Launched 19 November 2024

Now live and delivering:

-  NHS 111 (phone and online) - Immediate support and triage for urgent health needs.
-  New Clinical Assessment Service (CAS) - Access to both general and specialist clinical advice.
-  Out of Hours Face-to-Face Care - Clinicians seeing patients at treatment centres or in their own homes.



Finance, Activity & Performance

- £10.55m Income from commissioners p.a
- 34.63 additional Whole Time equivalent colleagues
- Average 16,000 111 telephony contacts per month
- Av. 400 111 online contacts
- Av. 2500 Base appts a month
- Av. 400 Home visits a month

Performance Headlines

- **Improved Call Handling:** Call answer times in Gloucestershire are now consistently faster, showing better access and responsiveness.
- **Exceeding Key Targets:** Performance in ED and Ambulance Validation is above target, showing strong triage and system navigation.
- **Focus Area – HCP Callbacks:** Call-back times for Health Care Professionals need improvement to meet national IUCS standards.
- **Directory of Services (DoS):** A plan is in place to improve DoS accuracy, helping patients get to the right care more effectively.



Appointment of new External Auditors

- Current External Auditors KPMG contract ended 2024/25.
- Competition Tender was published on Atamis – the Trusts e-tendering platform on 12 November 2024 and closed on 6 January 2025.
- Three submissions were received.
- All 3 suppliers gave presentations on 24 January 2025.
- Recommended to appoint **Sumer AuditCo NI Limited**.
- Approved by Council of Governors 31 January 2025

Audit of Accounts

Accounts audited by KPMG in June 2025

They issued an:

- Unmodified Audit Opinion
- Unqualified Value for Money Opinion

Our 2024/25 Annual Report and Accounts is available by scanning the QR code or visiting:

www.ghc.nhs.uk/who-we-are/publications



Any queries to sandra.betney@ghc.nhs.uk or stephen.andrews@ghc.nhs.uk



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Quality Update

Nicola Hazle, Director of Nursing, Therapies and Quality

Purpose of the session

- To give an **overview of the quality work undertaken** across the Trust during 2024/25, highlighting the changes and improvements that have taken place which are informed by our Quality Strategy and reflect in our Trust values.
- We are providing information and detail in relation to our quality priorities which are underpinned by our quality ambitions.
- We have assurance that our services are in the main good, although recognise opportunities for focused improvement over the next 12 months.

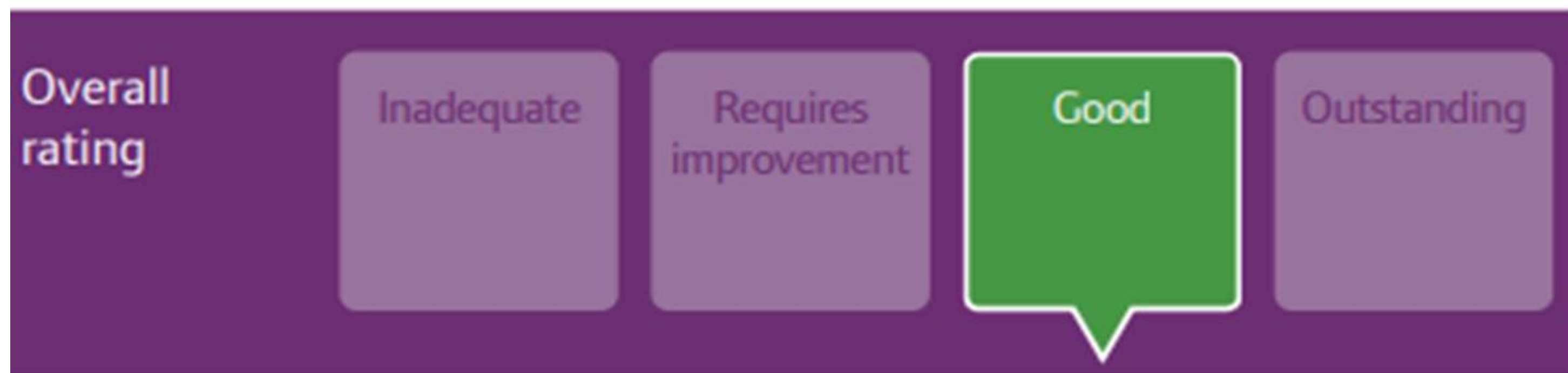
Our Quality Strategy at a glance



Quality Strategy

- The Quality Priorities originate from the Quality Strategy
- Our Quality Strategy sets out our quality ambitions, strategic goals, priorities, and the approaches we will take to measure our progress. It is one of six integrated enabling strategies delivering Gloucestershire Health and Care NHS Foundation Trust's (GHC) Strategy: 'Our Strategy for the Future 2021-2026'.
- Through our Quality Strategy, we make clear our commitment and approach to empower the people at the heart of our services. Our colleagues have the freedom, skills, tools and resources to work in partnership with the people we serve to improve and innovate safely towards defined quality goals.

Regulatory Compliance: Care Quality Commission



The overall rating from 2022 inspection

Quality Priorities for 2023/26

Our 11 Quality Priorities which are a key area of focus are:

- **Tissue Viability (TV) including pressure ulcers** - with a focus on the recognition, reporting and clinical management of chronic wounds.
- **Dementia Education** - with a focus on increasing colleague awareness of dementia through training and education, to improve the care and support that is delivered to people living with dementia and their supporters across.
- **Falls Prevention** - falls prevention with a focus on reduction in medium to high harm falls.
- **End of Life Care (EoLC)** - with a focus on patient centred decisions.

Quality Priorities for 2023/26

- **Friends and Family Test (FFT)** - increasing the visibility of the Friends and Family Test (FFT) feedback to colleagues and patients and their families.
- **Reducing suicides** - focus on incorporating the NHS Zero Suicide Initiative, developing strategies to improve awareness, support, and timely access to services.
- **Reducing Restrictive Practice** – promoting measures that lead to the reduction of restrictive practices and supporting effective person-centred practice.
- **Learning disabilities** - with a focus on developing a consistent approach to training and delivering *trauma informed* Positive Behavioral Support (PBS) Plans in line with National Learning Disability Improvement Standards.

Quality Priorities for 2023/26

- **Children's services** - with a focus on the implementation of the SEND and alternative provision improvement plan.
- **Embedding learning following patient safety incidents** – with focus on embedding learning following patient safety incidents
- **Triangle of Care** – with a focus on achieving and maintaining the level 3 accreditation.

Our quality ambitions are always underpinned by the **three pillars of quality:**

- **Always effective** – embedding a culture of continuous improvement in all of our services.
- **Great experience** – making sure everyone's experience is personalised and is consistently the best it can be.
- **Consistently safe** – people who use and deliver our services consistently receive intervention free from harm and which provides the most benefit.



Always Effective

We have good assurance that we are embedding a culture of continuous improvement in all our services.

- We completed 9 national clinical audits and 95 local clinical audits relating to mental health and physical health services.
- Research - In 2024/25, the Trust registered and approved 19 studies across clinical areas
- There were 73 Quality Improvement initiatives being supported by QI Hub .

Great Experience

We have good assurance that strive to ensure that everyone's experience is personalised and consistently the best it can be.

- Our journey towards 3* accreditation with the Carers Trust continues, we are focusing on achieving and the long term maintenance of the Triangle of Care Stage 3 accreditation.
- Non-Executive Director (NED) quality visits and complaint audits provide valuable feedback and assurance across a range of services.
- Our embedded Freedom to Speak Up process saw 104 colleagues using the service last year. 33% of the contacts received related to health and wellbeing.

Consistently Safe

We have good assurance that people who use and deliver our services consistently receive intervention that is free from harm and provides the most benefit

- 181 learning and engagement sessions were held with teams across the trust in response to after action reviews, clinical audit findings, learning from complaints and feedback from the Care Quality Commission (CQC) .
- Infection Prevention and Control (IPC). The Trust had a very low incidence of reportable healthcare associated infections during 2024/25.
- Our Learning from Deaths reporting found no deaths were due to problems with care delivery. Feedback from the Medical Examiner provides significant assurance that that the care provided to GHC inpatients at the time of their death was of a good standard.



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Council of Governors Update

Chris Witham, Lead Governor



Thank you for listening.

Questions



working together | always improving | respectful and kind | making a difference

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