



Annual Report & Quality Account 2012/13

An NHS organisation that continually strives to improve patients' experiences and outcomes





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Annual Report

Annual Report 2023/24

Our vision is to be the most patient-centred, innovative and sustainable healthcare provider in the region, delivering exceptional care and experiences for our patients, staff and communities.

Our mission is to provide world-class patient care, support our staff, and contribute to the health and well-being of our communities.

Our values are: Patient-centred, Innovative, Sustainable, and Collaborative.

Our strategic priorities are: Patient Care, Staff Well-being, and Community Engagement.

Our key performance indicators (KPIs) are: Patient Satisfaction, Staff Retention, and Financial Sustainability.

Our financial performance for 2023/24 was strong, with a 10% increase in revenue and a 5% reduction in costs. This was achieved through our focus on operational efficiency and cost management.

Our patient care performance was also excellent, with a 95% patient satisfaction score and a 98% clinical outcomes score. This was achieved through our focus on patient-centred care and clinical excellence.

Our staff well-being performance was also strong, with a 90% staff retention rate and a 95% staff satisfaction score. This was achieved through our focus on staff development and well-being.

Our community engagement performance was also strong, with a 95% community satisfaction score and a 98% community engagement score. This was achieved through our focus on community outreach and engagement.

Our environmental performance was also strong, with a 95% carbon footprint reduction and a 98% waste reduction score. This was achieved through our focus on sustainability and environmental stewardship.

Our governance performance was also strong, with a 95% compliance score and a 98% risk management score. This was achieved through our focus on governance and risk management.

Our overall performance for 2023/24 was excellent, and we are proud of the achievements of our staff and the impact of our services on our patients and communities.

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Introduction from the Chairman and Chief Executive

2012/13 was another strong year for the Trust in terms of its overall performance. The last few months of the year were particularly challenging as the Trust faced unprecedented pressure on its emergency portals and consistently had more than 300 attendances per day to its Emergency Department. All staff in the Trust have worked hard to ensure that services for our patients continue to be safe in these difficult circumstances.

Patient safety continues to be our number 1 priority. We have seen reductions again this year in a number of areas including hospital acquired pressure ulcers, patients suffering serious harm from falls, percentage of late patient observations and mortality rates. Our infection prevention record continues with significant reductions in the number of cases of C. difficile and Methicillin Sensitive Staphylococcus Aureus (MSSA) and saw the Infection Prevention team win a national Innovation Award for their work. Although we knew it would happen it was disappointing to have a case of MRSA in September – our first for more than 1142 days! The clock is counting again with a challenge to break this record which remains the longest in the NHS.

Despite the pressures in our Emergency Department and the hospital as a whole we hit our A&E waiting time target of patients being dealt with within 4 hours again this year, the 5th consecutive year even though we missed the target for Quarter 4. Our performance for the year saw us in the top 30% of Trusts in the country. This target is particularly important as it ensures that patients get seen and dealt with promptly at their most vulnerable time.

The delivery of 18 weeks referral to treatment is now a patient right under the NHS Constitution and we have consistently delivered this for patients since its introduction in 2007 for both admitted and non-admitted care. All cancer waiting time targets have also been achieved throughout the year. Avoiding unnecessarily long stays in hospital safeguards patients against hospital acquired harm such as infection, it also helps us to optimise bed capacity, guarantee access to planned surgery and deal with emergencies presenting at the front door. We will continue to work on these areas in the coming year.

On top of all of this we have also achieved our income and expenditure plan, finishing the year with a financial surplus of £7million. This helps to safeguard the Trust for the future and allows us to continue to invest in our services. Those of you who have visited the New Cross site recently will have seen the New Pathology building which was “unveiled” in March. We have also started planning for our new Emergency Department on the New Cross site.

As a Trust we are in a very strong position moving forward and need to keep our focus on doing the right thing for patients as we move into the next phase of change to the way healthcare is commissioned and delivered.

2012/13 has been a landmark year for the NHS with the publication of the Francis Report into Mid Staffordshire NHS Foundation Trust. Over the coming months we will build on work that was already happening to look at how we change some of the things we do to minimise the risk of similar events happening in this Trust.



David Loughton, CBE
Chief Executive
24th June 2013



Richard Harris
Chairman
24th June 2013

About the Trust

The Royal Wolverhampton NHS Trust was established in 1994 and is a major acute Trust providing a comprehensive range of services for the people of Wolverhampton, the wider Black Country, South Staffordshire, North Worcestershire and Shropshire. It gained Cancer Centre status in 1997, was designated as the 4th Regional Heart & Lung Centre during 2004/05 and became one of the first wave Bowel Screening Centres in 2006. The Trust is the largest teaching hospital in the Black Country providing teaching and training to more than 130 medical students on rotation from the University of Birmingham Medical School. It also provides training for nurses, midwives and allied health professionals through well-established links with the University of Wolverhampton.

In April 2011 the Trust completed a successful transaction to integrate with the community services from Wolverhampton City PCT and now provides an integrated community and acute service.

With an operating budget of almost £380 million the Trust is one of the largest acute providers in the West Midlands having more than 800 beds on the New Cross site including intensive care beds and neonatal intensive care cots and 82 rehabilitation beds at West Park Hospital. As the second largest employer in Wolverhampton the Trust employs more than 6,700 staff. The Trust provides its services from the following locations:

- New Cross Hospital – secondary and tertiary services, maternity, Accident & Emergency, critical care and outpatients;
- West Park Hospital – rehabilitation inpatient and day care services, therapy services and outpatients; and
- More than 20 Community sites – community services for children and adults, Walk in Centres and therapy and rehabilitation services

(On 1 April 2013 the Trust took onto its balance sheet properties currently owned by Wolverhampton City PCT and leased by the Trust. The net book value of these properties is £11.6million. There are 5 properties transferring to the Trust, 3 of which will be owned by the Trust (West Park Hospital plus two Health Centres) and two where the lease for the premises is transferring).

The Trust has an excellent reputation for its clinical services and for whole system transformation in the delivery of clinical care, service reform and partnership working. Delivering its services from a number of locations including outreach clinics it fulfils two main roles:

- The provision of top quality emergency, community and secondary care services for our local population; and
- Tertiary and specialist services both independently and through clinical networks to the wider population of West Midlands and beyond.

Our Vision and Values

The Trust's vision and values play an important role in describing the principles and beliefs that underpin the way in which it does business. They provide the checks and balances to make sure that all plans improve the experience for patients.

Our vision

An NHS organisation that continually strives to improve patients' experiences and outcomes.

Our values

Patients are at the centre of all we do:

- We maintain a professional approach in all we do.
- We are open and honest at all times.
- We involve patients and their families and carers in decisions about their treatment and care.

Working together we deliver top quality services:

- We work in partnership with others.
- Working in teams we will recognise and respect our differences.
- We support each other as members of the Trust.

We will be innovative in how we work:

- We make it easy to do the right thing.
- We continue to improve the experiences of those who use our services.
- We encourage and support people who lead change.

We create an environment in which people thrive:

- We empower people to explore new ideas.
- We act as positive role models.
- We work hard for our patients.
- We recognise achievements.

Our Strategic Goals

Our vision and values are supported by ten strategic goals which extend over the next three years. The achievement of these goals, individually and collectively will enable the Trust to demonstrate that it is “living” its vision. These goals are underpinned by our service developments, operational infrastructure and organisational capacity and capability. They are the framework for our performance management - each goal has a range of Key Performance Indicators which enable us to track our progress at a Divisional and Board level. These indicators are reviewed each year to ensure they reflect the aspirations of the Trust in achieving its strategic goals. Delivery of the qualitative and quantitative measurements is through our monthly performance monitoring at local levels and to the Trust Board.

The Trust has an important role to play not only in improving the health and social care services for the local population but also in the continuing regeneration of the City of Wolverhampton as a vibrant multicultural and diverse community. It is important to us that we are efficient and effective in our delivery of services and are seen as a socially responsible organisation. Our strategy enables us to use the cultural diversity of the population we serve to stimulate innovation in the way we deliver services. Our relationship with our members and governors ensures we focus on issues that make a difference to local people. Our strategic goals are shown in the table below:

- To provide our patients and staff with a safe environment, supported by the appropriate estate, equipment and facilities.
- To be an employer of choice with a motivated, productive and committed workforce.
- To achieve a balance between demand and capacity with integrated working and seamless services within the hospital and the wider health community.
- To progressively improve the image and perception of the Trust.

- To be in the national NHS top quartile of benchmarks and targets.
- To achieve our Long Term Financial Plan and Service Modernisation objectives.
- To be a high quality educator.
- To develop and improve our service portfolio.
- To develop our position as a tertiary centre.
- To consolidate our position as a leading healthcare provider operating in a commercial environment.

In 2012/ 13 the Trust made good progress towards delivering its strategic goals.

The NHS Constitution

The NHS Constitution contains a number of rights and pledges, which are underpinned by the following seven key principles embedded into the Trust’s philosophy for designing and delivering services and our operational plans:

1. The NHS provides a comprehensive service, available to all.
2. Access to NHS services is based on clinical need, not an individual’s ability to pay.
3. The NHS aspires to the highest standards of excellence and professionalism.
4. The NHS aspires to put patients at the heart of everything it does.
5. The NHS works across organisational boundaries and in partnership with other organisations in the interest of patients, local communities and the wider population.
6. The NHS is committed to providing best value for taxpayers’ money and the most effective, fair and sustainable use of finite resources.
7. The NHS is accountable to the public, communities and patients that it serves.

The NHS Constitution was updated in March 2013 and can be accessed at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/170656/NHS_Constitution.pdf



The Trust's Governing Body

The Trust is in its final phase of assessment to become a Foundation Trust. This will give us greater flexibility to develop services that meet the needs of local people. The Trust has around 6,000 public members and 6,000 staff members, which includes a core of active and interested members who have taken the opportunity to attend events and influence decision-making. The Trust has an elected shadow Council of Governors. The establishment of governors, elected by members, staff and local partner organisations, will only strengthen this process making sure that services reflect what local people need. Once we become a Foundation Trust the Governors will take up their statutory responsibilities which include approval of the Trust's key developments.

The Board of Directors

The Board comprises the Chairman; the Chief Executive; four Executive Directors; six Non-Executive Independent Directors and is supported by two additional Directors and an associate non-executive director. Each Executive Director and Independent Non-Executive Director has an equal vote on the Board. Directors are each responsible to the Board for the delivery and performance for services within their portfolios. The Chief Executive Officer is the Accountable Officer to Parliament. Independent Non-Executive Directors provide challenge and a level of independent scrutiny to decision-making, implementation and reviewing organisational performance. Their backgrounds and experience provide a balance of skills to provide a level of challenge across the range of activities of the Board.

During 2012/13 the Trust Board met monthly (except in December and August), conducting most of its business in public and allowing time for the press, public and other observers to ask questions of the Directors at each meeting. There were a further three special meetings where specific items were discussed.

The Appointment of the Trust Chairman

During 2012/13 the Chairman was appointed for a four-year term of office:

- Richard Harris – new appointment – 6th March 2013

The Appointment of Non-Executive Directors

During 2012/13, the following Non-Executive Directors were appointed / re-appointed for a four-year term of office:

- Surrinder Kalirai – new appointment – 1st July 2012

In addition there were two appointments to the role of Associate Non-Executive Director:

- Sue Rawlings – new appointment – 1st October 2012
- John Holder – new appointment – 1st October 2012*

**NB John Holder had been an Acting Non-Executive Director from 12th August 2012*



Board Membership

Richard Harris

Chairman of the Trust

Appointed 2013

Richard Harris spent the early part of his career as a partner in Pricewaterhouse Coopers, later spending twelve years in senior management roles in two major industrial companies, GKN plc and Brambles Industries plc. He spent his working life based in London, Southampton, Amsterdam, Hong Kong, Redditch and Sydney.

He has been a Non-Executive Director of Heart of England NHS Foundation Trust since 2008, where he chaired key committees including the audit committee and the finance and performance committee.

Mr. Harris holds a number of positions as trustee of charities and pension funds. He has not declared any political activity in the last five years.

He is a chartered accountant and a graduate of the Advanced Management Programme at INSEAD, France. He was educated at Oxford University where he graduated with an honours degree in chemistry.



Board Attendance in 2012/13: 1/1

Declarations of Interest:

- Simplyhealth Group Limited – non-executive director Action for Children – Trustee, Pension Fund
- City of Birmingham Symphony Orchestra, Trustee, Pension Fund
- Birmingham and Black Country Community Foundation – Trustee
- StartHere (a charity based in West London engaged in developing information databases on health, social and other services, targeted at people in need, in particular accommodating people who do not have access to computers or who are not computer literate) – Trustee
- Foundations UK (a charity based in West London engaged in supporting people with eating disorders, offering mentoring and structured programmes, usually in primary care settings) – Trustee
- Gorillabox Limited (a company managed by my nephew, engaged in providing mobile phone related services) – non executive director and shareholder
- Royal Society of Arts for the encouragement of Arts, Manufactures and Commerce (RSA) – Fellow and member of the Audit and Risk Committee
- Wife is a volunteer at Solihull Hospital (half a day per week), part of Heart of England NHS Foundation Trust

David Loughton, CBE

Chief Executive & Accountable Officer

Appointed 2004

Mr Loughton joined the Trust in 2004 having had extensive experience as a Chief Executive within the NHS. During his career he has developed a new Medical School with Warwick University and achieved financial close on a £400 million new hospital PFI. He has now turned around one of the 17 most financially challenged Trusts in the NHS, whilst improving the quality of care provided to patients. Mr Loughton is a member of the National Institute for Health Research Advisory Board and West Midlands Chief Executive representative for the NHS Confederation Council.

Board Attendance in 2012/13: 12/13

Declarations of Interest:

None



Balsinder Jaspal-Mander

Non-Executive Director and
Chair of Board Assurance Committee

Appointed 2005

Mrs Jaspal-Mander is Independent Reviewing Officer for Safeguarding, Wolverhampton City Council. She was previously a manager in Social Care, which involved supporting all service user groups. She previously worked in the London Boroughs of Southwark, Haringey and Greenwich in various professional roles. Mrs Jaspal-Mander is also a member of Cafcass.

Board Attendance in 2012/13: 11/13

Declarations of Interest:

- Director of Ellessian Social Care Consultancy
- Independent Reviewing Officer for Safeguarding, Wolverhampton City Council
- Brother is an elected member for Heath Town Ward, and is a member of the Health Scrutiny Panel
- Sister in law is an elected member for the Heath Town Ward



Jeremy Vanes

Non-Executive Director and Senior Independent Director

Appointed 2006

Mr Vanes is Company Secretary for Wolverhampton Advice Agencies Consortium, Chief Operating Officer of the Wolverhampton Citizens Advice Bureau.

Board Attendance in 2012/13: 13/13

Declarations of Interest:

- Chief Operating Officer of the Wolverhampton Citizen's Advice Bureau
- Company Secretary of Wolverhampton Advice Agencies Consortium
- Chartered member of Chartered Management Institute, and active in Wolverhampton Branch



Dr Janet Anderson

Non-Executive Director

Appointed 2010

Dr Anderson was a Consultant Paediatrician at The Royal Wolverhampton Hospitals NHS Trust from 1982-2007. During this time she was also Regional Advisor in Paediatrics to the Royal College of Physicians (1993-1997), Chair of the WM Regional Training Committee for Paediatrics (1997-2002), Chair of the General Professional Training Committee Royal College of Paediatrics and Child Health (1997-2002) and Paediatric Lead for Children's, Young People and Maternity Reconfiguration Group, West Midlands SHA (2006-2009).

Dr Anderson is currently principal regional examiner in Paediatrics for the Far East (RCPCH 2007-2012) and Hon. Senior Lecturer for Birmingham Children's Hospital (1985-ongoing).

Board Attendance in 2012/13: 12/13

Declarations of Interest:

- Principal Regional Examiner for the RCPCH
- Associate of the General Medical Council
- Chair of Governors at Penn Hall School
- Compton Hospice – Trustee
- Honorary Senior Clinical Lecturer, University of Birmingham



Surrinder Kalirai

Non-Executive Director, Chair of Audit Committee

Appointed July 2012

Mr Kalirai has been a Chartered Accountant since 1988. Post qualifying he has operated in a number of senior finance roles involving strategic planning, change management, financial control and performance management in major financial institutions. He now runs his own accountancy practice. He was a non-executive director of Wolverhampton City Primary Care Trust from 2006 – 2012.

Board Attendance in 2012/13: 8/11

Declarations of Interest:

- AIMS Accountants for Business – Principal
- ICAEW - Member



John Holder

Associate Non Executive Director

Appointed October 2012,

Mr Holder is a qualified accountant who has held a number of senior positions including Managing Director of one of Taylor Wimpey's Divisions. He has also held posts in the private healthcare sector and most recently a business development role within the Mears Domicillary Care Group.

Board Attendance in 2012/13: 6/6*

Declarations of Interest:

- Wolverhampton Coronary Aftercare Support group – Trustee/Treasurer
- Alternative Perspective Limited (Public Sector Property Software/Data Consultancy) – Part owner and Director
- Pretium Justum Est Limited (Business Management consultancy) – Owner and director

*John Holder also attended a further two Board Meetings whilst Acting Non-Executive Director (20/8/12 – 1/10/12)



Sue Rawlings

Associate Non Executive Director

Appointed October 2012,

Mrs Rawlings is a Chartered Certified Accountant who has worked in the public, private and voluntary sector (last position: Finance and Development Director for Groundwork Black Country, an environmental charity). For the past 11 years she has been joint director of the regeneration consultancy firm RHCS, a well established, highly skilled consultancy firm working with a range of cross sector clients from the voluntary/community/charitable and public sectors, thus widening her skills. Sue has extensive experience in evaluating the effectiveness of public expenditure and has recently worked with the British Red Cross, conducting older people's needs assessments in the South West and North of England. The changing Health Arena is a particular area of interest. Previously a local improvement advisor appointed via IDeA to the Regional Improvement Efficiency Partnership in the West Midlands, she is also a Trustee of Beacon Centre for the Blind.

Board Attendance in 2012/13: 6/6

Declarations of Interest:

- * Rawlings Heffernan Consultancy Services Ltd (RHCS Ltd) – Director/Company Secretary
- * Beacon Centre for the Blind - Trustee



Gwen Nuttall

Chief Operating Officer

Appointed 2012

Ms Nuttall has over 20 years experience working across a diverse range of Acute Hospitals, having previously worked for local Government.

Gwen has worked in various management roles at The Chelsea and Westminster Hospital, Barts and The London NHS Trust and more recently she was the Chief Operating Officer at West Suffolk Foundation Trust Hospital for 8 years.

Board Attendance in 2012/13: 8/8

Declarations of Interest:

None



Kevin Stringer

Chief Financial Officer

Appointed 2009

Mr Stringer has been in the NHS for 20 years and a Director of Finance for 8 years. He has worked at Director level at Birmingham Childrens' Hospital and North Birmingham PCT (now Birmingham East and North PCT) where he was also Deputy CEO. His NHS career to date includes experience in Strategic Health Authorities, Foundation and NHS Trusts which incorporates Primary Care (GPs, dentists), Acute and Specialist (mainly in hospitals) Care and Community Care (District Nursing and Mental Health). He is an active supporter of Healthcare Financial Management Association where he is Treasurer for the West Midlands Branch.

Board Attendance in 2012/13: 13 /13

Declarations of Interest:

- * Treasurer of the West Midlands Branch – Healthcare Financial Management Association
- * Member of CIMA (Chartered Institute of Management Accountants)



Cheryl Etches, OBE

Chief Nursing Officer & Deputy Chief Executive

Appointed 2005

Ms Etches joined the Board in June 2005 after holding the position of Deputy Director of Nursing at Heartlands Hospital in Birmingham. She sits on the national Health Protection Agency Healthcare Associated Infections group. She has also worked in the healthcare system in the Middle East.

Board Attendance in 2012/13: 13/13

Declarations of Interest:

- South Staffs Medical Foundation – Trustee
- ICD Medical – Director



Jonathan Odum

Medical Director

Appointed February 2011

Dr Odum graduated from Birmingham University Medical School in 1984, and began his career as a Pre-Registration House Officer, at Sandwell DGH. He did most of his post-graduate training in the West Midlands including a 2 year research fellowship in North Staffordshire. He was awarded his MD thesis in 1993. He also spent two years working in Adelaide, South Australia gaining further experience and training in renal medicine before returning to the UK.

Dr Odum was appointed as Consultant Physician and Nephrologist at New Cross Hospital in 1993. He has held a number of managerial appointments since this time. He was appointed Clinical Director Renal Services in 1995 and Clinical Director of Medicine in 2002. Prior to his appointment as Medical Director, Dr Odum was Divisional Medical Director for one of the Clinical Divisions at the Trust.

Board Attendance in 2012/13: 9/13

Declarations of Interest:

None



Maxine Espley

Director of Planning and Contracting

Appointed in April 2011

Maxine Espley has more than 20 years experience working in a diverse range of health and social care organisations.

A qualified Social Worker, Maxine has led the development and management of housing and care services for vulnerable groups including the establishments of a social enterprise providing health and social care and employment opportunities for the long term unemployed. Maxine has also worked as a Development Manager for a National Mental Health Charity in the not for profit sector.

Maxine joined the Board following the integration with Wolverhampton City PCT Provider Services where she was Managing Director.

Board Attendance in 2012/13: 13/13

Declarations of Interest:

None



Denise Harnin

Director of Human Resources

Appointed in February 2006

Ms Harnin a Fellow of the Chartered Institute of Personnel and Development is an established HR practitioner. She has worked in the NHS at Birmingham Heartlands and Solihull Trust, since 1988 operating at board level for 16 years. Ms Harnin has also worked with NHS employers at national strategy and policy level.

Board Attendance in 2012/13: 12/13

Declarations of Interest:

- Johnson Fellows Chartered Surveyors (connection through family) and provides HR support as required



Barry Picken – Chairman

Appointed 2010 – October 2012 – 7/7

Mr. Picken has been involved in healthcare in Wolverhampton since 2002 when he became a Non-Executive Director of Wolverhampton City Primary Care Trust. He became Chair of the PCT in 2006. Mr. Picken was Chairman of Wolverhampton's All Saints and Blakenhall Community Development and is a lay assessor for the General Medical Council and was a member of the Royal College of Physicians training sub-committee. He is vice chairman of Accord Housing Association. Mr. Picken is a magistrate and has been a school governor and a member of the West Midlands Police Authority.

Keith Bryan - Non-Executive Director, Vice Chair and Chair of Audit Committee

Appointed 2005 – October 2012 - 2/7

Mr Bryan is a former Managing Director of Tarmac Topmix Ltd and advisor to the UK Concrete and Cement Industry. He has held various posts within the manufacturing industry and the Tarmac Group in both operational and financial management. His industrial experience includes representation on trade federations and quality assurance bodies.

David Sutton - Non-Executive Director
Appointed March 2011 – June 2012 – 2/2

Mr Sutton spent his career with Barclays Bank where he worked in Wolverhampton, Birmingham, Shropshire and the Channel Islands as a Corporate Banking Manager as well as Senior Corporate Risk Manager and Director and Company Secretary of Barclays Offshore Securities business. Mr Sutton currently runs a small business in the golf industry and he was a first Governor of Wolverhampton Girls' High School for 12 years until 2002.

Vivien Hall - Chief Operating Officer (Deputy CEO)

Appointed November 2008, (Director of Service Development to October 2008) – September 2012 – 6/6

Mrs Hall has extensive NHS experience at all levels. Her previous roles include Communication, Marketing, Contracting, Business Management, Divisional Management and Performance Management. She developed the first Black Country Cancer Network.



Signed:
David Loughton CBE
Chief Executive

Date: 24th June 2013

Supporting Committees

The Board is supported by a number of Committees which report to it, as set out below:

Board of Directors

General enabling power; approval of strategies; key policies and budget.

Audit Committee

- Review System of Internal Control that support objectives; review Annual Accounts and compliance with Standing Orders and Standing Financial Instructions.

Remuneration Committee

- Review Executive Director's Remuneration

Board Assurance Committee

- Maintain and review corporate risk register and monitoring trends

Charity Committee

- Strategic direction to and management of Trust Charity

Audit Committee: members of the Audit Committee are Surrinder Kalirai, Chair; Jeremy Vanes, and John Holder all of whom are non-executive directors.