University Hospitals of North Midlands NHS Trust

AGENDA | Trust Board - Part 1 (in Public)

Meeting to be held on Wednesday 7th October 2026, 9.30 am - 12.15 pm

Trust Boardroom, Third Floor, Springfield, Royal Stoke

Time	No.	Agenda Item	Purpose	Lead	Format	Page No.
9:30	**PROCEDURAL ITEMS**					
15 mins	01	Patient Story	Information	Mrs J Holmes	Verbal	-
5 mins	02	Chair's Welcome, Apologies and Confirmation of Quoracy	Information	Prof S Toor	Verbal	-
	03	Declarations of Interest	Information	Prof S Toor	Verbal	-
	04	Minutes of the Meeting held 12th August 2026	Approval	Prof S Toor	Enclosure	2
	05	Matters Arising via the Post Meeting Action Log	Assurance	Prof S Toor	Enclosure	23
10 mins	06	Questions from Members of the Public in relation to matters on the agenda	Information	Prof S Toor	Verbal	-
10:00	**CHAIR AND CHIEF EXECUTIVE UPDATES**					
10 mins	07	Chief Executive's Report – October 2026	Information	Ms H Ashley	Enclosure	24
10:10	**OUR PATIENTS**					
10 mins	08	Briefing Summary: Report of the Public Inquiry into events at the Countess of Chester Hospital	Assurance	Mrs D Brayford	Enclosure	28
10 mins	09	National Maternity Triage Specification Board Assurance Framework	Assurance	Mrs D Brayford	Enclosure	39
10 mins	10	UEC Improvement Journey	Assurance	Mrs K Thorpe	Enclosure	81
10:40 – 10:55 COMFORT BREAK						
10:55	**OUR PEOPLE**					
10 mins	11	Annual Revalidation Update	Assurance	Dr D Adamson	To follow	-
10 mins	12	Workforce Race and Workforce Disability Equality Standard Reports 2026	Assurance	Mrs J Haire	Enclosure	87
10 mins	13	Equality, Diversity & Inclusion Annual Report 25/26	Assurance	Mrs J Haire	Enclosure	109
5 mins	14	Equality and Human Rights Commission Code of Practice 2026	Assurance	Mrs J Haire	Enclosure	135
11:30	**PERFORMANCE**					
	15	Integrated Performance Report – Month 5 and Committee Assurance Reports:				
15 mins	15a	• Quality, Access & Outcomes Committee Assurance Report (02-09-26, 10-09-26 & 30-07-26) • Quality & Access Dashboard	Assurance	Prof K Maddock Mrs J Holmes/ Mrs K Thorpe	Enclosure	137 139 141 143
10 mins	15b	• People, Culture & Inclusion Committee Assurance Report (24-09-26) • People Dashboard	Assurance	Mr M North Mrs J Haire	Enclosure	200 202
15 mins	15c	• Finance & Business Performance Committee Assurance Report (03-09-26 & 28-09-26) • Finance Dashboard	Assurance	Ms T Bowen Mr M Oldham	Enclosure	215 217 220
12:10	**CLOSING MATTERS**					
5 mins	16	Review of Meeting Effectiveness Link to feedback form: https://forms.office.com/e/tydNkMB2Mj	Information	Prof S Toor	Verbal	-
	17	Review of Business Cycle	Information	Prof S Toor	Enclosure	234
12:15	**DATE AND TIME OF NEXT MEETING**					
	18	**Wednesday 9th December 2026, 9.30 am, Trust Boardroom, Third Floor, Springfield, Royal Stoke**				

Questions from the Public - Please submit questions in relation to the agenda, by 9.00 am 5th October to nicola.hassall@uhnm.nhs.uk

Minutes of Meeting

Trust Board – Part 1 | 12th August 2026, 9.30 am to 12.35 pm

Room 1, Postgraduate Medical Centre, County Hospital, Stafford

University Hospitals of North Midlands NHS Trust

Members Present:			
Name	**Initials**	**Title**	
Ms J Small	JS	Chair (Chair)	Voting
Ms T Bowen	TBo	Non-Executive Director	Voting
Mrs M Monckton	MM	Non-Executive Director	Voting
Miss W Nicholson MBE	WN	Non-Executive Director	Voting
Prof S Toor	ST	Non-Executive Director	Voting
Dr D Adamson	DA	Chief Medical Officer	Voting
Mrs C Cotton	CC	Director of Governance & Communications	Non-Voting
Mrs A Freeman	AF	Chief Digital Information Officer	Non-Voting
Mrs J Haire	JH	Chief People Officer	Non-Voting
Mr M Oldham	MO	Chief Finance Officer	Voting
Mrs K Thorpe	KT	Interim Chief Operating Officer	Voting
Mrs L Whitehead	LW	Director of Estates, Facilities & PFI	Non-Voting

Apologies Received:			
Name	**Initials**	**Title**	
Ms H Ashley	HA	Director of Strategy	Non-Voting
Dr S Constable	SC	Chief Executive	Voting
Prof K Maddock	KM	Non-Executive Director	Voting
Mrs AM Riley OBE	AR	Chief Nurse	Voting

In Attendance:		
Name	**Initials**	**Title**
Mrs N Hassall	NH	Deputy Director of Governance (minutes)
Mrs J Holmes	JHo	Deputy Chief Nurse (representing Mrs Riley)

Members of Staff and Public: 8

No.	Agenda Item	Action
PROCEDURAL ITEMS		
1.	**Patient Story**	
056/2026	The Board received a patient story through a video presentation https://vimeo.com/1216947797/4a70071db6?fl=tl&fe=ec, featuring Michaela Brogan, Audiologist, who outlined improvements made to an audiology patient pathway and the positive impact of service redesign on patient experience. Ms Bowen sought assurance regarding the learning that could be applied from this approach to other services across the Trust. Mrs Haire advised that the initiative exemplified the cultural change the Trust was seeking to achieve through its quality improvement approach, empowering staff to identify and implement service improvements. She highlighted the importance of embedding audit and feedback mechanisms to evaluate outcomes and demonstrate the benefits of change. Mrs Cotton confirmed that the video would be shared more widely across the organisation and through social media channels to promote learning and showcase good practice. Mrs Holmes highlighted the role of the Patient Leadership Council in providing feedback and informing service developments. The recent appointment of a Deputy Director of Patient Engagement and Experience was also noted, with	

	the post expected to further strengthen the Trust's ability to understand and respond to patient needs. Mrs Freeman commented on the effective use of technology within the redesigned pathway, noting that embedding digital solutions as standard practice supported implementation and provided evidence of sustainable change. In response to a question from Ms Bowen regarding digital involvement, Mrs Freeman confirmed that digital teams had worked collaboratively with the service to establish virtual elements of the pathway and support implementation. Ms Small commended the Audiology Team for its innovation, patient engagement and commitment to creating an inclusive and welcoming service environment. Drawing on previous visits to the service, she highlighted the creative use of technology and noted that the team's achievements offered valuable learning for other areas of the Trust. She further recognised the significant reduction in waiting times achieved through the adoption of new ways of working and encouraged other services to consider similar approaches. **The Trust Board noted the patient story and the learning arising from the service improvement initiative.**	
2.	**Chair's Welcome, Apologies and Confirmation of Quoracy**	
057/2026	Ms Small welcomed members to the meeting. Apologies were received as noted above and the meeting was confirmed as quorate.	
3.	**Declarations of Interest**	
058/2026	No declarations of interest were noted.	
4.	**Minutes of the Meeting held 10th & 24th June 2026**	
059/2026	The minutes of the meeting held on 10th and 24th June were approved as a true and accurate record.	
5.	**Matters Arising via the Post Meeting Action Log**	
060/2026	PTB/626 – Mrs Cotton highlighted that the communications team had worked with Mr Maxwell regarding providing an accessible version of the Quality Account which was going through final checks before being made publicly available.	
6.	**Questions from Members of the Public in relation to matters on the agenda**	
061/2026	Mr Syme noted that the original trajectory had anticipated achievement of the 45-minute ambulance handover standard by 31 March 2026. He therefore sought clarification regarding the revised trajectory agreed with NHS England and the timescale over which the amended plan had been agreed. Mrs Thorpe acknowledged the point and advised that it reflected the discussion within the UEC update regarding whole-system ownership of the urgent and emergency care improvement programme. She explained that weekly meetings were held with NHS England and the ambulance service to	