



Royal United Hospitals Bath  
NHS Foundation Trust

# Council of Governors Annual Report

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2020-21





# Introduction

I am delighted to be able to introduce the Annual Report of the RUH Council of Governors for the year April 2020 to March 2021, and I hope that you will find it interesting. However, I am aware that the report is being published 6 months after the year end and details a very different way of running, as COVID continues to make our work, and indeed all of our lives, very far from normal.

The Council of Governors usually meets in public on a quarterly basis to discuss the progress of the Trust. In addition to this, Governors operate a number of Working Groups which meet regularly throughout the year. These working groups can be regarded as the workhorses of the Council - they are where we take a much more detailed look at individual areas, the service delivery, progress against the Trust strategy and where we assure ourselves that your voice is being heard and that this is reflected in the ongoing plans for the Trust.

The 12 months covered by the report ended just as the second phase of the COVID-19 pandemic was gearing up, and this has meant that the manner and pace of our work since March 2020 has necessarily had to change, and although we all hope for a return to previous ways, the safety of our patients and colleagues has to come first.

However, as the NHS moved into the recovery phase of the COVID response, Governors began to focus on implementing our 'new normal' which saw us restoring our previous groups and engagement events with members, albeit that we will have to embrace new methods to do so.

With our Chair, Alison Ryan, we have enjoyed the opportunity to re-examine our relationship with the Board and to change the way we work so that we can better align our agenda with their work plan. This has enabled us to focus more clearly on the RUH progress towards its overarching Strategic aims:

OUR VISION				
To provide the highest quality of care; delivered by an outstanding team who all live by our values				
OUR GOALS				
Recognised as a listening organisation; <b>patient</b> centred and compassionate	Be an outstanding place to work where <b>staff</b> can flourish	<b>Quality</b> improvement and innovation each and every day	Work together with our <b>partners</b> to strengthen our community	Be a <b>sustainable</b> organisation that is fit for the future

I do believe that this has made our processes more robust, and will enable us to represent you more effectively into the future.

On behalf of the Governors I would like to thank all the staff of the RUH for their hard work and assistance to us, and to mention in particular their extraordinary response to COVID.

Finally, I want to say that, as Governors, we feel very privileged to represent you at the hospital. I would like to thank you for your continuing support and the feedback that you give us - this is invaluable to us in performing our role.

**Gill Little**  
Lead Governor

# Your Governors - 2020-21

The Council of Governors (CoG) consists of 21 Governors:

- 11 Public Governors (elected by public members)
- 5 Staff Governors (elected by staff members)
- 5 Stakeholder Governors (appointed from our partner organisations)

If you would like to contact your Governors you can do so through the Membership Office. Contact details can be found on the back page.

## Public Governors



**Amanda Buss**  
City of Bath



**Mike Midgley**  
City of Bath



**Gill Little**  
South Wiltshire



**Jill Scott**  
South Wiltshire



**Andrew Simkins**  
Rest of England and Wales



**Virginia McNab**  
Rest of England and Wales



**Nesta Collingridge-Padbury**  
City of Bath



**Helen Rogers**  
North East Somerset



**Melanie Hilton**  
North East Somerset



**Suzanne Harris**  
North East Somerset



**Michael Welton**  
Mendip



**Anne Martin**  
Mendip



**John Osman**  
Mendip



**Jacek Kownacki**  
North Wiltshire



**Anna Shantry**  
North Wiltshire



**Peter McCowen**  
North Wiltshire

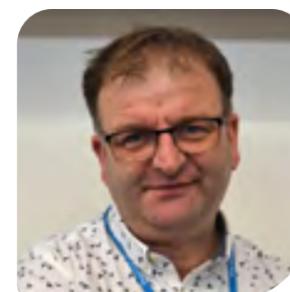


**Peter Buttle**  
North Wiltshire



**Chris Hardy**  
South Wiltshire

## Staff Governors



**Darrin King**  
Security Officer



**Mike Coupe**  
Consultant Anaesthetist



**Narinder Tegally**  
Lead Chaplain



**Sarah Bond**  
Team Leader and Radiology Governance Lead



**Baz Harding-Clark**  
Orthopaedic Practitioner and Senior Healthcare Assistant



**Julie Stone**  
Occupational Health Nurse Manager



**Sophie Legg**  
Staff Nurse

Stakeholder Governors



**Cllr Rob Appleyard**  
BaNES Council



**Cllr Alison Born**  
BaNES Council



**Cllr Johnny Kidney**  
Wiltshire Council



**Dr Vivien Gibbs**  
University of the West  
of England



**Prof Dave Clarke**  
University of the West  
of England



**Dr Andrew Girdher**  
BSW CCG



**Dr Brynn Bird**  
BSW CCG



**Dr Catrinel Wright**  
BSW CCG

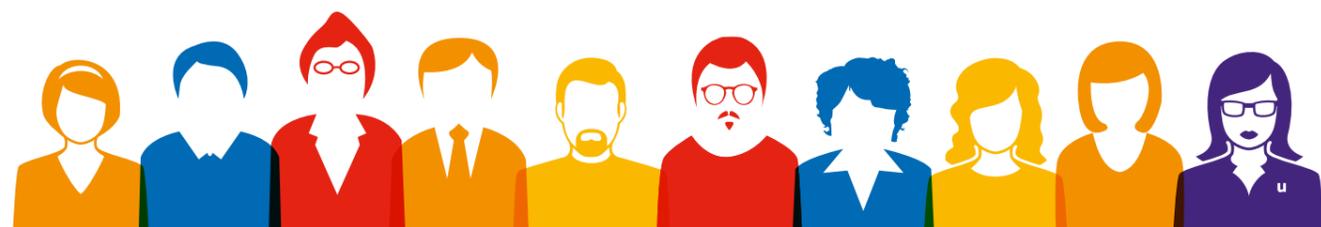
# Register of Governors

The register of Governors for the period 1 April 2020 - 31 March 2021 is:

NAME	CONSTITUENCY	TERM OF OFFICE ENDS
<b>PUBLIC GOVERNORS</b>		
Amanda Buss	City of Bath	31 October 2020
Mike Midgley	City of Bath	31 October 2022
Nesta Collingridge-Padbury	City of Bath	31 October 2023
Helen Rogers	North East Somerset	31 October 2020
Melanie Hilton	North East Somerset	31 October 2022
Suzanne Harris	North East Somerset	31 October 2023
Mike Welton	Mendip	31 October 2020
Anne Martin	Mendip	31 October 2022
John Osman	Mendip	31 October 2023
Jacek Kownacki	North Wiltshire	31 October 2020
Anna Shantry	North Wiltshire	1 March 2021
Peter McCowen	North Wiltshire	31 October 2023
Peter Buttle	North Wiltshire	31 October 2022
Chris Hardy	South Wiltshire	31 October 2020
Gill Little	South Wiltshire	31 October 2022
Jill Scott	South Wiltshire	31 October 2023
Andrew Simkins	Rest of England & Wales	31 October 2020
Virginia McNab	Rest of England & Wales	31 October 2023

<b>STAFF GOVERNORS</b>		
Darrin King	Staff	31 October 2020
Mike Coupe	Staff	31 October 2020
Sarah Bond	Staff	31 October 2022
Narinder Tegally	Staff	31 October 2022
Baz Harding-Clark	Staff	31 October 2023
Julie Stone	Staff	31 October 2023
Sophie Legg	Staff	31 October 2023

<b>STAKEHOLDER GOVERNORS (APPOINTED)</b>		
Cllr Rob Appleyard	BaNES Council	4 May 2021
Cllr Alison Born	BaNES Council	Until further notice
Cllr Johnny Kidney	Wiltshire Council	September 2023



continued overleaf

# Register of Governors

The register of Governors for the period 1 April 2020 - 31 March 2021 is:

NAME	CONSTITUENCY	TERM OF OFFICE ENDS
<b>STAKEHOLDER GOVERNORS (APPOINTED)</b>		
Dr Vivien Gibbs	University of the West of England	18 June 2020
Prof. Dave Clarke	University of the West of England	Until further notice
Dr Andrew Girdher	BSW CCG	2 September 2020
Dr Brynn Bird	BSW CCG	31 March 2023
Dr Catrinel Wright	BSW CCG	Until further notice



# Council of Governors

The Council of Governors operates within the statutory framework provided for Foundation Trust (FT) hospitals such as the RUH. It contributes to the formation and monitoring of the Trust's vision, values and priorities. It has a crucial relationship with the Board of Directors; the role of the Council of Governors is based on the following public duties:

- To hold Non-Executive Directors to account for the performance of the Board of Directors. and;
- To represent the interests of RUH members and our local communities.

Our meetings are held every 3 months, usually in public but during this last year, all as virtual meetings via Microsoft Teams, and the relevant minutes/documents are available on the RUH website. In the course of our meetings, which are attended by some of the Directors, we receive reports on the Trust's current performance, its strategic plans and the challenges it continues to face. We have the opportunity to question the Trust's senior staff and comment on the responses we have heard. In particular, we focus on measures being planned to improve quality and performance where patient experience is being seen as less than satisfactory.

Often a seminar is held after the meeting for Governors to receive an in-depth explanation of an aspect of Trust policy or practice. Usually a joint seminar is also held with the Trust's Non-Executive Directors, providing an opportunity for Governors to obtain assurance from them as they describe their activities. This has not taken place for the last two years, due to the pandemic, but we hope to resume this arrangement in 2022.

Over the course of 2020-21, representatives of the Council of Governors were formally involved in approving the extension of Nigel Stevens, Non-Executive Director's term until 2024 and participated in the consideration of Non-Executive Directors' appraisals and objectives.

As a result of the COVID-19 pandemic, it has not been possible to run many of our members' events such as Caring for You and Governor Constituency Meetings and as such Governors found it increasingly difficult to engage with members. The plan going forward into the latter half of 2021 was to invite members to virtual constituency meetings.

The Trust's Annual General Meeting took place on 13th October 2020 as a virtual meeting which members were invited to view online via Microsoft Teams.



# Governor Working Groups

In partnership with our Council of Governors, our Governors have established five smaller working groups and a committee that conduct detailed reviews of areas of key importance to the hospital. The Council of Governors has also established an informal Board Monitoring Group shown below.

Governor working groups are supported by the Deputy Head of Corporate Governance, and also seek assurance from the Non-Executive Directors, to help improve accountability and enable feedback to be escalated to the Board where appropriate.



# Link with the Board of Directors

The Council of Governors holds the Non-Executive Directors to account for the performance of the Board. This increases the level of local accountability in public services.

The Council of Governors is required to advise the Board of Directors regarding future plans and strategies and the monitoring of performance against the Trust's strategic direction. Governors have contact with members and the public at events such as constituency meetings, Caring For You, the Annual General Meeting and through other engagement activities. Through these they have an opportunity to listen to members and the public and to represent their views on a wide range of matters relating to the Trust's forward plans, priorities and strategies.

The Board of Directors uses a variety of methods to ensure that they take account of, and understand, the views expressed by Governors and members. The Council of Governors is chaired by the Chair of the Trust and these meetings are attended by the Chief Executive. Non-Executive Directors are invited to attend meetings and other Directors attend to report on items relating to their responsibilities. Non-Executive Directors take part in a programme of seminars in order to provide further information on the work of their Committees. The Governor working groups have 'link NEDs' who are available to answer any further reassurance questions Governors may have. During this financial year, Non-Executive Directors have joined the working groups to observe and offer additional assurance and support where required.

# Strategy and Business Planning Annual Report

## Introduction

The Strategy and Business Planning Working Group ensures that Governors are able to contribute to the business planning process which the Trust undertakes each year. It is important that the group is able to have input into and influence the strategic direction and long term vision of the organisation. This is also an opportunity to feed in the views of our members as appropriate. The annual report is intended to give a flavour of how this has been achieved over the past year.

## The Working Group is made up of:

**Melanie Hilton**  
Public Governor,  
North East Somerset (Chair)

**Anne Martin**  
Public Governor, Mendip

**Mike Midgley**  
Public Governor, City of Bath

**Peter McCowen**  
Public Governor,  
North Wiltshire

**Julie Stone**  
Staff Governor

**Baz Harding-Clark**  
Staff Governor

**Jeremy Boss**  
Non-Executive Director

**Joss Foster**  
Director of Strategy (or Deputy)

**Fiona Bird**  
Head of Business Development

**Jonathan Bamford**  
Head of Strategic Transformation

Deputy Head of Corporate  
Governance

## Activity

Each year the working group agrees its work plan. The key focus of activity had been on the Business and Strategic plans. Meeting agenda items were in accordance to the working group's Terms of References as authorised by the Council of Governors, to which it is accountable.

The working group met three out of their usual four times in the past year as the meeting in May 2020 was cancelled due to the COVID-19 pandemic.

## Monitoring activity

The working group continued to be informed and updated on the corporate projects being undertaken by the Trust in the last accounting year (April 2020-March 2021), which included the HIP2 project. They also received an update on the following True North and Breakthrough Objectives:

- Be a sustainable organisation that is fit for the future
  - i) Review of Carbon A3
  - ii) Review of Finance A3
- Work together with our partners to strengthen our community
  - i) Update on Discharge
  - ii) Update on PPE

In addition to this, the working group received updates which related to the Trust's COVID plan, financial information and targets to ensure it had oversight of key areas that impact on the Trust's financial position and planning.

The working group also reviewed, contributed to and approved the strategic plan for the forthcoming year and hopes to continue to review progress. The Strategy and Planning WG also had the opportunity to seek and receive assurance from the Non-Executive Directors that the Trust was on track to achieve its strategic objectives which included updates on the Trust's financial wellbeing.

## Key decisions and activities

The working group was able to seek assurance in a number of ways which included discussions and sought assurances from Non-Executive Directors who attended the group's meetings. The working group continued to use a tracking system to ensure that queries around assurance were logged and monitored throughout the year. This also gave the group a valuable oversight in relation to the type of queries that Governors were raising. There was nothing outstanding logged as at the end of the accounting year

## Public views

As the Trust continued to use its well established mechanisms for taking Members' views into account. The Council of Governors delegated issues that specifically related to strategy and business planning to The Working Group to monitor and discuss feedback themes to ensure member views were incorporated into the Business Plan.

## Future Workplan:

In preparation for the next year the group will continue to align its work plan to the Trust's True North priorities, and ensure that the views of members are heard and taken into account within the Trust's strategic and business plans.

**Melanie Hilton, March 2021**  
Strategy & Business Planning  
Working Group (Chair)

# Quality Working Group Annual Report

## Introduction

The Quality Working Group's main objective had been to identify issues affecting the quality of care provided, which encompassed all aspects of patient experience, patient safety and clinical outcomes. The working group ensured that Governors were able to gain assurance from Non-Executive Directors (NEDs) as part of Governors role in holding NEDs to account for the performance of the Board. The Working Group created an opportunity to feed in the views of our members as appropriate. The annual report is intended to give a flavour of how this had been achieved over the past year.

## The Working Group is made up of:

**Gill Little**  
Public Governor,  
South Wiltshire  
(Chair and Lead Governor)

**Anne Martin**  
Public Governor, Mendip

**Jill Scott**  
Public Governor,  
South Wiltshire

**Sophie Legg**  
Staff Governor

**Baz Harding-Clark**  
Staff Governor

**Nigel Stevens**  
Non-Executive Director

**Toni Lynch**  
Chief Nurse (or Deputy)

## Activity

The working group was responsible for agreeing a work plan for the year. Ample time was dedicated to tracking progress against the Trust's Quality priorities as set out in the 2019/20 Quality Report. The quality priorities set out were:

- Development of a Frailty Assessment Unit
- 24/7 Critical Care Outreach
- Continuity of Carer Model to Personalise Maternity Services

The working group was consulted on selection on the 2021/22 Quality Report priorities on behalf of the Council of Governors in setting of Trust's future Quality Accounts priorities; this ensured that members' views on Quality related issues were properly considered and addressed by the Trust.

The working group met four out of their usual six times in the past year as a result of meeting cancellations due to the COVID-19 pandemic.

## Monitoring activity

The working group continued to be informed and updated on the Trust's performance scorecard Care Quality Commission (CQC) reports and action plans. They also received an update on the following True North and Breakthrough Objectives:

- Quality Improvement and Innovation Each and Every Day
  - i) Antimicrobial Stewardship
- Improve the rate of discharges before midday
- Reduce the number of hospital acquired infections
- Working with Volunteers to Improve Staff and Patient Experience

In addition to this, the working group received updates which related to the Trust's Quality Strategy and Electronic Observations.

## Key decisions and achievements

The working group was able to seek assurance in a number of ways which included discussions to seek assurances from Non-Executive Directors who attended the group's meetings. The working group continued to use a tracking system to ensure that queries around assurance were logged and monitored throughout the year. This also gave the group a valuable oversight in relation to the type of queries that Governors were raising.

Following on from the previous section on Activities of the Working Group. In February 2021, the working group had the opportunity to contribute to and comment on this year's Quality Accounts (QAs) and suggested the following Quality Report priorities which were endorsed by the Trust:

- Development of Frailty Assessment Unit – continuation of 2020/21 QA Priority
- Enhanced Recovery After Surgery
- Rollout of Softer Signs Toolkit to Identify Deterioration in an Adult with a Learning Disability
- PeriPrem Care Bundle to Improve Outcomes for Premature Babies

## Public views

The Council of Governors and Trust have a well-established mechanism for ensuring that members, service users and the public views are taken into account. All feedback is identified by Governors, collated, and common themes are discussed by the Council of Governors. Issues that relate to the Quality of services and patient care are then delegated to the Quality Working Group.

## Future Workplan:

Throughout the next year, the Quality Working Group will continue to monitor the Trust's performance in relation to Quality issues, as well as focusing on the Quality Accounts priorities. The group will ensure that members' views are taken into account when considering Quality Priorities to be agreed upon.

**Gill Little, July 2021**

Quality Working Group (Chair)

# Membership and Outreach Working Group Annual Report

## Introduction

The working group supports the Trust's Membership aim to ensure that the public is at the heart of everything the Trust does by creating a representative membership and engaging them in the development and transformation of their health services.

## The Working Group is made up of:

**Mike Midgley**  
Public Governor,  
City of Bath (Chair)

**Gill Little**  
Public Governor,  
South Wiltshire

**Jill Scott**  
Public Governor,  
South Wiltshire

**Melanie Hilton**  
Public Governor,  
North East Somerset

**Peter McCowen**  
Public Governor,  
North Wiltshire

**Baz Harding-Clark**  
Staff Governor

**Joss Foster**  
Director of Strategy  
(or Deputy)

**Lucy Kearney**  
Head of Communications  
Deputy Head of Corporate  
Governance

## Activity and Key Decisions

The working group agrees its work plan on a yearly basis and can amend this in light of events. The main focus of activities were outlined in the Membership Engagement and Development Strategy, which has the following objectives:

- To maintain an engaged and supportive membership, representative of the public and stakeholders in the local area.
- To inform members of the health landscape and provide them with the information to access services and make the best health choices.
- To enable members to influence the services the Trust offers them and hold the Board to account for the delivery of those services.
- To develop the infrastructure and processes to enable efficient and effective dialogue between the Trust Board and its members.
- To develop a rapport with non-members and relevant community groups.

Meeting agendas included items delegated by the Council of Governors and also as a result of discussion at Board of Director level.

The working group met three out of their usual four times in the past year as the meeting in May 2020 was cancelled due to the COVID-19 pandemic.

The working group continued to review avenues in their approach to Membership Engagement and Development Strategy and the membership demographics to ensure that it was representative of the local population.

The working group received updates from the Board on the impact of COVID-19 during the past year with focus on patient experience and how the Trust collected feedback during the pandemic and what changes have been made.

As a result of the pandemic, normal engagement activities were halted due to government regulations on lock downs and social distancing, which made it difficult for Governors to engage with members. A virtual Annual General Meeting was held in October 2020 for members, which was attended by about 70 members, a decrease in attendance to the normal 100-150 members.

The working group has planned for and organised an All Constituency Members' Meeting (ACMM), which will take place remotely on 24th May 2021, as Governors were unable to hold physical meetings within their local constituency.

## Assurance

In December 2020, the working group sought assurance on whether the Trust had robust plans in place to ensure that patients were seen in a timely manner according to need, and were not falling through the gaps. They received assurance on this from Nigel Stevens, Non-Executive Director who explained the processes for management and prioritisation of patient waiting lists, which was regularly scrutinised, with an absolute focus on patient safety.

## Future Workplan:

Throughout the next year the group will continue to ensure that the public is the main focus by maintaining a representative membership and aiming to increase engagement and recruitment amongst our members and the public.

The group will be continuing to develop a relationship with Governor colleagues from Swindon and Salisbury as part of the BSW system.

The use of social media and virtual engagement tools will continue to be used as a way to maintain the Trust's links with the local community. The group will also be aligning its work plan to the True North Priorities to ensure that it continues to contribute to the strategic direction of the Trust.

**Mike Midgley, April 2021**

Membership & Outreach Working Group (Chair)

# People Working Group Annual Report

## Introduction

The Governors' People Working Group was established in 2020 and had its first meeting in September 2020 where the members agreed to meet 4 times a year. Since September 2020, the group has met twice with the second meeting being postponed due to the COVID pandemic.

This report gives a brief synopsis of the work undertaken by the group over the last year.

## The Working Group is made up of:

**Sarah Bond**  
Staff Governor (Chair)

**Baz Harding-Clark**  
Staff Governor

**Sophie Legg**  
Staff Governor

**Narinder Tegally**  
Staff Governor

**Melanie Hilton**  
Public Governor,  
North East Somerset

**Anna Mealings**  
Non-Executive Director

**Sumita Hutchison**  
Non-Executive Director

**Claire Radley**  
Director for People  
(or Deputy)

## Activity

Each year the working group agrees its work plan. The main focus of activity had been to focus on workforce related matters including Recruitment, Retention, Culture and Equality & Diversity. As part of the Terms of Reference for the group, Staff Governors were encouraged to attend as the voice of staff, and as such provide meaningful feedback on staff specific issues.

In addition to this, the working group received the results of the annual staff survey and contributed to the action plan based on the feedback.

The Chair of the working group attended the Trust's Board People Committee and through this mechanism, the group focused on statutory elements that the People Committee were required to review such as the race and disability equality standards and the messages that came from the staff networks. Staff Governors shared their experiences of different departments throughout COVID and the effects that it had on staff, which related to the ongoing and future work that the Trust would be doing with regards to staff health and wellbeing and recovery.

The working group received presentations on the functions of HR across the Trust and the strategic People A3 as part of the True North Breakthrough Objectives.

## Future Workplan:

Throughout the next year, the People Working Group will continue to focus on staff health and wellbeing and the process for recovery from COVID and will populate the work plan with relevant updates that align with the People Committee.

**Sarah Bond, March 2021**

People Working Group (Chair)



# Making a Difference

## You can make a Difference - by being a member of the RUH Foundation Trust

One of the key functions of a Governors is to represent the views and interests of RUH members and patients, and to make sure that your experience is considered by the Board in all the key decisions that are taken. It is therefore very important to us that we obtain as much feedback from you as possible, and we are committed to listening to as many of our members as we can.



If you're not already a member, simply click the button below to complete our online membership form.

If you are not already a member, please do consider becoming one - and encourage your family and friends to join too. Membership of the RUH is free, carries no obligations and is an easy way of having your say and keeping in touch with the hospital. Once you join, you will receive regular communications from us, including a quarterly magazine and the annual report and you will also be invited to interesting events that we organise for the public: Caring for You events and Constituency meetings where you can meet your local Governors and a member of the Board. Members can also vote in Governor elections and/or put themselves forward as candidates.

As the hospital, and in particular the Council of Governors, negotiate the continuing presence of COVID-19, it is going to be more important than ever that we keep in touch with you, that we are aware of your experience at the hospital and that we ensure that communication is very much a 2-way process between the hospital and the membership. For this reason, your membership will be particularly valuable to us in the year ahead and we encourage you to discuss your experience with us.

Finally, the Council of Governors is extremely grateful to Roxy Milbourne, Dan Asamoah, Emily McConnell and Abby Strange for their hard work and support to us during the last year. They have provided the Governors with invaluable assistance and support.

**Gill Little**  
Lead Governor

# Become a member today



## I would like to become a member of the Royal United Hospitals Bath NHS Foundation Trust

Title: \_\_\_\_\_ First Name: \_\_\_\_\_ Surname: \_\_\_\_\_

Address: \_\_\_\_\_

Postcode: \_\_\_\_\_ Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Date of birth: / / Gender:  Male  Female  Other

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

By submitting this form I agree to be a member of the NHS Foundation Trust and be bound by the rules of the organisation. These rules are subject to legislation and the agreement of written constitution. Full details can be found on our website, [www.ruh.nhs.uk/membership](http://www.ruh.nhs.uk/membership)



## I am interested in

- Cancer services  Outpatients  Long term conditions  Women & Children's services
- Urgent care (emergencies)  Older people's services  Other, please specify: \_\_\_\_\_



## I would like to

- Keep in touch; receive our quarterly magazine
- Get involved; be invited to take part in surveys or events to help us improve our services
- Work with the NHS Foundation Trust; consider becoming a future Governor



## About me

### What do you consider to be your ethnic group?

Prefer not to disclose

**White**

English, Welsh, Scottish, Northern Irish and British  Irish  Gypsy, Irish traveller

Other White background: \_\_\_\_\_

**Black/Black British**

Caribbean  African  Other Black background: \_\_\_\_\_

**Asian**

Pakistani  Indian  Bangladeshi  Chinese  Other Asian background: \_\_\_\_\_

**Mixed**

White & Black African  White & Black Caribbean  White & Asian

Other Mixed background: \_\_\_\_\_

**Other Ethnic Groups**

Arab  Other Ethnic group: \_\_\_\_\_

The Foundation Trust is required to keep a register of our members' name and constituency. Your details will be held on an electronic management system and will be used by the RUH to provide you with information about the work of the Foundation Trust.

The information you provide remains confidential and will be held and managed in accordance with the Data Protection Act (2018). The electronic management system is maintained by a third party company called MES, part of the ERS Group and their Privacy Policy can be found at [www.membra.co.uk/privacy-policy/#summary](http://www.membra.co.uk/privacy-policy/#summary)

**Contact us at the Membership Office:**

**Email:** [RUHmembership@nhs.net](mailto:RUHmembership@nhs.net)

**Telephone:** 01225 826288 / 821262

**Webpage:** [www.ruh.nhs.uk/membership](http://www.ruh.nhs.uk/membership)

**Royal United Hospitals Bath**  
NHS Foundation Trust  
Combe Park  
Bath BA1 3NG

