

We are compassionate
We are inclusive
We are respectful



University Hospitals Sussex
NHS Foundation Trust

Annual General Meeting

Dr Andy Heeps | Chief Executive Officer

Philippa Slinger | Chair

07 September 2026

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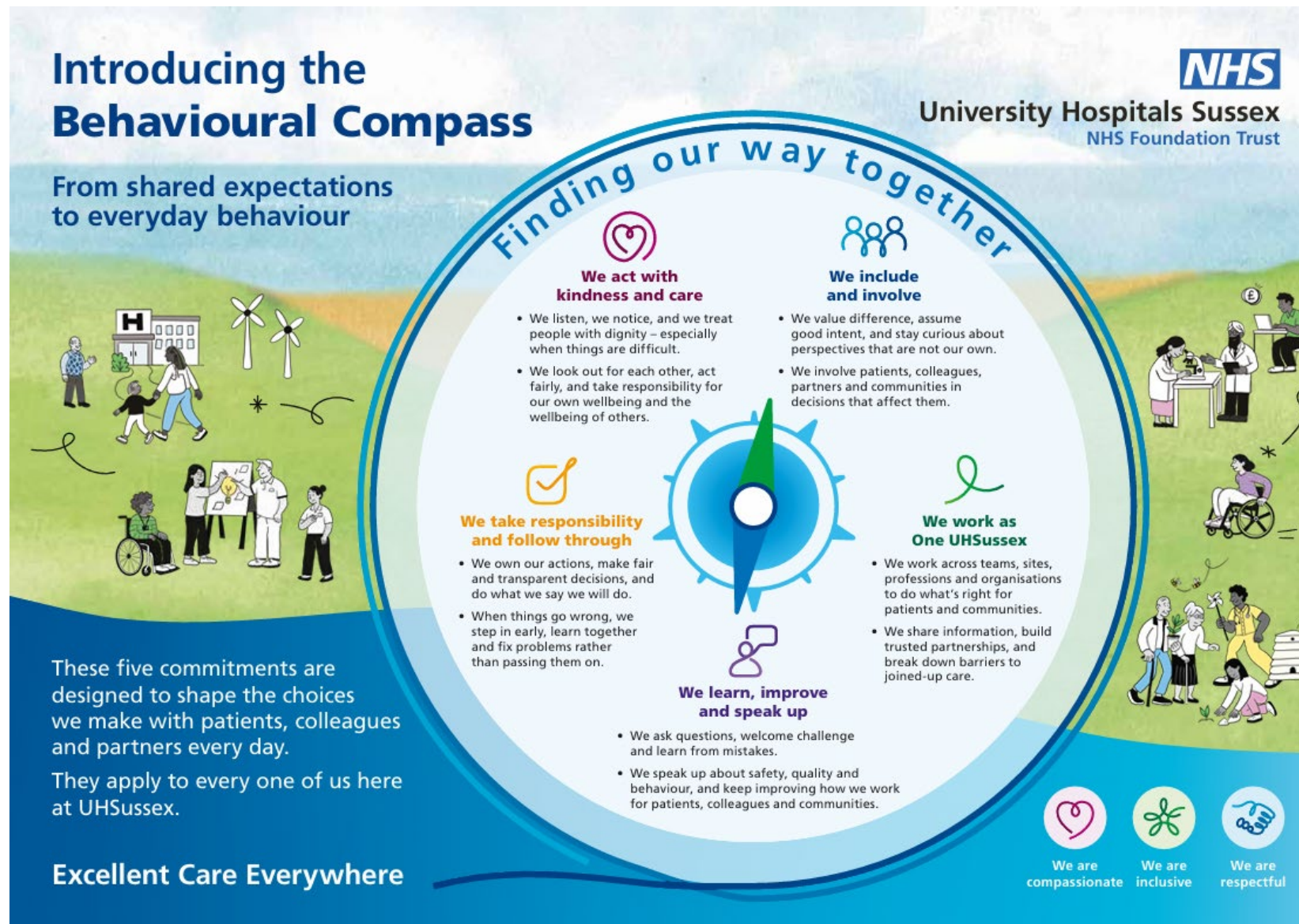
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Trust Strategy

Excellent Care
Everywhere



Behavioural Compass



Overcoming challenges



Listening to patients

What patients value

- Compassionate and caring staff
- Quality clinical care
- Respect and dignity

Where we need to focus

- Waiting times for appointments, treatment and ED
- Delays to diagnosis and follow up care
- Communication and consistency of information

Where patient feedback is shaping improvement

- Improved appointments and pathway redesign
- Focus on reducing waits and improving access

We received
more than
122,000 Friends
and Family
responses

Operational challenges

- Our focus during 2025/26 was on some central, long-standing challenges
- Key pressures on high bed occupancy, delayed discharges, long length of stay and a growing demand for urgent and emergency care.
- That impacted the pressure on patient flow, possible longer waits for treatment and increased pressure on staff.

More than 445,000 Emergency Department attendances

More than 612,000 referrals received

135,000 admissions

1.36 million outpatient appointments

Access and performance

Emergency Care

- **70.0% of patients seen within 4 hours**
- **Below national target of 78%**

Planned Care

- **RTT performance improved to 55.1%**
- **Still below national average (62.5%)**

Creating long-term sustainability



Financial challenge remains significant.



Delivered agreed financial position for
2025/26



£96.8m efficiency savings achieved for
2025/26

Celebrating achievements



Better care and new services

Royal Sussex County Hospital: Expanding capacity and improving patient flow

- Opened a new Surgical Admissions Unit to streamline preparation for surgery and improve patient experience.
- Delivered a new Medical Assessment Unit and Same Day Emergency Care service within the Millennium Wing.
- Increased capacity for rapid assessment, treatment and discharge of patients requiring urgent care.
- Brought the helipad into operation, strengthening emergency access for the most critically ill patients across Sussex.
- Continued investment in modern facilities to support safer, faster and more efficient care.



Better care and new services

St Richard's Hospital: Investing in safety, diagnostics and future services

- Opened a new Same Day Emergency Care unit to improve urgent care pathways.
- Delivered two temporary operating theatres to maintain surgical capacity during improvement works.
- Replaced the former mortuary with a modern facility.
- Progressed significant improvement works to address RAAC and strengthen key hospital infrastructure.
- Installed a new digital X-ray system and commenced plans for a new Stroke Centre.



Better care and new services

Worthing Hospital: Transforming urgent and emergency care

- Opened a new Urgent Treatment Centre and Same Day Emergency Care service.
- Enhanced access to urgent care through modern, patient-focused facilities.
- Installed a new digital X-ray system to support faster diagnosis.
- Progressed investment in MRI services to improve imaging resilience.
- Continued major infrastructure improvements, including energy, ventilation and estate modernisation projects.



Better care and new services

Southlands Hospital: Developing specialist and elective care

- Installed a second MRI scanner to increase diagnostic capacity.
- Improved access to imaging services for patients across West Sussex.
- Commenced a major theatre expansion programme.
- Supporting growth in elective and planned care services.
- Creating additional capacity to help reduce waiting times and improve patient access.



Better care and new services

Princess Royal Hospital: Innovation, sustainability and modernisation

- Opened a new automated pharmacy facility to improve efficiency and patient safety.
- Introduced advanced dispensing technology through the Pharm@Sea programme.
- Expanded the use of solar energy across the hospital estate.
- Developed plans for a future Urgent Treatment Centre.
- Invested in core infrastructure to improve resilience and support future growth.



Our people and culture

Investing in our people

NHS Staff Survey

- 83% of survey questions improved
- All 9 People Promise themes improved
- Morale and engagement improved

Culture

- New values launched
 - Compassionate
 - Inclusive
 - Respectful
- Behavioural Compass introduced
- 142 colleagues joined Staff Panel
- 3,600 Everyday Stars awarded



Research, innovation & the future

Building for the future

Digital transformation

- Electronic Patient Record supplier appointed
- Major digital strategy launched

Research

- 7,141 patients participated in research which is a 38% increase on previous year
- Top 20% of NHS Trusts for research participation



Looking ahead



Our focus 2026/27

Excellent Care Everywhere

 Reduce waiting times and improve access

 Transform urgent and emergency care

 Deliver One UHSussex operating model

 Introduce Electronic Patient Record

 Strengthen culture and leadership

 Continue investing in research, facilities and innovation

**“As we move forwards together,
our ambition is to always keep
improving and provide excellent care, everywhere, for our
patients.”**

Dr Andy Heeps
Chief Executive



Your Voice Matters

Questions, comments and suggestions are welcomed....



THANK YOU

Dr Andy Heeps
Chief Executive



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2025/26 Financial Report to the AGM

Jonathan Reid

Chief Financial Officer

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Achievements

- Against a challenging operating environment, the Trust reported a surplus of £4.9m, consistent with the agreed financial position with the Sussex Integrated Care System.
- Delivered the £146.4m capital plan in full.
- Realised £96.8m of efficiency schemes, (£20.8m higher than the prior year).
- Signed audited accounts submitted in line with national deadline.
- Construction has commenced on the new Acute Stroke Centre at St Richard's. Part of a significant investment in the Trust's stroke services.

Financial Performance 2025/26

The Trust achieved its planned financial target of breakeven for 2025/26 at 31st March 2026. In doing so it attracted bonus revenue funding from NHS England, taking the final position to a £4.9m surplus for the year.

This was achieved in the context of:

- Continued operational pressures on planned and urgent and emergency care.
- Financial constraints and a significant efficiency programme.
- Industrial action by resident doctors.
- High inflation rates.



UHSx Income and Expenditure Account 2025/26

Audited Accounts



University Hospitals Sussex
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	2025-26 £m
Income	1,820.82
Expenditure	(1,840.82)
Operating Deficit	(20.00)
Non Operating Items	(22.88)
Deficit for the year	(42.89)
Adjusted for:	
Impact of Charity	3.13
Impact of PFI Accounting	(2.97)
Impact of Donated Assets	(7.47)
Net Impairments	55.12
Financial Performance	4.92

The Trust delivered an adjusted financial performance of £4.92m surplus achieving the revised target agreed with the Sussex Integrated Care System (ICS).

The Trust delivered £96.8m of efficiencies, against a planned target of £109.0m through streamlining processes and improving productivity, smarter procurement and reducing waste.

Capital Investments 2025/26

During the year the Trust delivered 541 individual investments totalling £146.4m.

The Trusts own charity and partner charities have also made a significant contribution, funding 49 separate investments in medical equipment and small improvement works in staff facilities totalling £2.0m. Many of the schemes listed below have charity elements for either staff or patient space enhancements or individual pieces of equipment. The Trust is very grateful to MyUHSussex Charity and our partner charities for their generosity in supporting these investments.

Capital Investments	£'m
3Ts Stage 2 Cancer Centre (RSCH)	38.66
Theatre Ventilation (various sites)	13.47
Worthing Heat Network	9.80
Eradication of RAAC projects (St Richards & Worthing)	8.46
Emergency Dept. Reconfiguration (RSCH)	7.29
Electronic Patient Records System (various sites)	3.03
Laboratory Information Management System (various sites)	2.41
Installation of Solar Panels	2.57
Stroke Unit (SRH)	2.87
MRI at Southlands Hospital	1.50
Estates Infrastructure (various sites)	28.35
Medical Devices (various sites)	7.45
Medical Equipment	7.35
Digital (various sites)	9.97
Leased Assets	1.24
Charity Funded Equipment (various sites)	1.98
TOTAL	146.40



Our Auditors' views

External Audit (Grant Thornton)

The Auditor opinion confirms that that the financial statements:

Give a true and fair view of the financial position of the Trust; and Have been prepared properly in accordance with the appropriate legislation and guidance;

In the assessment of the Trusts' Value for Money arrangements, the auditor made two key recommendations as follows:

The Trust must ensure that recurrent schemes to deliver the 2026/27 efficiency target are worked up earlier in the year and that a pipeline of multi-year savings is developed to meet future year targets. The oversight and challenge through the Financial Recovery Delivery Board should increase to keep pace with the increased savings required, to reduce the risk of slippage and under delivery in year.

The Trust must strengthen its improvement arrangements by developing and implementing a refreshed Integrated Improvement Plan that consolidates:

- NHSE requirements (including any revised undertakings if issued);
- Its actions to improve culture, and;
- The National Provider Improvement Programme findings.

Delivery of the Integrated Improvement Plan must be assured through robust challenge and oversight, with consistent assurance reporting on delivery progress, risks, dependencies and benefits realisation, and timely escalation where slippage or continued non-compliance emerges.

Internal Audit (BDO)

Overall, the auditors were able to provide moderate assurance that there is a sound system of internal control, designed to meet the Trusts' objectives and that controls are being applied consistently across various services.

Looking forwards... 2026/27

- A challenging financial plan to achieve breakeven for 2026/27
- £128.6m efficiency programme to deliver this.
- £151.2m capital investment programme.
 - Of which £51.6m planned for construction of the new Sussex Cancer Centre.
 - Remainder goes towards essential developments across the Trusts sites.
- Our key challenges remain:
 - Elective/planned care recovery.
 - Urgent and emergency care pressures, with growing patient numbers requiring mental health.
 - Managing inflationary pressures.
 - Productivity improvements.



THANK YOU

ANY QUESTIONS

Jonathan Reid
Chief Financial Officer



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Formal Meeting of the Council of Governors

7 September 2026

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1. Welcome

2. Quoracy and Declaration of Interest

3. Minutes of the previous Annual Meeting *(for noting as formally approved in November 2025)*

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4. External Auditors Annual Report 2025/26

Darren Wells
Director
Grant Thornton UK LLP

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2025/26 Annual Audit

Presentation to the UH Sussex Council of Governors

September 2026



External Audit Scope of work

	Outcome
Opinion on the financial statements	Unqualified
Financial Statements - other responsibilities under the Code	No issues to report
Value for money assessment	Significant weaknesses identified
Statutory duties	Not exercised

Financial accounts audit

- **Materiality – Trust £32.4m**
- **Areas of audit risk**
 - Management override (mandatory risk under auditing standards)
 - Improper revenue recognition (mandatory risk under auditing standards)
 - Valuation of land and buildings (change in Modern Equivalent Asset Model)
- **Findings**
 - Good set of draft statement of accounts supported by working papers
 - Good engagement from the finance team
 - No amendments to the surplus position of £4.9m
 - Increase in the valuation of Land and Buildings by approximately £190m
 - Immaterial unadjusted misstatements approximately £8m to income
 - Minor amendments to the notes

Financial statements – other responsibilities under the Code

Responsibility	Outcome
Other information	No issues raised
Auditable elements of Remuneration report	No issues raised
Whole of government accounts submission	No issues raised
Certification of closure of the audit	We are awaiting the National Audit Office confirmation that their work on Whole of Government Accounts is complete. Once received we will officially close the audit.

Value for Money arrangements

Context – NAO framework

- Auditors are required to provide a commentary on the Trust's arrangements under three headings;
 - Financial sustainability
 - Governance
 - Improving economy efficiency and effectiveness
- Auditors are required to identify any significant weaknesses in arrangements.

Value for Money arrangements

Summary of findings

Criteria	2024/25 Assessment of arrangements	2025/26 Risk assessment	2025/26 Assessment of arrangements
Financial sustainability	R Significant weakness in arrangements identified and a key recommendation made relating to developing savings plans. We also raised three improvement recommendations.	Risk of significant weakness identified in relation to the delivery of planned efficiencies.	R Significant weakness in arrangements identified due to the under delivery of planned efficiencies, including recurrent delivery, in 2025/26 and the challenging level of savings required to deliver the medium-term financial plan. We have raised one key recommendation relating to savings delivery.
Governance	R Significant weakness in arrangements identified and a key recommendation made relating to delivering tangible improvements in culture.	Risk of significant weakness identified in relation to organisational culture.	R Significant weakness in arrangements identified in relation to the continued actions required to deliver and embed culture improvements, although noting that a Behavioural Compass and Leadership Framework has been developed. We have raised a key recommendation relating to developing and delivering a refreshed Integrated Improvement Plan.
Improving economy, efficiency and effectiveness	G Our work did not identify any areas where we considered that key or improvement recommendations were required.	Risk of significant weakness identified in relation to key performance metrics and the Trust's NHS Oversight Framework 4 rating.	R Significant weakness in arrangements identified due to the Trust's designation in NHS Oversight Framework 4 as a result of significant performance challenges, compared to a rating of 3 in the previous year's oversight framework. We have raised a key recommendation to develop an Integrated Improvement Plan as set out above. We have also raised two improvement recommendations to strengthen contract management.

G No significant weaknesses or improvement recommendations.

A No significant weaknesses, improvement recommendations made.

R Significant weaknesses in arrangements identified and key recommendation(s) made.

Any Questions?

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5. Acceptance of the Annual Report and Accounts as presented at the AGM

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6. Any further questions from Governors on the Accounts not covered in the AGM

THANK YOU

Philippa Slinger
Trust Chair

