



**Warrington and Halton  
Teaching Hospitals**  
NHS Foundation Trust

# Annual Members' Meeting

Wednesday 2 October 2024

Post Graduate Centre  
Warrington Hospital



Working  
Together



Excellence



Inclusive



Kind



Embracing  
Change



**Warrington and Halton  
Teaching Hospitals**  
NHS Foundation Trust

# Welcome and opening comments

Steve McGuirk, Chairman

# Agenda

3.30pm	Welcome and opening comments	Steve McGuirk
3.35pm	Chair and Chief Executive's report	Daniel Moore
3.50pm	The Year Ahead	Daniel Moore
4.05pm	Lead Governor's report	Diane Nield
4.20pm	Question and answer session	Steve McGuirk / All
4.30pm	Close	





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# Looking back: 2023/24

Daniel Moore, Acting Chief Executive

# NHS 75<sup>th</sup> birthday – 5 July 2023





## 2023/24 in numbers

- **330,000** population across Warrington and Halton
- **5,000** staff employed at WHH, comprising **79** nationalities
- **101,127** new outpatient appointments
- **126,415** emergency care visits
- **59,581** procedures and hospital stays
- **2,448** babies born at Warrington Hospital and in the community
- **£365** million – our annual turnover



# Delivering our strategy

**Our mission:** We will be outstanding for our patients, our communities and each other

**Our vision:** We will be a great place to receive healthcare, work and learn

**Our aims:**



## QUALITY

We will always put our patients first, delivering safe and effective care and an excellent patient experience



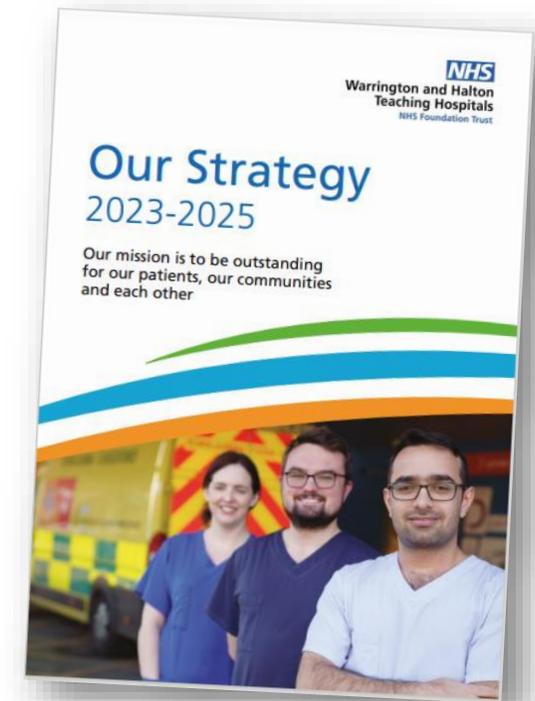
## PEOPLE

We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future



## SUSTAINABILITY

We will work in partnership with others to achieve social and economic wellbeing in our communities



# Our values



**Working  
Together**



**Excellence**



**Inclusive**

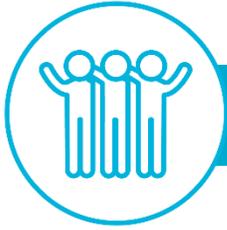


**Kind**



**Embracing  
Change**





**Working together:** Listening and understanding to be able to work well with others



**Excellence:** Being the best that we can be, with patients and families at the heart of all we do



**Inclusive:** Supporting and valuing everyone to be their true and authentic selves



**Kind:** Acting consistently with compassion, empathy, civility and respect



**Embracing change:** Reflecting, learning and improving, seeking feedback and new ideas

# Quality

- Focused on delivery, recovery and improvement against a backdrop of high Emergency Department attendances, high bed occupancy rates, high numbers of patients with ‘no criteria to reside’ and long waiting times post COVID-19
- June 2023 opening of [Bath Street Health and Wellbeing Centre](#) breast screening facility, increasing capacity and delivering more services from accessible locations in the heart of our communities
- Opening of the [Living Well Hub](#) in Warrington town centre in March 2024, seeing 25 organisations providing a wide range of NHS and non-clinical services under one roof
- The first two phases of our [community diagnostic centre](#) project – included refurbishment of existing space within the Nightingale Building at Halton Hospital and an extension to services at Halton Health Hub in Runcorn Shopping City



# Quality

- September 2023 opening of £1.9m **Emergency CT Department** at Warrington, available 24/7, supporting clinicians in making urgent and often life-saving diagnoses
- January 2024 **maternity CQC report published** retaining our 'Good' rating, with inspectors describing a *“culture that places people’s care at the heart of the service”* – with new triage and induction of labour areas
- Our **neonatal unit received national recognition** in being awarded green Family Integrated Care model (FICare) status - the highest level of accreditation, promoting greater parental involvement in infants’ care while on the unit



# People

- 2023-24 saw significant **industrial action** – we responded and made sure patient safety was maintained
- Launched our **Women’s Staff Network**, with more than 300 members – we now have five staff networks
- **Your Future, Your Way**’ programme, breaking down barriers for multi-ethnic staff, received an RCN Award for Outstanding Contribution to Equality, Diversity, and Inclusion
- **NHS Pastoral Care Quality Award** for high-quality support provided to internationally recruited nurses and midwives
- Awarded **Research Delivery Team of the Year** at the North West Coast Research and Development Awards
- **Long service awards** held in February 2023 - recipients had amassed an impressive 1,860 years of combined service
- Annual staff **Thank You Awards** and monthly **You Made a Difference Awards** celebrated the achievements of colleagues from across the Trust



# Sustainability

## Our 2023/24 financial position

- Achieved a deficit position of £30m with NHS Cheshire and Merseyside approval
  - Agency expenditure was £8.9m – 3.3% of total pay expenditure (£5.9m less than in 2022/23)
  - We had a cost improvement programme (CIP) target of £17.9m and £16m was achieved
  - We invested in business cases and cost pressures totalling £10.8m
  - We invested in capital expenditure of £29m
  - Our cash balance at the end of the year was £17.6m
  - Audit opinion – unqualified accounts
- 

# Sustainability

**Significant revenue investment of £10.8m**

Title	Non recurrent (£)
Radiology WLI (Dec-March)	967,068
LCEA	948,934
Radiology WLI	691,161
Patient Portal	675,000
Radiology WLI	657,022
A10	500,000
Medical Care WLI	192,550
Elective Recovery 2023/24	159,954
MRI Mobile Unit	150,000
ERS Courier	145,206
ENT Locum Consultant Staffing	94,532
Urology Locum Consultant Staffing	92,878
PSIRF - Audiology	73,411
C-Section	63,847
T&O FY Cover	53,813
CAFM	51,480
Research & Development	34,117
TRAC	24,728
Outsourcing Images	24,000
Microbiology - Extended working day	22,400
T&O ST Cover	21,500
Biomerieux	14,334
BigHand	12,000
Paediatric Ophthalmology	8,820
Respiratory Matron Staffing	5,644
<b>Total</b>	<b>5,684,399</b>



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Title	Recurrent (£)
ED Nursing	2,300,864
ED Nursing Corridor Escalation	450,170
Appleton Wards - Enhanced Nursing A7/A8/A9	434,012
Tier 2 Urology Speciality Doctor Staffing	371,703
Colorectal Consultant Staffing	267,497
Cancer Support Health	208,356
Tier 1 Acute medicine junior doctors	195,836
Improving Communications and Engagement	160,449
Medical Retina Service	124,074
Emergency Lighting Testing	106,160
Rotamap	87,081
Finance (GIRFT) Staffing	85,431
IMC Matron Staffing	67,257
Radiology Staffing	66,714
Nutritional Specialist Nursing Staffing	55,246
IQIPS Accreditation - Audiology & Cardio Respiratory	52,117
Provision of Legal Services (HR)	40,000
Power Tools Update	32,561
Linen / Laundry Service	18,281
<b>Total</b>	<b>5,123,809</b>

# Sustainability

## Significant capital investment of £29m

Capital Investments	£'000
Endoscopy Hub at Halton Hospital	4,998
Community Diagnostic Centre (CDC)	4,934
Targeted Investment Funding (TIF)	4,549
Warrington Town Deal Health and Wellbeing Hub	2,117
Catering Upgrade	1,632
23/24 Frontline Digitisation	1,483
CT Scanner - ED	1,300
IT infrastructure	1,139
LIMS - Haemaetics, Fibroscan (CDC)	1,077
Devices Refresh	998
Network Refresh	829
Induction of Labour Ward	761
MRI Scanner Works	646
Estates Backlog Maintenance - significant and high risk	564
ED Minors	332
Replacement of the Pharmacy Automated Dispensing System Robot	305
Alternatives to Endoscopy	275
Replacement Lift - Appleton Bed Lifts (for 2)	214
Other various small schemes	710
<b>TOTAL</b>	<b>28,863</b>



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# Looking forward: 2024/25 and beyond

Daniel Moore, Acting Chief Executive

# Key areas of focus

- Urgent and emergency care improvement programme
- Elective recovery
- Financial sustainability
- Integration with Bridgewater Community Healthcare
- Significant estates and IT developments
- Delivering on our 12 strategic objectives set out in our two-year strategy

**Our 12 Objectives 2023–2025**

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**QUALITY**

We will always put our patients first, delivering safe and effective care and an excellent patient experience.

- 1 Patient safety
- 2 Clinical effectiveness
- 3 Patient experience
- 4 Research, development and innovation

**PEOPLE**

We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future.

- 5 Looking after our people
- 6 Innovating the way we work
- 7 Growing our workforce for the future
- 8 Belonging in WHH

**SUSTAINABILITY**

We will work in partnership with others to achieve social and economic wellbeing in our communities.

- 9 Working in partnership
- 10 Working responsibly
- 11 Sustainable estate and digitally enabled
- 12 Financial sustainability

**Working Together** **Excellence** **Inclusive** **Kind** **Embracing Change**

# Our financial position so far this year

- Continuation of 2023/24 contract agreement with a mix of block and ‘payment by results’ - delivering activity is key
  - Working towards a forecast £27.8m deficit plan
  - Off plan at month 5 by £1m relating to junior doctor industrial action in June and July
    - Significant pressures in the year-to-date position including Emergency Department nursing / corridor care, escalation beds, specialising, and ‘no criteria to reside’ patients - these are currently being offset by underspends
  - Cost improvement programme (CIP) target of £4.5m achieved at month 5, however the £19.4m target for the full year is challenging, along with the expectation that savings will be recurrent
    - £19.4m CIP schemes have been identified, of which £18m are recurrent, additional schemes are being identified to mitigate high risk schemes
  - Additional savings target of £3m is required in year from collaboration and integration
- 

# Integration with Bridgewater

- Discussions recommenced in April 2024 about our two organisations joining forces – we know that we can provide better care together
- This is about improving healthcare services for our communities across Warrington, Halton and beyond
- We are working and behaving as a single organisation
- Nikhil Khashu (pictured) starts in post as joint chief executive from 1 November 2024
- We plan to have a shared executive team in place soon after
- We are developing our communication and engagement plans to ensure patients, public, staff and stakeholders are informed and have the opportunity to be involved



# Significant developments

## Halton Elective Plans

- **£9.2m** over three years
- Support to tackle the COVID-19 elective care backlog
- Additional theatre being built - new day case unit and endoscopy hub recently opened

## Community Diagnostics Centre

- **£15.6m** over three years
- Support to tackle COVID-19 diagnostic waiting times
- Captain Sir Tom Moore Building extension being built - centres in Nightingale Building and Shopping City's Halton Health Hub up and running

## Halton Health and Education Hub

- **£3m** over three years
- Funded via Town Deal Investment Fund and led by WHH
- Will deliver services focussed on prevention, women and children, and long-term conditions from a central location in Runcorn, as well as flexible education

## Electronic Patient Record

- **£20.8m** over five years
- Procurement planned to replace our current electronic patient record, Lorenzo
- New system will reduce reliance on paper and manual processes, reduce data entry duplication, increase integration of systems, and transform the delivery of care

# Future aspirations



**Our vision for Warrington:** Outstanding acute healthcare with modern, sustainable estate which reflects the town's significant population growth

**Our vision for Halton:** A centre of excellence for elective care and wellbeing, improving outcomes for patients and addressing health inequalities



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# Lead Governor's report

Diane Nield, Deputy Lead Governor  
(from December 2024)

# Governor elections (Sept-Nov 2023)

## Three constituencies were elected to with unopposed candidates:

- **Public:** Rest of England – Kevin Keith
- **Public:** Warrington North - Colin Jenkins
- **Public:** Warrington South – Sue Fitzpatrick
- **Public:** Warrington South – Carol Ann Kelly
- **Staff:** Clinical Scientists and Allied Health Professionals – Rachel Bold

## No candidates were nominated for two constituencies which remain vacant

- **Staff:** Support Staff
  - **Public:** Rest of England
- 

# Council of Governors

The Council of Governors is made up of the below constituencies, totalling 28 seats.  
The current composition of the Council Governors is detailed below:

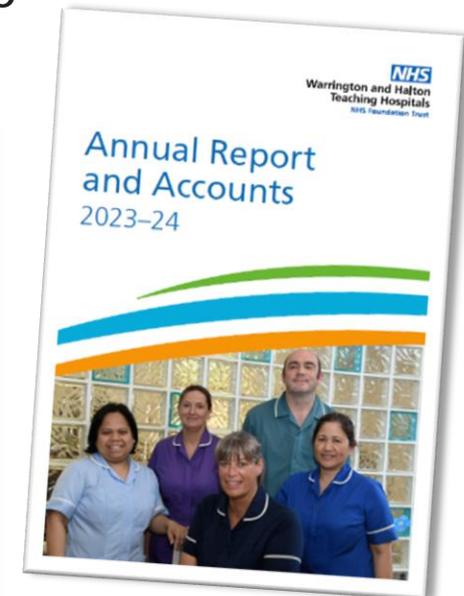
Public Governors (2 constituencies)	Governor
Warrington and Halton – 15 seats	Norman Holding (Lead Gov)
	Keith Bland
	Colin Jenkins
	Anne Robinson
	VACANT
	Diane Nield
	Sue Fitzpatrick
	Carol Ann Kelly
	VACANT
	Nigel Richardson
	Linda Mills
	Edward Rawlinson
	John Fagan
	Nathan Fitzpatrick
	Colin McKenzie
Rest of England – 2 seats	Kevin Keith
	VACANT

Staff Governors	Governor
5 Seats	Gemma Leach (Estates, Administrative and Managerial)
	Jonathan Cliffe (Nursing and Midwifery)
	Akash Ganguly (Medical & Dental)
	VACANT (Support Staff)
	Rachel Bold (Clinical Scientists & AHPs)

Partner Governors	Governor
6 seats	VACANT
	Cllr Paul Warburton (Warrington Council)
	Mansimran Singh (Warrington Sikh Gurdwara)
	VACANT (Education Sector)
	Nichola Newton (Warrington & Vale Royal College)
	VACANT (Private Sector)

# Key governor activities in 2023/24

- Governor Induction Day – 11 December 2023
- Governor Engagement Group
- Governor Working Group
- Patient Experience Committee
- Experts by Experience
- Transport Group
- Member Newsletter
- Governor Workshop – 13 September 2023
- Governors Nomination and Remuneration Committee meeting
- Patient equality, diversity and inclusion
- Observation at Trust Board and Committee meetings
- Governor observation ward visits
- Contributed to the content of the Annual Report
- Constituency meetings
- Governor engagement events held at Warrington and Halton sites
- Patient Led Assessments of the Care Environment
- First Impressions Group
- Nutrition and Hydration Steering Group
- NHS Providers training and workshops
- Council of Governors meetings
- Membership Strategy 2023-25
- Staff Awards



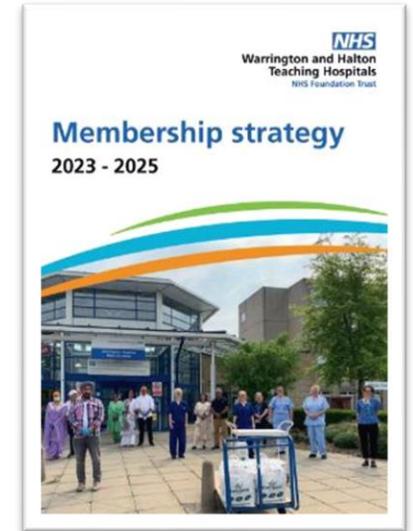
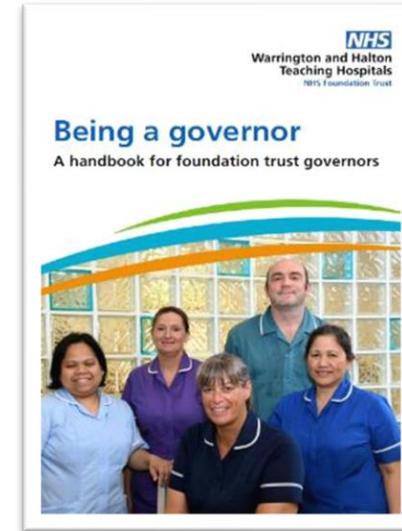
# Community events and activities

- Warrington Together People and Communities Voice Group
- One Halton People and Communities Voice Group
- WHH Charity fundraising events
- International Clinical Trials Day
- Warrington Pride
- Warrington MELA (Minority Ethnic Communities Association)
- Warrington Disability Partnership's Disability Awareness Day
- Living Well Hub opening
- NHS 75<sup>th</sup> Birthday
- Warrington armed forces day
- Warrington and Halton Diagnostics Centre opening
- Breast services reconfiguration launch



# Governors' focus in 2024/25 – looking forward

- **Governor handbook refresh** – revised handbook now available online
- **Implementing new guidance** – following the update to our Terms of Reference to reflect new key features of the statutory duties of Governors
- **Membership strategy** – The three-year strategy has been approved, with 3 objectives; High Quality Information, Inclusivity and Sustainability. Focus now is on implementing, progress is reported on quarterly
- **Governor elections 2024** – elections currently being held for a range of public and staff constituencies, deadline 5pm on Thursday 10 October. More information available at [www.cesvotes.com/WHH2024](http://www.cesvotes.com/WHH2024)
- **Integration** - with Bridgewater Community Healthcare NHS FT to support collaboration and the delivery of better joined up care



# Our Membership Strategy

Developing our new Membership Strategy has been the Focus of the Governor Engagement Group.

Our membership strategy seeks to:

- address ways to increase the recruitment and retention of active members
- keep our current members informed and engaged
- show members that their contributions towards the development of the Trust are valued



# Our Membership Strategy

Our Membership Strategy is set out under three key objectives:

## Strategic Objective 1

### High Quality Information

Provision of high-quality Information to WHH Members to provide them with the knowledge they need to understand the offer of membership at WHH and to be ambassadors for the Trust.

## Strategic Objective 2

### Inclusivity

Ensure our membership is reflective of the different people and communities, we serve, with a focus on attracting younger members and those from groups that are currently underrepresented.

## Strategic Objective 3

### Sustainability

Taking meaningful steps so we can make sure that we are promoting sustainability in all membership communications and activities.

# What it means to be a Foundation Trust Member

As a member you can:

- receive a quarterly electronic newsletter to keep up to date with news from the Trust and participate in surveys on various topics
- participate in elections to our Council of Governors
- stand for election to the Council of Governors - if aged 16 or over
- attend events including our Annual Members' Meeting

Constituency Membership	31 March 2024
Warrington North	573
Warrington South	723
Halton (inc Weaver Vale)	783
Rest of England	963
<b>Total Public</b>	<b>3046</b>
<b>Staff</b>	<b>4712</b>
<b>Total membership</b>	<b>7,758</b>





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Three overlapping, wavy, horizontal bands in shades of green, cyan, and orange, positioned above the main text.

# Question and answer session

Steve McGuirk, Chairman



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Thank you

