

Welcome to our Annual Members' Meeting

Year in Review 2019-20
Presented 30th September 2020

Chairman Welcome

Steve McGuirk CBE DL QFSM

Programme

- 16:00 Welcome and meeting instructions
- 16:05 Chief Executive's Report
- 16:15 Quality and Operational Performance
- 16:30 Financial Review and Audit Report
- 16:40 Lead Governor's Report
- 16:50 Look Forward 2020-21
- 17:10 Sum up and Q&A session (via chat board)

Viewers can post questions on the chat box - we'll take questions at the end

The screenshot shows a Microsoft Teams meeting interface. The main window displays a presentation slide titled "Team Brief 2nd July 2020" by Simon Constable, Chief Executive, for MS Teams. The slide features the NHS logo and the text "We are WHH & We are PROUD to make a difference". The chat box on the right is titled "Live event Q&A" and contains three questions from Patricia McLaren (You) at 10:39 AM: "Can I ask about the Birch Centre please?", "When will we get the money?", and "Thanks for briefing". A red arrow points from the top of the chat box down to the "Ask a question" input field. The "Post as anonymous" checkbox is unchecked.

Chief Executive's Report for 2019-20

COVID-19 Impact

- Level 4 major incident/national emergency
- Command and control structure
- Visible senior leadership and transparent communication
- Workforce welfare first and foremost
- Evidence and protocol-based, continually updated
- Peak Easter weekend 124 inpatients inc. 20+ in ICU
- Agile and responsive
- Innovations captured, many embedded
- Recovery well underway in 2020
- ‘Second wave’ increase in cases being managed



CQC Report 2019

Rated **Good** in all Core Services inspected
Outstanding for 'Caring' in Critical Care

Ratings for Warrington Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good Nov 2017	Good Nov 2017	Good Nov 2017	Requires improvement Nov 2017	Good Nov 2017	Good Nov 2017
Medical care (including older people's care)	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Surgery	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Critical care	Good Jul 2019	Good Jul 2019	Outstanding Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Maternity	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Services for children and young people	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017
End of life care	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017
Outpatients and diagnostic imaging	Requires improvement Nov 2017	Not rated	Good Nov 2017	Good Nov 2017	Requires improvement Nov 2017	Requires improvement Nov 2017
Overall*	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019

*Overall ratings for this hospital are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.

Ratings for Halton General Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017
Medical care (including older people's care)	Good Nov 2017	Good Nov 2017	Good Nov 2017	Good Nov 2017	Requires improvement Nov 2017	Good Nov 2017
Surgery	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Outpatients	Good Jul 2019	Not rated	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Overall*	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019

*Overall ratings for this hospital are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.

EU Exit Preparations

- Worked with national and regional teams to prepare
- Supply chains prepared - medicines, devices, clinical supplies, food, linen etc.
- Support EU Colleagues to secure 'settled status'
- Information campaigns for staff and patients
- 'Business as usual' meanwhile



Key Estates Issues

- Continued restoration of Kendrick Wing following fire in March 2018 – almost all clinical services relocated to enhance patient experience
- Combining of both new hospitals strategic cases to create wholly hot and cold sites
- Creation of Combined Assessment Unit in Appleton Wing to support urgent care services
- Refurbishment of Warrington main entrance
- Commenced work on £1.5m Birth Centre at Croft Wing



WHH People

- NHS Staff Survey response - A best-yet response to the NHS Staff Survey (53% against national average of 46%)
- NHS Staff Survey - highest score in Equality, Diversity and Inclusion
- More than 300 nominations submitted to the annual staff *Thank You Awards*
- Flu Fighters
- BAME network reinvigorated, LGBTQ+ Rainbow Badges, Disability network



Collaboration and 'PLACE'

- Work continued with Bridgewater Community Healthcare NHS FT on potential transaction – paused due to COVID-19
- Strong working partnerships in local 'places' Warrington Borough and Halton Borough
- Significant partner in Warrington Together, One Halton and Cheshire & Merseyside Health and Care Partnership
- Collaboration with University of Chester to achieve 'Teaching Hospitals' status



University of
Chester

Quality and Operational Performance

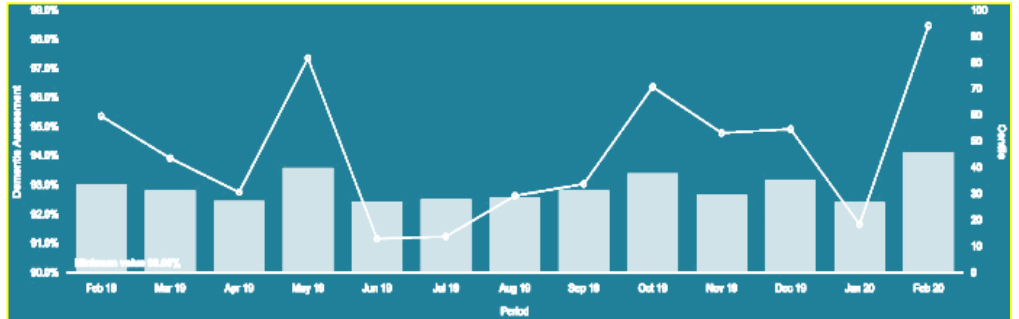
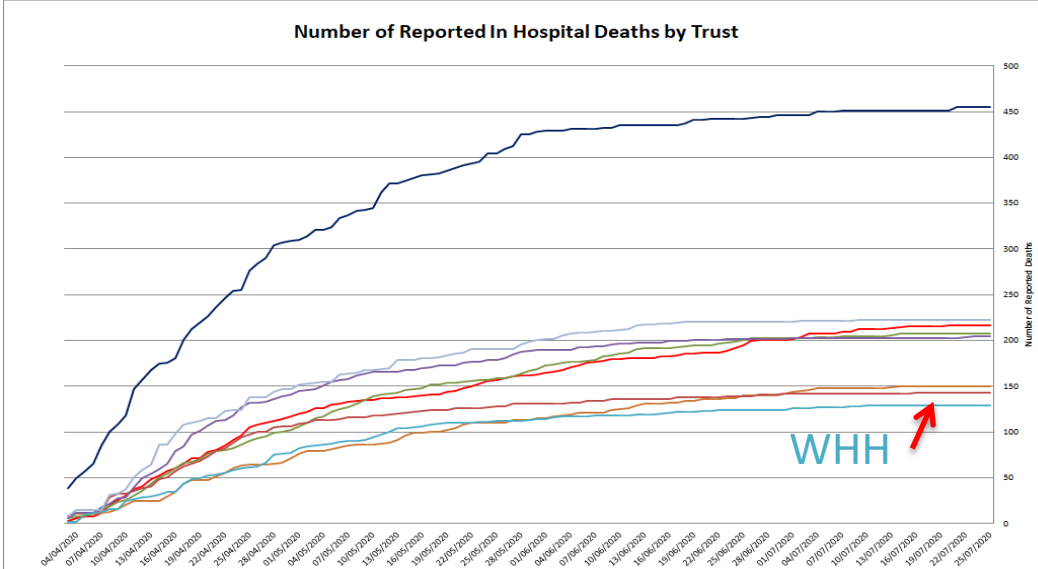
Dr Alex Crowe, Executive Medical Director

Kimberley Salmon-Jamieson, Chief Nurse & Deputy CEO

Dan Moore, Acting Chief Operating Officer

Key Quality Metrics

- 1. **Mortality Review**
HSMR and SHMI
Learning from Deaths Reviews
COVID
- 2. **VTE** (blood clot risk assessment and preventative treatment):
95.6%
- 3. **Clinical Data Capture forms and Ward Round Accreditation**
- 4. **Dementia Assessment: 98%**
- 5. **Medicines Safety Reconciliation (24 hours)**



Medical workforce update

17 consultant appointments since 1.9.19:

Emergency Medicine (2), Radiology (1), Gastroenterology (1),
Clinical Haematology (1), Palliative Care (2), Anaesthetics (2),
Cardiology (2), Acute Medicine/Nephrology (1), Obstetrics (1),
Paediatrics (1), Urology (2), Respiratory (1)

Other Medical Work Force colleagues:

- International Training Fellows (10)
- Physician Associates years 1 & 2 (18)
- Undergraduates all (59)

Medical Establishment review



Spinal Services

- Spinal Services remain suspended at this Trust
- WHH part of the Provider Board and Steering Group where collaboratively Cheshire and Merseyside are working towards having a Single Provider of Spinal Services.
- These meetings recommenced in June 2020 following pause due to Covid-19

Actions that have been completed:

- Walton pain lists trial commenced at Halton in September, trial for 6 weeks - has been very successful to date
- Strategic and Operational Business Case for C&M Single Provider is due to be completed by the end of October
- Patient Engagement event took place on 2nd September 2020



Medical Highlights

- Virtual Clinics
- Medical Models to support Out of Hours
- MS Teams meeting
- Family Liaison Officers
- Respiratory Support Unit
- Home Radiology reporting
- Medical Handover / Rota management
- CPAP 'Black Box' support on Critical Care
- EPR procurement



Governance & Quality

Incident Reporting

We are demonstrating a good incident reporting culture

2.4%

Positive increase in the number of incidents reported since April 2018
(compared to previous 24 months)

98.6%

of our incidents since April 2018 resulted in no or low harm

Inpatient Falls

22%

Reduction in Inpatient Falls since April 2018 following QI work
(compared to previous 24 months)

MRSA

0

Cases of MRSA bacteraemia since August 2019

Expansion of the Quality Academy with further investment for research and quality improvement to include national trials

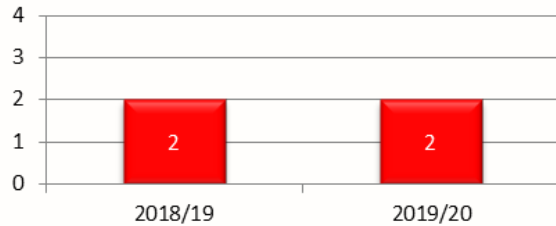
The Trust is expanding its commercial research portfolio, building on its existing relationship with AbbVie to drive therapeutic research

The Sepsis Inpatient Referral System is now live reducing harms and improving care

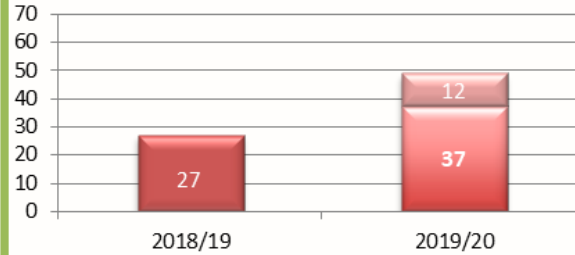
Finalist in the North West Coast Research and Innovation Awards 2020 "Excellence in Commercial Life Sciences Research"

Infection Prevention and Control

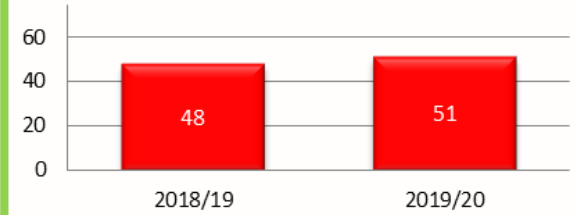
MRSA bacteraemia cases 2018 - 2020



Clostridium difficile cases 2018 - 2020



E. coli bacteraemia cases 2018 - 2020



*Changes to apportionment
18 cases considered unavoidable
by CCG*

Covid-19 Infection Prevention and Control

- Assessment pods
- Additional sinks
- Coronavirus policies
- Education
- PPE secured
- PPE training
- PPE booklets
- Daily Safety briefings
- Fit testing FFP3 respirators
- PPE Champions
- Simulation exercises



Patient Experience and Volunteers

- **National In Patient Survey** – significant improvement for non clinical care and improvement in 16 further questions regarding clinical care and treatment
- **Complaints** – No breached complaints in year, significant improvement across all services
- **Volunteers-** recruited 587 volunteers offering over 300 volunteer hours per week through with 57 opportunities



Investment in and Workforce Development

- Strengthened Advanced Clinical Practitioner programme with 23 qualified and 24 Trainee ACPs
- 5 Registered Nurse Associates and 7 Trainees
- 4 Registered Nurse Associates undertaking a Nursing Apprenticeship
- Development of a multi-disciplinary core competency framework
- Focus on staff retention 12 month reduction of 2.44%
- Student placement expansion supported by CLiP model

**Burdett Trust
Award Winner
Best Career and
Development
Offer**

**Recruited 118
Nurses and 136
HCAs in the last 12
months**

**Implementation of
Transfer Window –
Adopted by C&M**

**Reduction in N&M
Turnover (12 months to
Nov 19) by 2.55%**

Resuscitation and Clinical Education

My Kit Check

Live monitoring system for resuscitation trolleys and equipment

UK Resus Council approved centre

for e- Paediatric Advanced Life Support & General Instructor Courses

Supporting Students

Deployment of 170 students into paid placements

Cardiac Arrest Audits

71% improvement in 'survival to discharge' rates following in hospital cardiac arrest



Key Operational metrics

A challenging year for Urgent care. Improved performance Jan – Mar compared to 2018-2019

National Indicators		Target	Apr	May	Jun	Qtr1	Jul	Aug	Sep	Qtr2	Oct	Nov	Dec	Qtr3	Jan	Feb	Mar	Qtr4	YTD Position
A&E & MIU (Including Widnes Walk-in)	% Departed <=4hrs	>=95%	82.03%	82.98%	84.06%	83.04%	84.76%	87.21%	84.35%	85.42%	82.90%	80.71%	79.45%	81.02%	79.61%	83.83%	84.20%	82.38%	82.99%
	* Number of attendances		10756	11237	11222	33215	12135	11207	11365	34707	11395	11236	11444	34075	11062	10399	8489	29950	131947
	* Number of patients breaching 4hrs		1933	1912	1789	5634	1849	1433	1779	5061	1949	2167	2352	6468	2255	1681	1341	5277	22440

Referral to Treatment (RTT) We achieved the 18 week referral to treatment target consistently throughout the year against a target of 92%; this is difficult and challenging but supports care being delivered in a timely manner. Performance against the 52 week standard was impacted in March as a result of the pandemic

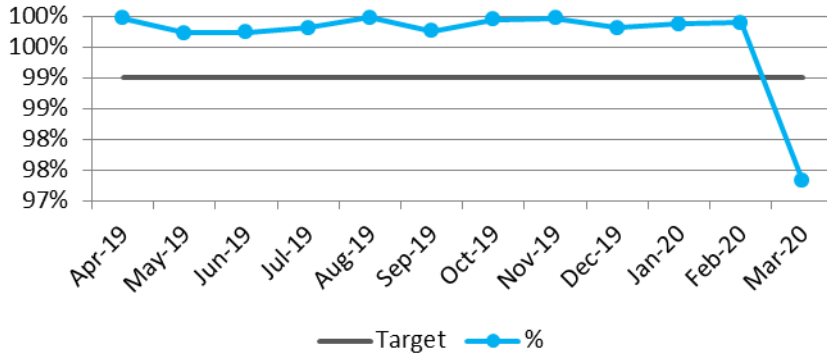
National Indicators		Target	Apr	May	Jun	Qtr1	Jul	Aug	Sep	Qtr2	Oct	Nov	Dec	Qtr3	Jan	Feb	Mar	Qtr4	YTD Position
RTT - 18 Weeks	Incomplete Pathways % <18 Weeks	>=90%	92.30%	92.33%	92.03%		92.06%	92.01%	92.13%		92.25%	92.46%	92.18%		92.13%	92.01%	90.04%		
	* Number of incomplete pathways		19081	19895	19848		19459	19555	19908		20241	20028	19565		19303	19664	19311		
	* Number of patients waiting 18+ weeks		1470	1525	1582		1546	1563	1566		1569	1510	1530		1519	1571	1923		
	* Number of patients waiting 52+ weeks	0	0	0	0		0	0	0		0	0	0		0	0	1		

Cancer waiting times

Strong, sustained performance across the the year.

National Indicators		Target	Apr	May	Jun	Qtr1	Jul	Aug	Sep	Qtr2	Oct	Nov	Dec	Qtr3	Jan	Feb	Mar	Qtr4	YTD Position
Cancer	62 Day First Treat - Urgent GP - Reallocation	>=85%	89.66%	85.96%	86.30%	87.23%	85.54%	85.14%	87.76%	86.27%	88.61%	86.67%	86.96%	87.40%	85.56%	71.76%	86.41%	81.65%	85.42%
	* Numerator		26.0	24.5	31.5	82.0	35.5	31.5	43.0	110.0	35.0	32.5	40.0	107.5	38.5	30.5	44.5	113.5	413.0
	* Denominator		29.0	28.5	36.5	94.0	41.5	37.0	49.0	127.5	39.5	37.5	46.0	123.0	45.0	42.5	51.5	139.0	483.5

Diagnostic Waiting Times 6 Weeks



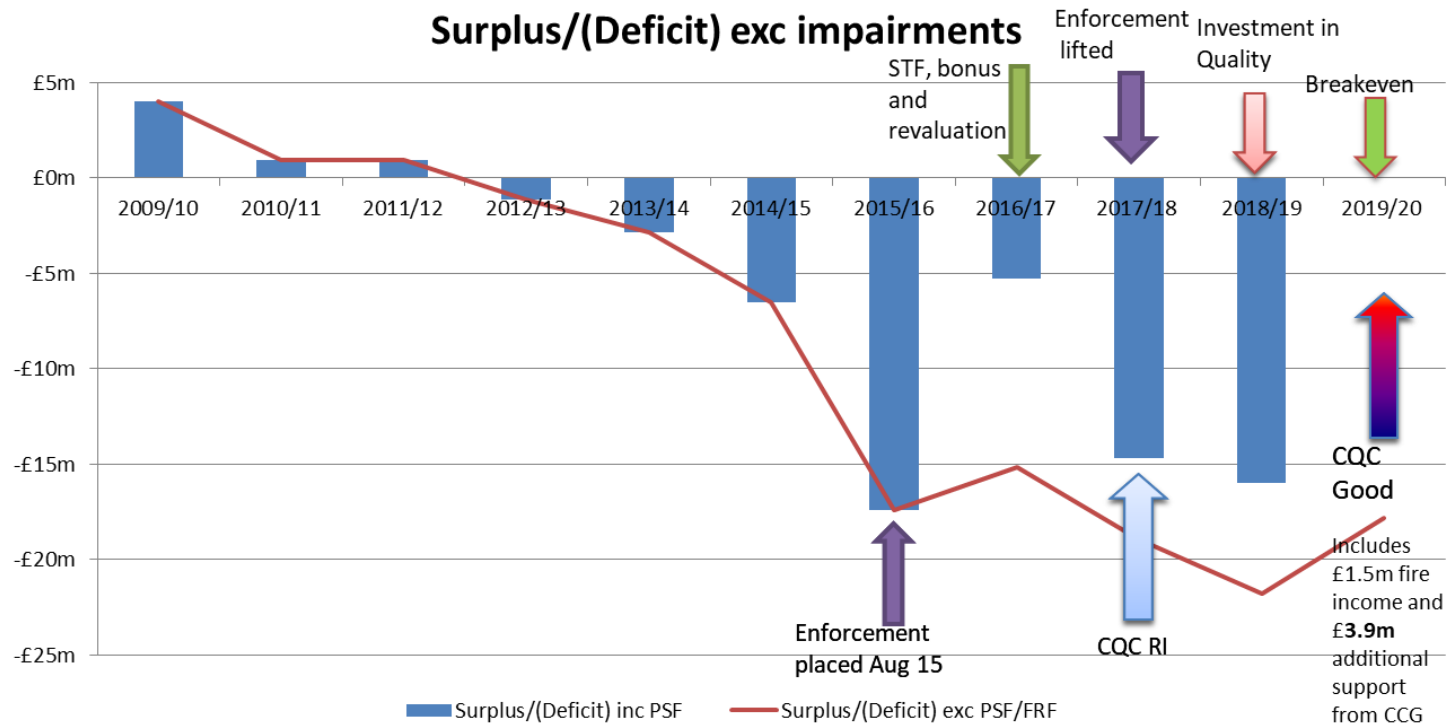
Diagnostics

Good performance against the target of less than 1% of patients waiting more than 6 weeks for a diagnostic test. Non compliance in March due to the impact of the pandemic

Financial Review and Audit Report

Andrea McGee, Chief Finance Officer & Deputy CEO

Our Financial Journey



We Achieved Our Control Total

Narrative	Plan £m	Actual £m	Variance £m
Operating Income	260.2	279.3	19.1
Operating Expenditure	(257.7)	(275.8)	(18.1)
Finance Costs	(2.6)	(2.7)	(0.1)
Surplus /(Deficit) including exceptional items	(0.1)	0.8	0.9
Exceptional Items	0.1	(0.8)	(0.9)
Surplus excluding exceptional items	0.0	0.0	0.0

A few facts....

- The Trust Control Total was a break even position
- Delivered operating break even excluding exceptional items
- Delivered efficiency savings of £7.0m
- Received £5.1m Provider Sustainability Funding (PSF), £12.0m Financial Recovery Funding (FRF) and £1.0m Marginal Rate Emergency Tariff (MRET).
- Exceptional items relate to an impairment charge on fixed assets following an asset revaluation exercise

Income

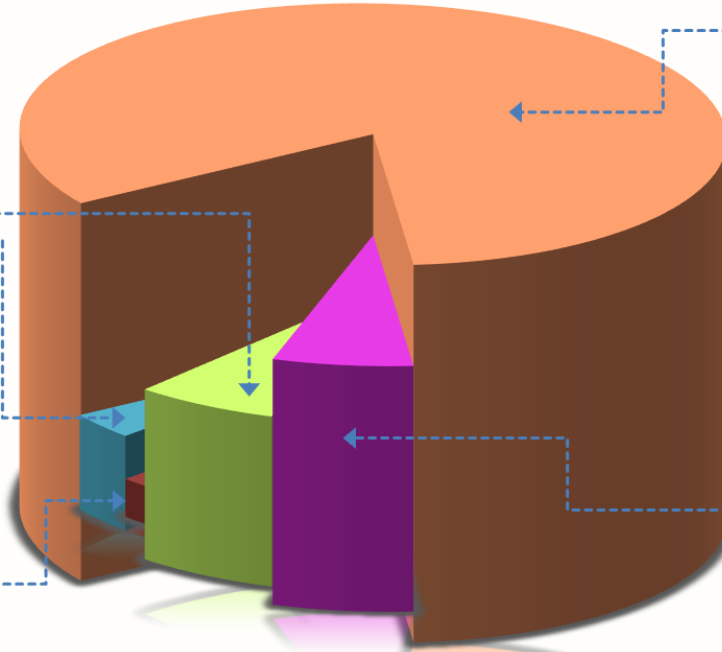
Other Income
£18.0K (6.40%)

Training & Education
£8.8K (3.20%)

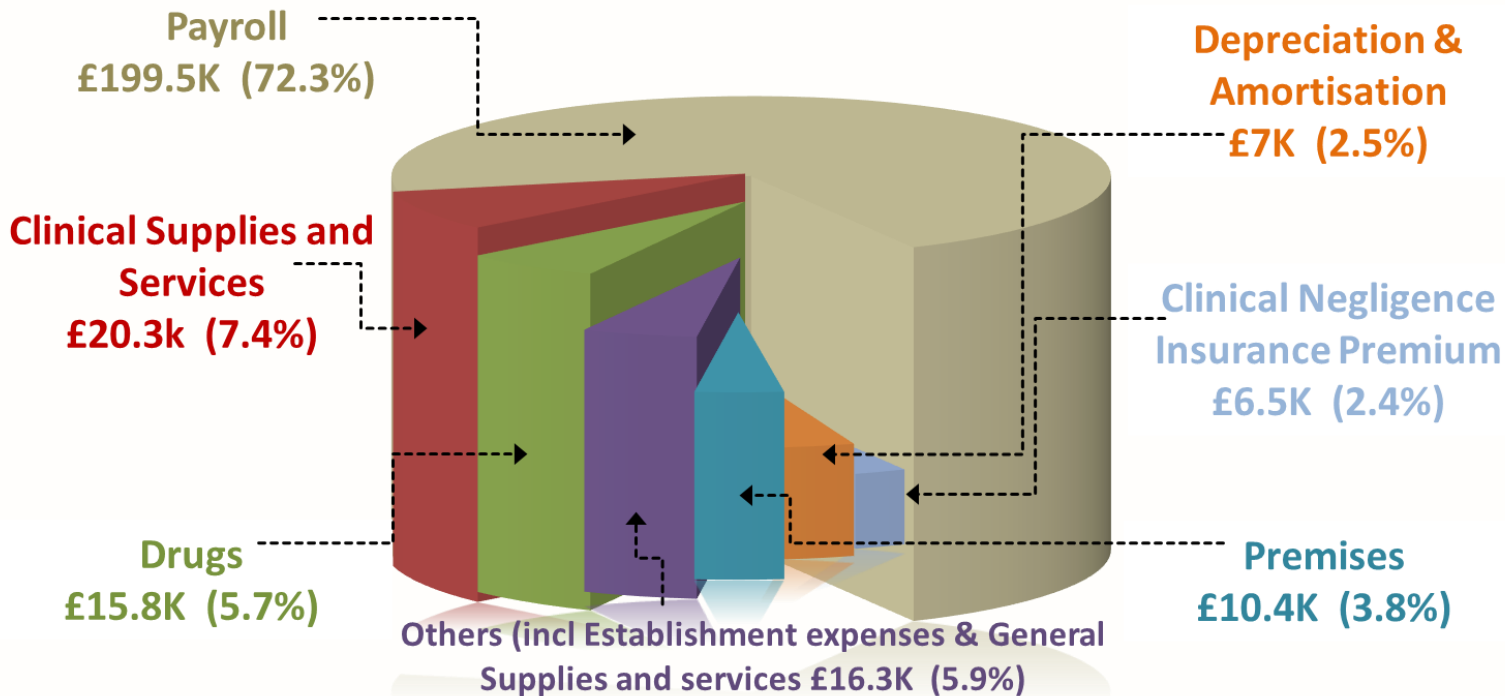
Clinical income from non NHS commissioners
£3.4K (1.20%)

Clinical income from NHS commissioners
£231K (82.7%)

Provider Sustainability Funding (including FRF & MRET)
£18.1K (6.50%)

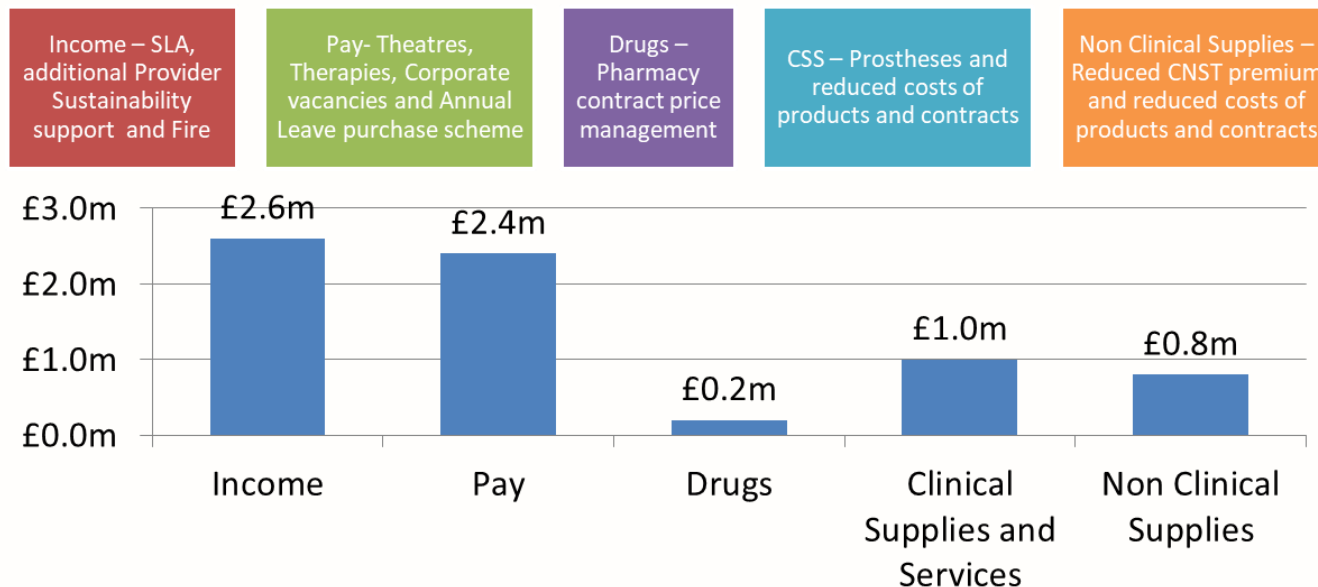


Expenditure



Cost Savings

The Trust delivered efficiency savings of £7.0m as summarised below, a number of initiatives were delivered including:-



Capital Investments

The Trust invested £13.9m in capital assets to improve the services and environment for patients, visitors and staff as summarised in the table below:

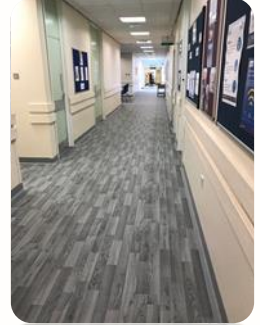
Investment	£m
Medical Equipment	2.8
Information Technology	2.2
Site Improvements	5.4
Health & Safety / Legislative Compliance	0.7
Kendrick Wing Fire	2.8
Total	13.9



Estates Works

In total £8.9m was invested in schemes to deliver site improvements and comply with health and safety standards and legislation. The main items of investments included:

- CT Scanner Unit
- Kendrick Wing restatement works
- Lift Replacements
- Midwifery Led Unit
- Ward Bathrooms
- Lighting and Flooring
- Fire Suppression System, Doors and Alarms
- Electrical Infrastructure works
- Water Safety Compliance system
- Refurbishment of buildings and roofs



Cash Flow

Under the terms and conditions of the working capital loan the Trust is required to maintain a minimum cash balance of £1.2m. The cash balance at 31 March 2020 was £1.3m with the key movements in the year summarised in the table below:

Narrative	£m
Opening balance 1 April 2019	1.3
Surplus / (Deficit)	0.0
Non cash items	6.9
Capital Expenditure	(13.9)
Public Dividend Capital (PDC) received	1.3
Working balance movements	5.7
Closing balance at 31 March 2020	1.3



Use of Resources Risk Rating and External Audit Opinion

- The Trust recorded a Use of Resources Rating score of 3
- The Annual Accounts were signed off on the basis of a going concern
- The Trust received an unqualified audit opinion from it's External Auditor (Grant Thornton) with no concerns raised during the audit and stated that the financial statements represented a true and fair view of the Trust's affairs.
- The Trust received a positive Value For Money statement



Financial Outlook

- Unique circumstances
- Achieved break even position to date
- Developed plan to support recovery activity with planned deficit of £19m
- Awaiting financial settlement from Treasury
- Loans of £57m repaid following PDC support on 21st September 2020
- Ambitious capital programme of circa £24m including investment in ED Plaza, MRI Scanner, Critical Infrastructure Risk, and Covid-19 Phase 1

Lead Governor's Report

Mr Norman Holding, Public Governor

Membership Report 2019-20

Total membership 14K	WHH FT Membership N = 9137**	Warrington (n = 209,547)	Halton (n = 125,746)
Asian/Asian British	2.0	2.6	0.7
Black/African/Caribbean/Black British	0.16	0.3	0.2
Mixed Multiple Ethnic Groups	1.3	1.0	1.1
Other ethnic group	0.2	0.2	0.9
White	96.2	95.9	97.1
Prefer not to say	0.15		
Source:	FT Database	2011 census	2011 census

* Public constituencies only

**To note for purposes of accurate comparison the Rest of England constituency has been excluded from this data

Gender (source NOMIS 2019) %	WHH FT	Warrington	Halton
- Female	64.4	50.4	48.8
- Male	33.7	49.6	51.2

- Focus is on being representative of population rather than numbers of members
- We are under represented by men by at least
- We are under represented by 15-19 year olds by at least 5%
- We are most under-represented by white non-British and Mixed ethnic groups
- Our Patient, Public Participation and Involvement Strategy to which our membership is core, addresses representation.

Governor Elections Nov 2019

12 Constituencies eligible for election: 8 Public and 4 Staff

- 4 Unopposed Public 1 Unopposed Staff
- 1 Contested Public 1 Contested Staff

Following election the Trust still has 5 vacant constituencies

- 3 Public 2 Staff

Council of Governors Activities

- The Council of Governors
- Chairman's Monthly Brief
- Governors Working Group
- New Hospitals Groups Warrington and Halton
- Virtual National Governors Workshop
- Nominated Governors observed NED-Chaired Trust Committees:
Audit, Strategic People, Finance, Quality and Charity

Council of Governors Initiatives

- Reviewed and recommended new Partner Governors
- Governor Effectiveness
- Lead Governor attended both Public and Private Boards
- Nominated Governor attendance at CCG Warrington & E&I Halton
- Governors Nomination and Remuneration Committee
 - Reviewed the remuneration of the Chairman
 - Participated in the Chairman's annual appraisal
 - Extension of NED terms

Sub-Committee Highlights

Engagement Group	Quality in Care Group	Governor Working Group
Patient & Public Participation Strategy development	CQC update	Reviewed External Auditors
Improvement Initiatives	Quality Accounts	Role of Lead Governor
Car Parking	Quality Academy	Partner Governor Survey
Hospital Food & Nutrition	Food & Nutrition	Tenure of Chair and NEDs
Engagement Dashboard	Quality Dashboard	Public Constituencies
New Hospitals Group	Complaints	2020 /21 Elections
Patient & Public Engagement Events	Observation visits	

Governor Observation Visits - Monthly

- A small group of Governors visit areas of the Trust and submit a report of their findings to the Trust
- Locations for visit often signposted by complaints. Completion of reports resulting in a 'confidence' score
- Obtain patients and staff views and to better understand, first-hand, Trust operations.
- Gain first impressions and review wards/departments against CQC inspection criteria (Safe, Caring, Responsive, Effective & Well Led)
- The visits ceased in February due to Covid-19, we are looking now to have virtual Department Q&A sessions

Why we do this

- Effectively fulfil the role of Governor by holding the non-executive directors individually and collectively to account
- To feedback information about the Trust, its vision and its performance to members, public and stakeholder organisations
- To represent the interests of the members of the Trust as a whole and the interests of the public
- A chance to get closer to the 'coalface' rather than in the board room
- Identify and report any areas in need of improvement
- Patients and staff get to meet and speak with their Governors
- Because we enjoy doing it!

Look Forward 2020-21

Professor Simon Constable
Chief Executive

Immediate Issues

- Living with COVID-19 'Long haul' incident
- Herd immunity uncertain
- Understanding broader health impacts
- Realignment of usual activity alongside burden of working and living with COVID-19
- Staff resilience



COVID recovery

- CMTC designated 'COVID-secure' T&O and breast surgeries ongoing – high confidence in patients, excellent experience
- Green pathways established for electives, trialled at B18 for urgent cancer surgeries – replicated
- Designated clean areas for shielding/isolating patients
- Outpatients new/follow up building strongly – at least third are virtual and well received
- Laboratory capacity good – rapid testing in place



WHH Early Mover site – NHS 111 First

NHS 111 First went live at WHH on 8 Sept

Patients contact NHS 111 before going to an Emergency Department to:

1. Ensure they GET THE RIGHT HELP
2. Benefit from a BOOKED TIME SLOT
3. Help keep patients, their family and friends SAFE

Early patient feedback has been excellent



Stay safe and avoid waiting in A&E

CALL 111 FIRST

The NHS has introduced a new system for those who need urgent medical care when it is not a life-threatening 999 emergency - from now on contact NHS 111 by telephone or online.

If you need to go to A&E, they can give you a time slot. They will advise you on the most appropriate service depending on your needs such as:

- A local pharmacy
- Your GP practice
- One of the three urgent treatment (walk-in) centres on the Fylde Coast

Calling 111 first will help maintain social distancing and make sure you get the right care in the right place and you could be seen quicker.



111.nhs.uk



Help us to understand your needs - Take this short survey

New £1.5m Birth Centre nears completion

- Soft opening next month
- Midwife-led centre
- Four birthing pools, aromatherapy, massage
- Completely personalised birthing experience!



New £1.5m Birth Centre nears completion

- Soft opening next month
- Midwife-led centre
- Four birthing pools, aromatherapy, massage
lised birthing experience!



£4.5m funding for new ED Plaza

NEW:

- ✓ 10-bed medical assessment unit
- ✓ 5 cubicle minors
- ✓ 15 bay majors unit
- ✓ Big expansion of Paeds ED with dedicated hot and cold areas.



Our roles as a good corporate citizen and our ability to support local economic and social regeneration is more important than ever

- ✓ A new health campus for Warrington
- ✓ Re-development of our Halton site
- ✓ Integrated care and partnership working
- ✓ Warrington and Runcorn Town Deal plans
- ✓ Provision of services in Shopping City in Runcorn
- ✓ Refresh of our specialty level priorities, including increase in provision of paediatric surgery locally



- Hospital services in modern, fit for purpose estate
- Release land to support regeneration across borough
- Ensure interconnectivity with education, employment, health and social care
- To create a connected health and wellbeing campus to rationalise the use of community health care facilities across Warrington
- Aligned to future needs of Warrington, Halton and surrounding areas



- Halton an elective hub, providing all current services
- A health & wellbeing campus of healthcare, leisure, retail and housing facilities
- Supports the national housing agenda by creating development space for a range of housing such as supported living and extra care
- Provides an environment for local people to enjoy, community gardens and a range of other community resources

Our Mission, Vision, Values, Aims and Objectives

Our Mission

We will be outstanding for our patients, our communities and each other.

Our Vision

We will be a consistently great place to receive care, work and learn

Our Objectives

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.

We are WHH and Together we make a difference.

Our Values



Working Together



Excellence



Inclusive



Kind



Embracing Change

Vision, Values and Names



In summary

- 2019-20 a year to be proud of for WHH
- Sustained and innovative response to COVID-19 challenge - continues
- Dedicated, committed and compassionate TeamWHH
- Focus on recovery – building back better
- Renewed community commitment – individuals, businesses and 3rd sector
- Strong strategic priorities to support the people of Warrington and Halton
- Absolute commitment to being **outstanding for our patients, our communities and each other.**

This is WHH

Q&A
Chairman
Steve McGuirk, CBE DL QFSM

Thank you for joining us today