

Welcome to our Annual Members' Meeting

Year in Review 2020-21
Presented 24th November 2021

Welcome and Format
Terry Atherton, Deputy Chairman



Programme

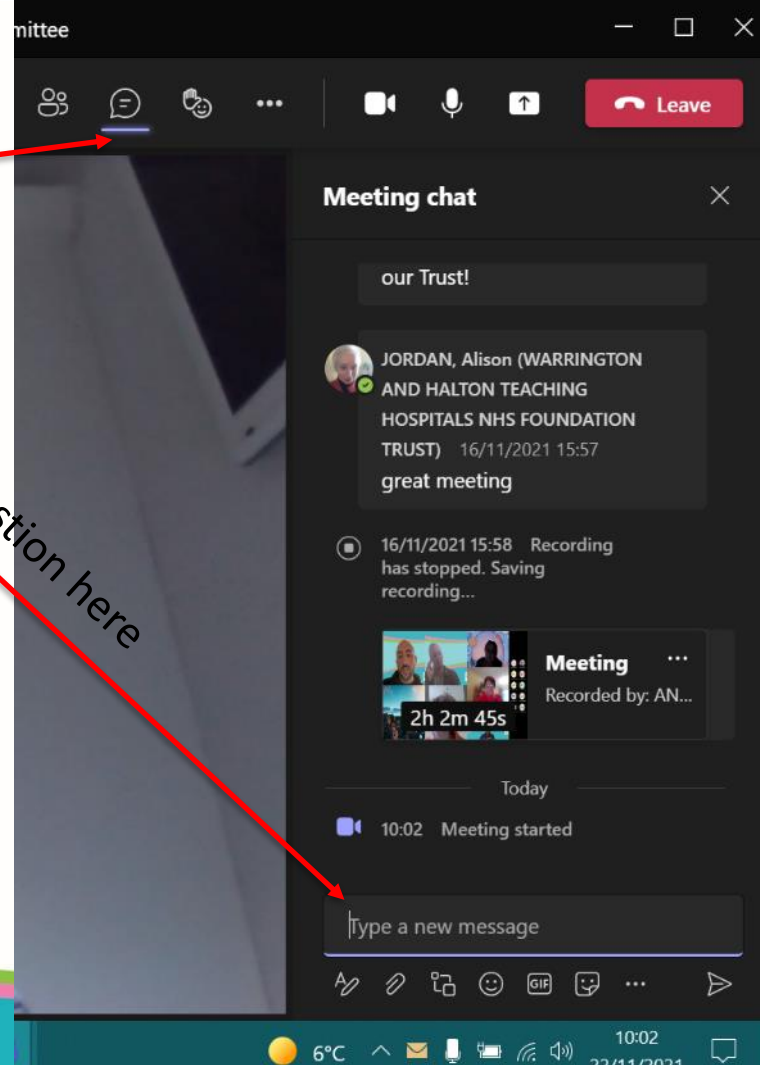
- 16:00 Welcome and meeting instructions
- 16:05 Chief Executive's Report
- 16:15 Quality, People and Operational Performance
- 16:35 Financial Review and Audit Report
- 16:45 Lead Governor's Report
- 16:50 Look Forward 2020-21
- 17:00 Sum up and Q&A session (via chat board)
- 17:15 End

Viewers can post questions on the chat box

Click here

Type your question here

We'll take questions relating to items on this agenda at the end of all the presentations.



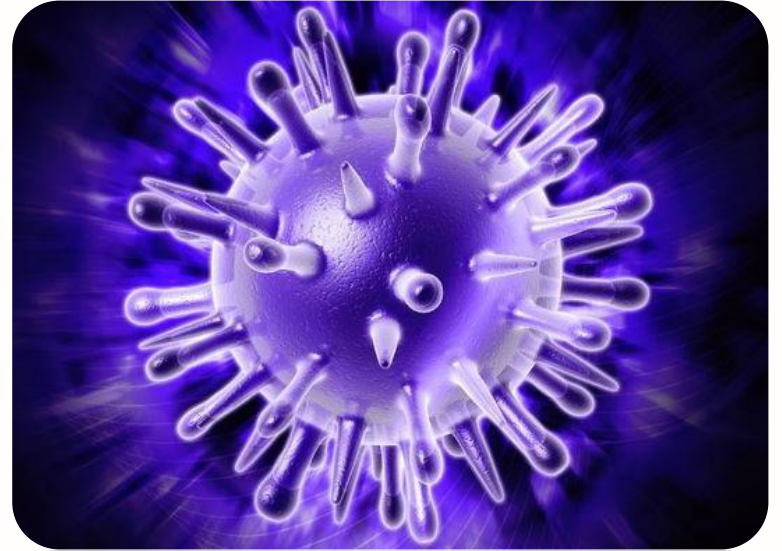
Chief Executive's Report: 2020-21

Professor Simon Constable



2020-21 An unprecedented year


The year tested the limits of the strength, resilience, and determination of health and care services.



WHH and COVID-19

On 3rd March 2020 NHSE/I declared a level 4 incident

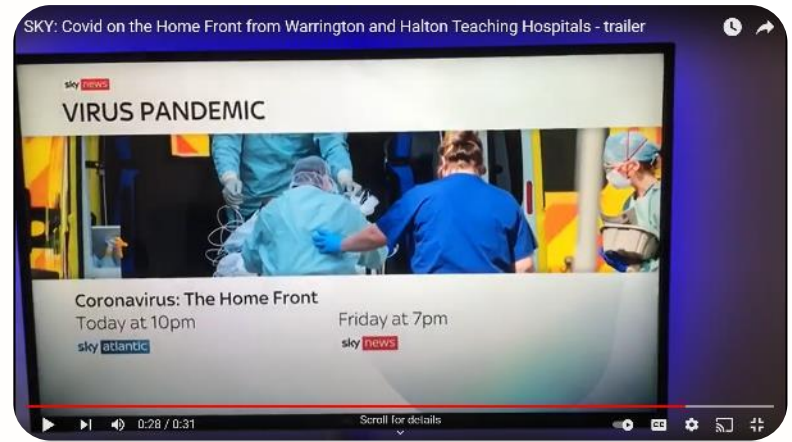
Since then..

- We've admitted 3,100 patients with COVID-19 of which 564 patients have sadly died
 - We've performed 186K COVID-19 tests
 - We've used 5.3m masks, 12.5m pairs of gloves and 5.4m aprons
 - We've suspended, then restarted our elective programme
 - We've maintained urgent and cancer procedures throughout
 - We've delivered over 3000 babies
 - We've spent over £35m on our COVID-19 response.
- 

- We ‘innovated’ the ‘Black Box’ that helped patients avoid invasive ventilation
- We administered more than 62K COVID-19 vaccinations – including boosters
- We achieved the second highest uptake of vaccine by NHS Staff - 91.61% both doses!
- We went virtual with visiting and set up ‘Flo-grams’
- We have welcomed 90 international nurses



- We told our story to the world
- We welcomed nearly 70 volunteer Air Crew and a Project Wingman 'first class lounge'
- We set up a community hub and made firm friends in our communities



We innovated and developed our services

- Halton Clinical Research Unit opened, vaccine trials commenced
- The Nest – Midwifery Led Unit opened
- Green Surgical Pathway – around 800 patients had surgery via Green ‘COVID-19 Secure’ pathway at the Captain Sir Tom Moore Building.
- The Post Anaesthetic Care Unit (PACU) opened for more complex cases at Halton
- The Strategic Outline Cases for our new hospitals were approved



We supported our people

We significantly increased and diversified our Occupational Health and Wellbeing offer:

- Over 12,000 calls to service in year
- Carried out over 5,000 COVID-19 swabs for staff and/or household members
- Appointed a Wellbeing Guardian (Dr Cliff Richards, NED) in March 2021 – NHS People Plan
- Risk Assessments to support safe deployment of staff during COVID-19 – completed for 94.7% of staff
- Asymptomatic testing rolled out
- Staff vaccination programme rolled out
- We opened a Wingman Lounge staffed by aircrew and supported by WHH Charity

"Some people might be nervous about side effects, but people have only reported a bit of a sore arm and feeling tired shortly afterwards. Which is a small price to pay to get back to normality."

Suresh - Warrington

NHS



When it's your turn, get vaccinated.

When it's your turn, get vaccinated.



Project
Wingman

We helped staff recover

- 45% of our staff accessed mental wellbeing hub interventions
- 4,000 health and wellbeing packs distributed to staff
- We built and opened a Sanctuary Wellbeing hub thanks to funding from our hospital charity and NHS Charities Together, offering counselling, physical and mental health advice and support



PROUD Warrington and Halton Health & Wellbeing Hospitals

GOING HOME HEALTHY AND ON TIME!

THANK YOU FOR ALL YOUR HARD WORK TODAY.

- If you need to take more time, please contact your manager or HR.
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- If you need to take more time, please contact your manager or HR.

SWITCH OFF. FOCUS ON GOING HOME TO REST, RECHARGE AND THINK OF AGAIN.

PROUD Warrington and Halton Health & Wellbeing Hospitals

LOOKING AFTER YOUR HEALTH AND WELLBEING WINTER 20/21

PHYSICAL AND MENTAL WELLBEING SUPPORT:

- INCENTIVE TO STAY UP
- HEALTHY EATING DEMONSTRATIONS
- OUR CHANGEMAKER SERVICE
- STAFF WELFARE
- MANAGING STRESS FOR THE WINTER WELLBEING AT WORK
- EXERCISE
- FINANCIAL ADVICE AND SUPPORT

PROUD Warrington and Halton Health & Wellbeing Hospitals

Top tips to support children and young people

WarringtonandHaltonHospitals@NHSCharitiesTogether
@NHSCTO

COVID-19 and WHH

This was a year like no other.

We pay tribute to our 4,800 staff who worked tirelessly, often amid great uncertainty and sometimes with personal sacrifice.

Words do not do justice to the gratitude and appreciation that is felt for their extraordinary contribution.



“Never have we been more proud to work in the NHS”

Quality, People and Operational Performance



Dr Anne Robinson
Interim Executive Medical Director



New Medical Pathways and Innovations

- NEW Acute Respiratory Unit co-located with ICU
- NEW Breast Unit at CSTM
- NEW Procedures – Lithotripsy & Template Prostate Biopsy
- Virtual Clinics
- Virtual Respiratory Ward
- Long COVID Service
- Patient-Initiated Follow Ups
- Spinal Services transferred



1. Mortality Review

HSMR and SHMI

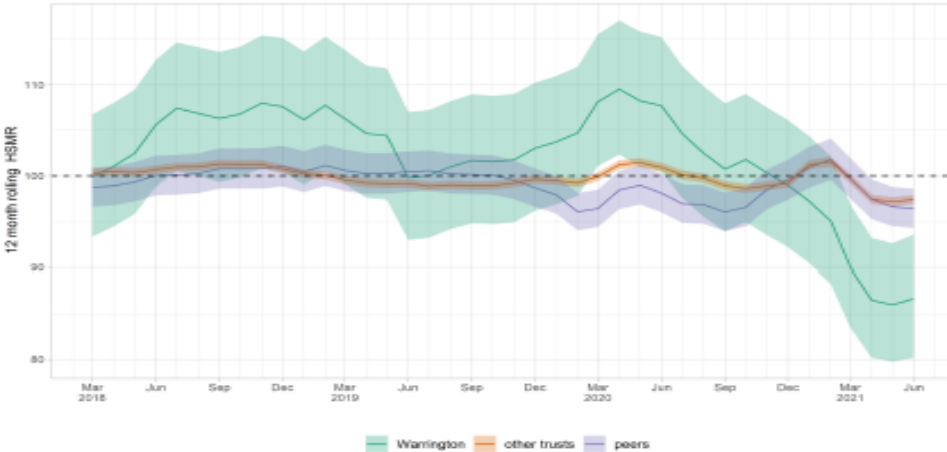
Learning from Deaths

2. VTE (blood clot risk assessment and preventative treatment) 95.30%

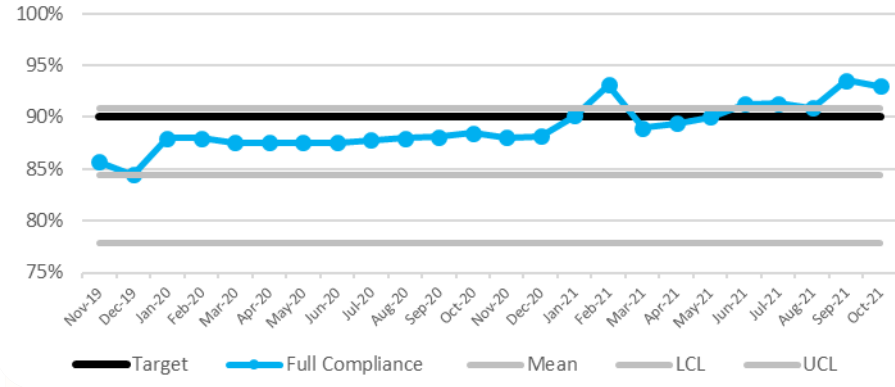
3. NICE Guidance Compliance - 93.02% in October 2021.

Key Quality Metrics

12 month rolling trend over time for HSMR
Areas surrounding lines represent 95% confidence intervals



NICE Compliance



Since November 2020, the Trust has made:

23 consultant appointments:

Radiology(2), Acute Medicine (4), Respiratory (1), Anaesthetics (4), General Surgery (1), Emergency Medicine (2), Haematology (1), Critical Care (1), Histopathology (1), Paediatrics (2), Rheumatology (1), Trauma & Orthopaedics (1), Medical Examiners (2)

3 specialty doctor (SAS) appointments:

Orthodontics (1), Urology (1), Ophthalmology (1)

7 international medical trainee appointments

Paediatrics (1), Otolaryngology (1), Ophthalmology (1), Acute Medicine/Nephrology (1), Obstetrics & Gynaecology (1) Gastroenterology (1), Trauma & Orthopaedics (1)

Medical Establishment



Medical Workforce Review

Review complete, recommendations to include:

- To increase medical establishment in Medicine
- To remodel existing medical workforce to increase numbers of non-medical roles with extended scope e.g. Advanced Clinical Practitioners & Physicians Associates




Supporting Medical Leadership & Development

- APPOINTED a new Executive Medical Director – welcome Dr Paul Fitzsimmons
- NEW Associate Medical Directors for Planned & Unplanned Care Groups
- NEW Medical Leadership roles to support Strategy, Digital and International Medical Recruitment
- TWO Chief Registrars providing quality improvement and leadership
- Significant Investment in Coaching, Mentorship and NHS Clinical & Care Leaders Network Emerging Leadership Programme



Clinical Digital Enablers

1. **EPMA** (electronic prescribing) – Trust Wide – recent rollout to last 3 specialties - Maternity, Paediatrics and ICU
 2. **One Response** – Rollout of the ambulance Electronic Patient Record which improves the quality of information available to clinicians even before patients arrive in the Emergency Dept
 3. **Orion Cloud** – Improved communication between Emergency Dept and Neurosurgery at The Walton Centre
 4. **MUSE** – Trust-wide electronic storage of ECGs
 5. **e-Obs** – Trust-wide rollout highlighting deteriorating patients
- 

Kimberley-Salmon Jamieson

Chief Nurse (Nursing, Midwifery & AHP)
Director of Infection Prevention & Control
Deputy Chief Executive

Allied Health Professionals (AHP)

Medication Administration by
AHPs

Physiotherapists in the Frailty
Assessment Unit are now able to
administer pain medication.

Benchmarking Exercise
Programmes for Older People
(BEPOP)

To improve exercise interventions
for older people living with
sarcopenia and frailty.

COVID-19 Recovery

'Morning Movers' - reducing de-
conditioning, prevents falls, and
improves wellbeing.



The Dietetic and Orthoptic Service will provide a range of
clinics as part of the Halton Healthy New Town Strategic
programme in Runcorn Shopping City.

Maternity

In 2020/21 Maternity Services provided care to over 2.6K women and their families

- 'The Nest' opened on 1st December 2020 as a state-of-the-art Midwifery Led Birthing Unit
 - 287 women have been admitted to The Nest in Labour
 - 72 women were transferred to Birth Suite = *Transfer rate of 25.1%*
- Continuity of Carer Pathways successfully implemented for all women in Warrington and Halton with 7 specialist teams.
- Finalist in the HSJ Awards: Maternity & Midwifery Initiative
- Introduction of Maternity and Neonatal Safety Champions



Warrington • Halton • St Helens • Wirral

 <p>Executive Maternity Safety Champion Kimberley Salmon-Jamieson Chief Nurse and Deputy Chief Executive kimberley.salmon-jamieson@nhs.net</p>	 <p>Non-Executive Maternity Safety Champion Margaret Bamforth Non-Executive Director m.bamforth@nhs.net</p>	 <p>Maternity Safety Champion Catherine Owens Director of Midwifery/ Associate Chief Nurse catherine.owens7@nhs.net</p>
 <p>Maternity Safety Champion Dr Chris Bentham Obstetric Consultant christopher.bentham4@nhs.net</p>	 <p>Neonatal Safety Champion Dr Delyth Webb Neonatal Consultant delyth.webb@nhs.net</p>	 <p>Neonatal Safety Champion Sarah Jackson Paediatric Nurse Consultant sarah.jackson19@nhs.net</p>



Infection Prevention and Control (IPC)

Infection Prevention and Control response to COVID-19:

Point of Care testing on admission

Screening inpatients (days 3, 5 and weekly)

Additional isolation pods and sinks

Covid-19 policies continually updated as new evidence published

Personal Protective Equipment (PPE) training

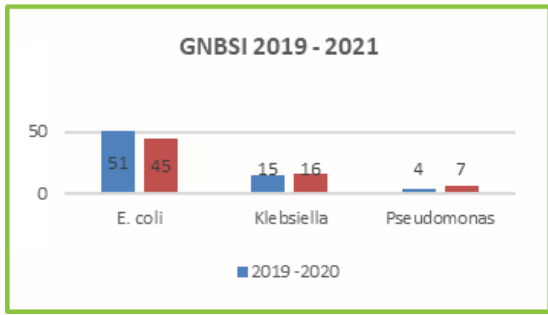
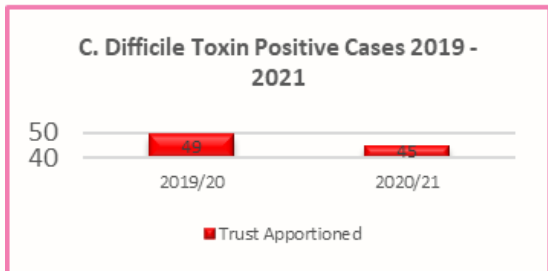
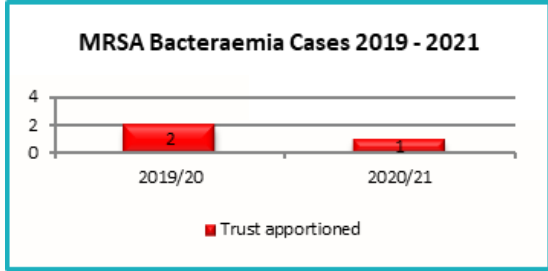
58 Trust PPE Champions

Fit testing FFP3 respirators

Auditing IPC standards

Shared learning from hospital onset cases

Signage and communication materials



Workforce and Training

Clinical Education:

Opening of the
bespoke
Habab Clinical
Education Centre

£470,666 CPD
funding in place for
2021/22 to support
continued education

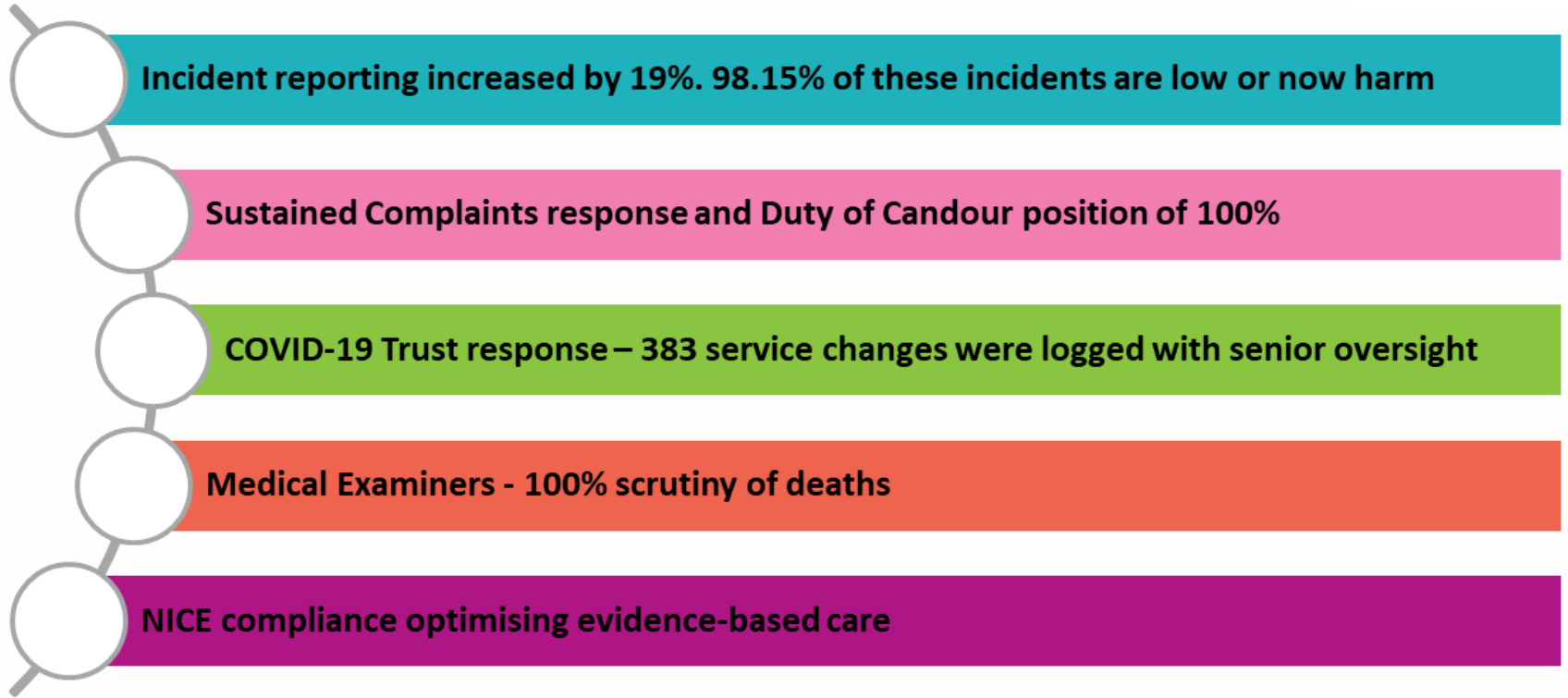
350k bid to increase
student placement
capacity by 40%
across Cheshire and
Merseyside

Workforce:

- Vacancies – 13 Registered Nurses and 14 Healthcare Assistants (Oct 21)
- Investment in Nursing and Healthcare Assistant Recruitment with targeted recruitment campaigns for the Emergency Department and Respiratory Support Unit (RSU)



Clinical Governance

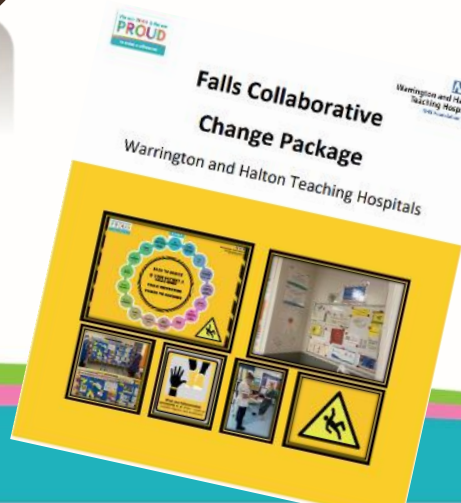
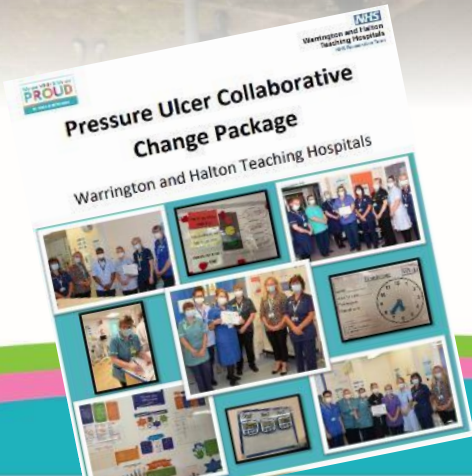


Quality Academy – Research and Improvement



Establishment of the Halton Clinical Research Unit

- Partnership Board established with Liverpool University Hospitals and Clinical Research Network
- Urgent Public Health research studies undertaken, main study being Valneva, which has generated Trust income
- Income generation to grow research and improve quality



18%
reduction
in falls
(2021)

Quality
Improvement



Patient Experience and Inclusion

Inpatient Survey Results



- Improvement targeted on waiting time for a bed on admission, food and noise/light at night
- 3 questions scored 'better than expected' compared with national average
- No section scored worse on average when benchmarked nationally
- Increased response rate by 2%



Armed Forces Covenant

- Successful bid of 120k to recruit to an Armed Forces Advocate for two years
- Focused work on training, identification, treatment and experience



WHH Volunteers

- Successful bid of 14k to increase Volunteer capacity to support winter pressures
- Increased Volunteer roles to support clinical teams



Patient Inclusion

- Improved staff training and guides for Interpretation and Translation
- Introduction of the Warrington Welcome Team
- Focused work with Community Partners to improve patient experience



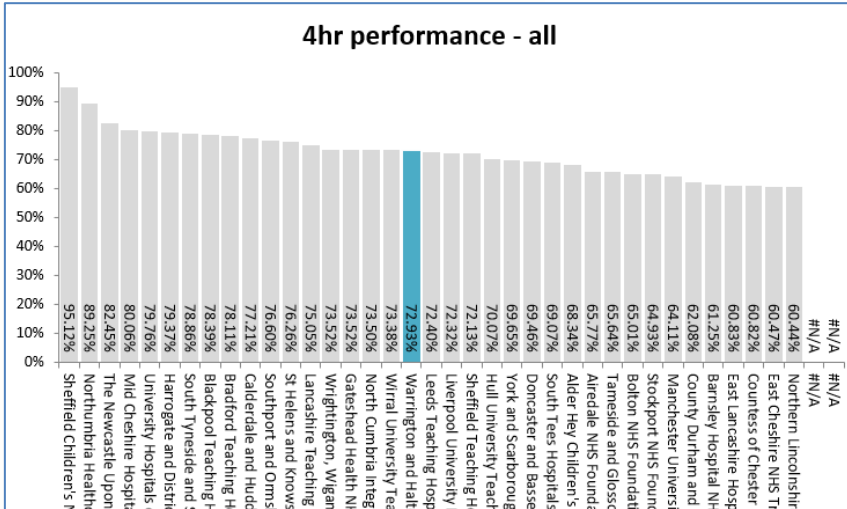
Dan Moore
Chief Operating Officer



Urgent Care and RTT

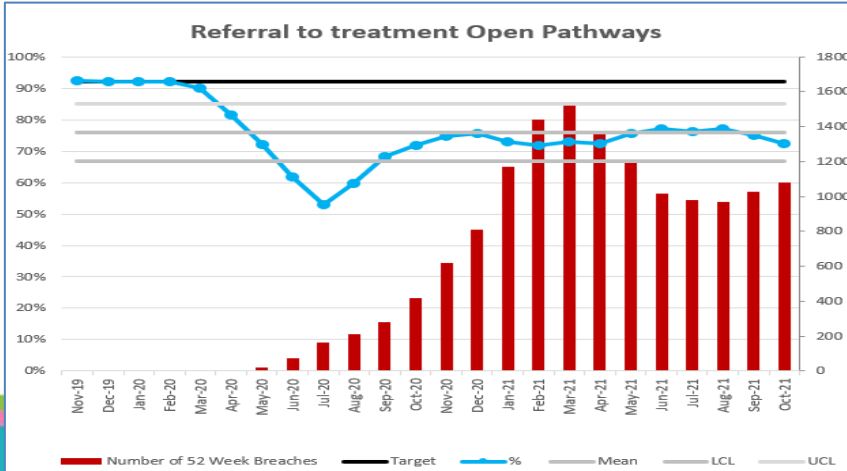
1. A challenging year for Urgent care.

- Ranked 58/118 Trust Nationally*
- 12 % rise in attendances compared to 19/20 levels
- Continued impact of COVID19



2. Improvements in Referral to Treatment (RTT) but a long way to go as we restore clinical services and bring down long waiting lists.

- Reduction in patients >52 weeks
- The overall waiting list is growing as referrals increase.



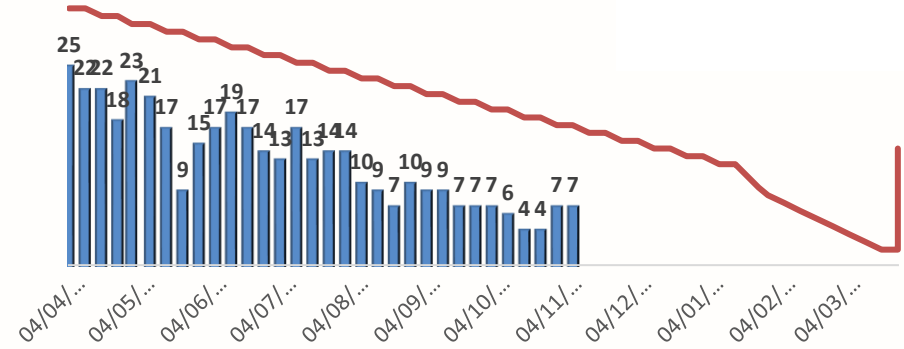
Cancer

Sustained improvements in Cancer waiting times as we restore services.

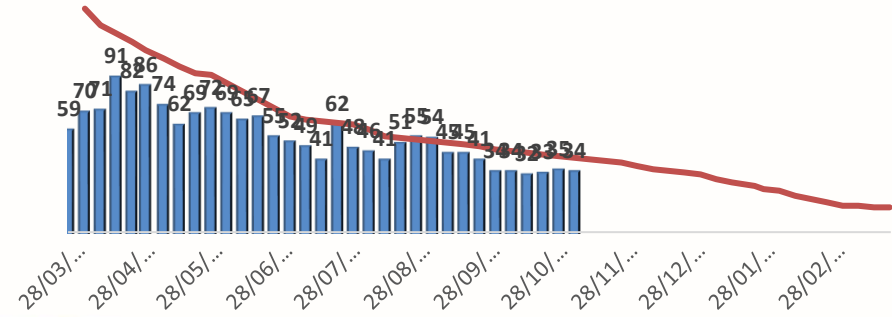
- Reduction in patients waiting over 104 and 62 days for treatment
- Sustained 31 day treatment standard
- Slow recovery of the 62 day treatment standard, but in line with regional and national peers.

31 Day First Treatment	>=96%	95.00%	96.34%	96.88%	96.12%	98.86%	98.57%	96.10%	97.87%
* Numerator		57	79	62	198	87	69	74	230
* Denominator		60	82	64	206	88	70	77	235
62 Day First Treat - Urgent GP - Reallocation	>=85%	76.47%	65.00%	63.77%	67.70%	74.77%	71.62%	64.17%	69.77%
* Numerator		26.0	39.0	22.0	87.0	40.0	26.5	38.5	105.0
* Denominator		34.0	60.0	34.5	128.5	53.5	37.0	60.0	150.5

Cancer 104+ Day wait Trajectory vs Actual



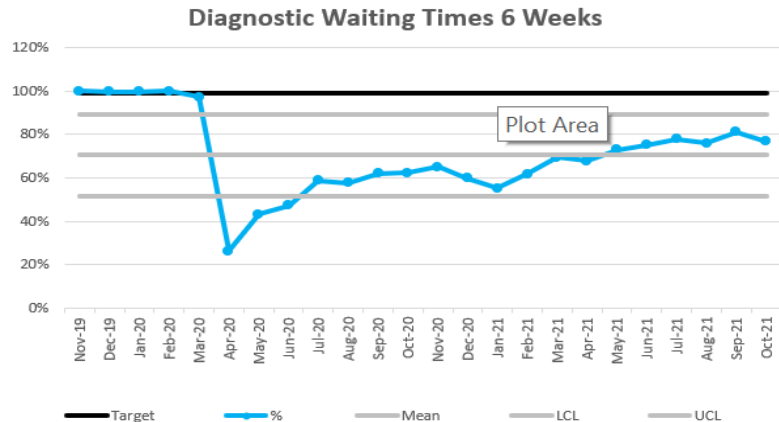
Cancer 62 Day wait Trajectory vs Actual



Diagnostics and Outpatients

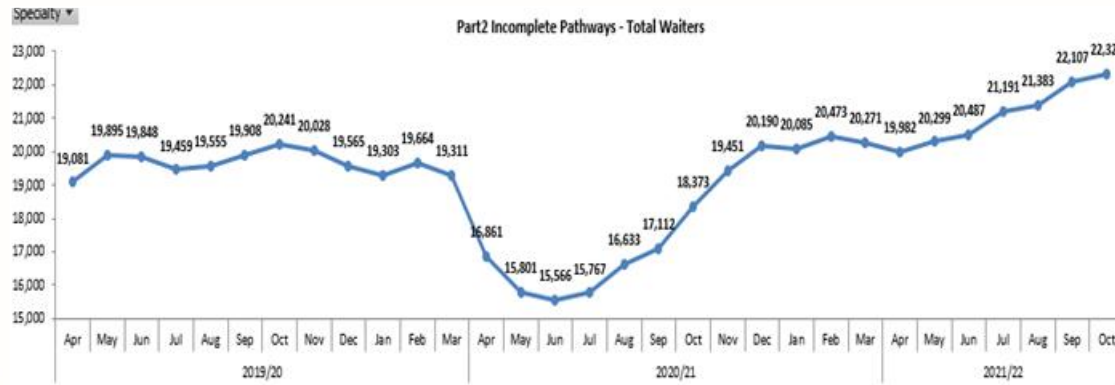
Good recovery in performance against the Diagnostic target of less than 1% of patients waiting more than 6 weeks for a test.

- Strong recovery in Radiology, Ultrasound remains a challenge.
- Cardiorespiratory, particularly Echo tests remain challenged for capacity and increasing referrals.



Outpatient waiting lists are growing as Referrals into the Trust increase.

- Activity now restored to 19/20 levels across most services
- More capacity will be required to clear backlogs.



Michelle Cloney

Chief People Officer



People Priorities



**Employment Services
and Human
Resources**



**“All About
You”**



**Equality,
Diversity and
Inclusion**



People Priorities







- 50% increase in recruitment (1,036 staff compared to 694 in previous 12 months)
- WHH welcomed 96 international nurses
- WHH welcomed 50+ Health Care Assistants into the workforce
- Development and implementation of workforce information dashboard
- Supporting and improving attendance
- Improving People Practices
- COVID-19 response: Redeployment Hub



People Priorities



All About You

 How am I valued?	 How am I included?	 How am I supported?	 How am I developed?
<ul style="list-style-type: none"> New monthly recognition scheme “You Made A Difference” 	<ul style="list-style-type: none"> Staff Networks, continuing to be supported through pandemic (Armed Forces, BAME, LGBTQA+, Disability Awareness Network) People Champion network Mental Health First Aider network Staff survey – positive results Quarterly pulse staff survey implemented 	<ul style="list-style-type: none"> On-site mental wellbeing hub (Warrington and Halton) Upscaled Occupational Health response Asymptomatic testing Dedicated wellbeing space on extranet for staff Agile working and staff facilities task and finish group Flu campaign COVID-19 vaccination campaign Staff support groups 	<ul style="list-style-type: none"> Compassionate Leadership Programme Self-compassion at work Kindness, civility and respect campaign development Mental Health First Aid training available Check-in conversations aligned to armed forces best practice Line manager and team development programme Kickstart scheme

People Priorities



Equality, Diversity and Inclusion (EDI)

- Inclusive recruitment programme
- Workforce Race Equality and Workforce Disability Equality standard ambitions and actions
- Working towards Navajo accreditation
- Development of inclusion wall onsite to embed EDI within organisation
- Implementation of reciprocal mentoring scheme
- Bespoke career development programme implemented for Staff Networks
- Refreshed EDI training across staff groups
- Implementation of Equality Impact Analysis for senior leaders


Financial Review and Audit Report

Andrea McGee

Chief Finance Officer & Deputy Chief Executive









2020/21 Outturn

- We delivered the planned financial position - The Trust recorded a **deficit** of £11.3m and an adjusted **deficit** of £6.8m. This adjusted deficit is the value which NHSE/I monitors the Trust against and was achieved
 - We spent c£35m on COVID-19 revenue expenditure including staffing and equipment
 - We invested in business cases and cost pressures c£5m including Post Anaesthetic Care Unit (to support recovery), Radiology staffing, Quality Academy, Swabbing and Infection Control
 - We invested in Capital expenditure of £25.7m against a plan of £26.8m including ED Plaza - Paediatrics, Critical Care, Breast screening, IT equipment, Medical Equipment, Xray and Mortuary
 - We received additional cash of £33.7m in March. Cash balance at the end of the year was £47.9m (no loans which were previously £57m)
 - Audit opinion – unqualified accounts
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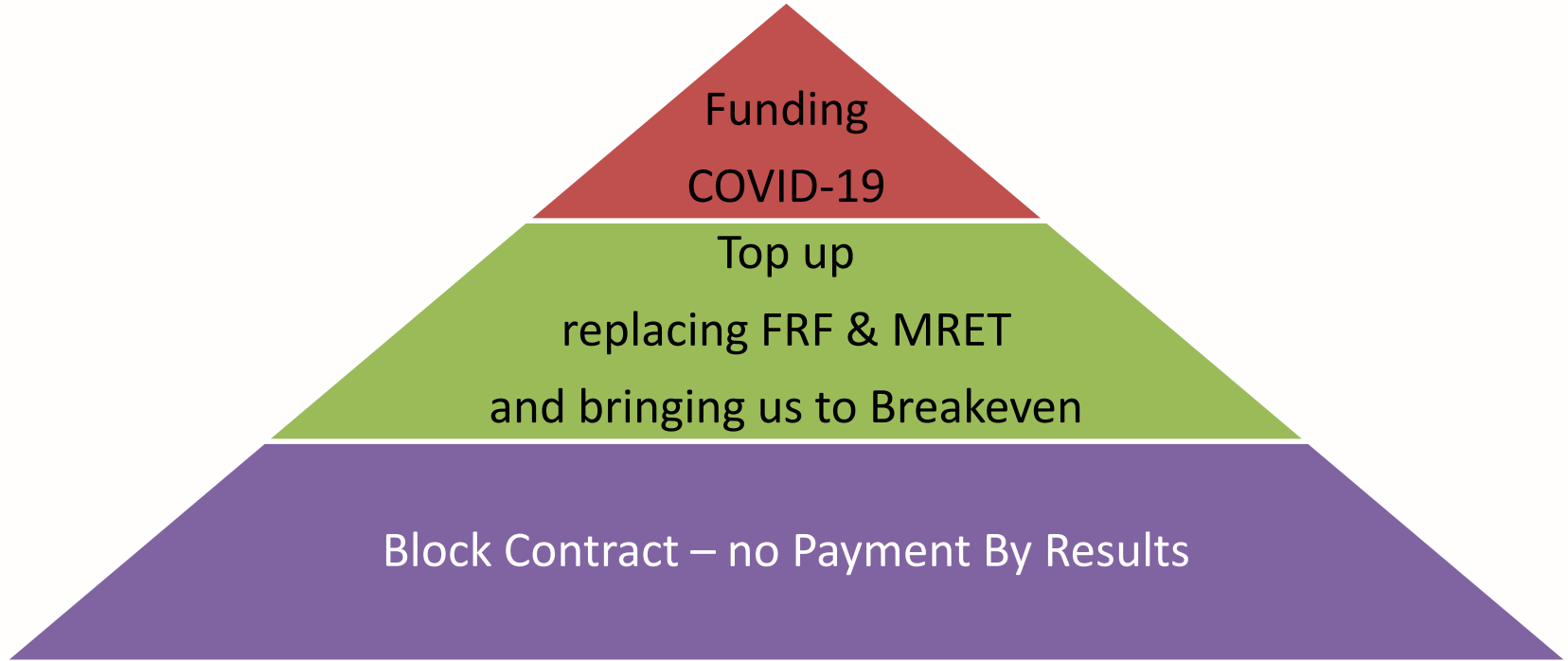
The Procurement PPE Challenge of 2020/21

We made sure everyone had the PPE they needed when they needed it

Respirator Masks	<i>PUTTING YOUR PPE ON</i>	339,210
Surgical Masks		5,311,438
Alcohol Gel / Sanitiser		245,702
Gloves - Pairs		12,471,585
White Aprons		5,442,174
Gowns		965,131
Infectious Waste Bags - Orange		1,232,170



Working under a new regime



Investment	£m
COVID-19 Support (Medical equipment monitors, operating tables, xray equipment)	5.7
Critical Infrastructure Risk (CIR) Funding (Appleton Roof, fire alarms and backlog maintenance)	2.4
IMT Refresh (Lap tops and equipment for home working, device refresh, WiFi upgrade)	1.2
Mortuary Upgrade	1.0
Breast Screening	1.0
A&E Plaza (Paediatrics)	1.0
Critical Care	1.0
MRI	0.9
X ray rooms	0.7
Endoscopy	0.6
Core Programme (MRI, Midwifery Led Unit, Breast at Halton, mandated and business critical schemes)	10.2
Total	25.7

Capital Investment 2020/21



Successes

Healthcare Financial Management Award
(HFMA) National Finance Team of the Year

Established Halton Clinical Research Unit

Coordinated swabbing and supported
vaccination hub

Coordinated PPE supplies for Cheshire and
Merseyside

2 Team members achieved Chief Executive
award


Employee of the year



Finance Team of the Year
WINNER
Warrington and Halton
Teaching Hospitals NHS
Foundation Trust



What is 2021/22 looking like?


- Block Contract continues
 - The first half of the year H1 achieved breakeven
 - The first half of the year CIP target achieved £0.9m
 - Accessed additional Capital bringing plan to £19.6m including ED Plaza
 - Paying 94% of suppliers within 30 days
 - Focus on run rates
 - System working, eg Integrated Care System (ICS) determine capital allocations and some revenue allocations, Collaboration at Scale
- 

Lead Governor's Report

Mr Norman Holding, Public Governor



The work of the Council of Governors

- All governor work switched to virtual during the year – COVID-19
 - Council meetings continued with some extra-ordinary sessions
 - Governors attend key Board committees to observe: Trust Board, Audit, Strategic People, Finance & Sustainability, Quality Assurance and Charity
 - The Governors' Nominations and Remunerations Committee met several times in year to:
 - Appoint the Trust's Auditors
 - Review the non-executives Term of Office
 - Agree process to appoint non-executives in 2021-22
 - Agree process to appoint associate non-executives in 2021-22
 - Approve Chairs Annual Report
 - Approve the Chairman's Appraisal
 - Extended the term of the Chairman up to a total of nine years
- 

Governors/2

- Governors participated in virtual Governor and Trust group meetings, which allows them to be involved and put forward patient / public views:
 - Governor Engagement Group
 - Governor Working Group
 - Patient Experience
 - New Hospitals Group
 - Transport Group
 - Patient Equality, Diversity & Inclusion
- The Governor Working Group has:
 - Reviewed the Lead Governor role and that of a Deputy Lead Governor
 - Reviewed the constitution with a view to improving governor involvement



Elections Sept-Nov 2020


Three constituencies were elected to with unopposed candidates:

- Public - Poplars and Hulme, Orford – Colin Jenkins (re-elected)
- Public - Rest of England and Wales – Kevin Keith
- Staff - Administrative and Clerical – Julie Astbury


Four constituencies were contested:

- Public - Appleton, Stockton Heath, Hatton, Stretton and Walton – Sue Fitzpatrick
- Public - Bewsey and Whitecross, Fairfield and Howley – Susan Hoolachan
- Public - Penketh and Cuerdley, Great Sankey North, Great Sankey South – Paul Bradshaw (re-elected)
- Staff - Estates, Admin and Managerial – Dan Birtwistle

No candidates were nominated for three Constituencies and remain vacant:

- Public - Broadheath, Ditton, Hale, Kingsway, Riverside
 - Public - Rest of England and Wales
 - Staff - Medical & Dental
- 

Constitutional changes

1. An agreement to amend the constituencies which was approved by way of an amendment to the Constitution. The number of Constituencies was reduced to 5 (from 15) and the number of Public Governors increased to 19 (from 16)
 2. Public Governor Constituencies (see above)
 3. Allow for the appointment of a Partner NED from Chester University to support the Trust's aspirations to University Hospital status
 4. Allow for terms of office of NEDs to be extended to up to a total of nine years
- 

Look Forward 2021-22

Professor Simon Constable, Chief Executive
Lucy Gardner, Director of Strategy &
Partnerships



Key Strategic Priorities

- Continue to fully **Restore and Recover** all services
- **Address backlog** and reduce waiting times
- Continue to strive for **'OUTSTANDING' quality, safe care** for our patients
- Support our people by being **the best place to work**
- **Achieve financial plan**
- Do more, faster on **carbon reduction**
- **Become an anchor institution** for the social and economic wellbeing of our communities
- Push ahead with our **new hospitals programme** and develop our existing estate meanwhile
- Play key partner role at **PLACE** level (Boroughs of Halton and Warrington)
- Play key partner role at **Regional** level in the Cheshire and Merseyside Health and Care Partnership in the transition to integrated care system.

Outstanding

Developing our Estate and Services

- Dedicated breast unit at CSTM
- New modular pre-treatment centre at Halton
- New Acute Respiratory Unit with Enhanced Care
- Expanded A&E – Same Day Emergency Care Centre
- Redevelop Paediatric Outpatients
- Upgrading Cardiac Catheterisation Suite
- Upgrading Urology outpatients
- Completing MRI, ICU beds and Breast service reconfiguration



Key Strategic Priorities

- **Become an anchor institution** for the social and economic wellbeing of our communities
- Push ahead with our **new hospitals programme** and develop our existing estate meanwhile
- Play key partner role at **PLACE** level (Boroughs of Halton and Warrington)
- Play key partner role at **Regional** level in the Cheshire and Merseyside Health and Care Partnership in the transition to integrated care system.

Purchasing more locally and for social benefit
In England alone, the NHS spends £27bn every year on goods and services.

Using buildings and spaces to support communities
The NHS occupies 8,253 sites across England on 6,500 hectares of land.

Working more closely with local partners
The NHS can learn from others, spread good ideas and model civic responsibility.

Reducing its environmental impact
The NHS is responsible for 40% of the public sector's carbon footprint.

Widening access to quality work
The NHS is the UK's biggest employer, with 1.6 million staff.



Cheshire and Merseyside
Health and Care Partnership

Services in Partnership with Others

- Provision of ophthalmology, audiology and dietetics services in Runcorn Shopping City.
- New £3m health and wellbeing hub in Warrington Town Centre
- Potential new health and education hub in Runcorn
- New £1m health and social care academy in Warrington
- New Hospitals Programme



In summary

- A challenging year ahead on all fronts
- Priority delivering the best, safest care for our patients at the right time in the right place
- Major focus on the health and wellbeing of our workforce
- Making the best of the estate we have while pressing on with new hospitals



Q&A
Terry Atherton
Deputy Chairman



Thank you for joining us today

