



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

Annual Members' Meeting

Wednesday 4th October 2023

Post Graduate Centre
Warrington Hospital



Working
Together



Excellence



Inclusive



Kind



Embracing
Change



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

Welcome

Steve McGuirk, Chairman

Agenda

3.30pm	Welcome and opening comments	Steve McGuirk
3.35pm	Chair and Chief Executive's report	Simon Constable
3.50pm	Lead Governor's report	Norman Holding
4.05pm	Rugby League Cares mental health and wellbeing	Paul Wood and Emma Goldsmith
4.15pm	Question and answer session	Steve McGuirk / All
4.30pm	Close	





**Warrington and Halton
Teaching Hospitals**

NHS Foundation Trust

Looking back: 2022/23

Simon Constable, Chief Executive

New strategy approved in March 2023

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



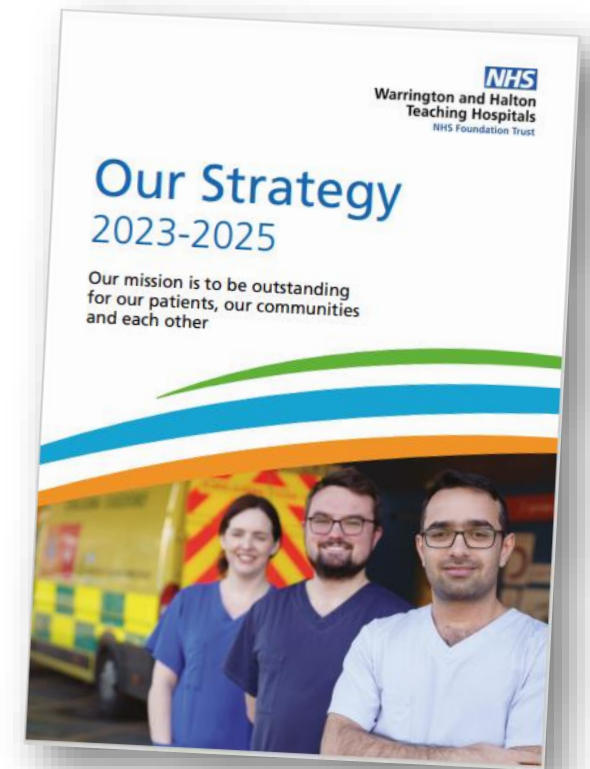
PEOPLE

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: 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, restoration and recovery against a backdrop of continued COVID-19 cases, high Emergency Department attendances, high bed occupancy rates, and high numbers of patients with ‘no criteria to reside’**
- July 2022 opening of our **Same Day Emergency Care** unit following a £6.3m investment - seen an average of 820 patients per month since opening its doors
- September 2022 opening of newly refurbished **children and young people’s outpatient department**
- October 2022 opening of **Halton Health Hub** at Runcorn Shopping City, providing ophthalmology, audiology and dietetics services – one of the first acute Trusts in the country to provide services in a shopping centre



Quality

- Completed the second phase of our **breast screening service** relocation plans following extensive public consultation – moved from Kendrick Wing to Bath Street Health and Wellbeing Centre
- **Clinical research** flourished - recruited the highest number of volunteers to a commercial COVID-19 vaccine study, secured a 'global first', and launched Pathway to Research
- Received numerous **accreditations**, reflecting the quality of our services, including:
 - Anaesthesia Clinical Services Accreditation (ACSA)
 - Joint Advisory Group (JAG) Accreditation for Gastrointestinal Endoscopy
 - British Society of Echocardiography accreditation
 - Resuscitation Council UK accreditation as a Newborn Life Support Training Centre
 - Family Integrated Care accreditation



People


- Held our first in-person staff *Thank You Awards* since the pandemic, with more than 350 nominations received
- Launched ‘*Your Future, Your Way*’, breaking down barriers for nurses, midwives and allied health professionals from an ethnic minority background
- General Medical Council enhanced monitoring for medical education lifted
- Further developed our **staff networks**, with plans to create new networks for women and young people
- Recognised for our commitment to **equality, diversity, and inclusion**, with formal accreditations:
 - Disability Confident Leader
 - Cheshire and Merseyside Navajo Charter Mark
 - Stonewall Diversity Champions Accreditation
- Committed to achieve the NHS North West Anti-Racist Organisation Framework Accreditation

- March 2023 saw the first wave of **industrial action** at the Trust in many years – we responded accordingly and maintained patient safety



Sustainability

Our 2022/23 financial position

- Achieved a deficit position of £7.9m with NHS Cheshire and Merseyside approval:
 - Our planned £5.4m deficit was achieved
 - Further £2.5m expenditure approved regionally to support Place adaptive reserves
 - Agency expenditure was £14.8m - 6% of total pay expenditure
 - We had a cost improvement programme (CIP) target of £15.7m and £14.9m was achieved
 - We invested in business cases and cost pressures totalling £9.1m
 - We invested in capital expenditure of £25.5m
 - Our cash balance at the end of the year was £34.9m
 - Audit opinion – unqualified accounts
- 

Sustainability

Significant revenue investment of £9.1m

Recurrent Revenue Request	£'000	Non-Recurrent Revenue Requests	£'000
B3	2,274	LCEA	1,040
Tier 3 Acute Medical Workforce	772	A10	558
Adaptive Recovery Fund	519	Critical Care Medical Staffing	427
Emergency Dept Workforce Review	455	B19	360
Therapies Staffing	389	B3	222
Clinical Fellows	262	Tier 3 Acute Medical Workforce	204
Hybrid Paediatric Consultant Staffing	234	B3	222
Mortuary	143	NHSP Winter Incentive Scheme	169
Strategy Staffing	117	WLI Rates 2022/23	115
Critical Care Medical Staffing	104	Strep A	82
Chief Nursing Informatics Staffing	97	Communications & Engagement Staffing	64
Urology Investigation Unit	56	Other schemes	109
Other schemes	71		
Total	£5,493	Total	£3,572

Sustainability

Significant capital investment of £25.5m

Scheme Name	£000	Scheme Name	£000
Community Diagnostic Centre (yr 1)	6,863	Replacement of the Pharmacy Automated Dispensing System Robot	449
Core Programme	4,052	Appleton Wing Circulation Area Fire Doors	421
ED Plaza	2,689	Paediatrics (Childrens Outpatients)	393
Targeted Investment Fund (Yr 1)	1,428	3Dimensions System with 3MP Monitor (BSP)	364
MRI Scanner	1,293	Defibrillator Replacement - Warrington	355
CT Scanner in ED	1,142	Shopping City Final Phase	350
Relacement CT Scanner	975	Appleton Ventilation Upgrade	311
Cisco Refresh (Phase 2)	822	Digital Radiology Network DDCP	268
Mortuary Refurbishment	514	PACS	246
Echo Machines	499	EPR EPCMS Phase 1	206
Device Replacement (Tech Refresh)	498	MRI Philips 3T Mid 1010	203
Urology (Estates)	488	Mortuary Capacity	202
Catering Upgrade (Phase 1)	449	TOTAL	25,479



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Looking forward: 2023/24 and beyond

Simon Constable, Chief Executive

Key areas of focus

- Elective recovery
- Urgent and emergency care improvement programme
- Financial sustainability
- Maternity services – new triage area, CQC inspection, induction of labour developments
- Significant estates and IT developments
- Managing ongoing industrial action
- Delivering on our 12 strategic objectives set out in our new two-year strategy


Our 12 Objectives 2023–2025

Warrington and Halton Teaching Hospitals
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QUALITY	PEOPLE	SUSTAINABILITY
<p>We will always put our patients first, delivering safe and effective care and an excellent patient experience.</p> <ul style="list-style-type: none"> 1 Patient safety 2 Clinical effectiveness 3 Patient experience 4 Research, development and innovation 	<p>We will be the best place to work, with a diverse and engaged workforce that is fit for now and the future.</p> <ul style="list-style-type: none"> 5 Looking after our people 6 Innovating the way we work 7 Growing our workforce for the future 8 Belonging in WHH 	<p>We will work in partnership with others to achieve social and economic wellbeing in our communities.</p> <ul style="list-style-type: none"> 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

- Block contract replaced with ‘payment by results’ and delivering activity is key
 - Working towards a forecast £15.75m deficit plan
 - Off plan in the first quarter by £1.8m with a deficit of £7.95m at the end of June
 - Key pressures are industrial action, Emergency Department nursing / corridor care, escalation beds and ‘no criteria to reside’ patients
 - Cost improvement programme (CIP) target of £1.8m achieved in the first quarter, however the £17.9m target for the full year is challenging, along with the expectation that savings will be recurrent
 - £14.4m CIP schemes have been identified, of which £5.8m are recurrent and £2.5m are high risk
 - 2022/23 investment in clinical productivity and efficiency roles to support ‘Getting It Right First Time’ schemes are driving CIPs in year
 - Paying 93% of non-NHS suppliers within 30 days
- 

Significant developments


Emergency Dept (ED) CT scanner

- £1.9m investment
- To improve diagnostics for patients requiring emergency care, directly accessed from ED to provide timely access
- Available 24 hours a day, supporting clinicians in making urgent diagnoses

Halton Elective Centre

- £9.2m over three years
- Support to tackle the COVID-19 elective care backlog
- Additional theatre, new day case unit, additional endoscopy room and upgraded ward

Community Diagnostics Centre

- £15.6m over three years
 - Creating additional diagnostic capacity to help tackle increased waiting times caused by the pandemic
 - Three phases; Nightingale Building, Halton Health Hub, Captain Sir Tom Moore Building
- 

Significant developments


Living Well Hub

- £3m over two years
- Funded as part of the Warrington Town Deal programme
- A partnership initiative to provide a wide range of accessible healthcare services for the whole community under one roof

Electronic Patient Record

- £20.8m over five years
- Procurement underway 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

Patient Engagement Portal

- £675k in 2023/24
 - Introducing a new, digital way for our patients to receive notifications and access information such as appointment letters and pre-operative assessment questionnaires
 - Aiming for 25% uptake from patients in 2024
- 



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Lead governor's report

Norman Holding, Lead Governor

Governor elections (Sept-Nov 2022)

Three constituencies were elected to with unopposed candidates:

- **Public:** Runcorn and Weaver Vale - Edward Rawlinson
- **Public:** Widnes - Colin McKenzie
- **Staff:** Nursing and Midwifery - Jonathan Cliffe

Three constituencies were contested:

- **Public:** Warrington North - Anne Robinson, Gillian McKinnon, Keith Bland
- **Public:** Warrington South - Diane Nield, Mark Britton
- **Staff:** Estates, Administrative and Managerial - Gemma Leach

No candidates were nominated for one constituency which remains vacant

- **Staff:** Clinical Scientists and Allied Health Professionals
- 

Council of Governors

The Council of Governors is now made up of the below constituencies, totalling 28 seats:

Public Governors (5 constituencies)	Governor
Warrington North – 5 seats	Norman Holding (Lead Gov)
	Keith Bland
	Colin Jenkins
	Anne Robinson
	Gillian McKinnon
Warrington South – 5 seats	Diane Nield
	Sue Fitzpatrick
	Paul Bradshaw
	Mark Britton
	Nigel Richardson
Halton – 5 seats	Linda Mills
	Edward Rawlinson
	John Fagan
	Nathan Fitzpatrick
	Colin McKenzie
Rest of England – 2 seats	Kevin Keith
	VACANT

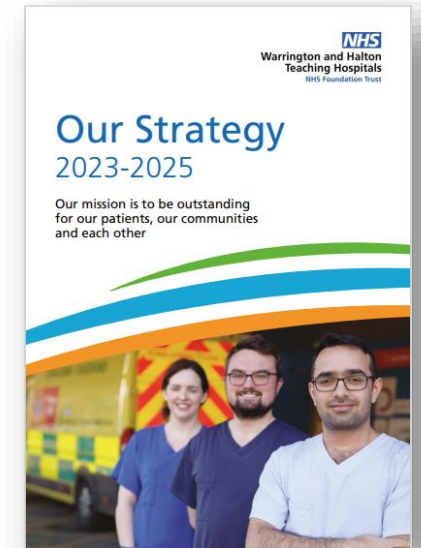
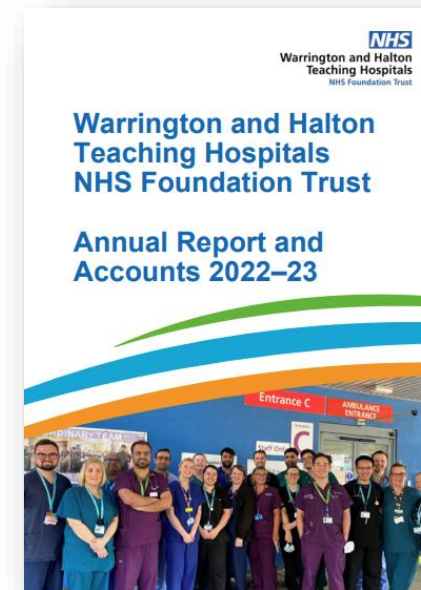
Staff Governors	Governor
5 Seats	Gemma Leach (Estates, Administrative and Managerial)
	Jonathan Cliffe (Nursing and Midwifery)
	Akash Ganguly (Medical & Dental)
	VACANT (Support Staff)
	VACANT (Clinical Scientists & AHPs)

Partner Governors	Governor
6 seats	Cllr Chris Loftus (Halton Borough Council)
	Cllr Paul Warburton (Warrington Council)
	Kuldeep Singh Dhillon (Warrington Sikh Gurdwara)
	VACANT (Education Sector)
	Nichola Newton (Warrington & Vale Royal College)
VACANT (Private Sector)	



Key Governor activities in 2022/23

- Governor Induction Day – 21 February 2023
- Governor Engagement Group
- Governor Working Group
- Patient Experience Committee
- Experts by Experience
- Transport Group
- Patient equality, diversity and inclusion
- Observation at Trust Board and Committee meetings
- Governor observation ward visits
- Development of the Trust Strategy
- Contributed to the content of the Annual Report
- Constituency meetings
- Governor engagement events held at Warrington and Halton sites
- Your Health Matters events
- Volunteers Week
- NHS Providers training and workshops
- Council of Governors meetings



Community events and activities

- Warrington Together People and Communities Voice Group
- One Halton People and Communities Voice Group
- WHH Charity fundraising events at Laskey Farm
- Attendance at event for nationals from Hong Kong who have recently settled in Warrington
- Women's event hosted by Healthwatch Warrington
- Warrington Disability Partnership's Disability Awareness Day
- Opening of Halton Health Hub at Runcorn Shopping City



Amendments to the WHH Constitution

During 2022/23, the Council of Governors approved the following changes to the WHH Constitution:


Constituency changes

- The merger of Runcorn and Widnes public constituencies for the Halton (including Weaver Vale) constituency
- The increase of elected public governors from Rest of England constituency from one to two

Strengthening of sections

- Eligibility to be a Governor
- Termination of office and removal of Governors

Extended the Term of Office of the Chair

- Non-Executives (excluding the Chair) may serve up to a maximum of nine years
 - The Chair shall be eligible for appointment for three, three-year terms of office, and in exceptional circumstances a further term of three years
 - The Chair shall not be appointed to that office for a total period which exceeds twelve years in aggregate
- 

Governors' focus in 2023/24

- **Governor handbook** – showcased at NHS Providers' Governors Conference in May 2023, revised handbook now available
- **Implementing new guidance** – updated our Terms of Reference to reflect new key features of the statutory duties of Governors
- **Membership strategy** – three-year strategy being developed to increase active members, inform and engage members, and show members their contributions are valued
- **Public members database refresh** – cleansing the database to increase number of email addresses, remove those who no longer wish to be a member, and identify underrepresented groups (14,905 members as of 31 March 2023)
- **Governor elections 2023** – elections currently being held for a range of public and staff constituencies, deadline 5pm on Wednesday 11 October. More information available at www.cesvotes.com/WHH2023





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Mental health and wellbeing

Paul Wood and Emma Goldsmith, Rugby League Cares



NHS Project

Paul Wood & Emma Goldsmith

The Project so far...



Launched in August 2021
(Warrington/Halton/St
Helens/Whiston/Bridgewater)



Extended in 2022 (Liverpool H&C/The
Walton Centre/The Royal/Liverpool
Aintree/CWW Partnership)



Shortlisted for the HPMA Jacob Browne
Award for excellence in employee
engagement



The program was rated 4 out of 5 or
higher by 91.9% of all participants

Departments supported so far...



Accident & Emergency



Urgent Care



Care assistants & Porters



Domestics and Facilities



Procurement



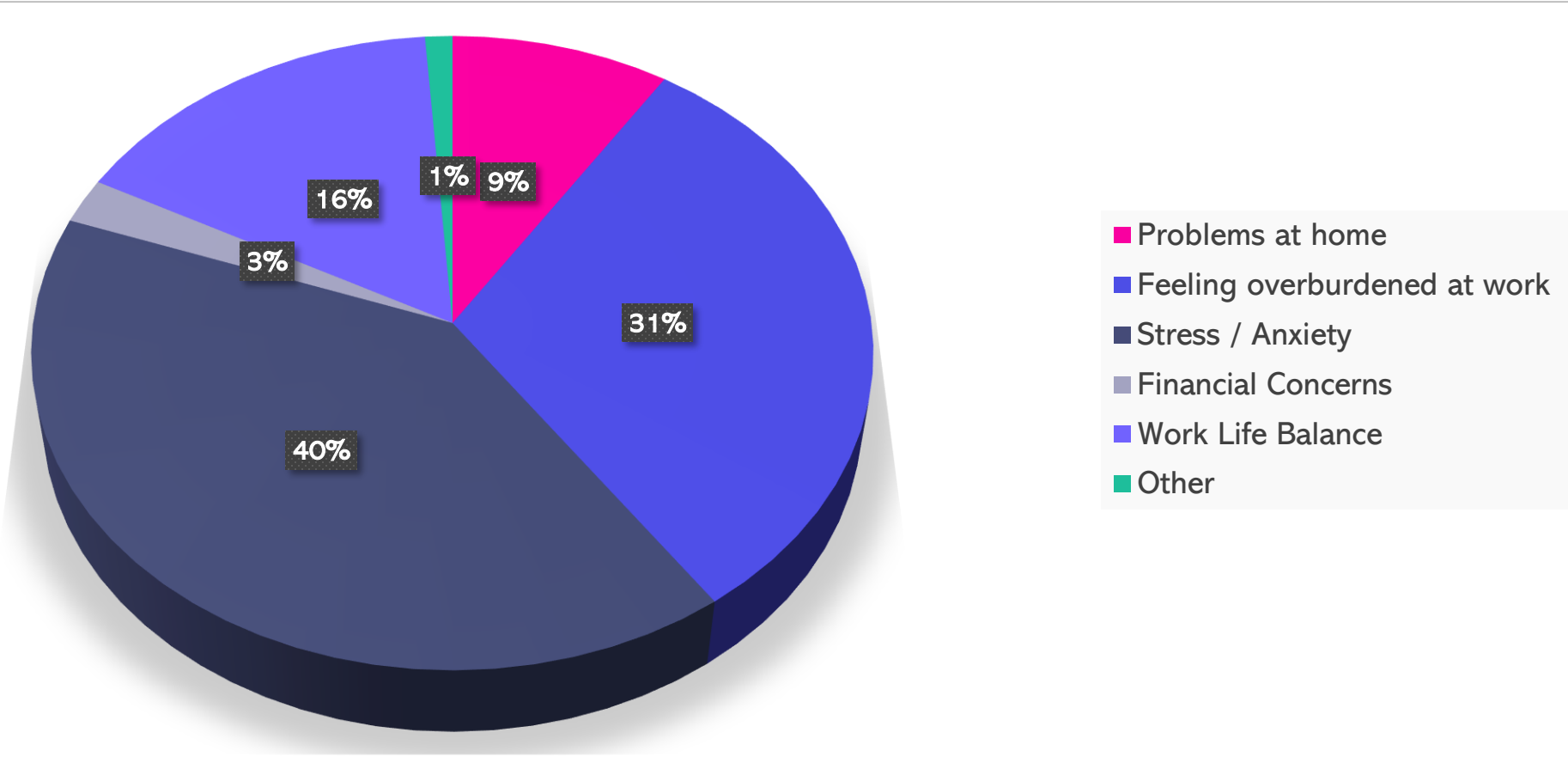
Finance



Audiology



EXISTING WORK – PRESENTING ISSUES



EXISTING WORK – A&E DEPT OUTCOMES

Measure	% that either agree or strongly agree:
Improve overall wellbeing	89.3%
Feel Happier	85.4%
Feel Less Stressed/Anxious	82.1%
Feel more in control of emotions	82.1%
Feel more valued as a staff member	83.1%
Improved relationship with colleagues	83.5%
Found the intervention useful	91%

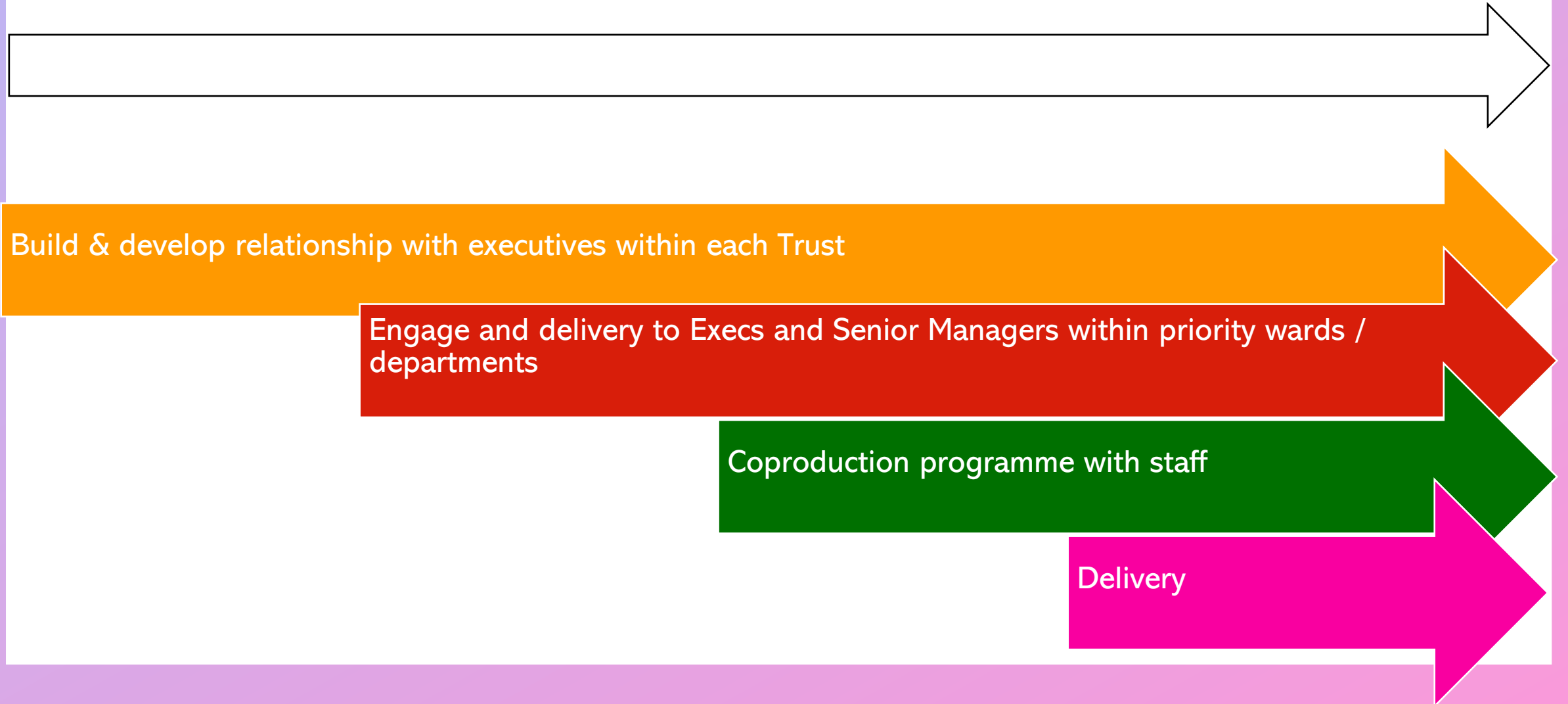
"Very helpful sessions especially in A&E environment where you get a lot of stressful emotions and negative thoughts that affect us in our roles."

"Great work! Always opens up conversations between staff in a safe place."

"Loved the way today's session was delivered, Thank you, Sam and Paul Can't wait for next week."

"Brilliant to be supported by someone external. I felt they really got me. You could have an honest conversation."

DELIVERY MODEL FOR THE NEXT 12 MONTHS



THANK YOU





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Question and answer session

Steve McGuirk, Chairman



Warrington and Halton
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Thank you

