

# Summary of Annual Report 2020/2021



# Message from The Chair and Chief Executive

It's been an incredibly challenging year; and we are proud to introduce our annual report summary with the most heartfelt thanks to our staff, patients and families, volunteers, our partners in the Wirral healthcare system and the communities of Wirral who have all gone above and beyond to support the Trust this year.



**Sir David Henshaw**  
Chair



**Janelle Holmes**  
Chief Executive Officer

We started the year with the publication of our pre-pandemic Care Quality Commission (CQC) inspection report, where although being rated 'Requires Improvement', the CQC provided encouragement to our journey to change how and where we work. The hospitals' caring approaches got a rating of 'good' in the report and it described how staff treated patients with compassion and kindness, respected their privacy and dignity, and took account of their individual needs. Services in maternity, diagnostic imaging and end of life care were also rated good and the CQC acknowledged that the leadership of the Trust had improved. The CQC also singles out our 'Keep it SIMPLE' staff awareness and communications campaign as an example of 'outstanding' practice.

The CQC returned to Arrowe Park Hospital in February 2021 to do an unannounced inspection focused on infection prevention and control (IPC) and subsequently we received a follow up letter shortly afterwards reporting 'no major concerns' and praising staff for their confidence in speaking about IPC in a year when the emphasis on controlling the spread of infection could not have been higher.

The year 2020-21 has been the year of COVID-19 and Arrowe Park Hospital particularly had early sight of the processes and procedures for IPC that would become commonplace in every hospital throughout the country.

In accommodating guests from Wuhan and the Diamond Princess Cruise Liner for two weeks in January and February 2020, the Trust developed and adapted its ways of working to deal with COVID-19. The waves of the pandemic and the restrictions in wider society meant that staff had to cope with an increased workload with very little downtime, the stresses of working in full PPE and for many, unfamiliar duties, as they were redeployed to deal with the pandemic. Our staff proved themselves to be resourceful, adaptable and resilient as they moved services online, supported families in quarantine who could not visit their loved ones in person, cared for some very poorly patients and still kept vital services like the Emergency Department, cancer and urgent care going. We have reflected on the year since guests arrived and pay tribute to all our staff members in this most exceptional year.

As a teaching and research hospital, we are also at the forefront of research into COVID-19. Clinicians and the Research Department at WUTH are contributing to eight studies, categorised as an Urgent Public Health Research by the Department of Health and Social Care. One of these, the RECOVERY Trial, is the largest randomised controlled trial of potential COVID-19 treatments in the world, involving 130 NHS hospitals across the UK. The Trust has recruited 439 patients to this important study as at the end March 2021.

We were honoured to be part of the vanguard of hospital vaccination hubs in England, delivering one of the first batches of the vaccine in early December 2020. We converted offices into a vaccination hub within days and we continue to run a busy vaccine operation.

As we look back on this last year, it's with a sense of sadness for the lives lost, the grieving families and the impact of the pandemic. But it's also with pride, thankfulness and hope, as our staff, our community and our partners have shown indomitable spirit and lived our values that 'Together we will...' And we'll build back stronger and better in the years ahead.

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## The Trust and its key activities

Wirral University Teaching Hospital NHS Foundation Trust (WUTH) is one of the largest employers in Wirral and is one of the largest and busiest acute trusts in the North West of England / Improvement. It was formed under the provisions of the Health and Social Care (Community Care and Standards) Act 2003 (consolidated in the National Health Service Act 2006). The Trust received its Terms of Authorisation on 1st July 2007. In April 2013 this was superseded by a Trust Licence from the current regulator, NHS Improvement.

We have a key accountability to our local community through our public members and governors. In addition, we are accountable to our commissioners (through contracts), Parliament and NHS Improvement. Our workforce of over 6000 staff serves a population of approximately 400,000 people across Wirral, Ellesmere Port, Neston, North Wales and the wider North West footprint. Our principal activities during 2020/21 centred on contracts placed by primary care organisations and specialist commissioning bodies.

The Trust operates from two main sites:

### **Arrowe Park Hospital, Upton**

Delivering a full range of emergency (adults and children) and acute services for adults in the main hospital building. Wirral Women and Children's Hospital provides maternity, neonatal, gynaecology, children's inpatient, day case and outpatient units, including services in the community.

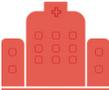
### **Clatterbridge Hospital, Bebington**

Undertaking planned surgical services, dermatology services, breast care and specialist stroke and neuro rehabilitation services.

It also offers a range of Outpatient services at St Catherine's Health Centre, Birkenhead and Victoria Central Health Centre, Wallasey.

# Activity across the Trust

In 2020/21 the Trust undertook the following activity:

	20/21
 <b>Total births</b>	<b>2,867</b>
 <b>New outpatient attendances</b>	<b>89,684</b>
 <b>Follow up outpatient attendances</b>	<b>258,210</b>
 <b>Diagnostic orders</b>	<b>307,159</b>
 <b>Diagnostic examinations performed</b>	<b>261,244</b>
 <b>A&amp;E Attendances</b>	<b>77,184</b>
 <b>Emergency Admissions*</b>	<b>48,550</b>
 <b>Elective Day Case Admissions**</b>	<b>25,874</b>
 <b>Elective Planned Admissions</b>	<b>4,965</b>

## Awards and recognition

During the year, the Trust has received multiple national awards, along with recognition of achievements across a number of services, including:

- Cancer patients gave WUTH above average care scores in the National Cancer Patient Experience Survey (CPES), published June 2020, which showed improvements across the board. Of the patients who took part, 90% rated the administration of their care as good or very good; and 89% felt they were treated with respect and dignity while in hospital.
- The Trust scored 8.2 out of 10 by patients – in the CQC Inpatient Survey - The Trust achieved a score of 8.2 out of 10 for patient experience by patients responding to the annual Care Quality Commission (CQC) survey of inpatients. Overall, the CQC found that people were most positive about being treated with dignity and respect whilst in hospital. In this section of the survey, patients gave WUTH a score of 9 out of 10.
- 5 Stars for the Clatterbridge Vaccination Centre - Healthwatch Wirral (Jan-March 2021) collected feedback from people's experiences while getting their COVID-19 vaccinations - with 98% of people leaving feedback rating their quality of care and cleanliness as 5 star. The feedback spoke very highly of the staff, saying they were friendly, reassuring and informative.

# Vision, values and behaviours

A huge amount of engagement has been carried out with staff and the public to develop the Trust's vision, values and behaviours. Engagement workshops were held with staff across the Trust and face to face surveys were carried out with over 2,000 members of the public and staff. During 2020-21 we have continued to promote our vision and values as an integral part of the new Trust Strategy, embedding our values in how we operate across the Trust.

The vision, values and behaviours were further developed through engagement activity and alignment with processes such as recruitment and appraisals. The brand was adapted to support infection prevention and control messaging and is being rolled out on new information boards for wards and the main hospital public areas. We provided all our staff with new uniforms for each of their professions.

**together**  
we will

...deliver the best quality and safest  
care to the communities we serve

**caring**  
for everyone

**Acting with kindness, compassion  
and empathy with everyone**

**Being friendly, welcoming,  
approachable and remembering  
the simple things like a greeting  
and a smile**

**Being considerate of the needs  
of others**

**Listening to ideas, opinions,  
thoughts and feelings of others**

**Taking personal responsibility  
and accountability for the care  
that you deliver**

**respect**  
for all

**Being honest and open, including  
honesty about what we can and  
cannot do**

**Being polite and professional with  
everyone, introducing ourselves by  
name, saying please and thank you**

**Listening to patients, families  
and colleagues**

**Respecting cultural and  
individual differences**

**Ensuring we treat everyone the  
way we would want to be treated  
ourselves and dealing with  
poor behaviour**

embracing  
**teamwork**

**Working within and across teams to  
provide the best possible quality of  
care and experience for our  
patients, families, carers and  
colleagues**

**communicating effectively  
within teams**

**Recognising the value of everyone's  
role, contribution, skills and abilities**

**Supporting colleagues within the  
team when needed**

**Engaging in opportunities to  
develop and grow the team**

committed to  
**improvement**

**Actively seeking new ways of  
working to enable improvement**

**Working together to improve  
services for our patients, families  
and carers**

**Taking personal responsibility  
and ownership of things that  
need to improve**

**Being positively receptive to  
change and improvement**

**Celebrating our achievements**

## Charity appeal

Staff engagement and wellbeing were a vital part of WUTH Charity's contribution to the Trust's work during the pandemic. There was a huge local response to support staff with gifts in kind and corporate volunteering to improve outdoor spaces and to support staff in many different ways. The Charity team have throughout ensured donors have been recognised and new relationships have been formed. The COVID-19 support fund, in partnership with the Wirral Globe, raised over £150k locally. The Charity was also successful in securing £182k from NHS Charities Together national appeal, with an additional grant of £143k submitted in March 2021. These combined funds will be used to improve staff wellbeing.



# Staff Survey

Results in the NHS Staff Survey 2020 undertaken by independent external organisation, Quality Health, showed key areas of improvement in a difficult year and scope to build on progress to date. A total of 2,492 surveys were completed and returned, an increase of 3% on the 2019 survey.

Key headlines for 2020 are:

- A stable set of results in a challenging year, with no theme areas declining significantly
- Really pleasing progress in staff experiences on the theme of bullying and harassment
- Improvements in the Equality, Diversity and Inclusion theme, which are very encouraging
- Recognition of the Trust's zero tolerance approach to violence against staff
- Improvements in 'Safety Culture' theme
- Areas for improvement in teamwork and line management
- Support for continuing focus on staff health and wellbeing

Findings of the 2020 NHS Staff Survey

The results from the Quality Health report are highlighted below based on comparisons to our benchmark group of 120 Acute or Acute and Community organisations in the NHS. There are 10 themes within the survey, based on groups of questions that feed into the themes, including overall staff engagement.

## RoSPA Award

Wirral University Teaching Hospital has been presented with an international award for its world-class health and safety practice.

For the second year running, the Trust has achieved a 'Gold' award in the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Awards. This represents the hard work by all Trust staff in maintaining high standards of the safety of colleagues, patients and families.

Organisations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice.

The awards are based on an organisation's individual health and safety performance and help the Trust to demonstrate its commitment to excellent standards. The Trust was awarded the 'Gold' award for health and safety performance between 1st January 2020 and 31st December 2020.



The RoSPA Awards scheme is the longest-running of its kind in the UK. It receives entries from organisations across the globe, making it one of the most sought-after achievement awards for health and safety worldwide.

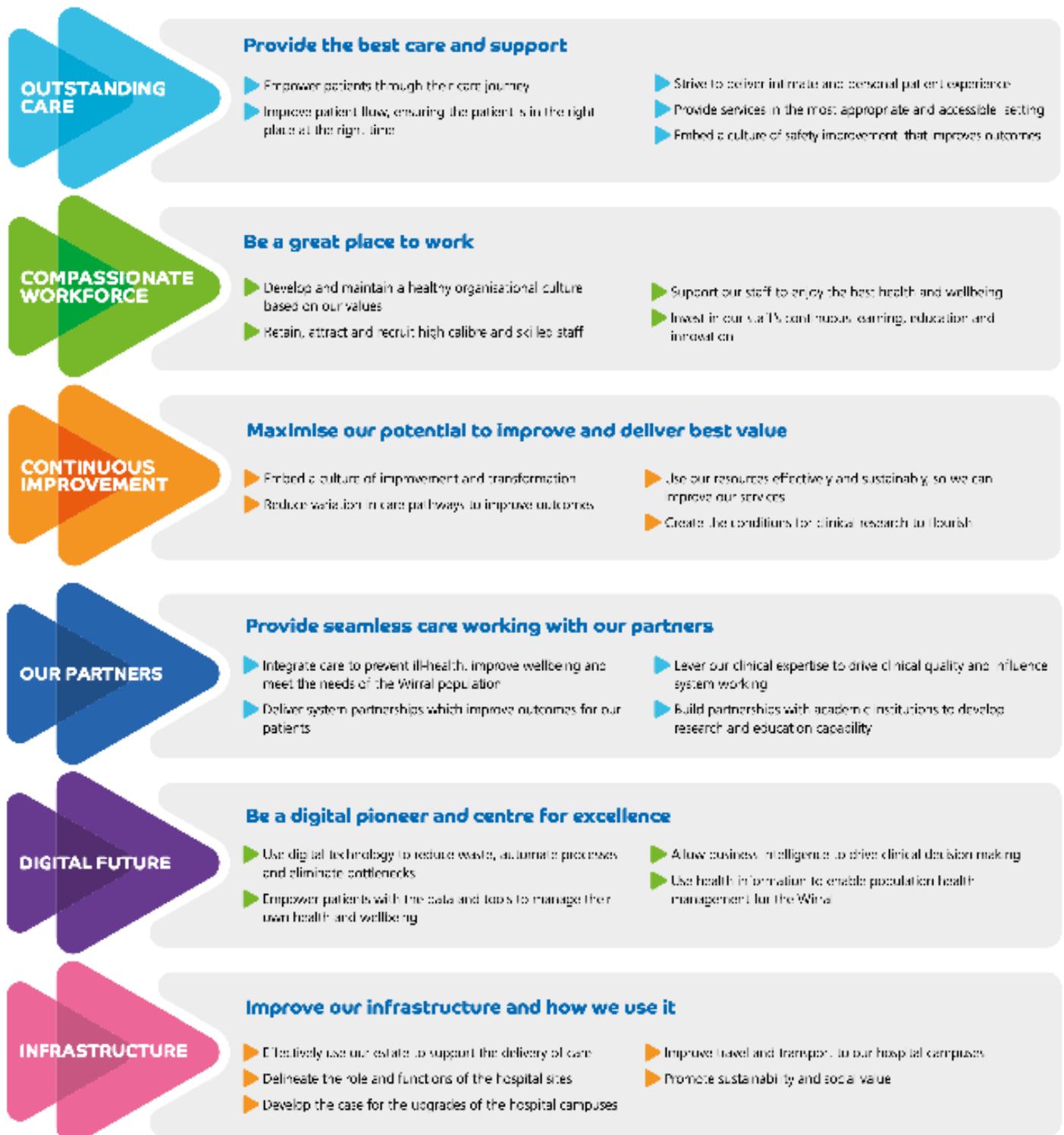
### Photo caption

Christine Griffith-Evans, Deputy Director of Patient Safety and Governance (left); Andre Haynes, Health and Safety Manager (middle) and David Hatch, Manual Handling Specialist/Health and Safety Adviser (right).

# Development and launch of our 2021-2026 Trust Strategy

In February 2020, the Trust commenced the development of the 2021-2026 Strategy, which included a refresh of the Trust's strategic framework. A number of engagement sessions were undertaken that focused on the development of the Trust's objectives and priorities. Over 120 staff, governors and local stakeholders attended these facilitated sessions, helping to shape the way forward for the Trust over the next five years.

From these sessions, the Trust was able to develop and refine its strategic priorities, as detailed below. Our six strategic objectives and priorities demonstrate our intention to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. Our 2021-2026 Strategy was launched in October 2020.



# Clinical Service Strategy

In June 2020, the Trust commenced the development of its Clinical Service Strategy; working with 32 individual clinical services to understand how they will support the Trust to deliver its strategic objectives over the next five years. The result of this is the creation of the organisation's five-year clinical strategy, an aggregation of the strategies for each Clinical Service specialty.

The 32 specialties (detailed below) have each undertaken a workshop, where they have completed a SWOT analysis to determine their current position and identify areas for development or improvement. Facilitated discussions led to the identification and formation of specialty level priorities, aligned to the Trust's strategic objectives. The Clinical Service Strategy will be launched in quarter one of 2021/22.

## Healthy Wirral

The Healthy Wirral Programme was reconstituted in 2020/21 to support development of the Healthy Wirral Plan, which incorporates the requirements of the NHS Long Term Plan. It outlines a population health approach to determine what the Wirral neighbourhood communities need. Alongside this, there is a focus on prevention, reducing health inequalities and supporting people with long term conditions to live well. The aim is to develop a plan that will allow Wirral to do this within their financial envelope by delivering efficiency and better value.

## Hospital Upgrade Programme (Urgent Care)

In late 2019, the Trust was successful in obtaining £18m capital funding, from the Department of Health and Social Care and NHS England, for the redevelopment of the urgent and emergency care precinct at Arrowe Park Hospital. The Trust undertook wide clinical and stakeholder consultation to support the development of a new clinical and workforce model for urgent and emergency care services. The outline business case (OBC) was approved by the Trust Board, along with Wirral partner organisations, in late January 2021 and submitted to NHS England in February 2021. Whilst the OBC is reviewed and approved by NHS England and the Department of Health and Social Care, the Trust is continuing to work on early design and architectural plans for the redevelopment.

## Financial overview 2020/21

It has been an unprecedented year, due to the COVID-19 pandemic. On 17th March 2020, the operational planning process for 2020/21 was suspended and NHS England/Improvement announced amended financial arrangements for the period between 1st April and 31st July 2020 (subsequently extended to 30th September 2020), to enable the NHS to respond to COVID-19. A key part of these changes included a nationally determined monthly 'block contract' payment and 'top-up' payment designed to cover costs.

The Trust generated operating income and gains of £435.7m in the year. The total expenditure incurred was £435.2m (compared to £402.5m 2019/20), which is an increase of £32.7m or 8.1% from the previous year.

Despite the scale of the challenges in managing this position, we delivered a year-end surplus of £440k and ended 2020/21 with a cash balance of £21.3m, which was significantly higher than planned. The major focus of 2021/22 will be the continued management of the COVID-19 response and recovery of the Trust's elective programme.

# Urgent Care

The COVID-19 pandemic significantly impacted the provision of NHS services, for both primary and secondary care sectors. The Trust experienced a significant reduction in GP referrals and patients self-presenting at the emergency department in the first few months of the pandemic and again to a lesser degree in early 2021.

An immediate impact of the COVID-19 pandemic and the early national campaign to 'Protect the NHS' was a significant reduction in the number of patients attending the Trust's emergency department. The demand on the Arrowe Park emergency department slowly returned from quarter two onward. The more severe wave of COVID-19 in January 2021 did not result in the same level of demand reduction, with emergency department attendances at approximately 85% of pre-COVID levels. With the return of increasing demand, and increased bed occupancy, performance against the 4-hour standard deteriorated correspondingly, with the final quarter being 73%.

# Elective Care

The Trust immediately ceased all non – urgent elective activities in March 2020 in accordance with national guidance. As a direct result, routine waiting times increased and so performance against the referral to treatment 18-week standards deteriorated.

As the pressure from the first wave subsided, non-urgent activities re-started from late summer and through autumn, achieving close to pre-pandemic levels. For any patient whose treatment was delayed beyond 52 weeks, a clinical review was undertaken to assess the level of harm. The impact of the COVID-19 wave in January/February 2021 necessitated a further suspension of non-urgent activities. By March 2021 the suspension was lifted with an objective to return to pre-COVID-19 levels by August 2021.

# Cancer care

The provision of cancer services has been maintained as a priority throughout the pandemic although treatments have been delayed for a number of patients where it has been clinically appropriate to do so. Harm reviews are undertaken for each patient who breached the 31- day and 62- day standards. Following the third wave, treatments for those patients clinically deferred have recommenced with the expectation that the waiting list and compliance with all standards will be met by June 2021.

# Care Quality Commission Assessment

Following the publication of the CQC inspection report on 31 March 2020, the Trust has made significant progress in both the response to the requirements and recommendations. The Trust remained at 'requires improvement' overall but improved in the well-led and safe domains. The Trust has a comprehensive action plan which incorporate the findings (31 must do's and 76 should do's).

Safe	Effective	Caring	Responsive	Well-led	Overall
Requires improvement ↔ Jan 2020	Requires improvement ↔ Jan 2020	Good ↔ Jan 2020	Requires improvement ↔ Jan 2020	Requires improvement ↑ Jan 2020	Requires improvement ↔ Jan 2020

Embedding high standards of infection prevention and control remains a Trust priority. The CQC carried out an unannounced focused inspection of infection prevention and control procedures in February 2021.

Positive findings included:

- Leaders understood and managed the priorities and were visible and approachable.
- Staff felt respected, supported, and valued.
- The Trust had a clear vision and action plan for continuously improving practices.
- The Trust had effective governance structures and processes.
- The Trust collected and analysed reliable data.
- The Trust's communication and awareness campaign 'Keep it SIMPLE' was singled out as an example of outstanding practice.

## Perfect Ward™

The Trust has sustained a Perfect Ward™ inspection programme. During times of extreme escalation the schedule for inspections has been reduced, to prioritise direct patient care whilst maintaining relevant patient safety and COVID-19 related inspections. The programme continues to provide the Trust with real time, high visibility assurance inspections created by clinical teams. Over 36,000 individual inspections have been undertaken across 54 clinical areas.

## Leadership, Culture and Education

The Trust has delivered a three year Leadership and Management Development Framework to develop leadership capability to ensure we have the capacity and skills needed to lead the organisation effectively. The Framework supports talent management and succession planning and is integrated into our Contribution Framework (appraisal) process, with a focus on behaviours as well as performance and readiness for progression. In line with the NHS Long Term Plan and Interim People Plan, the Organisational Development team has strengthened talent management processes, supported educational implications of nurse vacancy schemes such as International Recruitment and Clinical Support Worker (CSW) recruitment and is preparing for nurse apprenticeships and CSW apprenticeships.

## Strengthening excellent relationships with governors and members

The Trust considers the views of the Council of Governors to be invaluable in representing the local population. During 2020/21 opportunity to hold the workshops with governors has been limited due to the pandemic. The programme of workshops will be refreshed during 2021/22 as restrictions are lifted.

This is a summary document and for the more details please see the full Annual Report at [wuth.nhs.uk](http://wuth.nhs.uk)

Wirral University Teaching Hospital,  
Arrowe Park Road,  
Upton,  
Wirral,  
CH49 5PE,  
0151 678 5111.