

# Annual Members' Meeting

Tuesday 20<sup>th</sup> October 2020

# Welcome

Sir David Henshaw, Chair



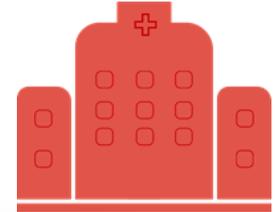
# Running the meeting

- Please set your Teams to '**Mute**' if not speaking.
- Questions have been submitted in advance and there is also a question slot at the end.
- The meeting is being recorded.
- Thank you for your patience and co-operation.



# Who we are

- One of the largest employers in Wirral and one of the largest and busiest Acute Trusts in the North of England.
- Provide a comprehensive range of high quality services
- Operate from two main sites
- Serve a population of 400,000 across Wirral, Ellesmere Port, North Wales and the wider North West footprint
- Provide specialist services such as Robotic Surgery / Level 3 Neonatology & Intestinal Failure to a wider population in Merseyside, Cheshire and Wales.



Healthy Wirral 



Healthy Wirral  
Narrative  
2020

## Healthy Wirral Strategic Narrative



# Change Built on Trust

The Healthy Wirral construct represents a fundamental change in the way we work with each other.

Built on **trusted relationships**, the Healthy Wirral system will:

- put the people of Wirral at the heart of what we do
- improve the quality of services
- create efficiencies.



The Healthy Wirral - 2020

## Healthy Wirral Strategic Narrative



### Putting the Patient First

- Access to the **best possible** health, care and wellbeing services.
- **Simplified pathways**, where care is easier to access, and communication is seamless.

#### How?

A new system-specific decision making framework in line with individual regulation, legislation and budgets but our guiding will be a patient first approach.



The Healthy Wirral - 2020

## Healthy Wirral Strategic Narrative



# The Bigger Picture

### Working together means:

- listening to the people of Wirral and truly understanding their 'whole' needs.
- considering the broader challenge of health inequality — economy, housing, jobs and education.
- breaking down organisational barriers.
- creating an environment where residents and patients can live and age with dignity.



The Healthy Wirral - 2020

## Healthy Wirral Strategic Narrative



# Making the System Work

The processes we will put in place will allow for clear scrutiny but will ensure decision making is:

- collective
- transparent
- streamlined

We need to commit to the Healthy Wirral Principles and use them to guide our thinking.



The Healthy Wirral - 2020

# Healthy Wirral Partners

Wirral Health and Care Commissioning

Wirral Council

Healthwatch Wirral

Wirral University Teaching Hospital NHS Foundation Trust

GP-Wirral Federation

Community Action Wirral

Cheshire and Wirral Partnership NHS Foundation Trust

Wirral Community Health and Care NHS Foundation Trust

Clatterbridge Cancer Centre NHS Foundation Trust

Primary Care Wirral GP Federation



# 2019/20 Key Highlights

Janelle Holmes, Chief Executive



# In 2019/20 the Trust provided



**88,331** A&E Attendances



**325,654** Diagnostic Examinations  
Performed



**53,603** Emergency Admissions



**110,685** Outpatients Attendances



**8126** Elective Inpatient Admissions



**3084** Total Births



**44,392** Elective Day Case  
Admissions

# 2019/20 Key Highlights

2019/20 has been a year of new Vision and focus on quality of care:

- Roll-out of Vision ‘Together We Will’ and Values.
- Improved ‘Well Led’ in CQC inspection and focus on patient safety.
- Developed Trust Strategy.
- National COVID-19 quarantine site for repatriated guests.
- Robust response to COVID-19.
- £18 million funding to improve Urgent Care.

# Our Vision & Values

**together**  
we will

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

**caring**  
for everyone

**respect**  
for all

embracing  
**teamwork**

committed to  
**improvement**

**2,000** staff and  
patients consulted.

**together**  
we will



# New staff uniforms

New staff uniforms were launched making it easier for patients to identify staff roles.



# Quality of Care

- We have improved patient safety.
- 2020 Royal Society for the Prevention of Accidents (RoSPA) Health & Safety Award.
- Award is 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 a 'Gold' award for health and safety performance during the period 1st January 2019 – 31st December 2019.



# CQC - Well led

## Care Quality Commission (CQC) inspection:

- Recognised improved leadership and governance, and uplifted the overall rating in the well-led domain.
- Caring remained rated as 'Good'.
- The CQC recognised that we are on an improvement journey.



## CQC National Maternity Survey:

- 17,000 women questioned in 126 NHS acute Trusts in England.
- WUTH performed better or the same across a range of areas.

# COVID-19

In January 2020, Arrowe Park became the quarantine site for repatriated guests from Wuhan and Diamond Princess Cruise Liner, attracting national media attention.

Guests all left the site with a clean bill of health.



# COVID-19

WUTH responded rapidly to the COVID-19 pandemic.

Robust plans ensured patients' best possible patient care.

Strong partnership with health and care partners in Wirral.

Positive public response to WUTH Charity COVID-19 Appeal raising £116K.



# COVID-19 staff wellbeing

Staff health and wellbeing has been a huge focus over the past year.

Health and wellbeing hubs were created offering practical and emotional support.

Counselling support set up for staff.

Digital health and wellbeing hub set up on staff website highlighting support available.



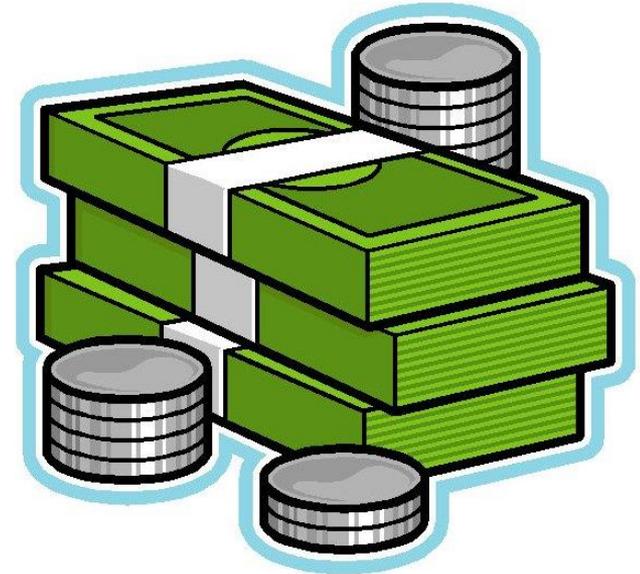
# Annual Accounts 2019/20

Claire Wilson, Chief Finance Officer

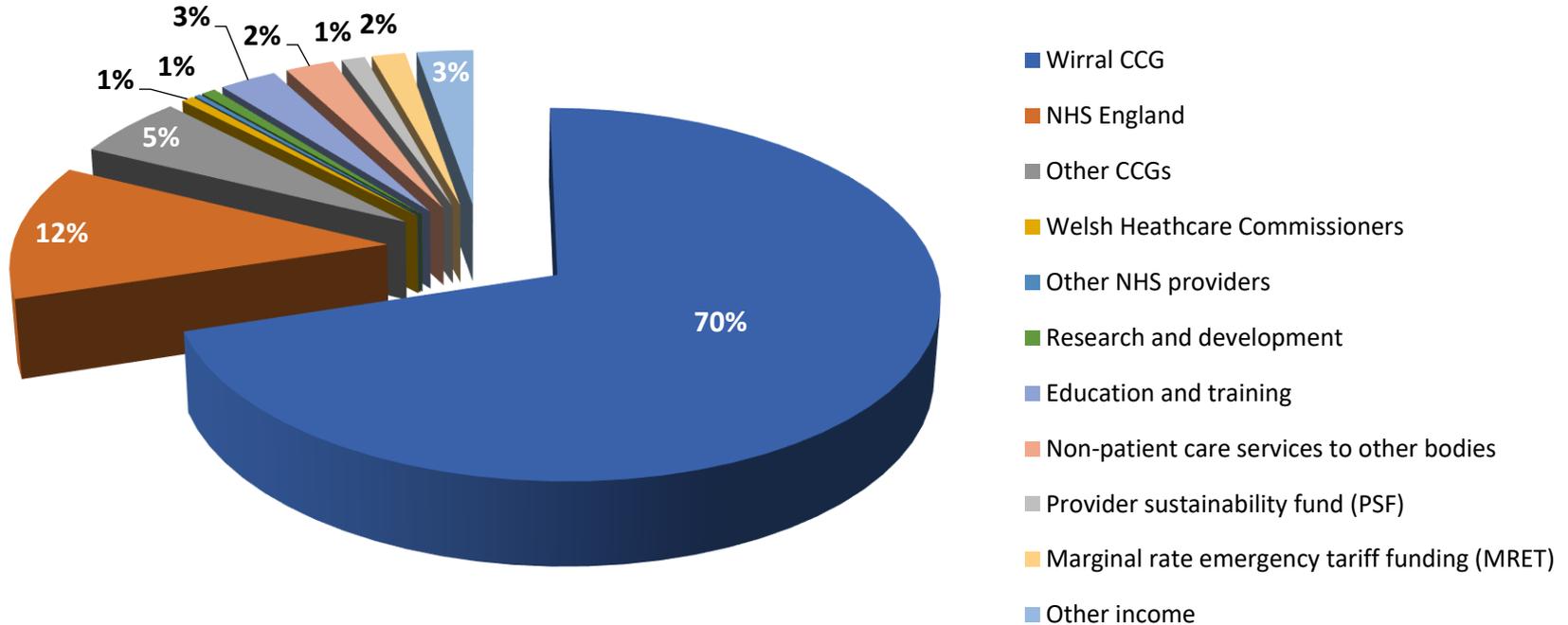


# Financial Headlines: 2019/20 in numbers

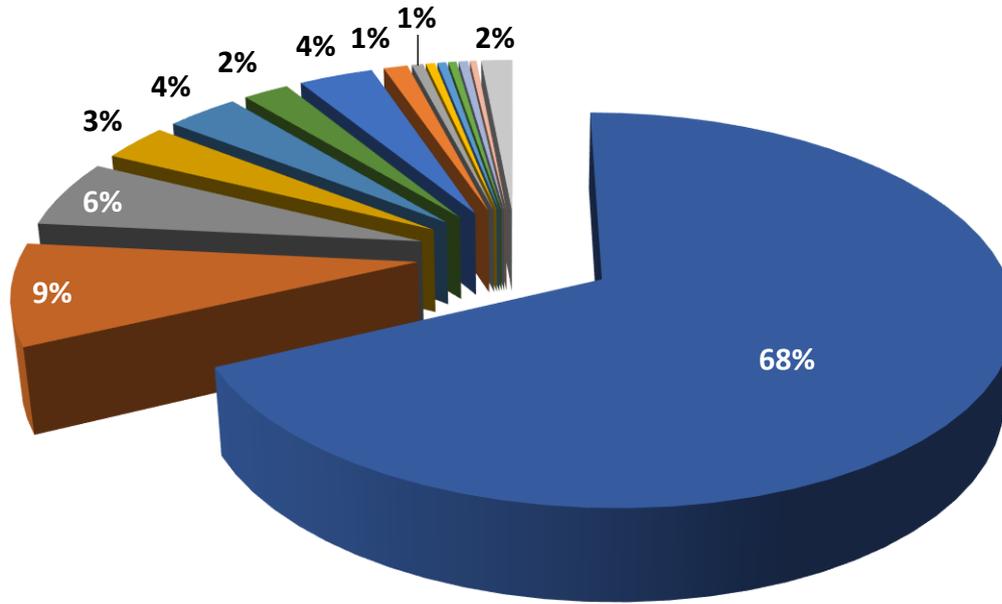
- Deficit of **£17.1m** (£38m deficit in previous year).
- **£18m** net loan support from Department of Health.
- **£5.9m** cash balances at the end of the year.
- Cost Improvement savings made of **£10.8m** (against challenging plan of **£13.2m**).
- Invested **£7.1m** in our Estate, Infrastructure and Critical Equipment.



# Income: £386m



# Expenditure: £403m



- Staffing costs
- Clinical supplies and services
- Drug costs
- Clinical negligence
- Premises and establishment
- Depreciation on property, plant and equipment
- Purchase of healthcare
- Supplies and services - general
- Finance expenses
- Rentals under operating leases
- Transport (including patient travel)
- PDC dividends payable
- Rentals under operating leases
- Education and training
- Other costs

# Capital Expenditure: £7.1m

The Trust made the following investments during the year:

- £2.4m** Medical equipment including:
- £0.7m improvement to surgical recovery facilities;  
£0.5m pharmacy robot.
- £1.6m** Improvements to the Trust's built estate.
- £2.8m** Information technology improvement schemes.
- £0.3m** Schemes to support the Trust's response to COVID-19.



# Forward look...

## Finance Regime 2021/22

- New regime to support the NHS respond to COVID-19
- Funding provided to cover costs of pandemic.
- Trust is currently reporting a break even financial position
- Cost Improvement programme temporarily on hold
- Upfront cash payments from commissioners to support cash flow

## Capital Programme 2021/22

- Ambitious **£11m** programme to enhance patient environment and replace critical equipment
- **£5.4m** Additional funding awarded to support COVID-19 adjustments to out hospital and backlog maintenance
  - £1.2m COVID-19 adjustments
  - £1.4m Patient Flow
  - £1.4m Critical Infrastructure
  - £0.8m Cancer/Endoscopy service development
  - £0.6m ICU Improvements

# Strategy 2020-25

In February 2020 the Trust started the development of the 2020-25 Strategy.

Today we launch the Trust Strategy, focused on key objectives:



Outstanding  
care

Compassionate  
workforce

Continuous  
improvement

Digital  
future

Infrastructure



Workshops gave a an opportunity to:

- Review the current state and future opportunities.
- Input into Strategic Goal Priorities aligned to the Trust Foundations.

- ✓ **Getting the Basics Right**
- ✓ **Better**
- ✓ **Best**

# 4

Workshops held.

# 79

staff engaged.

# Strategy 2020-25

- ▶ About WUTH
- ▶ Where we are today
- ▶ Our Challenges
- ▶ The Changing Landscape
- ▶ Our Vision, Values and Foundations
- ▶ Our 2021-26 Objectives and Priorities
- ▶ Our Strategic Intentions 2020-26
- ▶ How We Will Deliver Our Strategy
- ▶ Appendix 1: How We Developed Our New Strategy
- ▶ Appendix 2: PESTLEC Analysis – strategic context
- ▶ Appendix 3: Strengths, Weaknesses, Opportunities and Threats (SWOT)
- ▶ WUTH's Strategy Roadmap

# Strategy 2020-25



# Strategy 2020-25

## Where we are today

### Our population

The Borough of Wirral currently has a population of around 323,000, with the Wirral Local Plan estimating that this will grow by 1.6% over the next fifteen to twenty years. While the numbers of people in some age groups will reduce over this period, growth will be driven, in large part, by significant increases in the over 75s population (a 64% increase in the 75+ age group). These changes in demography will demand a different focus and approach to the way we deliver healthcare within the Trust as well as with our partners across the Wirral.



Our Strategic Objectives and Priorities have been derived from a process of reviewing national, regional and local context, detailed strategic analysis as well as feedback from the series of strategy development workshops we held with staff and stakeholders in January and February 2020.



Provide the best care and support



Provide seamless care working with our partners



Be a great place to work



Be a digital pioneer and centre for excellence



Maximise our potential to improve and deliver best



Improve our infrastructure and how we use it



Our 2021-26  
Objectives and  
Priorities



# Strategy 2020-25

## Strategic Framework: Our Enabling Strategies

Our Strategy will be delivered through seven enabling strategies as shown below. By May 2021 each of the enabling strategies will have been defined and approved by Trust Board.

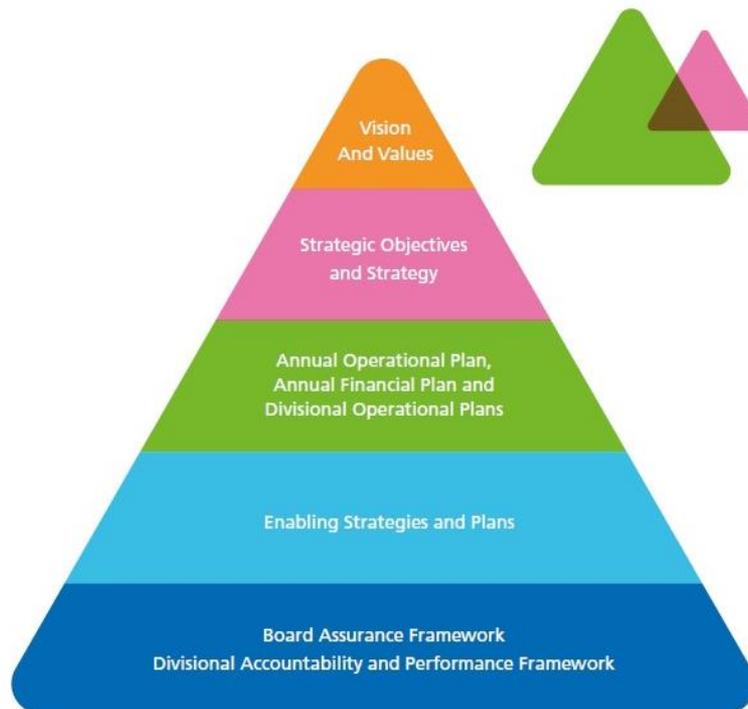


See appendices for methodologies used (SWOT, PETLEC and engagement) and a range of national, regional and local publications to inform our approach.

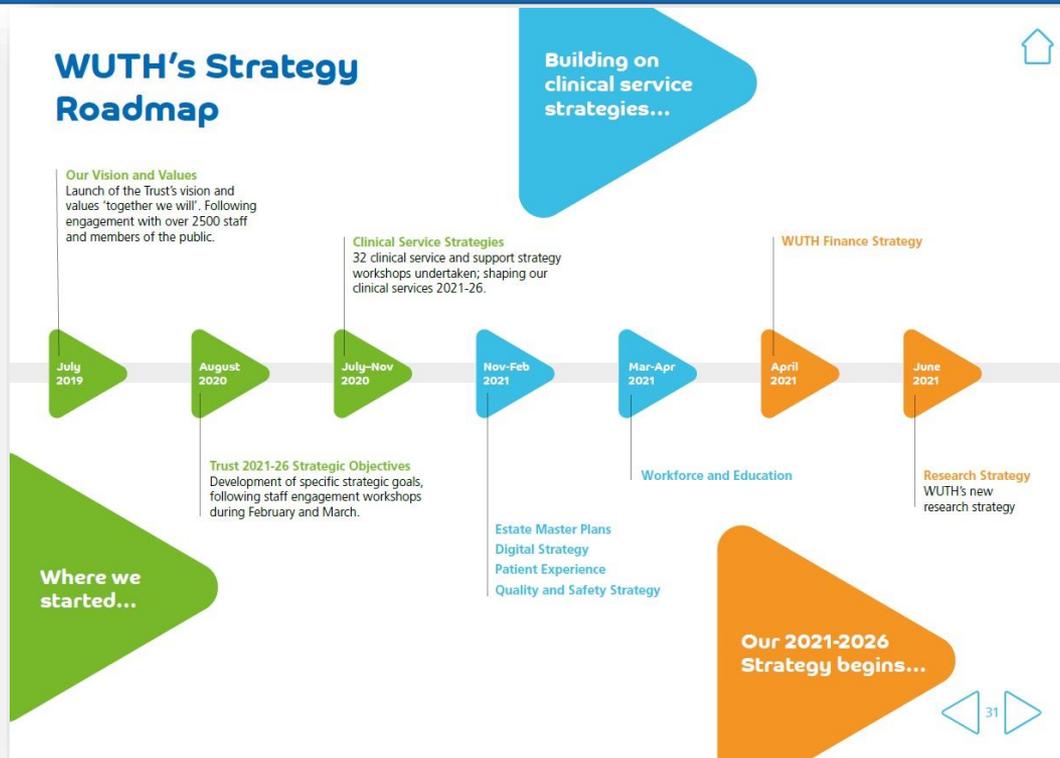
How We  
Will Deliver Our  
Strategy

# Strategy 2020-25

## How we deliver our strategy



# Strategy 2020-25



# Council of Governors

Sir David Henshaw, Chair

# Thank you Governors

- ❖ It's been a challenging year with fewer face to face meetings.
- ❖ We have greatly valued your support and commitment.
- ❖ Your role is vital to support and challenge our teams and to share our vision for the people of Wirral, our patients and staff.



# Membership Summary 2019/20

8,633

Public Members

6,258

Staff Members



# Council of Governors

Elections for 2020 are underway for the 7 Public and 2 Staff seats

ELECTION STAGE	Deadline
Notice of Election / nomination open	Wednesday, 21 Oct 2020
Nominations deadline	Thursday, 5 Nov 2020
Close of election	Tuesday, 15 Dec 2020
Declaration of results	Wednesday, 16 Dec 2020

## Public

[Bebington & Clatterbridge](#)

[Bromborough & Eastham](#)

[Heswall, Pensby & Thingwall](#)

[Liscard & Seacombe](#)

Neston & Burton

New Brighton & Wallasey

West Wirral

|

## Staff

Other Healthcare Professional Staff

Other Trust Staff

# Non Executive Director - Changes

- Sue Lorimer, Non Executive Director - re-appointment for a further 3 year term, 1.7.2020 – 30.6.2023
- John Coakley, Non-Executive Director – term extended until 31.12.2020

# A year to remember

The year 2019/20 has been a year to remember. Our staff have worked extremely hard and should be very proud of everything they have achieved for our patients.

The following video gives a summary of the past year.



# Questions



Thank you

Have a  
good evening

