

Annual Members' Meeting

Monday 18th October 2021







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.







18th October 2021 Annual Members Meeting Agenda



| | | · · |
|----------------|--|--|
| Time | Corporate Governance | Lead |
| 17.00 | Welcome and Chair's report | Sir David Henshaw, Board Chair |
| 17.05 | Chief Executive's video report | Janelle Holmes, Chief Executive |
| 17.10 | Lead governor video presentation | Lead Governor, Angela Tindall |
| | rporate Services presentations Medical Director Dr Nikki Stevenson) | |
| 17.15 | Respiratory Consultant | Respiratory Consultant and Interim Clinical Lead for Respiratory Medicine, Dr Dave Tarpey |
| 17.30 | Palliative Care Team | Consultant, Dr Richard Latten |
| 17.45 | Capital developments and estates investments | Matthew Swanborough,Director of Strategy and Partnerships |
| 2020/21 Financ | ial review and financial governance | |
| 18.00 | 2020/21 Financial review | Claire Wilson, Chief Finance Officer |
| 18.10 | 2020/21 Auditor's Report | Chris Brown, Partner Azets |
| 18.25 | Questions from the public | Sir David Henshaw, Board Chair |
| 18.30 | Close of meeting | Sir David Henshaw, Board Chairman |



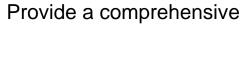


One of the largest employers in Wirral and one of the

Provide a comprehensive range of high quality services ٠

largest and busiest Acute Trusts in the North of England.

- Operate from two main sites
- Serve a population of 400,000 across Wirral, Ellesmere ٠ Port, North Wales and the wider North West footprint
- Provide specialist services such as Robotic Surgery / ٠ Level 3 Neonatology & Intestinal Failure to a wider population in Merseyside, Cheshire and Wales.



Who we are













Council of Governors summary report





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.







Outgoing Governors



| Governor name | Constituency |
|----------------|---|
| Angela Tindall | North West & North Wales |
| Rohit Warikoo | Bidston & Caughton |
| Allen Peters | Leasowe, Moreton and Saughall Massie |
| Richard Latten | Medical and Dental |
| Alison Owens | Neston and Burton |





Inauguration of our new governors



Wirral University

Teaching Hospital NHS Foundation Trust

| Governor Name | Constituency |
|---------------------|--------------------------------------|
| Christine House | Liscard & Seacombe |
| Sarah Evans, | Birkenhead, Tranmere and Rock Ferry |
| Peter Israel Peters | ,North West & North Wales |
| Paul Dixon | Oxton & Prenton |
| Tony Cragg | Bebington and Clatterbridge |
| Alan Morris | Bidston and Claughton |
| Eileen Hume | Greasby, Frankby, Irby and Upton |
| Paul Ivan | Leasowe, Moreton and Saughall Massie |
| Andrew Tallents | West Wirral |
| Gitana Diana Tyson | Nurses & Midwives CBH & other sites |
| Ann Taylor | Nurses & Midwives (APH) |
| Anand Kamalantathan | Medical and Dental |





Election of Lead governor



Formal election of: Sheila Hillhouse, New Brighton and Wallasey

Appointment term 18th October 2021- 17 October 2024







Election of Deputy Lead governor Wirral University Teaching Hospital

Formal election of: Eileen Hume, Greasby, Frankby, Irby & Upton

Appointment term 18th October 2021-17 October 2024







Membership Summary 2020/21



8,498 Public Members

6,106 Staff Members









Non Executive Director - Changes (1) Wirral University Teaching Hospital

- Sir David Henshaw, Chairman– term extended from February 2022- January 2025
- Steve Igoe, Senior Independent Director reappointment for a further 3 year term, October 2021 – October 2024







Non Executive Director - Changes (2) Wirral University Teaching Hospital

- Steve Ryan, appointed on a three year term from January 2021- January 2024
- Jayne Coulson and Christopher Clarkson for a second term of 3 years with effect from 1 July 2021 to 30 June 2024





A year to remember



The year 2021 has been a challenging 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







COVID 19-Challenges, Successes and impact on the respiratory service

Dr David Tarpey

Respiratory Consultant and Interim Clinical lead for Respiratory Medicine









- Introduction to respiratory team
- Initial challenges
- Successes
- Ongoing challenges
- Future implications





Respiratory team



- Medical Consultants
- Nurse Consultant
- Lung cancer service
- Pleural service
- Severe asthma service
- Interstitial Lung disease service
- TB service
- Community Respiratory and home oxygen service
- Pulmonary rehabilitation service
- ANP's
- Ward nursing staff
- Operational team





COVID 19



FW: OFFICIAL: PHE Briefing note: Cluster of pneumonia of unknown aetiology in Wuhan City, China

(WIRRAL UNIVERSITY TEACHING HOSPITAL NHS FOUNDATION TRUST)

Sent: Tue 07/01/2020 13:04

To: TARPEY, David (WIRRAL UNIVERSITY TEACHING HOSPITAL NHS FOUNDATION TRUST)

Message 🛛 20200107 BN1 Wuhan .pdf (260 KB)

FYI In case of interest Lets see how it evolves...





Feb-March 2020





NHS





Challenges- prepare for a surge



- Isolation facilities
- Overwhelming admissions to all parts of the hospital
- No treatment options and don't know what is the best way of supporting the patients
- Discharging the patients
- Staff getting sick
- Normal Respiratory patients- how do we look after them- high risk





Isolation facilities



- Moved the respiratory ward to the isolation ward
- Taught a whole new way of delivering treatments such as CPAP
- Created a Respiratory Support Unit before the name existed







Overwhelming admissions to all parts of the Wirral University hospital NHS Foundation Trust

- Developed an ITU/Respiratory MDT so that we were able to proactively plan the care of critically ill patients to prevent the services being overwhelmed
- Virtually reviewed the sickest COVID patients throughout the hospital using cerner functionality
- Respiratory on call 24/7, 7 days a week.





No treatment options and don't know what in Suniversity Teaching Hospital the best way of supporting the patients

- Early adopters of the RECOVERY Trial- this led to the development of treatments such as dexamethasome
- Worked closely with Palliative care team
- Changed our practice as new evidence emerged- used CPAP
- Education sessions for all grades to make sure we delivered standardised care







- Used our community respiratory and oxygen team to develop discharge pathways and get people home on oxygen early
- Developed a portal on BI to make sure all patients discharged got appropriate follow up
- Worked with primary care to develop Long COVID pathways





Pulmonary rehab team



- Developed a whole new rehab service
- Home visits and via telephone
- Exercised patients with oxygen needs they wouldn't have done in the past
- Excellent outcomes and patient satisfaction





Staff getting sick



- Wore enhanced PPE early on
- Used negative pressure rooms to minimise risk
- Several staff worked on or participated in the vaccine trials at LSTM







Normal Respiratory patients- how do we lookwirral University Teaching Hospital NHS Foundation Trust

- Asthma/ILD/community respiratory team contacted our patients to tell them to isolate and reviewed them over the phone
- Lung cancer and pleural team- joined the family support team and switched to telephone consultations/virtual work
- Telephone clinics
- TB nurses-Vaccine clinics





Clinical Advisory group



- Chaired by MD
- Wirral was ahead of the game
- Allowed throughout the pandemic for us to bring the most uptodate clinical information to our patients
- Provided confidence and assurance to strike our own path when needed.





Ongoing Challenges



- Backlogs- waits for OP clinics/investigations
- Social distancing- PR
- Infection control
- Flu and other viral respiratory illnesses
- Workforce pressures
- Long COVID







My thoughts

- Incredibly challenging both personally and professionally
- Very sad at times
- Positives
- Proud



To word 25 I would like to Say a mossive thanking to each and everyone of you who looked after me during my time in hospital fighting this brinkle could -You all do an amazing job and ove all wonder full Thank you again Love









Everything will be alright in the end and if it's not alright, it's not the end.. Indian proverb.







The last 12 months: Palliative care team experiences Dr Richard Latten, Consultant in Palliative Medicine

Annual Members' Meeting Monday 18th October 2021





What is palliative care?





together

'Palliative care is an approach that improves the quality of life of patients and their families who are facing problems associated with life-threatening illness.

It prevents and relieves suffering through the early identification, correct assessment and treatment of pain and other problems, whether physical, psychosocial or spiritual.'



Wirral palliative care services







Palliative care in WUTH



Advisory Team

- Provide specialist support alongside other teams & wards
- Specialist nurses, physio, pharmacist, support worker & doctors



Supportive and Palliative Care Team

Supportive Care Unit

- Inpatient beds on ward 30
- Providing palliative medicine delivered care & support

'What matters most?' & Palliative care education





The last 12 months: Supporting our patients & their families Wirral University NHS Foundation Trust



- Service adaptation to clinical need
- Different ways of working
- Communication focus
- Complexity of direct & indirect pandemic effect





The last 12 months: Supporting our colleagues





Promoting compassion in care

f 💓 WUTHstaff

weath obs us

Monday 12th July 2021 12:00 - 13:00

via Microsoft Teams, click this link



"These Acts of Kindness! The simple human touch from caregivers... have made the unbearable... bearable' Ken Schwartz

> For more information, contact: Dr. Richard Latten or Sister Theresa Pugh



The last 12 months: Supporting each other





- Clinical supervision sessions
- Fundraising:
 - Hospital abseil
 - 'Active April'
- Tomato growing contest

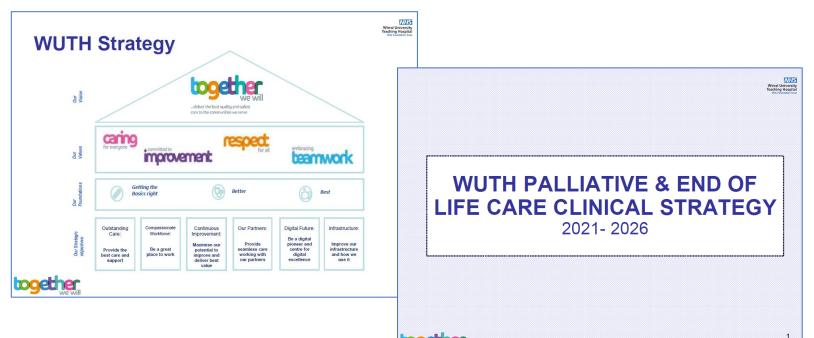






The next 12 months & beyond...











Annual Members Meeting (AMM)

Matthew Swanborough Director of Strategy and Partnerships

18th October 2021







Content

- Recurrent Annual Capital Investment 2019-2022
- The Approach to Portfolio & Capital Management
- Capital Schemes Delivered
- Staff Well Being Initiatives
- Improving our Wards
- Urgent Emergency Care Upgrade Programme
- Campus Master Planning
- Questions

Recurrent Annual Capital (Infrastructure) Investment





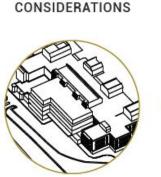




The Approach to Portfolio & Capital Management



REVIEW



- Listen and Study
- Key Spacial Diagrams
- Site Analysis
- Obtaining Key Surveys
- Process Mapping



CONCEPT DESIGNS

- Produce massing forms and footprints
- Develop Schedules of Accommodation
- Consult Authorities
 - Precedent studies and visits



DEVELOPMENT

- Finalise floor plans and achieve a design freeze
- 3D axonometrics and walk through
- Continual cost planning and benchmarking
- Develop Room Data Sheets
- Sustainability Strategy
- VR Walkthrough

FURTHER CONSULTATION



- Landscape design
- HBN derogations schedules
- Elevation and final 3D renders
- Develop and coordinate structural & M+E strategy
- Ongoing cost reviews

INTERNAL DESIGN



- C-Sheet production
- 3D internal renders
- Mood & finishes boards
- Ongoing cost reviews



- As Built Drawings and information
- Review of the programme
- Review of the costs
- Lessons learnt



Capital Schemes Delivered 20/21

Emergency Department Upgrade

During winter, the Trust opened a brand-new area within its Emergency Department after it was awarded Government funding, which was aimed at improving emergency care for patients. The upgrade provided eight side rooms, offering greater infection prevention and control measures and enhanced patient safety in response to the COVID-19 pandemic.

Project completed March 2021.

Cost £1m



Cath Lab

In March this year, the Trust also opened a new state-of-the-art Cardiac Catheter Lab for heart patients. Around 1000 procedures, such as implantation of pacemakers, are carried out in the Cardiac Catheter Lab at Arrowe Park Hospital each year.

Project Complete March 2021. Cost: £1.2m wuth.nhs.uk



Capital Schemes Delivered 20/21

Theatre Stores

To comply with IPC requirements, the main Theatre store was refurbished. As a result stock control is more controlled and staff feel more engaged.

Significant logistical challenges had to be managed to keep delivery flowing whilst works took place.

Project completed July 2021.

Cost £222,000



HDU Contingency Suite (old gym)

The existing Physiotherapy Gym was converted into a Contingency HDU within 8weeks . This was to enable a full refurbishment of the existing HDU.

New WUTH standard materiality adopted.



2021/22 HDU Upgrade Programme



The Trust unveiled a new £1.2million upgraded High Dependency Unit which has opened at Wirral University Teaching Hospital to enhance care for some of the our most poorly patients.

The High Dependency Unit (HDU) based at the Arrowe Park Hospital site, cares for patients who have been stepped down from intensive care but who require more extensive care than in a ward area.

Following a 12-week refurbishment, the new HDU has opened and will provide enhanced care for patients. The facility includes six specialist side rooms, improved infection prevention and control measures, as well as a new ventilation system allowing even better care, especially catering for the needs of patients with COVID-19.

Project completed Sep 2021.

Cost £1.2m







21/22 Backlog Schemes & Improvements

Projects Completed this last Quarter:

- Fire Alarm upgrade July 2021
- CCTV Upgrade July 2021
- Anaesthetics and OPAU roof refurbishment July 20121
- Clatterbridge Theatres Refurbishment June 2021
- Arrowe Park Theatre Refurbishments May 2021

Additional Projects:

There is an increasing demand on the Capital team to support divisional funded schemes circa 50 significant projects. Examples include:

- Ward 12 urgent reconfiguration, COVID-19 related.
- Clatterbridge Diagnostic Hub Target
- Library screening for training purposes
- Education Centre modifications



Capital Improvements

- · Principals Guide standards being developed and deployed.
- Policy and Project Management Procedure updated.
- 3D walk through technology used on major schemes.
- Multivista 360 degree technology for record keeping.
- · Control of contractors policy and procedures under review.







Staff Wellbeing Initiatives

Arrowe Park- Bowmans Restaurant & staff changing facilities refurbishment

The main staff restaurant and staff changing facilities are being updated, the restaurant being part funded with charity provided finance. The design philosophy is around providing stress free and functional space where staff can relax and comfortable. An environment where wellbeing is the theme and real focus of scheme.

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This facility is due to be completed in 21/22

The servery is also being modernised to allow a better distribution flow, supporting footfall at busy times.







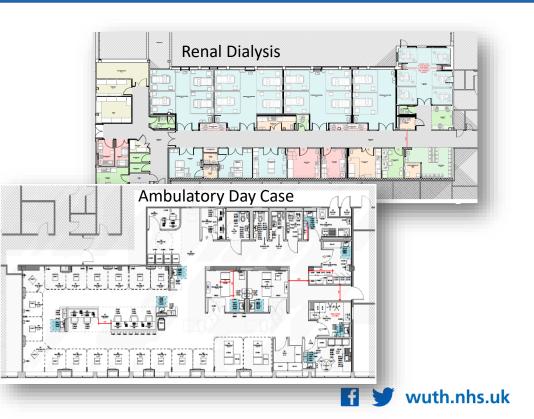
Improving our Wards – 21/22

Arrowe Park Hospital Ward 1 reconfiguration and decant of Ambulatory Day Case Ward

The drawing on the left shows the proposed Ward 1 move to GUM clinic area. This then allows Dialysis to move into the current ward 1 area detailed below. Ward 31 dialysis will then become part of future refurbishment decamp strategy.

Currently at Design and Specification

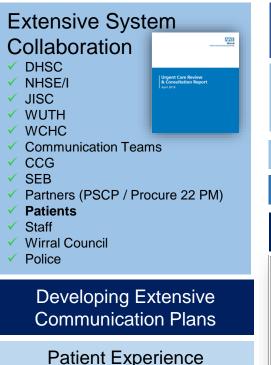




WUTH & WCHC Urgent Emergency Care Upgrade Programme (UECUP)



Wirral University Teaching Hospital NHS Foundation Trust



Engagement

Some Key Facts Ĝ Patients at the Heart of Design CARE 3 Years of Patient Data Analysis Strategic Principles OBC Approval July 2021 **55 Engagement Workshops** (Clinical, non clinical, **IPC. Health Safety)** Making it easier to access urgent car in Wirral

£28m £18m of Allocated System Investment £5m Funded by WUTH £5m Funded by Wirral Community Health and Care Trust (WCHC)

PSCP Appointed: Tilbury Douglas

GMP Approx. £19.5m (Guaranteed Maximum Price)

Total Floor Area 4,265sqm

Part Refurb Part New Build

Social Value

Developing FBC Jan 2022



Trust Master Planning

Clatterbridge Health Park Master Planning

- The Trust in conjunction with Clatterbridge Cancer Centre NHS FT undertook a commission with Partners to assist the Trust with the development of the sites master plan. This is near to completion.
- A phased approached has been developed to enable an affordable scheme alongside a dual 'expression of Interest' process in response the Governments 'Hospital Infrastructure Programme'
- Benefits include
- Modern Chemotherapy suite and Nuclear Medicine suite
- Outpatient & ambulatory capacity with access to a therapy's suite
- Increased elective activity through a dedicated cold site which will in turn support the Arrowe Park Hospital (APH) site acute pressures
- Reduce patient waiting lists through reduction in cancelations
- ✓ Provide infrastructure to support continued use of technology and virtual appointments post pandemic
- Integration of campus site partners to enhance the patient journey
- Reduce backlog maintenance
- Address the flood risk
- Stronger and greener NHS buildings
- ✓ Improve staff and patient facilities supporting wellbeing for all
- Efficiencies created through delineation of hospital sites











Trust Master Planning

Arrowe Park Hospital (APH) Master Planning

The Trust is developing an IIT Specification for the commissioning of the APH master planning exercise. The anticipated timescales for commencement is February 2022 with approximate lead times for delivery of 9 months. The master plan will seek to address Trust strategic aims, including:

- Exploring opportunities under broader Wirral regeneration agendas, including the exploration of funding opportunities.
- ✓ Current and future shifts in demographic clinical requirements, with an emphasis on deprivation.
- ✓ Population growth and the subsequent pressures on the built environment to serve the population of Wirral.
- ✓ Demonstrable backlog maintenance pressures, and to overcome the current transport and access issues at the site.
- Explores and addresses future proofing the provisions now and in the future, in particular the pressures and changes associated with the COVID pandemic.











Annual Accounts 2020/21

Claire Wilson, Chief Finance Officer



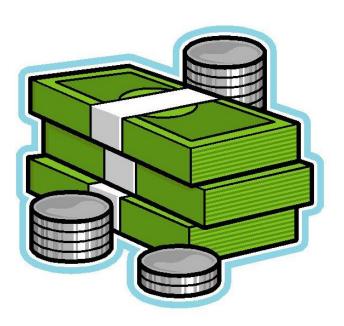






Financial Headlines: 2020/21 in numbers

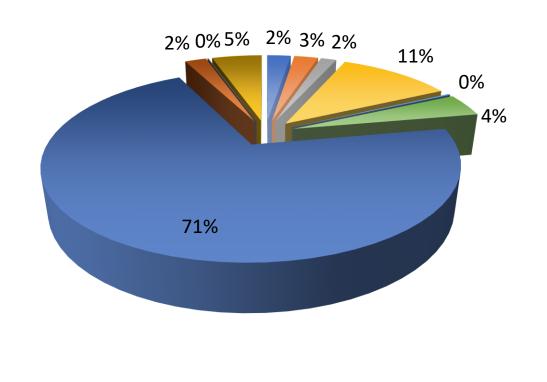
- Temporary finance regime in place to support NHS response to COVID-19
- Additional funding received to support underlying deficit and COVID-19.
- Surplus of £440k
- £21.3m cash balances at the end of the year.
- Invested £17m in our Estate, Infrastructure and Critical Equipment.







Total income £435.7m



Bodies External to Government

Health Education England

COVID Response

- NHS England and its subentities
- NHS Trusts / FT's

NHS West Cheshire





ust

Total Expenditure £435.2m st 3% 3% 1% 7% Pay 5% 4% COVID Response Clinical Supplies 7% Estates & Facilities Drugs 1% Other CNST 69% Depreciation Finance costs

Capital Expenditure: £17m



The Trust made the following investments during the year:

£8m Medical equipment including:

- Radiology equipment
- Patient Monitors
- Theatre equipment
- Endoscopy equipment to support additional cancer activity
- £6m
- Improvements to the Trust's built estate including:
 - Fire alarm upgrade
 - Cath lab refurbishment
 - Critical care development
 - A&E development
- **£2m** Information technology improvement schemes.
- **£1m** Schemes to support the Trust's response to COVID-19.





Forward look...



Finance Regime 2021/22

- Continuation of last years finance regime to support the NHS respond to COVID-19
- Funding provided to cover costs of pandemic.
- Trust is currently reporting a break even financial positon
- Cost Improvement programme reintroduced from September 2021

Capital Programme 2021/22

- Ambitious £12m programme to enhance patient environment and replace critical equipment. Including:
 - £2m ward refurbishments
 - £1m replacement CT scanner
 - £4m Estates infrastructure improvement
 - £1m Investment in Information Technology
 - £3m other medical equipment





Fundraising

COVID-19 Appeal - launched and supported by appeal partner the Wirral Globe

'More than 2000 donations were made to over 200 individuals completing challenges for the appeal'

Over £150,000 raised locally

£182,000 NHS Charities Together grants **Charity Impact**

Medical equipment purchased - £290k

Patient comforts and welfare - £59k

Gifts in kind distributed - < £600,000

Looking forward Fundraising activity is resumed!











Questions



