



## Maternity Services CQC Success!

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Sir David Henshaw - Chair

Janelle Holmes - Chief Executive Officer

# Welcome to the latest edition of our Stakeholder Newsletter

Welcome to the winter edition of our stakeholders' and partners' newsletter and as we start looking forward in the New Year, it's timely to also look back on all we've achieved together with our stakeholders, partners, patients and staff here in Wirral.

Whether it is achieving the goal of being accredited to the exacting national 'The Getting it Right First Time Standard' (GIRFT) at the Cheshire and Merseyside Surgical Centre, a project which was also a finalist in the HSJ awards, or gaining a repeat accreditation from JAG for our endoscopy services, or demonstrating excellence in patient care in Maternity Services, with a CQC rating of 'Good, with areas of outstanding practice', our staff at Wirral University Teaching Hospital Trust have excelled in so many areas.

We have continued to invest and build our new facilities and opened more theatres at the Cheshire and Merseyside Surgical Centre at our Clatterbridge campus, our flagship Urgent and Emergency Care building is taking shape at our Arrowe Park site, and we have invested in our staff with our innovative 'Leadership for All' programme.

Thank you for all your support, collaboration and partnership working with us. We have more exciting developments ahead this year as we continue to build on our progress and achievements.

With best wishes,

Sir David Henshaw, Chair

Janelle Holmes, Chief Executive Officer



Inspected and rated

Good



Staff at Wirral Womens and Children's Hospital celebrate the CQC report

## Maternity Services rated 'Good' and 'Outstanding'

Doctors, nurses, midwives and support staff in Maternity Services at Arrowe Park and Seacombe Birth Centre were rated as good by the Care Quality Commission (CQC) with some areas of the service described as 'outstanding'.

The recent CQC inspection of Maternity Services at Wirral University Teaching Hospital Trust gave a rating of 'Good' for safe care and 'Good' for well-led services, with areas of outstanding practice being reported in the Trust's joint work with Wirral Maternity and Neonatal Voices Partnership. This is a fantastic achievement by all teams involved.

Last year, the Trust had a total of 2972 births, of which 15 were in the Seacombe Birth Centre and 77 were home births. The report from the planned visit by inspectors was published in late summer 2023 and the inspection focussed on the safe and well-led key questions of their inspection regime.

Janelle Holmes CEO at the Trust said: "This is a fantastic achievement and great news for patients and staff. Our Trust plays such a big role locally and has a special place in people's hearts as so many Wirral people were born here or have had their own children in Arrowe Park and

Seacombe. We are so pleased that this inspection report reflects the hard work and dedication of our staff to making the experience of all our patients personalised and individual."



Staff at Seacombe Birth Centre celebrate the CQC report

# GIRFT



Pictured: (left to right) Professor Tim Briggs, Chair of GIRFT and NHS England's National Director for Clinical Improvement and Elective Recovery; Nigel Donnachie, Orthopaedic Consultant Surgeon and Clinical Lead, and Kath Brodbelt, Anaesthetic Consultant, Associate Medical Director Surgery.

## GIRFT - Getting it Right First Time

WUTH's investment in surgical capacity is benefiting thousands of patients across the region and is fast becoming a major asset in clearing the elective backlog. The second phase of the multi-million-pound Cheshire and Merseyside Surgical Centre at Clatterbridge Hospital has now opened, with 3,000 elective patients having been treated in phase one in its first year.

Phase one opened with two new surgical theatres in November 2022, treating an extra 3,000 elective patients a year, from across Cheshire and Merseyside. These included around 1,500 urology patients, over 800 orthopaedics patients, over 350 general surgery cases, 150 gynaecological patients and 140 breast patients.

With two more theatres now opened in phase two, this will increase capacity to treat 6,000 extra elective patients a year. This £25 million innovative development, created through national NHS funding, saw the theatres created as modular buildings, meaning they were largely pre-built before arriving on site,

and constructed alongside the current theatres at Clatterbridge Hospital. This reduced time for completion and ensured that the centre was up and running as soon as possible. To mark the completion, a time capsule was installed at the centre with mementos chosen by staff.

The centre was also recently accredited as a national elective surgical hub delivering high standards in clinical and operational practice. This scheme, run by NHS England's Getting It Right First Time (GIRFT) programme, in collaboration with the Royal College of Surgeons of England, assesses surgery hubs against a framework of standards to help hubs deliver

faster access to some of the most common surgical procedures, such as hernia surgery and hip replacements.

Professor Tim Briggs, Chair of GIRFT and NHS England's National Director for Clinical Improvement and Elective Recovery, visited the centre with the visiting team from GIRFT. He said: "We have been impressed with the professionalism and enthusiasm of the hub teams who are delivering outstanding care.

"All of the sites we accredited are focused on delivering safe and high-quality care, and an excellent patient experience. GIRFT's focus is on developing surgical hubs with the aim of improving patient flow so that patients have shorter waits for surgery and, for some procedures, they will be more likely to be able to go home on the same day."

Janelle Holmes, Chief Executive at Wirral University Teaching Hospital, summed up the Trust's commitment to exceptional patient care and said: "I'm extremely proud of all that

the staff at the Cheshire and Merseyside Surgical Centre have achieved over the past year and the excellent service it is providing for patients. It's an state-of-the-art facility for the region to be really proud of.

The recent accreditation to the exacting 'Getting it Right First Time' standard also highlights our dedication to providing the best possible care to patients across Cheshire and Merseyside."



Workers on the building of the Cheshire and Merseyside Surgical Centre phase 2 embedded a time capsule with their chosen mementoes from the present day, into the structure, to commemorate its completion.



In addition to the GIRFT accreditation, WUTH teams have also been busy achieving other important standards which epitomise our commitment to quality, safety and outstanding patient care. Congratulations to the WUTH Endoscopy Team who once again achieved Joint Advisory Group (JAG) accreditation for their provision of exceptional patient care.

This remarkable accomplishment underscores our commitment to providing high-quality endoscopy services. It covers every aspect of the patient journey from referral to discharge and a full service review occurs every five years.

There were 215 aspects of service reviewed across 19 domains including Leadership, Safety, Comfort, Quality, Appropriateness, Results, Respect/Dignity, Consent and Patient Information, to name a few.

JAG accreditation, bestowed by the Royal College of Physicians, is a prestigious recognition of our team's pursuit of excellence in patient care, safety, and clinical practice. It's thanks to the countless hours of hard work, dedication, and continuous improvement that the team has invested in maintaining the highest standards.

Together, we will

# Cheshire & Merseyside Surgical Centre Phase Two Opening

The second phase of the multi-million-pound Cheshire and Merseyside Surgical Centre at Clatterbridge Hospital has now opened, with 3,000 elective patients having been treated in phase one in its first year.



Stephen Forster, 54, who is a GP at Pensby Group Practice in Heswall, is among the patients to have had planned surgery at the centre.

The father-of-two said: *"I started getting knee pain about 18 months ago and after some investigations, I found out I had an arthritic right knee. I was always running up until my knee pain, but found I couldn't run anymore, and I also used to go skiing."*

After life-transforming knee surgery, undertaken by Mr Nigel Donnachie, Orthopaedic Consultant Surgeon, Stephen is looking forward to being physically active again.

Stephen said: *"I'd like to go skiing again. The surgery will have a big impact on my life."*

*"The centre was excellent throughout the whole journey – the facilities, the staff, everything. I couldn't fault it and all the staff were brilliant."*

*"Having medical knowledge, I was worried about post-surgery infection but when you have a new theatre like this it reduces the risk of infection and in terms of cleanliness it was the best you could possibly get."*

Phase one of the Cheshire and Merseyside Surgical Centre opened with two new surgical theatres in November 2022, treating an extra 3,000 elective patients a year, from across Cheshire and Merseyside. Phase two effectively doubles this capacity to take on more elective work.

Hayley Kendall, Chief Operating Officer of Wirral University Teaching Hospital, which runs the centre, said: *"There are many examples of patients' lives that have been changed thanks to their surgery at the centre. To have this wonderful facility available to the region and having treated 3,000 patients so far, is phenomenal and we are looking forward to treating even more patients now that phase two is open."*

With two more theatres now opened in phase two of the project, this will increase capacity to treat 6,000 extra elective patients a year. Around 85% of patients at Cheshire and Merseyside Surgical Centre are day cases such as hernias, biopsies and arthroscopy keyhole surgeries with the other 15% being at least one overnight stay including joint replacements, mastectomies and prostate cancers.

This £25 million innovative development, created through national NHS funding, used innovative construction methods and the latest technology.



Pictured above is one of the new theatres at the Cheshire and Merseyside Surgical Centre.

Professor Rowan Pritchard-Jones, Medical Director at NHS Cheshire and Merseyside, said: *"The opening of phase two of Cheshire and Merseyside Surgical Centre at Clatterbridge is brilliant news for the region's residents."*

*"By providing thousands of additional appointments, it will ensure even more of our residents have quicker access to the vital procedures they need when they need them and goes a long way to tackling the waiting list backlog."*



MP for Wallasey, Wirral, Dame Angela Eagle also visited the Cheshire and Merseyside Surgical Centre at Clatterbridge to see how the new facility is making an impact in elective surgery for the borough and our region.



Together, we will

# Digitally Managing the Patient's Journey

New digital patient flow technology will play a pivotal part in modernising the Outpatient areas at Arrowse Park and Clatterbridge Hospitals. The patient flow technology uses digital methods to book in and track patients, as they enter and transfer through the hospitals for their appointments.

In partnership with digital patient flow specialists, 'Intouch with Health,' our Trust is launching a new system called 'Flow Manager' across its hospitals. 'Flow Manager' is a digital solution that enables hospital staff to efficiently manage each stage of the patient's treatment journey.

The technology will allow patients to self-check in using upgraded digital kiosks, with no need to wait in a queue.

The Trust will also be introducing digital calling screens, allowing clinicians to ask a patient to meet them in their room with the click of a button. Clinical staff will no longer have to leave their consulting rooms to call patients from the waiting room, meaning that they have more time to talk to and care for their patients during their consultation.



8 A patient using a newly upgraded digital kiosk for the first time



Together, we will



Pictured is Inspirational key note speaker Steve Head and pictured above is Debs Smith, Chief People Officer setting out the vision for Leadership for All.



## Leadership for all

In addition to innovations in services and facilities, WUTH has been investing significantly in its people so that the building and capital investments are matched with people with high quality skills and capabilities to be the best. The Trust has developed a leadership qualities framework, 'Leadership for All' aimed at nurturing leaders at all levels in the organisation. Our Leadership Conference 2023 was held at Chester Racecourse again this year. This was the second year the event was held and it was aimed at leaders at all levels.

Inspirational key note speaker Steve Head who is a renowned motivational speaker and Coach to the England Men's World Champion Wheelchair Rugby League Team, led a morning session and there were some fantastic workshops in the afternoon.

A marketplace had stalls by departments across the organisation and staff attending also had the opportunity to view some of the great work happening across the Trust. There was also a question and answer session at the end where attendees had the opportunity to ask questions of the Executive Team.

The Leadership for All framework and approach is embedded across a number of training and development opportunities within the Trust,

whereby leaders at all levels, can access learning for managing their own career and developing others.

Feedback from learners includes:

*"I have found the programme useful and insightful."*

*"I've gained lots of new skills to help me in my leadership role."*

*"Interactive and educational, with plenty to embed into my daily working practice."*

We are looking forward to adding more development opportunities to our Leadership for All portfolio and for as many colleagues as possible to benefit from this leading edge programme.



Janelle Holmes, Chief Executive, with the collaborative of the Cheshire & Merseyside Elective Recovery and Transformation Programme and colleagues involved in the Cheshire and Merseyside Surgical Centre.

# HSJ Awards 2023

It was celebrations all round when Chief Executive, Janelle Holmes who, as Senior Responsible Officer for the Cheshire & Merseyside Elective Recovery and Transformation Programme, was part of the winning team recognised within the Provider Collaboration of the Year category at the national HSJ Awards 2023.

In terms of cost, patient outcomes and experience of care, the opportunities generated through collaboration across multiple providers and trusts are almost endless. In an integrated system, there is expectation for all trusts to be operating in some kind of collaborative, with many different shapes and forms this may take - from a full merger of management teams to collaborations around specialised services, or collaborations formed around the delivery of place-based care.

In the same category we were also finalists for our collaboration with Countess of Chester Hospital on the Cheshire and Merseyside Surgical Centre at Clatterbridge, and we would like to say a huge well done to the project team which is made up of colleagues from both organisations.



# New approach to transfers of care is paying dividends

## Number of patients in hospital beds who are well enough to go home or to onward care - more than halved.

Number of patients in hospital beds who are well enough to go home or onward care - more than halved. A new Transfer of Care hub at Wirral University Teaching Hospital is ensuring patients who no longer need to be in hospital are back home or in another care setting as soon as they are well enough to move from hospital.

Since the hub was set up in July 2023, the number of people in hospital beds waiting to go home or into community care placements has reduced to less than 100 a day from a peak of 250 earlier in the year. This has been recognised regionally and nationally and the Trust has been commended for its innovative development.

It has also helped to free up around 150 more beds at the Trust's Arrowe Park and Clatterbridge Hospitals for patients who really need them, such as those requiring urgent and emergency care.

The hub enables our multidisciplinary teams to find the best and quickest discharge options for patients who are medically fit enough to leave the hospital, by working with other teams across the NHS, the Council, social care, housing and voluntary services in Wirral.

Janelle Holmes, Chief Executive, who has led on the Transfer of Care hub development, said: *"We know that discharging patients as soon as they are medically fit to go home or into another care environment suited to their needs greatly improves their health outcomes."*

*"That is why we have been working so hard with our partner organisations to reduce the length of stay for our patients who no longer need to be in hospital, and prevent any delays in them returning home or back into the community. This is especially important in winter when there is increased illness in the community and more demand for hospital beds."*

Discharging people as soon as they are fit and well is vital, as prolonged stays in hospital are bad for patients, especially for those who are frail or elderly. Spending a long time in hospital can lead to an increased risk of falling, sleep deprivation, deconditioning or catching infections.

The Transfers of Care (Discharge) Hub is certainly making its presence felt by making inroads into an important way to free up hospital bed capacity and treat patients in the most appropriate setting for their needs.

