

Annual Members' Meeting

Monday 7 October 2024

Monday 7 October 2024

Annual Members Meeting

Agenda

Time	Item	Lead
15:30	Welcome	Sir David Henshaw, Chair
15:35	Chief Executive Report	Janelle Holmes, Chief Executive
15:40	Council of Governor's Summary Report	Sheila Hillhouse, Lead Governor
15:45	Wirral Vascular Access Service	Dr Noshaba Naz, Mr R Chandrasekar
16:00	Patient Experience Strategy	Sam Westwell, Chief Nurse
16:15	2023/24 Annual Accounts	Mark Chidgey, Chief Finance Officer
16:20	2023/24 Auditor's Report	Chris Brown, Azets
16:25	Questions from the Public	Sir David Henshaw, Chair
16:30	Close of Meeting	Sir David Henshaw, Chair

Welcome

Sir David Henshaw, Chair



Chief Executive Report

Janelle Holmes, Chief Executive

2021 – 2026 Strategy

Trust Strategy

- Developed 2021-2026 Trust Strategy and launched in January 2021
- Taken into account local, regional and national NHS and healthcare priorities, examined population health
- Staff and stakeholder engagement in development of Strategy in 2020
- Encompasses 6 key Strategic Objectives



2021 - 2026 - Enabling Strategies

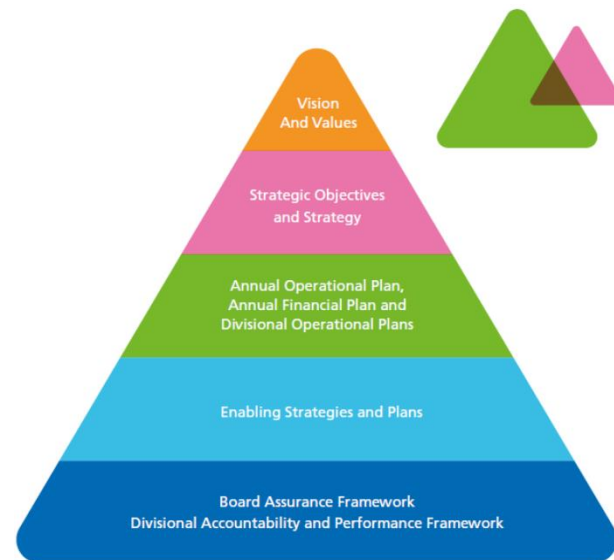
Enabling Strategies

- Developed eight enabling strategies, aligning to Trust Strategy as the delivery part of the Strategic Framework
- Designed speciality level clinical service strategies and priorities



Delivery of Trust Strategy and Strategic Framework

- Focus on delivery of objectives and priorities
- Annual strategic priorities and delivery process
- Aligned to Clinical Divisions & individual goals and objectives



Highlights of Delivery of Strategic Priorities for 2023/24

Highlights of Delivery Across 2023/24



- UEC improvements – Paediatric ED 24/7; Reverse cohort model implemented; Delivered improvements in ambulance handover; revised workforce rotas and coverage
- Quality and Safety Strategy – PSIRF implemented across Trust; patient safety partners recruited; implemented new CQC assessment approach; delivered CQC mock inspections
- Constitutional Standards – Reduced waiting times for patients; delivered mutual aid to neighbouring Trusts;
- Patient flow – significantly improvement NCTR; improved use of discharge hospitality centre and discharge processes;
- Maternity plan – achieved CQC Good ratings for Arrowe Park and Seacombe Birth Centres

Highlights of Delivery Across 2023/24



- People Strategy – delivered improvements in flexible working offer; embedded leadership development offer;; Staff Support Groups established
- Payroll – managed change to new payroll supplier
- Workforce planning - standardised workforce planning methodology and approach

Highlights of Delivery Across 2023/24



- Cost Improvement – significant delivery of cost improvement, through transformational change
- Elective care –C&M Surgical Centre GIRFT; MyPlanned Care app; improved utilisation of theatres;
- Continuous Improvement – methodology for improvement; delivered hospital wide flow programme; implemented improvements in pathology; revised patient transport processes; reduced use of IS for radiology reporting
- Research – established Research and Innovation Hub; strengthened working with Wirral Research Collaborative

Highlights of Delivery Across 2023/24



- Wirral Place (ICB) – developed Place governance for Wirral;
- Local partners - Developed case for change for transfer of glaucoma service from WCHC to WUTH; Developed approach for independent review of Wirral NHS organisational functions;
- COCH – developed case for pathology services integration with COCH



- Wirral Review commenced in Q4
- Digital Strategy –delivered Yr2 of Digital Strategy;
- Cyber – improved cyber capability and resilience;
- Self-management – implemented staff check in kiosks and launched patient portal

Council of Governors Summary Report

Sheila Hillhouse, Lead Public Governor

Statutory Role of the Governor

- The Health and Social Care Act 2012/2022
- Code of Governance 2022
- The Constitution of Wirral University Teaching NHS Foundation Trust
- The Council of Governors are responsible for holding the Non-Executive Directors to account
- The Council of Governors are accountable to the members who elect them and represent their views and the interests of the public

Thank you Governors

- Your role is vital to support and challenge our teams and to share our vision for the people of Wirral, our patients and staff
- This year we continue to meet face to face and undertake Governor engagement work



Governor activity

- Attendance at the NHS Providers Governor Focus conference in July 2024
- Attendance at the PLACE assessments across both hospital sites
- Attendance at the Lead Governor meetings with NHS England across Merseyside

Governor activity

- Attendance at Council of Governors meetings, and reading/questioning the reports presented by the Non-Executive Directors
- Attending the Public Board of Directors meetings to observe how the Non-Executive Directors discharge their own roles on the Board and Committees
- Participating on walk about across the hospital with the Board of Directors

Governor changes

Inaugurated Governors:

Governor name	Constituency
Manoj Purohit	Public: Greasby, Frankby, Irby and Upton
Andy Liston	Public: Leasowe, Moreton & Saughall Massie
Sunil Varghese	Staff: Other Health Professionals
Julie Jellicoe	Staff: Nurses & Midwives - Clatterbridge Hospital and other sites

Governor changes

Re-elected Governors:

Governor name	Constituency
Paul Dixon	Public: Oxton & Prenton
Tony Cragg	Public: Bebington & Clatterbridge
Peter Peters	Public: North West & North Wales
Anand Kamalanathan	Staff: Medical and Dental
Ann Taylor	Staff: Nurses & Midwives - Arrowe Park

Outgoing Governors:

Governor name	Constituency
Eileen Hume	Public: Greasby, Frankby, Irby and Upton
Paul Ivan	Public: Leasowe, Moreton & Saughall Massie
Christine House	Public: Liscard & Seacombe

Governor changes

Constituency vacancies

Constituency
Public: Liscard & Seacombe
Public: Birkenhead, Rock Ferry, & Tranmere
Public: West Wirral
Appointed: Local Authority
Appointed: University of Liverpool
Appointed: Wirral Third Sector Assembly

Membership Summary 2023/24



Wirral University
Teaching Hospital
NHS Foundation Trust

8,010

Public Members

6,844

Staff Members



wuth.nhs.uk

Membership Update

- Continued production of quarterly newsletter distributed by email to members and available on the Trust website
- Recruitment continues to improve representation
- There are no proposed changes to the policy of the composition of the Council of Governors

Work To Date and Next Steps

- Governor Task and Finish Group to restart engagement
- Steps taken to ensure that membership is representative
- Staff – all staff are enrolled as members on appointment and may opt out if they choose
- Public – recruitment continues in underrepresented areas, and further work will be undertaken by the T&F Group above
- Governors to develop relationships across the patch as part of future system working
- There are no proposed changes to the policy of the composition of the Council of Governors

Non-Executive Director - Changes

- During 2023/24:
 - Sue Lorimer's tenure extended for 12 months from 30 June 2023
 - Steve Ryan's tenure extended for 3 years until 17 January 2027

Wirral Vascular Access Service

Dr Noshaba Naz, Mr R Chandrasekar

- **Noshaba Naz**
- Consultant Nephrologist
- Clinical service lead Nephrology
- Clinical Director Stroke, Palliative medicine and Acute Oncology
- **Mr R Chandrasekar**
- Consultant Vascular surgeon

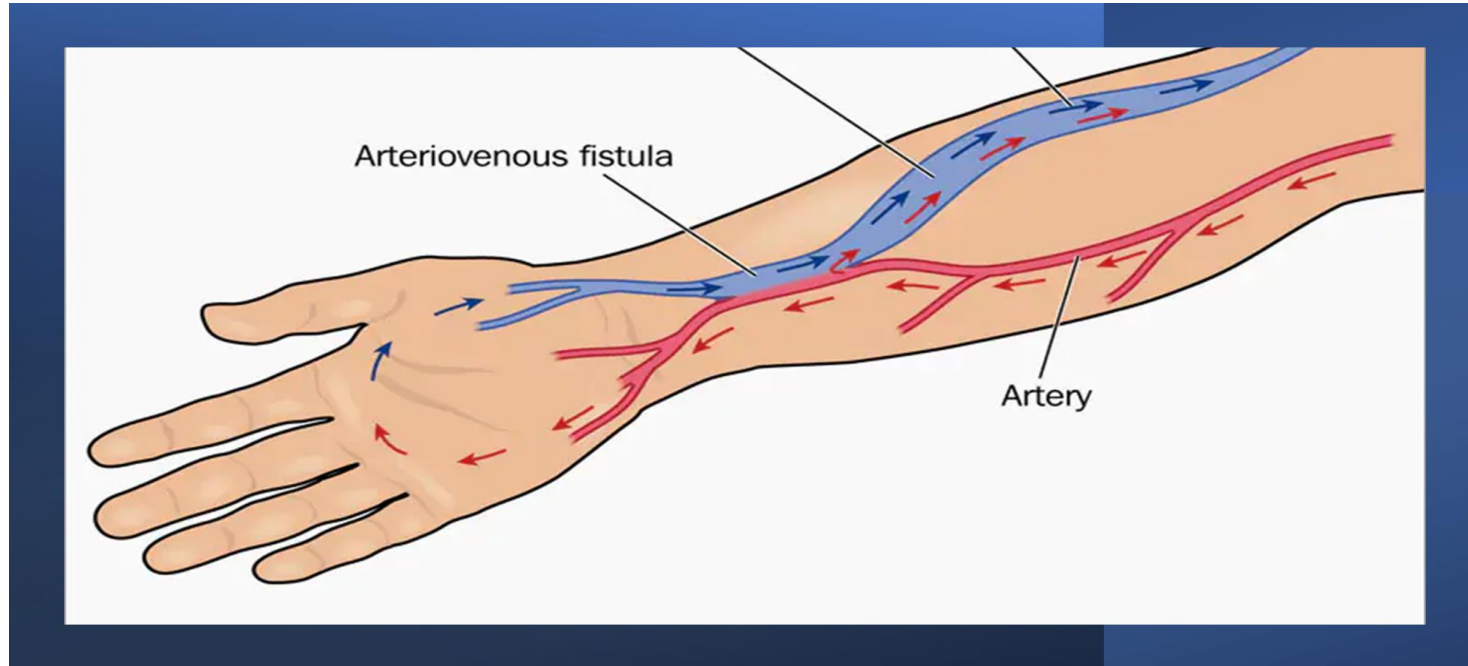
Kidneys help excrete waste/ toxic products and fluid from the body

Kidney failure leads to accumulation of above

Dialysis helps to remove fluid and toxins from the body

Blood is circulated through dialysis machine and clean blood is returned to patient.

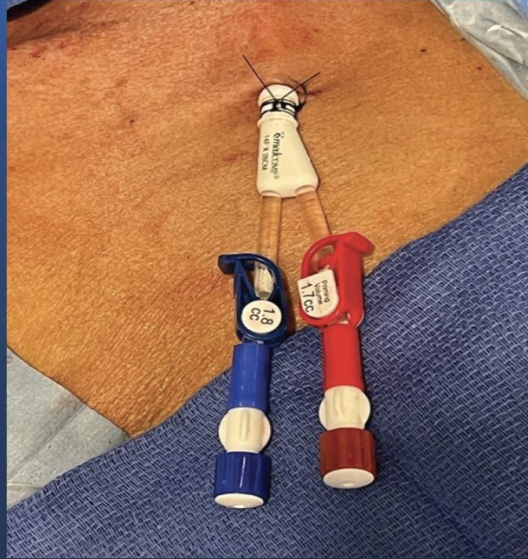
Ideal way to do this to have an arteriovenous fistula (AVF)



Arteriovenous Fistula



Tunelled Line



Vascular Access Team

- Nurse 1.5 WTE
- Bank staff (HD Nurses)
- Radiology colleagues(Doppler US)
- Lead Nephrologist
- Lead Vascular Surgeon

Challenges

- Lack of low clearance clinics
- Referral from CKD clinics hit and miss
- Prevalent AVF rate 40-50 %
- Incident rates 45 %
- Tunnelled/temp line around 50%
- Time from referral to AVF creation 12-18 weeks

Low clearance proforma

Team Education

RCA on every Tunelled line

E referral for AVF

Email inbox for vasc nurses

Referral from RRT education clinic.

Consultant clinic after RRT Education

One stop vascular clinics

Listing as per GFR

Surgical pool

Dedicated slots in vascular clinics

Increasing vascular access dedicated lists

Regular three monthly
meetings with vascular
surgeon

Nephrologist, vascular
access nurses, vascular
surgeon, renal matron
/ADN, RBM

Minutes

Late referral from clinics

Patient refusal for AVF

DNA for surgery /Clinics

Review in vascular clinic

Doppler scan

Review with scan in V A clinic

Pre-op

Listing with reviewing cons.

Variable list per surgeon

Lack of renal psychologist

In-patient reviews/listing

Ongoing education

Low clearance clinics

E- referral from renal clinics/RRT clinic

Dedicated vascular access slots in V clinic

1- one stop clinic : surgeon perform doppler in clinic and list/pre-op

Listing according to GFR

Surgical pool

Dedicated list for AVF creation

RCA for Line

Referral to
listing 4
weeks

Listing to AVF
4 weeks

Incident AVF
100%

Prevalent AVF
75-85%

Fluctuates
month by
month

Low clearance MDT

Dedicated AVF clinics

2 lists per week.

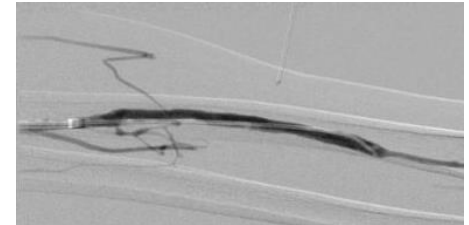
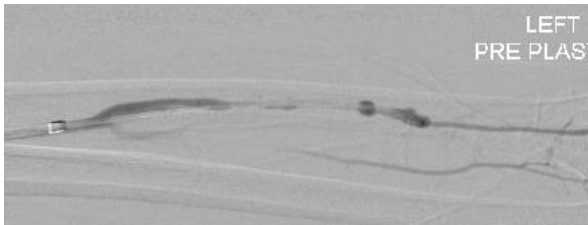
Renal psychologist





Surveillance **BEFORE** use of fistula

Regular ultrasound scans



Results - 2023

4 weeks after creation, **58**
fistulas were patent

23 patients had angioplasties – **40%**

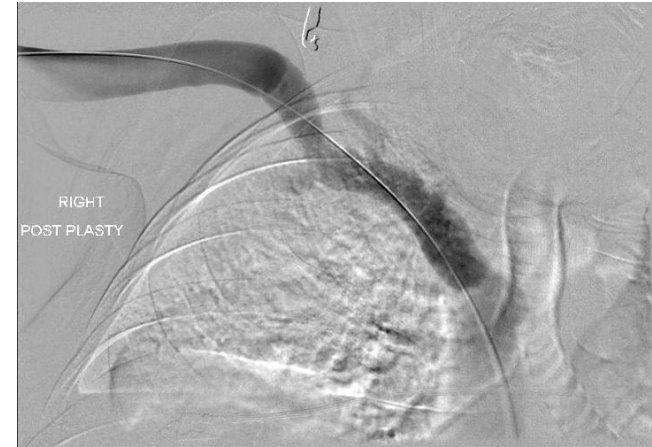
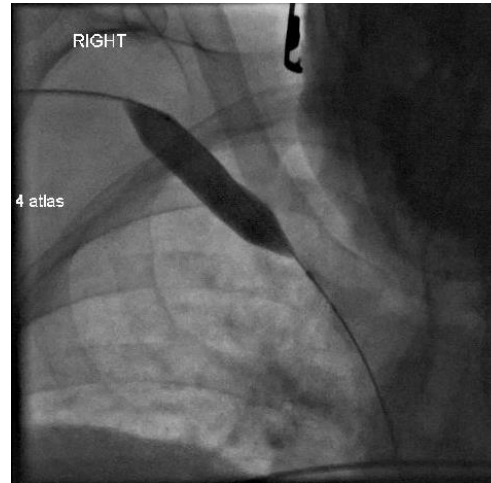
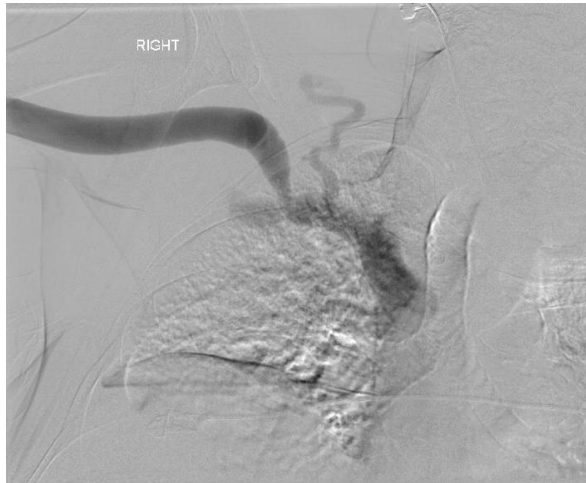
Of these **58** patients

Only **3** failed to mature – **5%**

Published literature – up to 40% fail to mature



Surveillance when fistula is **being used**



Results - 2023

81 patients on dialysis via fistula in 2023

65 fistuloplasties

Only 3 patients presented with
unexplained blockage of the fistula

2 successfully salvaged

Nearby units – about 40 patients present with
blockage of fistula





Patient Experience Strategy



Sam Westwell, Chief Nurse
Julie Roy, Deputy Chief Nurse

Strategic Framework

Our Enabling Strategies

Our 2021-2026 Strategy will be delivered through seven enabling strategies as shown.

This Patient Experience Strategy sets out our road map of improving patient experience.

Our Patient Experience Strategy has been separated out from Quality & Safety Strategy to ensure:

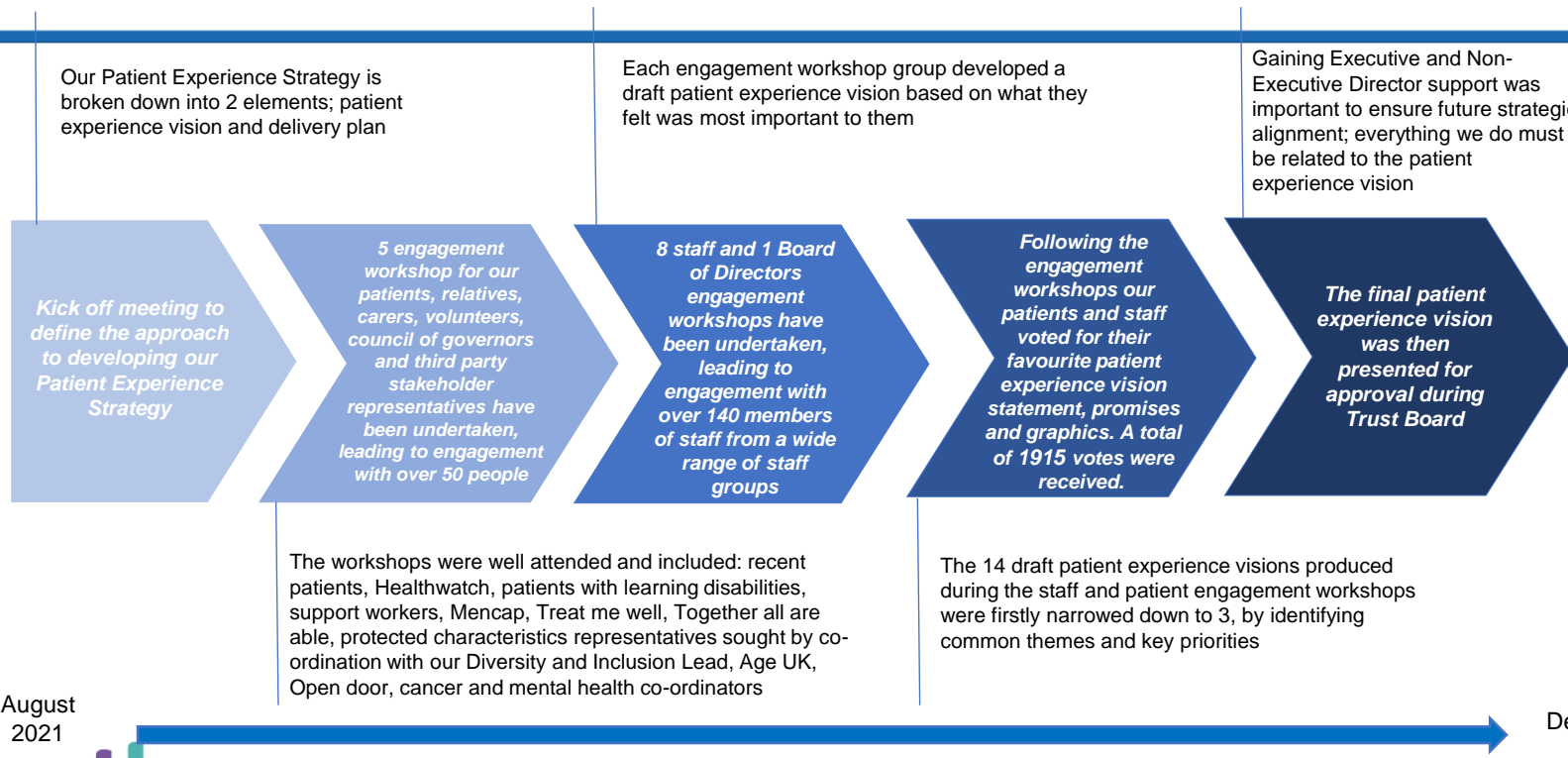
- We set out clear intentions
- It's easy for us to follow, embed and measure our success

Our Patient Safety plan will be taken forward early 2022.

The Patient Experience Strategy will be complemented and supported by the other enabling strategies, including Patient Safety and Estates Strategy.



Developing Our Patient Experience Vision





We care, we listen and we act

Staff Pledges: Welcome Promise



**Wirral University
Teaching Hospital**
NHS Foundation Trust



together
we will



@patientwuth
@PatientWuth
Patient Wuth

f t wuth.nhs.uk



Year One Highlights



Wirral University
Teaching Hospital
NHS Foundation Trust

- Promise group workshops:
 - Understand what the priorities are
 - Engagement
 - Co-production
 - Trust Commitment
- Establish group membership & Terms of reference
- Establish communication channels
- Implement task & finish groups
- Increase partnership working



wuth.nhs.uk

Patient Experience Strategy End of Year 2: Trust Wide

Objective	Status
Non digital communication Increased community interface to ensure Patient Experience Strategy (PES) messages are being received by the wider community and increase opportunities to be involved. This will ensure that the strategy is fully representative and inclusive of the population WUTH serves.	COMPLETED

22 Events



April 2023
Bamardo's workshop

May 2023
Deaf Club
Audiology Stand (APH)
MSDP stand (APH)

June 2023
Interactive workshop
Mencap Stand (APH)
Mencap Tea Party
ASDA (Woodchurch)

July 2023
Voice of the child workshop (APH)
Facebook live event

October 2023
PES Stand (APH)

Discharge checklist (DC) evaluation walkaround

November 2023
Mencap Stand (APH)

December 2023
Healthwatch Wirral Christmas Fayre

January 2024
DC evaluation walkaround

February 2024
Wayfinding event - W&C and ED
WMO Warm Hub

PES Stand (APH)

March 2024
Mencap Needle Phobia film showing
PES stand (CBH)
CBH wayfinding event
Weatherhead high school wayfinding event APH



Patient Experience Digital Priorities	Status
Develop and launch public facing Patient Experience Strategy webpages.	COMPLETED



Patient Experience Strategy web page has been created within the Trust website with the following features:

- Landing Page
- Promise Group Sections
- Patient Information and Orientation Films
- Patient surveys and how to get involved
- Access count and service user evaluation

Patient Experience Strategy



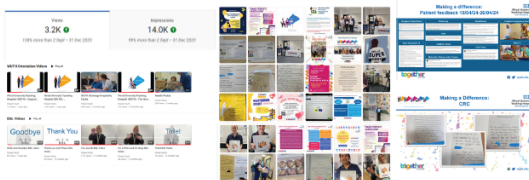
Patient Experience Strategy at WUTH

All three University Teaching Hospital (UTH) sites are committed to delivering exceptional patient experiences. Our Patient Experience Strategy, launched in 2021, was created through 2020, with a focus on improving the quality of care and services we provide by actively seeking feedback from our diverse community of patients, carers, volunteers, and staff. Click here to find out more about how the strategy works.



4.4k friends
1.1k followers
840 followers

3k views in 2024
3.2k views in 2024
142 followers



Patient Experience Vision Priorities	Status
Develop and Launch Patient Ward Information Folders	COMPLETED



Co-produced with Wards, patients, staff, and carers, the Ward Folders aim to empower patients and make their hospital stay as comfortable as possible, as well as contributing to patient flow.



The Ward Folders include information on how to provide feedback for the second phase of the folders. Details to be added for Phase 2 include:

- Reasonable Adjustments
- Hidden Disabilities
- Visitor Information




We have made the following steps to ensure that the information in the Ward Folders are accessible to all:

- Easy read formatting
- (Coming soon!) Digital flipbook version
- (Coming soon!) Translated into 5 languages based on hospital data:
 - Kurdish
 - Chinese (Simplified)
 - Romanian
 - Polish
 - Bengali



Patient Experience Strategy


End of Year 2: Welcome

Orientation – Hospital Signage	Status
Arrange wayfinding events 	COMPLETED
Floor Directory signs for lifts and stairwells 	COMPLETED
Signage updated (repurposed where possible) 	COMPLETED
Develop Estates and Facilities Tracker 	COMPLETED



Patient Experience Strategy

End of Year 2: Welcome

Orientation - Information Films	Status
SEAL Information Film 	COMPLETED
Endoscopy Information Film 	COMPLETED



Patient WUTH YouTube

3.5k 

views on orientation videos

WUTH Orientation Videos ▶ Play all



Scan the QR code to view our
Video Library



WUTH Videos
Empowering Knowledge for Your
Healthcare Journey



Being nice to treat
all with great respect

Patient Experience Strategy

End of Year 2: Care

Adult Inpatient discharge checklist	Status
Co-produce discharge checklist design and content with patients, carers, VCF groups and WUTH staff	COMPLETED
Checklist written into the discharge policy	COMPLETED
Evaluations through walkarounds with VCF groups and WUTH staff	COMPLETED



Leaving Hospital Checklist

Use this checklist to help you prepare for leaving hospital. This checklist is yours to keep. Please use this to record important information about preparing for leaving hospital. You can also use this to assist you with questions that help you to ask staff. It can also help you to share information with people who are important to you so they can help you prepare for discharge as well.

My discharge date is:
Expected Date:
Confirmed Date:

Hospital staff have said I am ready to be discharged ☒

What needs to happen, so that I can be discharged?

When I leave hospital I will be going to:
☐ My Home Address
☐ Respite Care
☐ Friends Address
☐ Family Address
☐ Short Term Placement
☐ Other

I will leave hospital by:
☐ Public Transport
☐ Ambulance
☐ Taxi
☐ Family Member
☐ Spouse / Partner
☐ Friend
☐ Driving Myself
☐ Other

**462
VOTES**

We collected the votes from:

- Online Survey
- Volunteers
- Social Media
- Patient Experience Hub
- Girl guides
- Arrowe Park Main Reception
- The Retreat
- Asda Woodchurch



Patient Experience Strategy

End of Year 2: Safe

Health Passports	Status
Passports task & finish group to be established	COMPLETED
Phase 1 Health & Carers passport awareness action plan	COMPLETED
Phase 2 passports to be identified	COMPLETED
Identify workstreams for Phase 2 passports	COMPLETED



Patient Experience Strategy

End of Year 2: Safe

Hello my name is...	Status
Naming pronouncing linked to eliminating racism #RaceEqualityMatters	COMPLETED
Naming phonetics created for staff email signatures	COMPLETED
Awareness campaign launched with Vlogs	COMPLETED



#hello my name is...
Lucy Hartman
Pronounced: (Loo-See)
Pronouns: She/Her
Project Support Officer
External number: 0151 604 7367
Internal extension: 8019



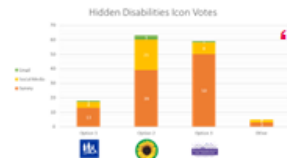
Feeling safe and having
fun in the staff

Patient Experience Strategy End of Year 2: Supported

Hidden Disabilities	Status
Accessible Toilet Provision Audit	COMPLETED
Task and finish group to be established to address improvements for hidden disabilities	COMPLETED
Create symbol/icon for hidden disabilities	COMPLETED

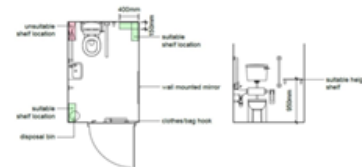


Not all disabilities or impairments are visible



An audit of 95 toilets in APH & CBH assessed accessibility, focusing on:

- Shelves
- Sanitary surfaces
- Bins
- Mirrors
- Accessible toilet signs



Findings reveal 78% lacked shelves crucial for medical supplies, only one suitable mirror among 78%, and 23 mirrors at unsuitable heights. While 86% had accessible toilet signs, discussion emphasised the need to address hidden disabilities. Most toilets met standards for lighting, cleanliness, and alarm cords, but some cords were positioned too high for individuals with physical disabilities.




“Fantastic campaign!”

**“Well done to all involved in this.
It’s a great piece of work
that is long overdue in the Trust!”**



Patient Experience Strategy

End of Year 2: Supported

Supported - Information Films	Status
Home Haemodialysis 	COMPLETED
Discharge Hospitality Centre 	COMPLETED
PIFU 	COMPLETED



Patient WUTH YouTube
3.5k 
views on orientation videos



Patient Experience Strategy

End of Year 2: Inclusive

Deaf Awareness	Status
Deaf & Hearing impairment awareness task and finish group to	COMPLETED
Deaf & Hearing impairment improvement action plan	COMPLETED

Gender Inclusion	Status
Trans/Non-binary awareness task and finish group to be established	COMPLETED
Gender Inclusion improvement action plan	COMPLETED

The task and finish group has now closed, with a steering group taking its place.

Actions by the task and finish group:

- Policy wording changes to be gender inclusive
- Trust is implementing a new learning management system
- Pronouns to be added to Cerner
- Call screens have removed the patient's titles when being called for their appointment



Listening to me and respecting me as an individual

Patient Experience Strategic Priorities 24/25

Strategic Priorities		Progress with Strategic Plans and Priorities (Measurable KPIs and Trajectories)	KPI of Delivery RAG rating	Evidence of Outcome- business case, performance improvement etc.
Patient Experience Vision Priorities				
1	Evaluation of Phase one of the Adult Inpatient Hospital Patient Information Ward Folders			
2	Phase two update of Adult Inpatient Hospital Patient Information Ward Folders			
3	Design Ward folders for Women's and Childrens division			
4	Wider promotion of Patient Information / Orientation films			
5	Expansion & Promotion of accessibility options for promise group workstreams outputs to ensure Trust is compliant with the EDI agenda			
6	Continuation of non-digital communication to engage with wider community, including areas focused on health inequalities			
7	Increase Trust staff awareness and engagement opportunities by delivery of divisional roadshows			
8	Explore the development of communication cards / books to support patients who may require reasonable adjustments to aid communication and improve experience			
9	Promote the Patient experience web page as a resource			
10	Hold year 3 strategy event to measure success and plan next steps			
11	(23/24) Integrate Promise statements into level 4 WISE accreditation process			

Promise Group Workstreams 2024/25

We care, we listen and we act

Patient Experience Strategy Workstreams 24/25



How you can get involved

- Become a part of our Promise Group Membership
- Take part in our Engagement Surveys
- Join our Patient / Carer Voice Panel
- Share your feedback / engage with us
- Tell us your experience in our Patient Stories
- Take a Staff Pledge
- Attend an event / workshop
- Follow us on social media



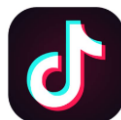
Email us:
wuth.corporatenursing@nhs.net



Call us:
0151 604 7004



WhatsApp or Text us on:
07776623547

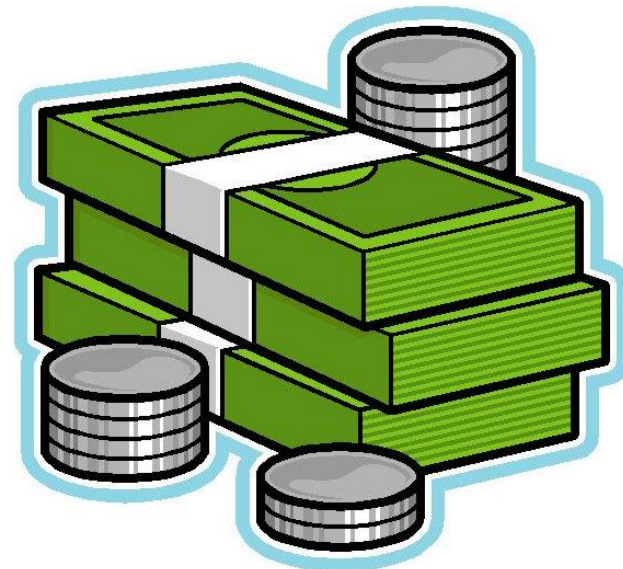


2023/24 Annual Accounts

Mark Chidgey, Chief Finance Officer

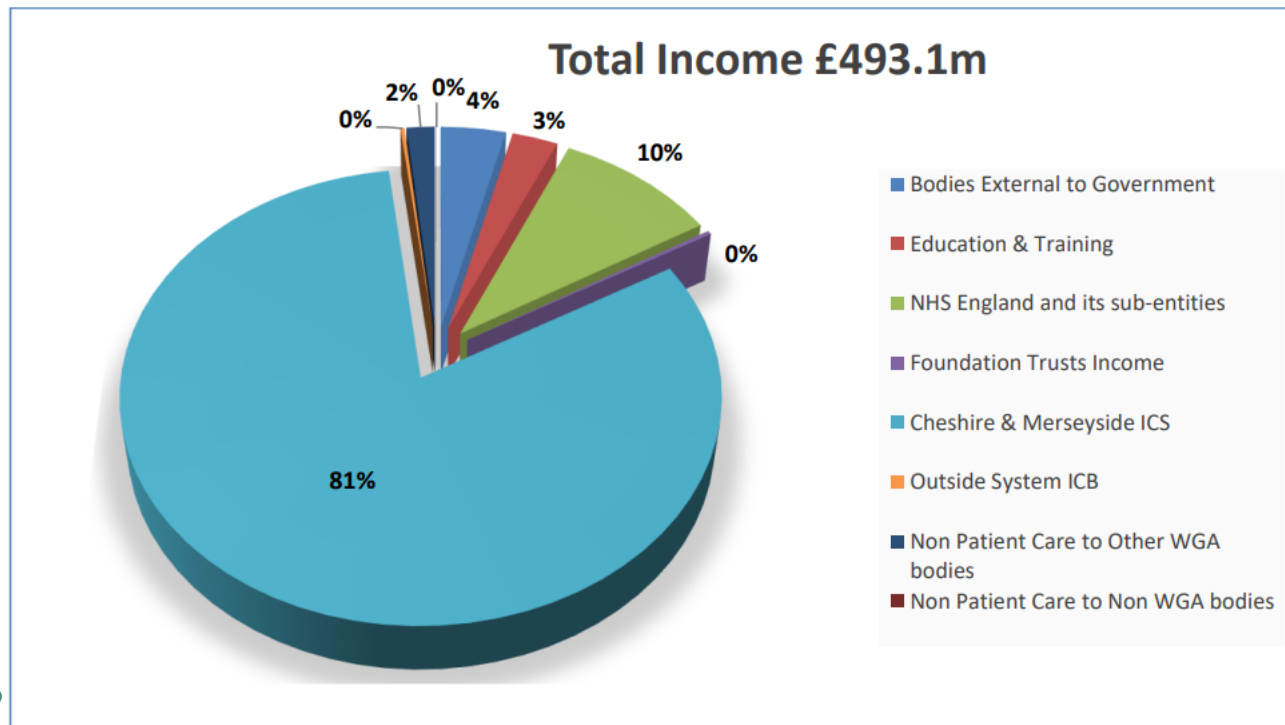
Financial Headlines: 2023/24 in numbers

- **£10.5m** cash balances at the end of the year.
- Capital Investment of **£30.9m** in our Estate, Infrastructure and Critical Equipment.
- The Trust planned for an operating deficit of **£18.9m**. This was delivered, except for £4.8m of unfunded expenditure relating to Industrial Action.
- Actual operating position was a deficit of **£34.5m** (this includes the impact of impairments).



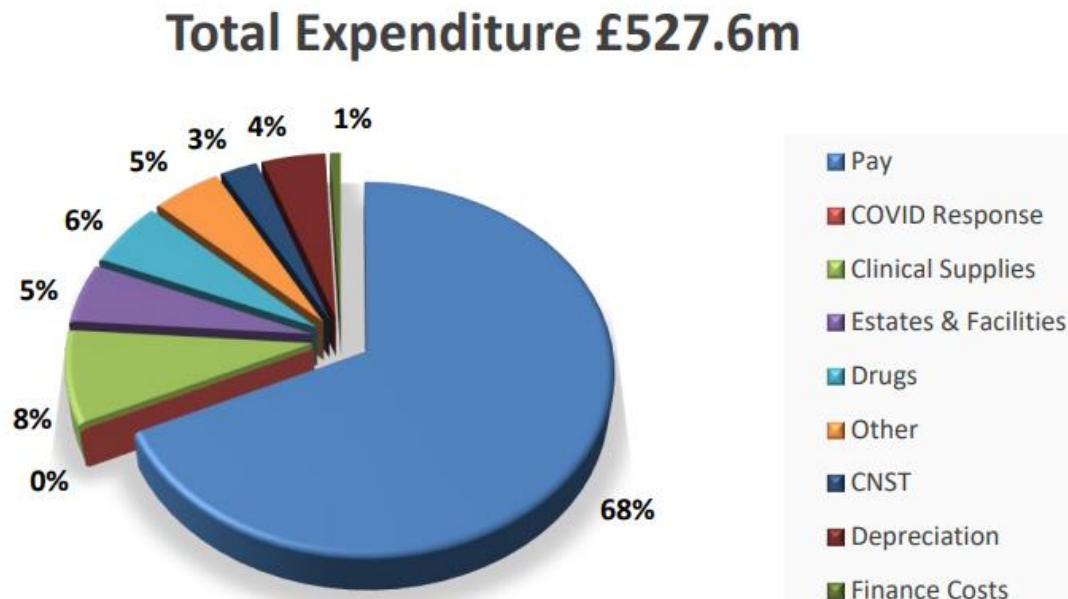
Total Income - £493.1m

81% of Trust
income is
from C&M
ICB



Total Expenditure - £527.6m

68% of Trust
expenditure
is pay



Forward look to 2024/25...

Finance Regime 2024/25

- Cost improvement target of **5%** of operating costs (**£28.8m**)
- Planned productivity increase **7.2%**
- Planned deficit of **£16.3m**
- Finance review of highest risk systems includes C&M ICS

Capital Programme 2024/25

- **Three-year capital programme approved**
- **£18.8m** programme to enhance patient environment and replace critical equipment. Including:
 - £6.0m UECUP
 - £6.9m Estates infrastructure improvement
 - £3.5m Operational delivery (inc Medical equipment)
 - £0.8m Investment in Information Technology
 - £1.6m other

Wirral University Teaching Hospital NHS Foundation Trust

Annual Members' Meeting
7 October 2024

Summary of Auditor's Annual Report 2023/24

Chris Brown, Partner, Azets



Code of Audit Practice



- Annual report and accounts
- Public interest reporting
- Value for money commentary

Summary of audit opinions and findings

	Findings
Annual report and accounts	<ul style="list-style-type: none">• Audit Findings Report issued to Audit and Risk Committee on 14 June 2024• Unqualified audit opinion• Assurance on all significant audit risks• Trust prepared high quality draft accounts and working papers by deadline
Public interest reporting	<ul style="list-style-type: none">• No report necessary.

Value for money commentary

VFM area	Key areas of audit focus	Findings
Financial sustainability	<ul style="list-style-type: none">• Underlying deficit of £40m• Deficit budget set £19m• £26m Cost Improvement Programme	<ul style="list-style-type: none">• Adjusted operating deficit £24m• CIP achieved in full, £25m recurring• WAVE implemented• Organisation-wide cost improvement culture• 2024/25 deficit budget £16m, CIP £29m• No significant weaknesses in controls
Governance	None	<ul style="list-style-type: none">• No significant weaknesses identified• Substantial assurance overall from internal audit• Corporate Governance manual revised• Segment 3 of NHS Oversight Framework
Improving economy, efficiency and effectiveness	Outsourced payroll service	<ul style="list-style-type: none">• No significant weaknesses identified• New payroll service from 1 April 2024• Substantial assurance from internal audit• Cheshire and Merseyside ICB strategy and joint provider plan



We are an accounting, tax, audit, advisory and business services group that delivers a personal experience both digitally and at your door.

Accounting | Tax | Audit | Advisory | Technology

hello@azets.co.uk

Follow us [!\[\]\(78c82efbec6efaad22ce8ff4573f433a_img.jpg\)](#) [!\[\]\(4e4356926ed6fd54d2c62eeea5f8389b_img.jpg\)](#) [!\[\]\(ac14fb3937e31cd12321d28dd5dc9cbd_img.jpg\)](#) [!\[\]\(ce05c27f7a7e9ac0f165148ad76cf89b_img.jpg\)](#) [!\[\]\(3c178e0d970469bfd5a410c05e9d9c44_img.jpg\)](#)

Questions from the Public