NHS
Wirral University Teaching Hospital
NHS Foundation Trust

Annual Members' Meeting

Wednesday 11 November 2026

Agenda

1. Welcome	Steve Igoe, Chair
2. Review of the Year 2025/26	Matthew Swanborough, Chief Strategy Officer
3. 2025/26 Annual Accounts	Mark Chidgey, Chief Finance Officer
4. 2025/26 Auditor's Report	Chris Brown, Azets
5. Council of Governor's Report	Tony Cragg, Lead Governor
6. Joint Strategy	Matthew Swanborough, Chief Strategy Officer
7. Questions	Steve Igoe, Chair

Wirral University Teaching Hospital
NHS Foundation Trust

Welcome

Steve Igoe, Chair

Wirral University Teaching Hospital
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Review of the Year 2025/26

Matthew Swanborough, Chief Strategy Officer

2021 – 2026 Strategy

Wirral University Teaching Hospital
NHS Foundation Trust

Trust Strategy

- Developed 2021-2026 Trust Strategy and launched in January 2021
- Considers local, regional and national NHS and healthcare priorities, examined population health
- Encompassed 6 key Strategic Objectives



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Highlights of Delivery of Strategic Priorities for 2025/26

Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital NHS Foundation Trust



- In the CQC report published in October 2025 Medical Care was rated as ‘Good’ by inspectors in the ‘Effective’, ‘Caring’ and ‘Well-led’ domains.
- The Wirral Integrated Respiratory Service and Wirral Ways won the Association of Respiratory Nurses award for Excellence in Respiratory Care in June 2025
- JAG (joint advisory group) re-accreditation for Endoscopy following an inspection in October 2025.
- Reduced length of stay for patients with Fracture Neck of Femur; 3.3 days less than Cheshire & Merseyside average
- Delivery of patient access standards ensuring equality of access – RTT waiting times, Cancer and diagnostic (DM01) standards
- Delivered a Therapies deconditioning Prevention Campaign to support length of stay (LOS) reduction
- Popeye our therapy dog is out and about visiting wards





Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital NHS Foundation Trust

COMPASSIONATE WORKFORCE

- Continue to grow our consultant workforce with new consultant appointments across divisions
- Successful recruitment of wider clinical workforce across the trust. We welcomed a new nurse lead for diabetes and appointment to a number of Advanced Clinical Practitioner posts
- Significant work undertaken to reduce reliance on temporary staffing across the trust with significant work undertaken across the Emergency Department in particular
- Increased number of Freedom to Speak Up (FTSU) champions appointed across divisions
- Within Women's and Childrens (W&C) Division an OD leadership programme commenced with senior leaders supported to join the apprenticeship Masters of Science (MSc) programme
- Established Divisional Staff engagement sessions – Connect & Converse encouraging further staff engagement





Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital
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- Significant improvement in Ambulance handover performance since opening of new Ambulance Arrival Zone (AAZ)
- Progress tracker test of change has led to improvement in non admitted 4-hour performance
- Advancing stroke research and outcomes through participation in nationally significant research and quality improvement programmes, increasing thrombolysis and thrombectomy rates, with findings presented nationally in 2025.
- WUTH renal team were part of a regional collaborative that won a HSJ Award for Best Use of Integrated Care and Partnership Working in September 2025
- Developed the Wirral Urology Investigations Unit (WUIU), securing additional funding from Cancer Alliance to enable on-site ultrasound scanning
- Abdominal wall fellow accreditation. Only centre in UK to offer Robotic abdominal wall fellowship
- Gynaecology launched new Endometrial cancer pathway with positive early responses and strong improvement of 28-day faster diagnosis standard (FDS)
- Significant capital investment in our services to maintain and sustain excellent clinical care, examples include, Aseptic's, Mobile and static MRI scanners





Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital
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OUR PARTNERS

- Significant improvements in ambulance handovers working in partnership with NWAS and WCHC colleagues
- Active engagement in clinical networks and joint working with the Cancer Alliance to improve clinical pathways
- Delivered mutual aid to neighbouring trusts and Wales in Orthopaedics, Urology, and General Surgery
- Partnered with the Cheshire & Merseyside Theatre Productivity Improvement Group increasing theatre utilisation and throughput
- Collaborated with Community Trust to deliver paediatric dental lists, adapted adult environment, upskilled nurses enhancing patient experience and ensuring efficient service delivery
- Aligned to national agenda of “hospital to community” relocated Physiotherapy and Occupational Therapy into St Catherines Health Centre, Birkenhead


NHS
Important Patient Notice
Physiotherapy and Occupational Therapy are moving!
From Monday 2nd June 2025, our new address will be:
Musculoskeletal Department
Wing 1, Lower Ground Floor
St Catherine's Health Centre
Derby Road
Birkenhead CH42 0LQ
St Catherine's Health Centre - Site Map
If you have any concerns, ask the clinical or administration team who will be happy to help.
Better Together



Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital
NHS Foundation Trust



- Continue to expand our patient portal offer to reduce the need for paper correspondence to patients who opt out for paper forms of communication
- Enhanced use of digital Apps with the Trusts use of “My Mobility App” nominated for HSJ award.
- Extended the use of virtual wards across clinical divisions, improving care through remote monitoring and digital solutions
- Enhanced training and support for staff and leaders, improving their capability to analyse data and report insights
- Training for all budget holders of the Trusts financial system (NEP Reach) to track and monitor spend
- HSJ Shortlisted finalists for Improvement in Medicines Management and Pharmacy through Digital processes





Highlights of Delivery Across 2025/26

Wirral University Teaching Hospital
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INFRASTRUCTURE

- £3.1m invested to reduce critical infrastructure backlog improving safety across the trust sites.
- Capital investment used to refurbish the Sterile Services Department (SSD) - phase 1
- Neonatal Intensive Treatment Unit (ITU) project completed in December 2025, delivering a new family-centred environment for babies with the most complex care needs.
- Refurbishment of MacMillan Hub through Charitable funds
- Successful, upgrade and replacement of ventilation system within Critical Care
- Delivered sustainability initiatives supporting the Trust's net zero ambitions, including solar power, energy-efficient lighting, improved monitoring of utility use, and programmes to reduce energy and water consumption







switch it off

Wirral University Teaching Hospital
NHS Foundation Trust

Annual Accounts and Finance Report 2025/26



Mark Chidgey
Chief Finance Officer

Summary

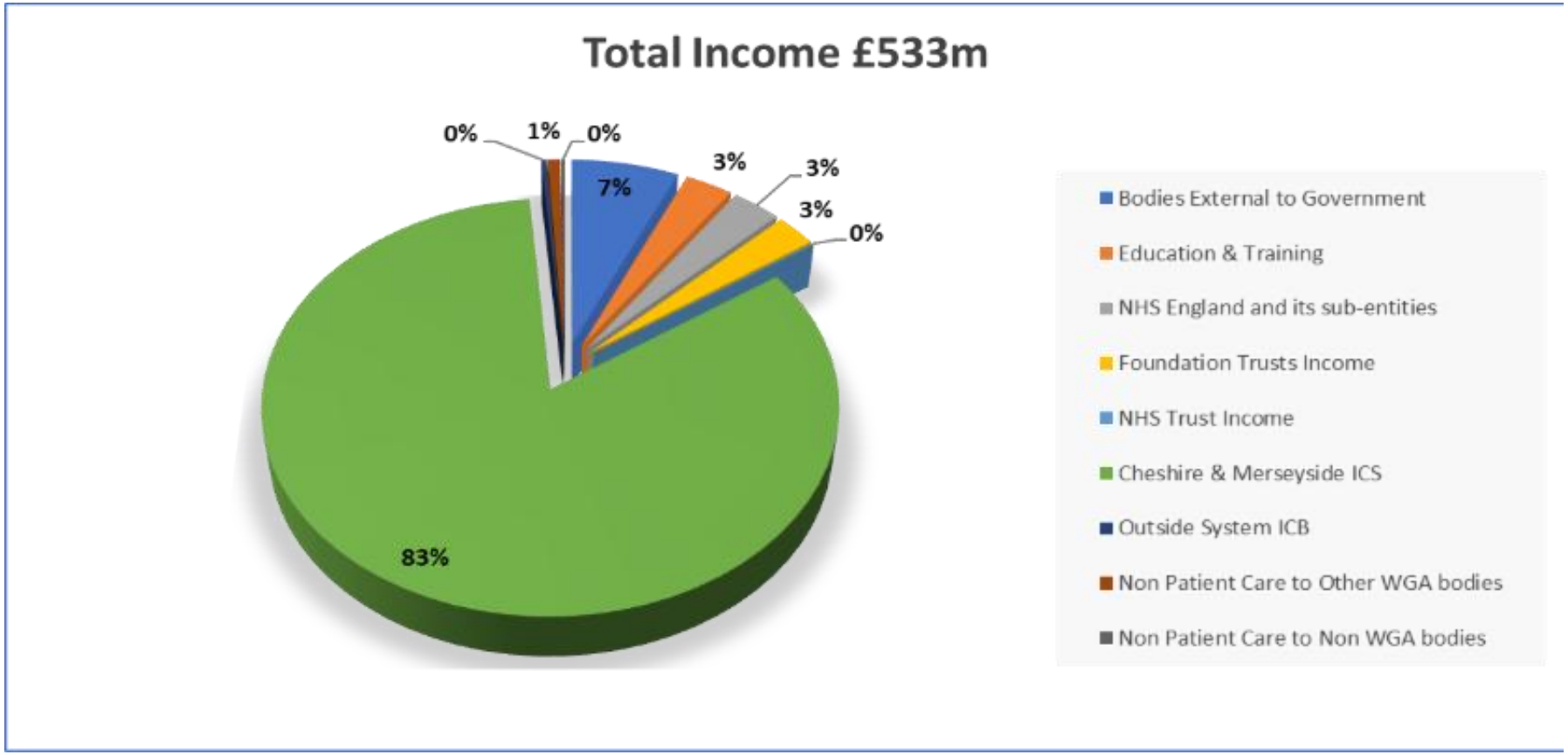
Wirral University Teaching Hospital NHS Foundation Trust

- **£2.7m** cash balance at the end of the year.
- Capital Investment of **£25.8m** in our Estate, Infrastructure and Critical Equipment.
- Adjusted financial performance as per accounts was a deficit of **£53.2m** (this includes the impact of impairments).
- Adjusted financial performance excluding non-recurrent deficit support of **£49.5m.**
- The underlying position improved by 2% of turnover from **£50.3m** (deficit) to **£40.8m** (deficit).

Where does our funding come from?

Wirral University Teaching Hospital
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Received £533m within the year – 83% from C&M ICB

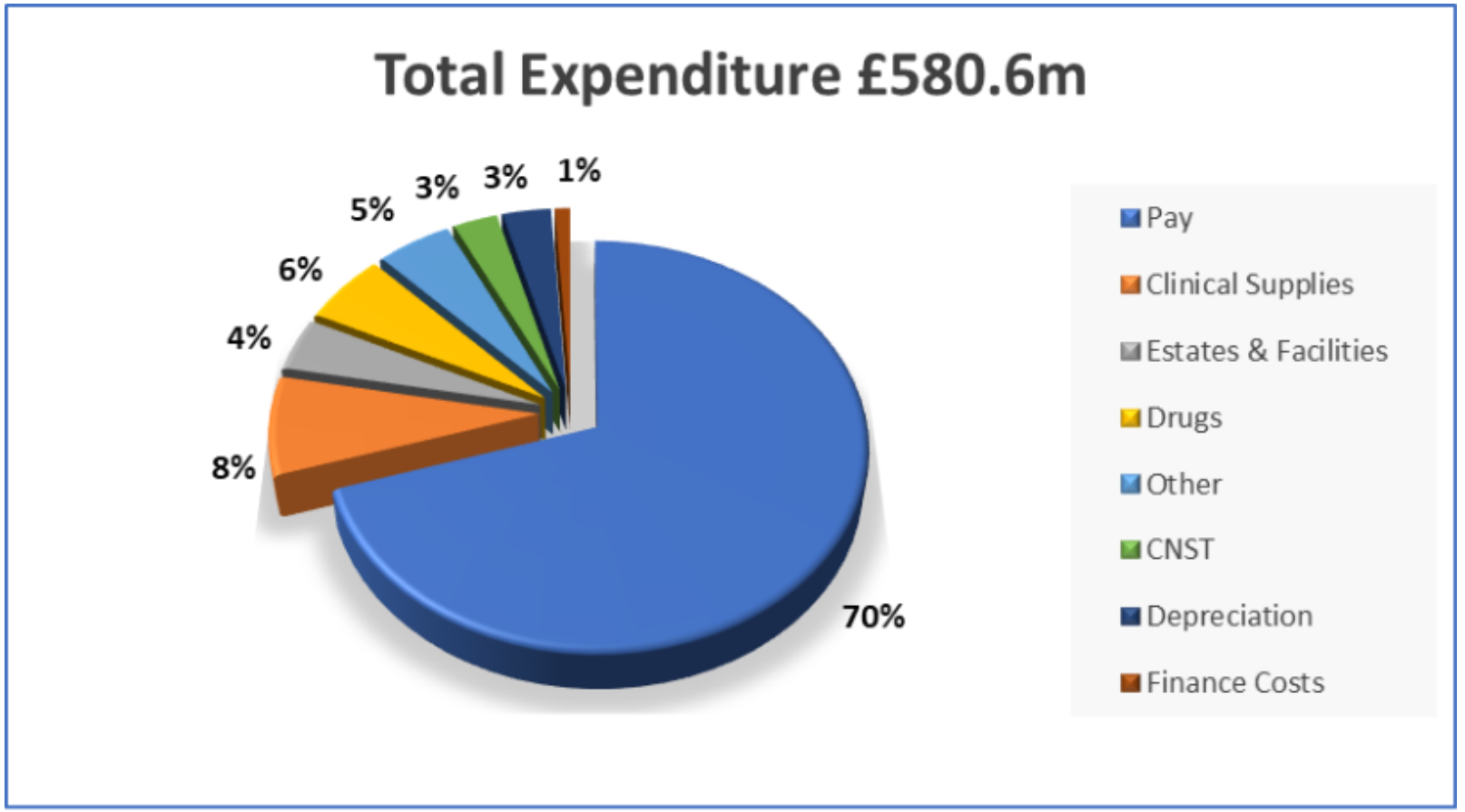


How do we spend our funding?

Wirral University Teaching Hospital
NHS Foundation Trust

Spent £581m in the delivery of our services to our populations –

70% of which is pay



Capital

Wirral University Teaching Hospital NHS Foundation Trust

Capital spend of £25.8m on:

- **£15.4m** – **Trust estate** including **UECUP** (Urgent and Emergency Care Upgrade Programme) and Charitably funded schemes.

- **£9.5m** - **Operational**, including **medical equipment.**

- **£0.9m** – **Digital**, including **cyber resilience.**

Our financial future

Wirral University Teaching Hospital
NHS Foundation Trust

- Focusing on **delivering the benefits** of integration with Wirral Community Health and Care NHS Trust.
- Continue **improvements** in the underlying position towards breakeven by 2028/29.
- 2026/27 plan includes agreed **6% CIP (£30.7m)** and an approved deficit of **£21.3m**.
- Continuing to strengthen the **cash position** by continuing to deliver the approved improvement plan.
- Maximising access to **capital** where national constraints will continue.

Wirral University Teaching Hospital NHS Foundation Trust



Annual Members' Meeting

11 November 2026

Summary of Auditor's Annual Report 2025/26

Chris Brown, Partner, Azets

AZETS

Auditor’s responsibilities



Code of Audit Practice

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

Annual report and accounts

Findings
• Audit Findings Report issued to Audit and Risk Committee on 11 June 2026 • Unqualified audit opinion • Trust prepared high-quality draft accounts and working papers by deadline • Accounts submitted to NHS England by deadline of 30 June 2026
• No Public Interest Report issued

Value for money

Reporting criteria	Final – significant weakness identified?	Recommendations made	
		Key	Other
Financial sustainability How the body plans and manages its resources to ensure it can continue to deliver its services	No	No	No
Governance How the body ensures it makes informed decisions and properly manages risk	No	No	No
Improving economy, efficiency and effectiveness How the body uses information about its costs and performance to improve the way it manages and delivers its services	No	No	No



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Council of Governor's Report

Tony Cragg, Lead Governor

Statutory Role of the Governor

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- 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

Governor Activity

Wirral University Teaching Hospital NHS Foundation Trust

- Attendance at Council of Governors meetings, which now meet “in common” with WCHC Council of Governor meetings. This means the meetings take place at the same time and place and are a key part of working together.
- Attending the Joint Public Board of Directors and Committees to observe how the Non-Executive Directors discharge their own roles
- Attendance at the Lead Governor meetings with NHS England across Cheshire and Merseyside
- Attendance at the Patient-Led Assessments of the Care Environment (PLACE) across Arrowe Park Hospital and Clatterbridge Hospital

Governor Activity

Wirral University Teaching Hospital NHS Foundation Trust

- Participating in walkabouts across both Trusts with the Board of Directors
- Joint development sessions with Wirral Community Health and Care NHS FT Governors to further enhance working together across our organisations
- Undertaken an effectiveness review and the Council of Governors confirms that it is properly comprised with the appropriate skills and has met enough times to conduct its business

Governors - Changes

Wirral University Teaching Hospital NHS Foundation Trust

Governor	Constituency
Elected	
Sara Finlayson	Public – Heswall, Pensby & Thingwall
Samantha Woodhouse	Public – Neston & Burton
Outgoing	
Gary Bennett	Appointed – Local Authority
Sue Powell-Wilde	Appointed – Local Authority
Sheila Hillhouse	Public – New Brighton & Wallasey
Neil Wright	Public – Bromborough & Eastham
Keith Johns	Public – Neston & Burton
Robert Thompson	Public – Heswall, Pensby & Thingwall

Governors - Changes

Wirral University Teaching Hospital NHS Foundation Trust

Constituency vacancies

Constituency
Public – Birkenhead, Rock Ferry, & Tranmere
Public – Bidston & Claughton
Appointed – University of Liverpool
Appointed – Wirral Third Sector Assembly
Appointed – Local Authority
Appointed – Local Authority

Membership Summary 2025/26

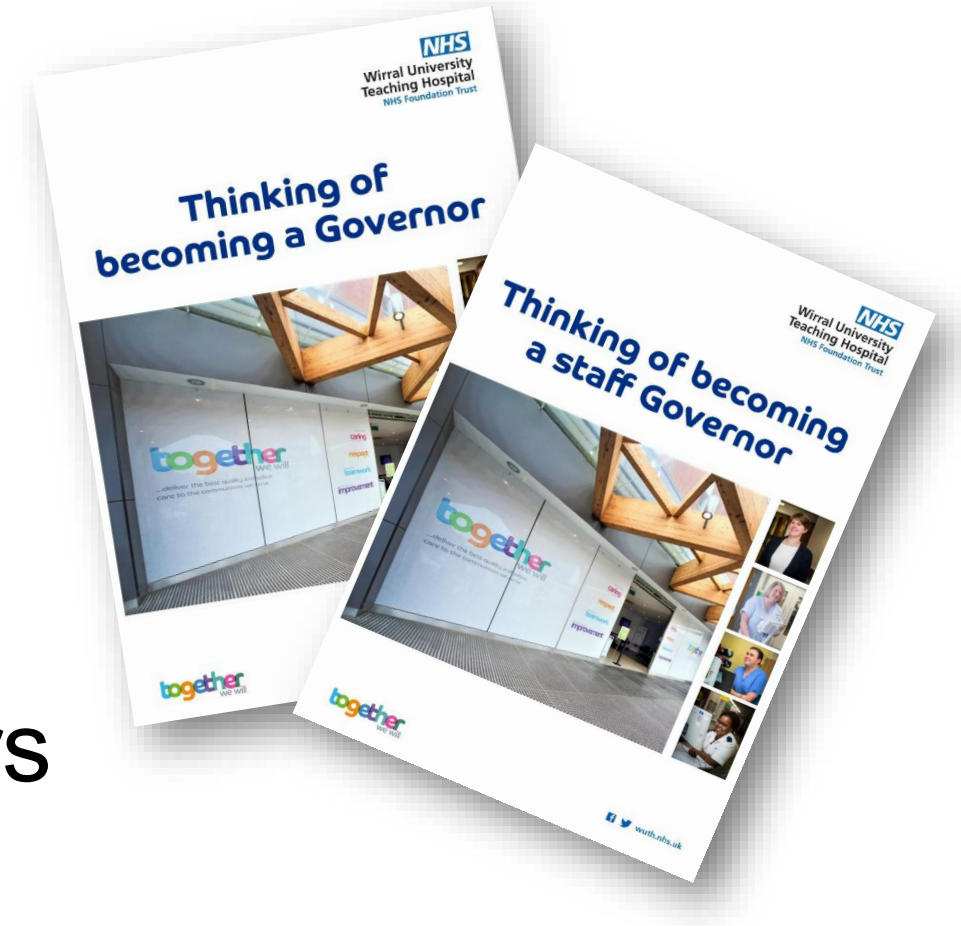
Wirral University Teaching Hospital
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7,760

Public Members

6,997

Staff Members



Membership Update

Wirral University Teaching Hospital NHS Foundation Trust

- Implemented a new joint Members' Newsletter, features news from WUTH and WCHC, which is distributed by email to members and available on both Trust websites

- 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

Wirral University Teaching Hospital
NHS Foundation Trust

- Governors have developed relationships across Cheshire and Merseyside as part of future system working

- Lead Governors are involved in the discussions relating to the Health Bill

Non-Executive Directors – Changes

Wirral University Teaching Hospital NHS Foundation Trust

- During 2025/26:
  - Chris Clarkson stood down in June 2025;
  - Meredydd David was appointed to the Board as Joint NED in July 2025;
  - Haris Sultan was appointed to the Board as Joint NED in July 2025;
  - Chris Bentley was appointed to the Board as Joint NED in August 2025;
  - Sir David Henshaw stood down in October 2025;
  - Sue Lorimer stood down in November 2025;
  - Steve Igoe appointed Joint Chair in November 2025; and
  - Lisa Greenhalgh appointed to the Board as Joint NED in January 2026

NHS
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Joint Strategy

Matthew Swanborough, Chief Strategy Officer

Joint Strategy

Wirral University Teaching Hospital
NHS Foundation Trust

- Joint Strategy developed throughout 2025/26 and published in April 2026 by Wirral University Teaching Hospital NHS Foundation Trust (WUTH) and Wirral Community Health and Care NHS Foundation (WCHC) Trust
- Sets the shared strategic direction as both organisations come together as one trust
- Shaped through extensive engagement with patients, staff, partners and communities
- Aligned to national NHS priorities and the 10 Year Health Plan: hospital to community, analogue to digital, and sickness to prevention
- Reflects NHS Cheshire and Merseyside's 5-Year Clinical and Strategic Commissioning Plan 2026-31, including the Population Health Improvement Plan 2026-31 and All Together Fairer 2024-29, with a focus on outcomes, quality and sustainability
- Locally aligned to the Wirral Health and Wellbeing Strategy 2022-2027 and Wirral Provider Alliance priorities, supporting improved health outcomes, reduced inequalities, stronger partnership working, and action on the wider determinants of health



Engagement

Wirral University Teaching Hospital
NHS Foundation Trust

- It was important the build of our Joint strategy was deeply routed in collaboration and engagement with all our staff, partners and service users through conversations and focus groups
- A total of **82 Joint Strategy Conversations** were held
- **21 Focus Groups** completed - these sessions involved a wide range of clinical, professional, leadership, and partner representatives
- Our **focus groups** included strong public representation, with a dedicated session held with the Council of Governors, Healthwatch, Your Voice from WCHC, and a WUTH Patient and Carer Engagement Panel
- In total, **400+ participants** took part providing rich qualitative and quantitative insight.













Vision & Values

Wirral University Teaching Hospital
NHS Foundation Trust

Vision

- Both WUTH and WCHC had established visions that reflect a strong commitment to high-quality, compassionate care and improving outcomes for the populations they serve

- As part of Joint Strategy development, these existing visions have been reviewed alongside engagement feedback, research and benchmarking creating our new joint strategic vision: **“Together we will create healthier lives and stronger communities”**



Values

- WUTH and WCHC each have strong well-established values

- These values will remain in place and provide a shared foundation as we progress towards becoming a single organisation



- As part of the next phase of integration, we will develop a **new shared set of values** through a dedicated engagement programme

- This will ensure the values of the future organisation are co-created and authentic

Strategic Objectives

Wirral University Teaching Hospital
NHS Foundation Trust



We will create the conditions for outstanding care and performance



We will nurture an inclusive, compassionate culture where people thrive



We will make improvement and innovation part of how we work



We will drive health equity and support healthier lives



We will work as one system and one organisation



We will develop a secure, connected digital ecosystem fit for the future

Roadmap for delivery

Our roadmap shows how we will move from strategy launch through to delivery. Year 1 will focus on building the foundations – developing our detailed clinical and enabling strategies – with subsequent years focused on integration, scaling, and long-term transformation.



Questions

Steve Igoe, Chair