

Walsall Healthcare NHS Trust Annual General Meeting

**Sir David Nicholson KCB CBE,
Chair**

Working in partnership

The Royal Wolverhampton NHS Trust
Walsall Healthcare NHS Trust



**Care Colleagues
Collaboration Communities**

- Welcome
- Apologies received
- Declarations of interest
- Minutes of the previous Annual General Meeting held on 28 September 2022
- Matters arising from the Minutes of the Annual General Meeting held on 28 September 2022

Professor David Loughton CBE, Group Chief Executive

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Welcome: another extraordinary year in the NHS

Key successes 2022/23:

- Opening of the new Urgent and Emergency Care Centre
- Robot arm-assisted hip and knee replacement surgery started
- Hundreds of patients supported through Virtual Wards
- One-stop head and neck imaging service introduced
- Legacy Mentor scheme to encourage staff retention and use skills of established workforce



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Welcome: another extraordinary year in the NHS

Key challenges 2022/23:

- Major changes to the NHS landscape with the establishment of Integrated Care Systems (ICSs) and Integrated Care Boards (ICBs) on 1 July
- Workforce – recruitment and retention – remains an area of focus, as does staff morale set against cost-of-living crisis
- Money – financial constraints within the system began to bite this year
- Continued backlog in elective services – after-effects of the pandemic still being felt
- Growing demand on urgent and emergency care services – pressure to continually improve patient flow and create capacity

Our new joint strategy

- Our vision:
“To deliver exceptional care together to improve the health and wellbeing of our communities”
- Our new five-year strategy centres around the four Cs
- Walsall Healthcare’s values, chosen by staff, remain as Respect, Compassion, Teamwork and Professionalism

Our new joint strategy

Excel in the delivery of Care

We will deliver exceptional care by putting patients at the heart of everything we do, embedding a culture of learning and continuous improvement.

- We will embed a culture of learning and continuous improvement at all levels of the organisation
- We will prioritise the treatment of cancer patients, focused on improving the outcomes of those diagnosed with the disease
- We will deliver safe and responsive urgent and emergency care in the community and in hospital
- We will deliver the priorities within the National Elective Care Strategy
- We will deliver financial sustainability by focusing investment on the areas that will have the biggest impact on our communities and populations

Support our Colleagues

We will be inclusive employers of choice in the Black Country that attract, engage and retain the best colleagues reflecting the diversity of our populations.

- Be in the top quartile for vacancy levels across the organisations, recruiting and retaining staff
- Deliver year on year improvements in the percentage of staff who consider the organisation has taken positive action on their health and wellbeing
- Improve overall staff engagement, addressing identified areas for improvement where groups are less well engaged
- Deliver year on year improvement in Workforce Equality Standard performance



Improve the health of our Communities

We will positively contribute to the health and wellbeing of the communities we serve.

- Develop a strategy to understand and deliver action on health inequalities
- Achieve an agreed, Trust-specific, reduction in the carbon footprint of clinical services by 1st April 2025
- Work together with PLACE based partners to deliver improvements to the health of our immediate communities

Effective Collaboration

We will provide sustainable healthcare services that maximise efficiency by effective collaboration with our partners.

- Work as part of the provider collaborative to improve population health outcomes
- Improve clinical service sustainability by implementing new models of care through the provider collaborative
- Implement technological solutions that improve a patient's experience by preventing admission or reducing time in hospital
- Progress joint working across Wolverhampton and Walsall that leads to a demonstrable improvement in service outcomes
- Facilitate research that establishes new knowledge and improves the quality of care of patients



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Strengthening partnerships

- Our RWT and WHT joint work going from strength to strength – examples include Speech and Language Therapy, Infection Prevention and Control, Tissue Viability
- Efforts with system partners through ICB led to set up of:
 - Black Country Provider Collaborative
 - Place-based partnerships – Walsall Together: Working for better health and care

Looking to the future...

- Reducing waiting lists
- Focus on research and innovation – expanding commercial trials
- Reducing our carbon footprint
- Maintaining low vacancy rates
- Maximising partnership working to deliver innovation at scale –
i.e. Mohs service
- Focus on reducing health inequalities



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Quality Account 2022/23

**Lisa Carroll,
Chief Nursing Officer**

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Introduction

- The Quality Account provides information on progress against the agreed key priorities, which include patient care, workforce and patient experience, and sets out priorities and plans for the forthcoming year.
- During 2022/223 the Trust formalised the strategic collaboration between The Royal Wolverhampton NHS Trust and Walsall Healthcare NHS Trust
- The aim of this strategic collaboration is to ensure that our patients and the diverse communities we serve experience the best possible care, and are supported to achieve improved health outcomes.



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Key Points

- The objectives for 2023/24 have been set based on the priorities of the Trust
- During 2022/23 a new joint strategy between The Royal Wolverhampton NHS Trust and Walsall Healthcare NHS Trust was developed and launched.
- Working collaboratively with staff, partners and service users, we have agreed four overarching strategic aims, which we refer to as the “four Cs”:
 - Excel in the delivery of Care
 - Support our Colleagues
 - Improve the health of our Communities
 - Effective Collaboration
- These four Cs are aligned to our overall vision, which is
“To deliver exceptional care together to improve the health and wellbeing of our communities”.



Quality priorities 2022/23 – looking back

Patient safety	Workforce	Patient experience
Develop and implement the Clinical Systems Framework for nursing, midwifery and AHPs and quarterly reporting on progress/achievement to board	Work with partners to improve mental health services for our patients	With our colleagues at RWT we will publish a Patient Experience Strategy for 2022-2025
Develop implementation of standardised ward/dept/care group/divisional dashboards to enable visibility of quality standards, harm free care, action, and improvement	Develop our staff to deliver best standards of care	As early adopters, with our colleagues at RWT we will continue to develop and implement the new complaint standards.
Develop and implement a ward accreditation programme	Build a resilient clinical workforce	PHSO Complaints Standards including e-learning training modules and tracking progress against each Trust's self-assessment
Cessation of agency staff in general wards	Reduce avoidable harm	We will introduce a PALS Chatbot - as a virtual web assistance for key queries
Undertake a timely review of national reports and guidance (e.g., national maternity reports), develop action plans and monitor progress through reports to board		Improvement matters - we will shift some emphasis from measurement matters to improvement matters
		Patient involvement - we will continue to recruit, engage, and involve patient partners in organisational decision making.
		We will provide new and varying voluntary opportunities for the public, hosting community recruitment events and developing a process leading to employment for those who want it.

How did we do? – Patient Safety

Quality priority	Progress
Develop and implement the Clinical Systems Framework for nursing, midwifery and Allied Health Professionals and quarterly reporting on progress/achievements to board	The Quality Framework was launched on 3 April 2023. Quarterly reporting against the planned milestones will be implemented from the end of Q1 2023/24
Develop implementation of standardised ward/department/care group/divisional dashboards to enable visibility of quality standards, harm free care, action and improvement	Work has been undertaken to develop dashboards with visibility from ward to board. During 2023/24, quality boards will be standardised in all clinical areas to ensure visibility of data and actions being taken
Develop and implement a ward accreditation programme	A clinical accreditation programme was piloted in 2022/23 and has launched across the Trust in April 2023
Cessation of agency staff in general wards	The Trust has ceased agency use except in exceptional circumstances from 31 March 2023
Undertake a timely review of national reports and guidance (e.g., national maternity reports), develop action plans and monitor progress through reports to board	The Trust has reviewed national reports and guidance such as the Ockenden Report 2022, developed action plans and is reporting on progress through the Quality Committee

How did we do? – Workforce

Quality priority	Progress
Work with partners to improve mental health services for patients	• Worked in partnership with RWT to develop a best-in-class approach to mental health services for our patients • Appointed a lead mental health nurse and developed a comprehensive training and development programme for our staff • Worked with partners to make improvements to the system of care and provide support to staff and patients
Develop our staff to deliver the best standards of care	• Invested in education, development and training for all staff to improve care and with an improved staff experience rating from external regulators and internal validation by survey • Invested in our health and wellbeing offer to staff to improve staff experience • A series of quality away days for senior nurses, midwives and AHPs have been held during 2022/23
Build a resilient clinical workforce and reduce avoidable harm	• Eliminated reliance on agency and locum resource by recruiting to revised establishments following a biannual skill mix review • Appointed a fully substantive workforce across all work groups and achieved vacancy rates of three percent or below for clinical workforce, Nursing, Midwifery and Medical • Increased the clinical establishment and support roles by establishing new routes to employment, including Clinical Fellows • Improved performance against all quality and safety indicators in-year including reducing harm and improving the infection prevention rating to green

How did we do? – Patient experience

Quality priority	Progress
With our colleagues at RWT we will publish a patient experience strategy for 2022-2025	We published our joint Patient Experience Enabling Strategy
As early adopters, with our colleagues at RWT we will continue to develop and implement the new complaint standards	Adopted the model complaint handling procedure and produced training modules to support
Parliamentary and Health Service Ombudsman (PHSO) Complaints Standards including e-learning training modules and tracking progress against each Trust's self-assessment	Undertaken a full review of templates to ensure compliance with the standards and completed the NHS assessment matrix.
We will introduce a Patient Advice Liaison Service (PALS) Chatbot – as a virtual web assistance for key queries.	We have scoped the market and have decided to develop an in-house tool and this development is ongoing
Improvement Matters – we will shift some emphasis from measurement matters to improvement matters	We have embedded the “reflective shoes” process within our complaint process.
Patient Involvement – we will continue to recruit, engage, and involve patient partners in organisational decision making	• Patient partners have been involved in the development and co-design of new ward information boards • Our partners have been involved in faith-based improvements, PLACE assessments, quality improvement work and action monitoring in response to national surveys.
We will provide new and varying voluntary opportunities for the public, hosting community recruitment events and developing a process leading to employment for those who want it	Strengthened existing partnerships with Juniper Training and Manor Farm Community Centre and developed new partnerships with St John Ambulance and NHS cadets

Our Quality priorities for 2023/24 – looking forward

Patient safety	Clinical effectiveness	Patient experience
Embed a culture of learning and continuous improvement at all levels of the organisation.	The right workforce with the right skills, in the right place at the right time	Embed a culture of learning and continuous improvement at all levels of the organisation.
Deliver safe and responsive urgent and emergency care in the community and in hospital.	Prioritise the treatment of cancer patients, focusing on improving outcomes for those diagnosed with the disease	
Embed a culture of learning and continuous improvement at all levels of the organisation.	Deliver the priorities of the National Elective Care Strategy	

Finance Report 2022/23

**Kevin Stringer,
Group Chief Finance Officer**

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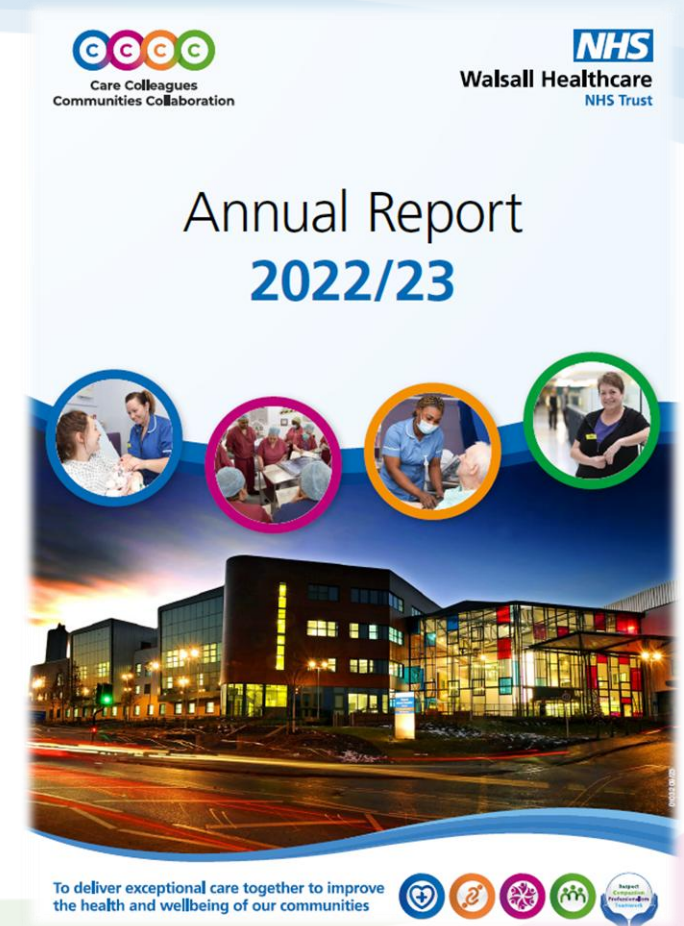
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Trust Finances 2022/23

- Annual Report
 - Financial Statement on pages 51 to 52
- Annual Accounts and notes
 - ‘Financial Performance Targets’ notes on pages 138 to 150
- Key messages
 - A challenging year with pressures to increase the pace of elective recovery and deal with pressures that remain from the Covid-19 pandemic. The Trust still managed to achieve its break-even duty in year and make significant capital investment in a brand new Urgent and Emergency Care Centre.



Financial Performance

Income and Expenditure	Actual £0.4m surplus (after technical changes)
Breakeven Performance (To break even 'year on year')	Improved cumulative position to £61.3m deficit
External Financing Limit (Target = not to overshoot)	Achieved
Capital Resource Limit (Target = not to overshoot)	Achieved Spend of £41.9million
Closing Cash Balance	£38.4m
BPPC Performance	91.1% value and 89.2% volume (Target 95%)

Accounts were fully audited by Mazars and represent a true and fair view of the organisation's financial performance

Thanks to the Board, our commissioners and our budget managers. Special thanks to local residents and businesses.

Financial Performance

Summary Financial Performance

SUMMARY FINANCIAL PERFORMANCE FOR THE YEAR TO 31 MARCH 2023	
Description	£m's
Income	401.7
Expenditure	(418.3)
OPERATING SURPLUS	(16.6)
Non Operating Costs (Interest/PDC)	(10.3)
Impairments	27.1
Donated assets	0.2
SURPLUS FOR THE YEAR	0.4



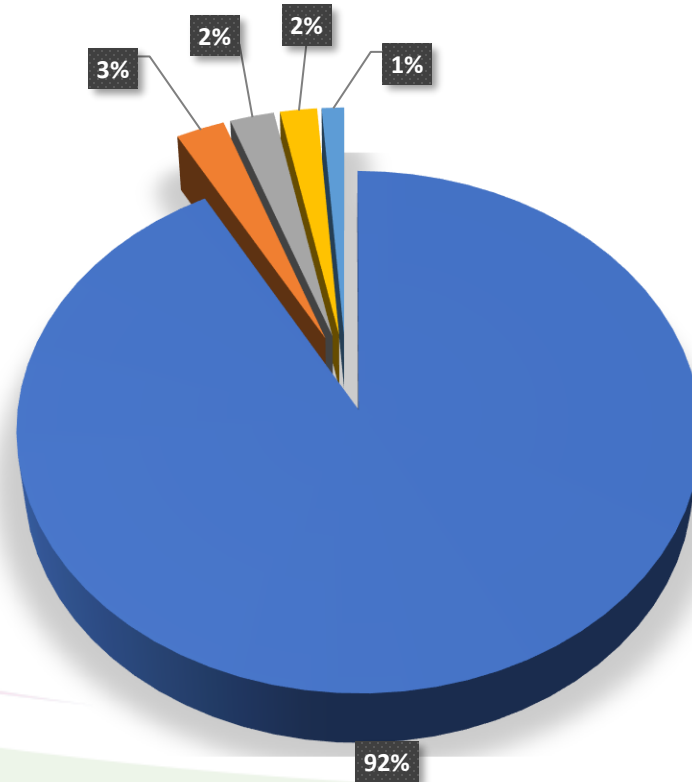
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Financial Performance

Income

NHS income comprises of:
1 – Black Country Integrated Care Board: £325.8m
2 – NHS England: £41.4m
3 – NHS Providers: £1.8m

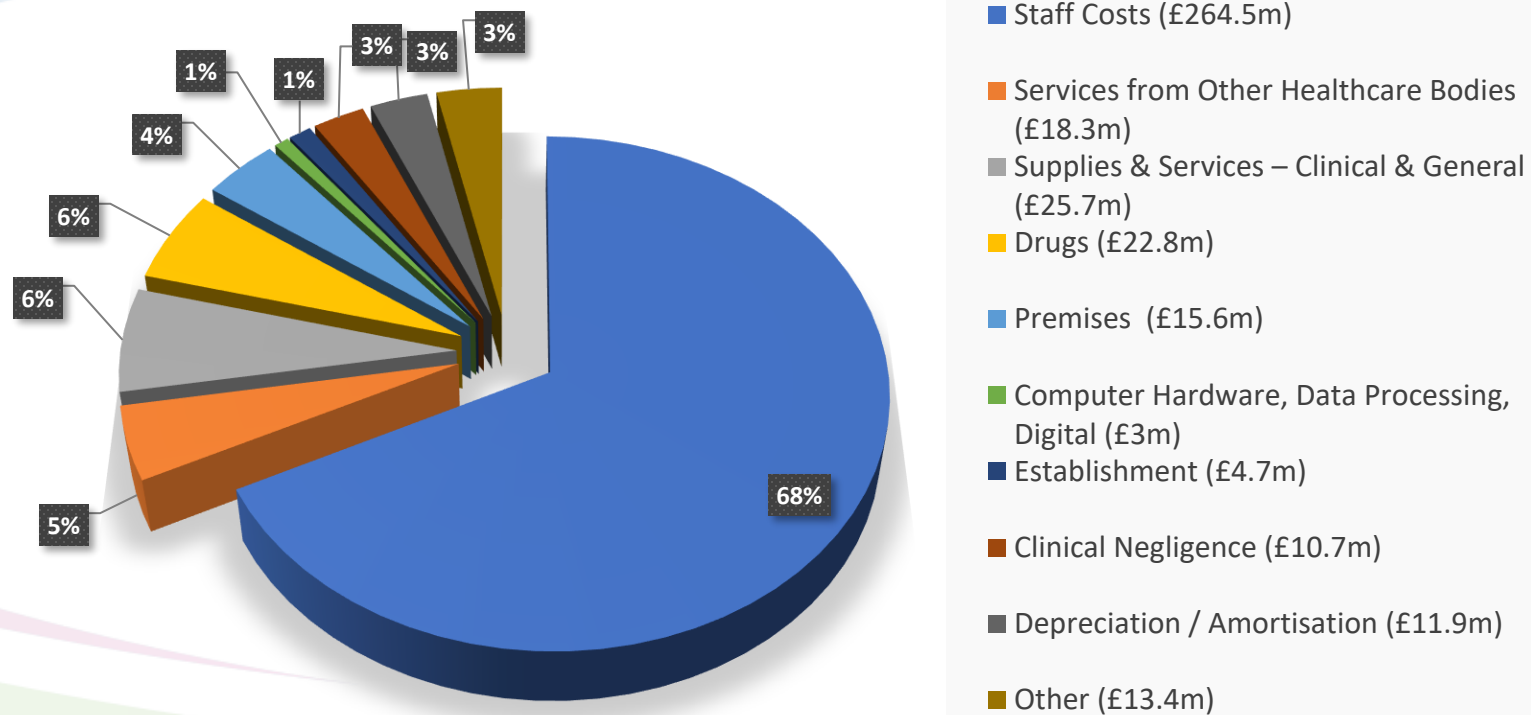
Please note: -
Examples of other income are
trading income, injury cost
recovery scheme and training



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Financial Performance

Expenditure



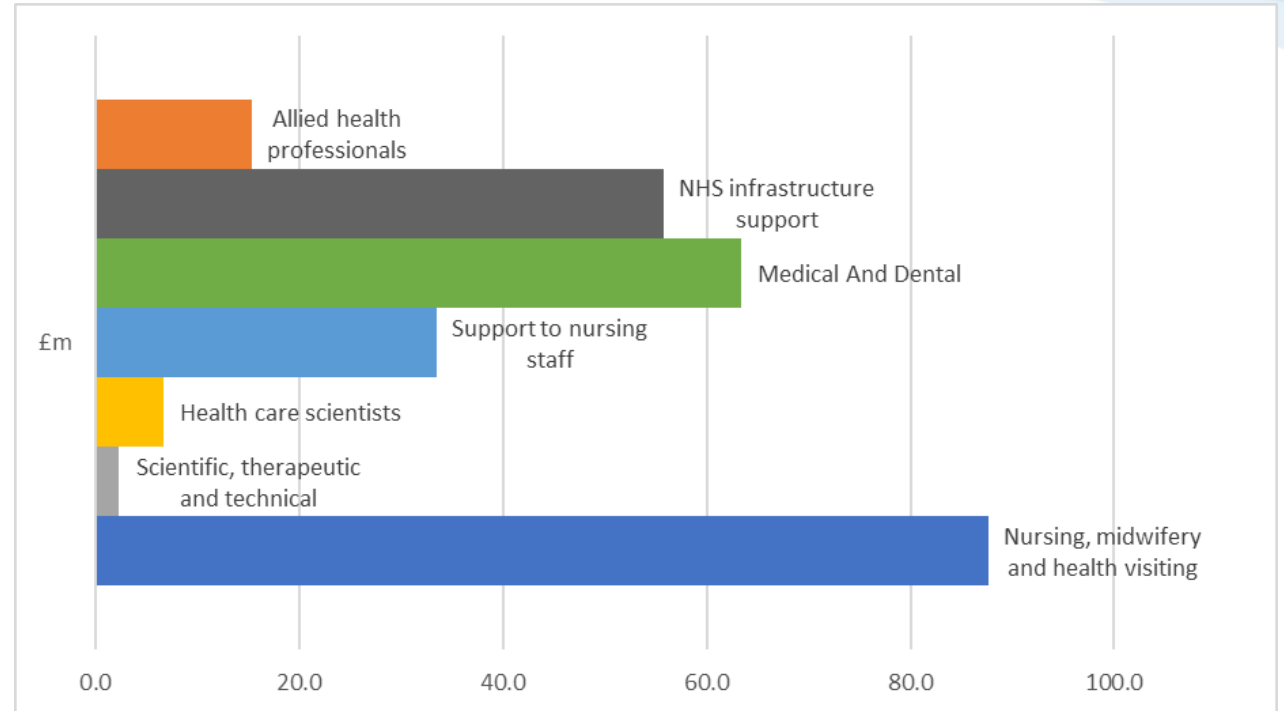
Examples of other expenditure include, Education and Training, Auditors, car parking, security and transportation.

Financial Performance

Expenditure – Staffing Costs

Staff Group	£m
Nursing, midwifery and health visiting	87.7
Allied health professionals	15.3
Scientific, therapeutic and technical	2.2
Health care scientists	6.7
Support to nursing staff	33.5
Medical And Dental	63.4
NHS infrastructure support	55.7
TOTAL	264.5

Increase in staffing spend of 12.4%. There are a broad range of staff groups, with Medical and Nursing staff accounting for over 57%



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Financial Performance

Capital

Capital Expenditure 2022/23		
Description	£m's	£m's
Buildings		32.0
Maintenance and lifecycle	3.6	
Theatre and Ward Refurbishment	8.0	
Emergency Department	20.4	
Equipment and Other		6.1
Medical Equipment	2.5	
Mako Robot	1.5	
Endoscopy Stack	2.1	
IM&T		2.0
IT Development (including mobile technology)	1.7	
Additional Funding in Year		2.1
Additional IM&T Funding	1.6	
Additional Medical Equipment Funding	0.5	
TOTAL		41.9



Significant capital investments have been undertaken during 2022/23 covering a range of areas.

Completion of the £40.5m new Urgent and Emergency Care Centre.

Major equipment replacement, including Mako robot, endoscopy stack and CT Scanner



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Looking forward to 2023/24 and beyond

The finances remain uncertain due to:

- Resources for 2023/24 being significantly constrained across the NHS.
- The Black Country Integrated Care System funding allocation remains above the fair share (funding formula) and therefore growth will be restricted.
- The planned and forecast deficit for 2023/24 will need to be recovered over future years.
- Inflation pressures will impact the cost of undertaking additional work to tackle the backlog of elective activity, and to deliver capital schemes within budget.
- Sufficient workforce availability to staff the additional capacity requirements
- The cost and provision of social care having an impact on fit to discharge patients

Questions

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