



**The Walton Centre**  
NHS Foundation Trust



## **ANNUAL MEMBERS' MEETING**

**2.30 - 4.30 pm**  
**Thursday 19<sup>th</sup> September 2019**

**'Excellence in Neuroscience'**

**To be held at:**  
**Lecture Theatre**  
**Sid Watkins Building**  
**Lower Lane**  
**Liverpool L9 7BB**

Copies of the 2018-19 Annual Accounts, Quality Account and Annual Report will be available at the meeting

**ANNUAL MEMBERS' MEETING**  
**Thursday 19<sup>th</sup> September 2019 2.30 - 4.30 pm**

**AGENDA**

No.	Time	Item	Presenter	Process
1	2.30	Welcome and Highlights from the Chair/CEO	H Citrine / J Rosser CEO                      Chair	<i>Verbal/Presentation</i>
2	2.40	<ul style="list-style-type: none"> <li>• Minutes of the 2018 AMM</li> <li>• 2019 Council of Governors Election Results</li> <li>• Appointment of Non-Executive Directors</li> <li>• Membership Constituency Representation</li> </ul>	Janet Rosser Chair	Minutes  Verbal  Verbal
<b>Break 2.50 – 3.00</b>				
3	3.00	Annual Accounts 2018-19 and Forward Plan 2020-21	Mike Burns Director of Finance	Presentation
4	3.15	Quality Account 2018-19	Lisa Salter Director of Nursing and Governance	
5	3.30	Auditor's Report	<i>Angela Pieri</i> Grant Thornton	Verbal
6	3.40	Hydrocephalus Care at Home	<i>Sara Kewin</i> <i>Advanced Nurse Practitioner</i>	Presentation
7	3.55	Outpatient Parenteral Antimicrobial Therapy (OPAT)	<i>Mr D Carter</i> <i>Consultant Neurosurgeon</i>	Presentation
8	4.15	<i>Questions from the floor</i>	<i>Janet Rosser</i> <i>Chair</i>	Verbal
9	4.30	Meeting Close	Janet Rosser Chair	None

**CONFIRMED  
MINUTES**

**ANNUAL MEMBERS' MEETING  
Thursday 19<sup>th</sup> September 2019  
Sid Watkins Building, Walton Centre**

<b>Present</b>		
Ruth	Austen-Vincent	Partnership Governor
Jean	Blevin	Staff Member
Nicole	Brown	Governor (elect) North Wales
Andy	Burgen	Public Governor
Mike	Burns	Director of Finance
Tony	Cahill	Public Governor
Colin	Cheesman	Public Governor
Amanda	Chesterton	Staff Governor
Hayley	Citrine	Chief Executive
Linda	Cole	Governor (elect) Merseyside
Rich	Cottier	Public Governor
Seth	Crofts	Non-Executive Director
David	Fairclough	League of Friends
Mike	Gibney	Director of Workforce and Innovation
Angela	Grimshaw	Member - Director MHAS North Wales
Jan	Harrison	Governor (elect) Staff Non-Clinical
Cameron	Hill	Governor (elect) Rest of England
Jane	Hindle	Corporate Secretary
John	Kitchen	Public Governor
Debbie	Lee	Staff Member
Sharon	McLoughlin	Staff Governor
Nanette	Mellor	Partnership Governor
Carly	Milsom	Staff Member
Andy	Nicolson	Medical Director
Emily	Nolan	Staff member
Colette	O'Regan	Volunteer
Natasha	Parsler	Public member
Alan	Pendleton	Staff Member
Angela	Pieri	External Auditor
Su	Rai	Non-Executive Director
Jan	Ross	Director of Operations and Strategy
Janet	Rosser	Chair
Derek	Rothwell	Partnership Governor
Lisa	Salter	Director of Nursing and Governance
Sheila	Samuels	Non-Executive Director
Barbara	Strong	Public Governor
Chris	Sutton	Governor (elect) Rest of England
Adrian	Wells	Public Governor
Stan	Winstanley	Public Governor
Gill	Woods	Personal Assistant (Minutes)

**AMM  
01/19**

**Welcome and Highlights from the Chair:**

The Chair welcomed all attendees including the Trust's new Governors, whose terms would commence upon the conclusion of this meeting.

The Chair and Chief Executive introduced a powerful video which illustrated the Trust's numerous key achievements over the last year.

Highlights included:

- Partnership, Regional and Community Working.
- Investors in People Gold, Navajo Award, 1<sup>st</sup> European Centre of Spinal Excellence and joint 1<sup>st</sup> in North West for IG Toolkit.
- Full review of Trust Strategies:
  - Best possible patient outcomes
  - Providing care closer to home
  - Investing in staff and services
  - System leaders, working in partnership to improve care
  - Pioneering innovation
  - Track record of excellent quality, safety and finances
- CQC – 'Outstanding' Rating:

**Medical Care**

**Safe** Good (Oct 2016), **Effective** Good (Oct 2016),  
**Caring** Outstanding (Oct 2016), **Responsive** Good (Oct 2016),  
**Well-Led** Good (Oct 2016), **Overall** Good (Oct 2016).

**Surgery**

**Safe** Good (Aug 2019), **Effective** Outstanding (Aug 2019),  
**Caring** Good (Aug 2019), **Responsive** Good (Aug 2019),  
**Well-Led** Outstanding (Aug 2019), **Overall** Outstanding (Aug 2019).

**Critical Care**

**Safe** Good (Aug 2019), **Effective** Good (Aug 2019),  
**Caring** Outstanding (Aug 2019), **Responsive** Good (Aug 2019),  
**Well-Led** Good (Aug 2019), **Overall** Good (Aug 2019).

**Outpatients**

**Safe** Good (Oct 2016), **Effective** (Not Rated),  
**Caring** Outstanding (Aug 2019), **Responsive** Good (Oct 2016),  
**Well-Led** Good (Oct 2016), **Overall** Good (Oct 2016).

**Rehabilitation Services**

**Safe** Good (Oct 2016), **Effective** Outstanding (Oct 2016),  
**Caring** Good (Oct 2016), **Responsive** Outstanding (Oct 2016),  
**Well-Led** Good (Oct 2016), **Overall** Outstanding Oct 2016.

**Overall**

**Safe** Good (Aug 2019), **Effective** Outstanding (Aug 2019),  
**Caring** Outstanding (Aug 2019), **Responsive** Good (Aug 2019),  
**Well-Led** Good (Aug 2019), Outstanding (Aug 2019).

<p><b>AMM 02/19</b></p>	<p><b>Minutes of the meeting held on 11 September 2018</b> The minutes of the previous meeting were agreed as a true and accurate record.</p>																																
<p><b>AMM 03/19</b></p>	<p><b>Council of Governors Election Results 2019</b> The results of the 2019 Governors elections were reported:</p> <table border="1" data-bbox="199 430 1484 813"> <thead> <tr> <th>Constituency</th> <th>Reappointed</th> <th>New</th> <th>Leaving</th> </tr> </thead> <tbody> <tr> <td>Public: Cheshire</td> <td></td> <td>Alison Astles</td> <td>Jonathan Austin</td> </tr> <tr> <td>Public: Merseyside</td> <td></td> <td>Linda Cole Natalie Dill William Givens</td> <td>Tony Cahill Ged Comerford Alan Griffiths</td> </tr> <tr> <td>Public: North Wales</td> <td></td> <td>Nicola Brown</td> <td>Andy Burgen</td> </tr> <tr> <td>Public: Rest of England</td> <td></td> <td>Cameron Hill Chris Sutton</td> <td></td> </tr> <tr> <td>Staff: Medical</td> <td>Rhys Davies</td> <td></td> <td></td> </tr> <tr> <td>Staff: Non-Clinical</td> <td></td> <td>Jan Harrison</td> <td>Isabel Moreno</td> </tr> <tr> <td>Partnership: Liverpool CCG</td> <td></td> <td></td> <td>Derek Rothwell</td> </tr> </tbody> </table> <p>The Chair informed that the new Governors would commence their term of office upon the conclusion of this Annual Members' Meeting and formally welcomed them to the Trust.</p> <p>Those Governors leaving the Trust were thanked for their continued commitment and support throughout their term(s) of office.</p>	Constituency	Reappointed	New	Leaving	Public: Cheshire		Alison Astles	Jonathan Austin	Public: Merseyside		Linda Cole Natalie Dill William Givens	Tony Cahill Ged Comerford Alan Griffiths	Public: North Wales		Nicola Brown	Andy Burgen	Public: Rest of England		Cameron Hill Chris Sutton		Staff: Medical	Rhys Davies			Staff: Non-Clinical		Jan Harrison	Isabel Moreno	Partnership: Liverpool CCG			Derek Rothwell
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<p><b>AMM 04/19</b></p>	<p><b>Appointment of Non-Executive Directors</b> The Chair informed that there had been a change at Board Level with 3 Non-Executive Directors (NEDs) terms coming to an end and the appointment of 3 new NEDs.</p>																																
<p><b>AMM 05/19</b></p>	<p><b>Membership Constituency Representation.</b> The Trust membership at August 2019 stood at: Public members = 5,875 Staff Membership = 1,331</p> <p>There was underrepresentation of protected groups within the membership and the Governors had been working with the Trust lead for Equality and Diversity to develop meaningful public engagement strategies.</p>																																
<p><b>AMM 06/19</b></p>	<p><b>Annual Accounts 2018-19</b> Mike Burns, Director of Finance, reported the following:</p> <p><b>Financial performance</b> The key headlines included:</p> <ul style="list-style-type: none"> <li>• The Trust achieved a surplus of £5.8m versus a control total of £3m; this included c£4.7m Provider Sustainability Fund (PSF) 'bonus and incentive funding';</li> <li>• Turnover had increased by 1.45% (£1.9m) from 2017/18 excluding STF and donations, the majority being due to growth in demand for services;</li> <li>• The surplus had been achieved through some non-recurrent items in 2018/19. Achievement of</li> </ul>																																

## The Walton Centre NHS Foundation Trust

financial targets still remained a challenge;

- Cash was above plan at the end of the year.

Performance: NHS Improvement Targets:

- The Use of Resources Risk Rating measured the ability to cover the cost of borrowing, income and expenditure performance, any variation from financial plan, agency spend against target and levels of liquidity (cash).
- The Trust had achieved an Actual Level of 1 against a Planned Level of 1. It was confirmed that Level 1 was the lowest level of risk.

Cost reductions and efficiency:

- The Trust had made cost savings of £1.1m in 2018/19; this was £2.2m behind plan.
- This had mainly been delivered through:
  - Procurement of goods/services and review of products;
  - Skill mix reviews and management of vacancies;
  - 'Quality Improvement Programme (QIP)' had been introduced to manage and deliver savings.

Investments:

- Investment continued in clinical services:
 

○ Medical equipment and infrastructure	£1.40m
○ Replacement MRI Scanner	£1.26m
○ Replacement Pipe Work	£1.03m
○ Investment in Trust Estate	£0.42m
○ IM&T development of clinical systems and infrastructure	£0.86m
<b>Total investment</b>	<b>£4.97m</b>

Revenue investments:

- Patient safety and service development investments:
 

○ Additional consultants (Incl. non-pay)	£0.7m
○ Additional staff to meet demand / mandatory standards	£0.2m
<b>Total investment</b>	<b>£0.9m</b>

Forward view: 2018/19 onwards:

- 2019/20 was already a challenging year – Trust was reviewing options to improve the underlying financial position.
- Challenges would continue given the level of settlement publicised in 5 year forward view.
- Continue to be part of a local delivery system in North Merseyside and wider Cheshire & Mersey.
- A new 5 year financial plan was to be submitted to NHSI in September 2019.

Following the presentation members asked for assurance on the Welsh Commissioners and how procurement savings had been achieved.

The Director of Finance and IT was able to offer assurance that an agreement had been reached with Welsh Commissioners on funding and that procurement savings had been achieved through the use of NHS Frameworks contracts.

<p><b>AMM 07/19</b></p>	<p><b>Quality Account 2017-18</b></p> <p>The Director of Nursing and Governance presented her slides, informing of the quality account objectives that had been achieved in 2017/18:</p> <ul style="list-style-type: none"> <li>• Reduce falls,</li> <li>• Reduce missed doses of critical medications,</li> <li>• Invest in staff training for patients with challenging behaviour,</li> <li>• Improve how we provide information to patients,</li> <li>• Initiate enhanced training on oral hygiene,</li> <li>• Improve the way we listen and act on patient, family and carer feedback,</li> <li>• Extended Health and Wellbeing programme to improve staff resilience and mindfulness,</li> <li>• Reduce non-clinical cancelled operations and</li> <li>• Review safety huddle.</li> </ul> <p>Highlights also included:</p> <ul style="list-style-type: none"> <li>• Designed Hyper Acute Stroke Research Centre Accreditation</li> <li>• Taken part in BBC Two Hospital episode</li> <li>• Specialist Spinal Surgeon became Eurospine president</li> <li>• Introduction of the WALTON Six Steps</li> <li>• Infection Prevention &amp; Control Team member named NHS Procurement Champion (NHS in North Excellence in Supply Awards)</li> <li>• Bespoke e-referral system for Pain Service launched and Community Pain Management Programme</li> <li>• Advanced Nurse Specialist received the prestigious Lord Hastings Award</li> <li>• Walton Surgical Assistant role was created</li> </ul>
<p><b>AMM 08/19</b></p>	<p><b>Auditors Report on the Financial Accounts and Quality Account 2017-18</b></p> <p>Angela L Pieri, Senior Manager at Grant Thornton, the Trust's external auditors, reported an unqualified opinion on the audit of the Trust's financial accounts and Quality Account for 2018-19 in accordance with regulatory compliance.</p>
<p><b>AMM 09/19</b></p>	<p><b>Presentation – Hydrocephalus Care at Home, Sara Kewin, Advanced Nurse Practitioner</b></p> <p>The presentation discussed two ICP monitoring methods, which was a procedure to measure intracranial pressure, inpatient hospital monitoring and outpatient implants used at home. The benefits to patients and the trust of outpatient implants were discussed.</p> <p>Following the presentation members asked for clarification on the scope and availability of implants.</p> <p>Confirmation was given that the pilot initiative would be rolled out, including patients from North Wales.</p>

<p><b>AMM 10/19</b></p>	<p><b>Presentation – Patient Story, David Carter, Risk and Governance Auditor Lead</b></p> <p>David Carter introduced a story about a Patient with a benign brain tumour who had developed a wound infection on his return home.</p> <p>The Patients infection had been managed using Outpatient Parenteral Antimicrobial Therapy (OPAT) within the home. The patient continued close supervision by a multidisciplinary team. Receiving treatment at home with the care, support and expertise of the OPAT team greatly improves patient experience.</p> <p>Following the presentation members commented on the positive nature of OPAT but sought assurance on the scope and process, particularly the process for working with community teams.</p> <p>David Carter responded that the NHS had plans to roll OPAT out across the united kingdom. There was an opportunity for the Trust to be involved in the governance process.</p>
<p><b>AMM 11/19</b></p>	<p><b>Acknowledgements</b></p> <p>The Chair thanked the presenters and all those present for attending the Walton Centre Annual Members' Meeting 2017.</p> <p>The Trust also thanked ISS who had kindly provided the afternoon refreshments for the Annual Members' Meeting.</p> <p><b>Meeting Close.</b></p>



# Council of Governors Meeting

## The Walton Centre

# Integrated Corporate Performance update

## Position at Quarter 1- 2018/19

## Position at end Month 4 – 2019/20

### Finance

£515k surplus against a planned Control Total of £510k. This includes Provider Sustainability Funding (PSF) of £332k for achieving our financial plan to date.

At month 4 the Trust has delivered marginally above plan (£1,058k v £1,052k).

### Safety

### Quality

- 2 patients in Q1 with Clostridium Difficile against a threshold of 8
- No patients with a MRSA bloodstream infection (Last was Nov 2017)

- HCAI – 3 patients with Clostridium difficile (trajectory of 8)
- 0 patients with MRSA Bacteraemia
- Nursing turnover is 18.15% (12 month rolling) 19 staff nurses to commence Sept/Oct. Work underway across Cheshire & Merseyside.

### Activity

- Outpatient activity was below plan, mainly due to an under performance in new outpatient activity.
- Elective activity was above plan.
- Referral to Treatment (RTT) target and cancer treatment targets for patients achieved at Trust level.
- Total Non Clinical Cancelled Operations in Q1 decreased by 5% when compared with Q1 18/19.

- Elective Inpatient activity over plan, with an under-performance of 2.1% for outpatient attendances.
- RTT target and cancer treatment targets for patients achieved a at Trust level.
- Total Non Clinical Cancelled Operations continues to improve when compared with last year (2018/19: 48, 2019/20: 39).



# The Walton Centre Annual Members Meeting 2018/19

**Hayley Citrine**  
Chief Executive Officer

**Janet Rosser**  
Chair



# Our Strategy

In 2018 we refreshed our Trust strategy for the next five years. We have an inclusive approach, welcoming everyone's contribution:

- Patients, their families, and carers
- Our staff
- Our Council of Governors
- The Trust Board
- Partner organisations
- Commissioners and regulators

## Our vision

Our vision is ***Excellence in Neuroscience***. We are always striving for outstanding patient outcomes, and the best patient, family, and carer experience.

## Our purpose

Dedicated specialist staff, leading future treatment and excellent clinical outcomes for brain, spinal, and neurological care, nationally and internationally.





# Ambitions and values



**DELIVER**

*Deliver best practice care*



**PROVIDE**

*Provide more services closer to patients' homes*



**LEAD**

*Lead research, education and innovation*



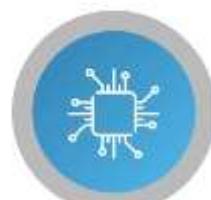
**INVEST**

*Be financially strong*



**RECOGNISE**

*Be recognised as excellent in all we do*



**ADOPT**

*Advanced technology and treatments*



**Caring:** caring enough to put the needs of others first

**Dignity:** passionate about delivering dignity for all

**Openness:** open and honest in all we do

**Pride:** proud to be part of one big team

**Respect:** courtesy and professionalism - it's all about respect



# Partnership working



In 2015 NHS England allocated £3.75m to fund a new acute care collaboration (Neuro Network) project that would improve care for neurology patients in Cheshire and Merseyside.

The Neuro Network was awarded this funding to carry out its vision for improving services for patients with long term neurological conditions and back problems.



Specialist, person centred rehabilitation to give people the best opportunities for recovery



Neuroscience Programme

Cheshire and Merseyside  
Rehab Network

Major Trauma Centre Collaborative



The Walton Centre Charity



Critical Care ODN



The Brain Charity



# Working with the region



The Walton Centre  
NHS Foundation Trust



Walton Clinics



Neurology  
consultant on ward



Rehab beds



Surgical opinion



Integrated  
Neurology Nurse  
Specialist in A&E



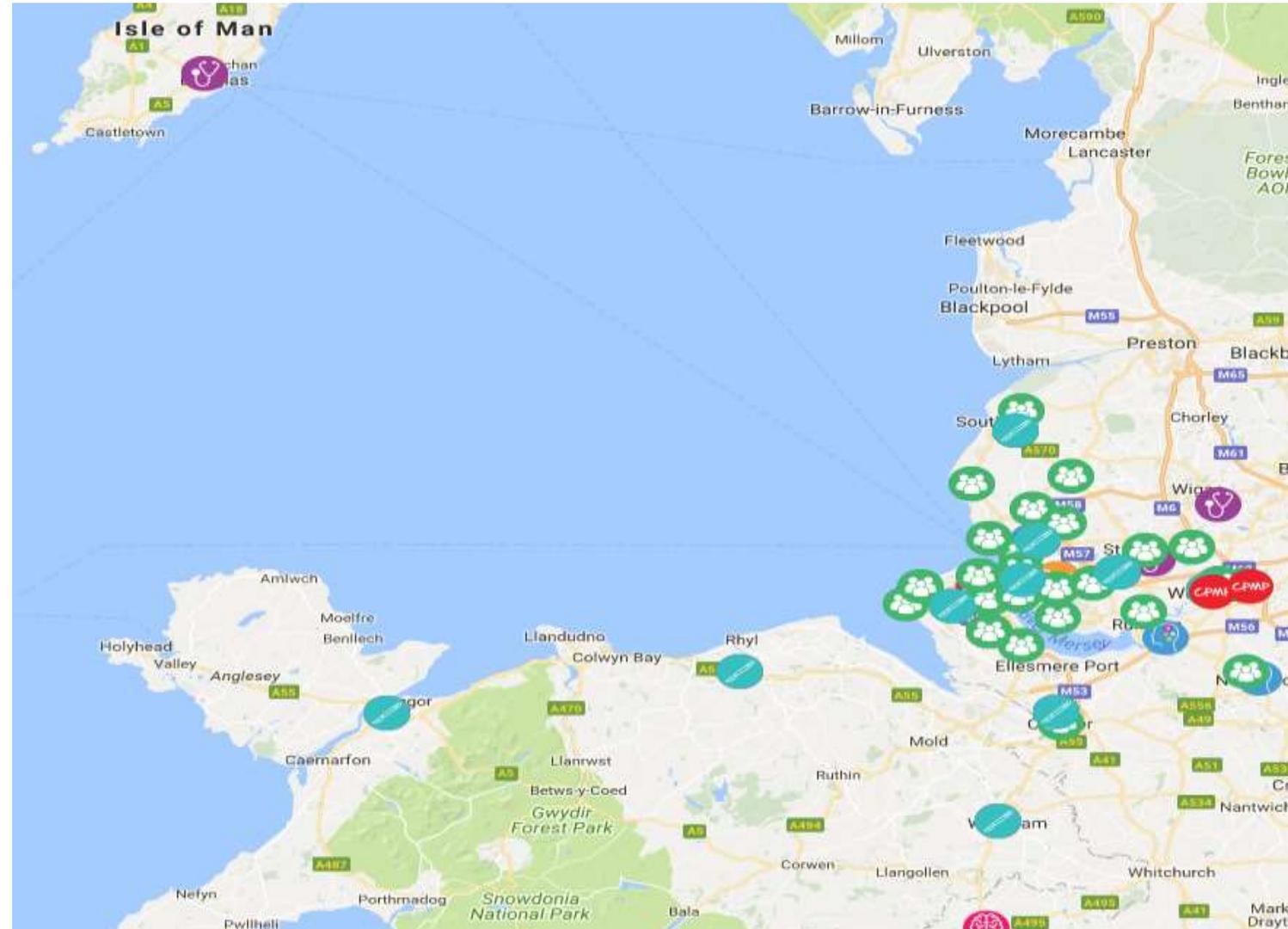
Integrated  
Neurology Nurse  
Specialist  
Community Clinics



Thrombectomy



CPMP (Community Pain  
Management)





# How did we perform?

## Single Oversight Framework: rating 1

Quality of care (safe, effective, caring, responsive)	To continuously improve care quality, helping to create the safest, highest quality health and care service	✓
Finance and use of resources	For the provider sector to balance its finances and improve its productivity	✓
Operational performance	To maintain and improve performance against core standards	✓
Strategic change	To ensure every area has a clinically, operationally and financially sustainable pattern of care	✓
Leadership and improvement capability (well-led)	To build provider leadership and improvement capability to deliver sustainable services	✓



## How did we perform?

- ✓ In the top quartile for patient clinical outcomes measured in neurosciences
- ✓ Infection Prevention and Control
  - ✓ No patients with MRSA in 18/19
  - ✓ 17.6% reduction in E.coli infections in 17/18, 33% in 18/19
- ✓ Excellent patient waiting times for diagnostics
- ✓ In partnership with Aintree University Hospital we're 2<sup>nd</sup> in country for major trauma patient outcomes
- ✓ In 2018 Healthwatch Liverpool rated us 4.6 stars out of 5 ★★★★★
- ✓ In 2018 PLACE assessment rated us 3<sup>rd</sup> specialist trust in country



## Accolades and recognition

### External accolades

- ✓ Investors in People Gold Standard x2
  - ✓ Awarded Health and Wellbeing exemplar
  - ✓ NHS Digital – top 13% of trusts
  - ✓ Centre of Clinical Excellence for Neuromuscular service
  - ✓ Joint 1<sup>st</sup> in North West for IG toolkit (17/18)
- ✓ Equality, Diversity and Inclusion: Awarded Navajo status (LGBTQ+); Cultural Ambassadors in partnership with RCN
  - ✓ Anaesthesia Clinical Services Accreditation
  - ✓ Appointed Hyper Acute Stroke Research Centre status
  - ✓ Recognised as Britain's 1st European Centre of Spinal Excellence by Eurospines



## CQC 'Outstanding' rating ...Again

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Good Oct 2016	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Good Oct 2016	Good Oct 2016
Surgery	Good ↔ Aug 2019	Outstanding ↑ Aug 2019	Good ↔ Aug 2019	Good ↔ Aug 2019	Outstanding ↑ Aug 2019	Outstanding ↑ Aug 2019
Critical care	Good ↔ Aug 2019	Good ↓ Aug 2019	Outstanding ↑ Aug 2019	Good ↔ Aug 2019	Good ↔ Aug 2019	Good ↔ Aug 2019
Outpatients	Good Oct 2016	Not rated	Outstanding Oct 2016	Good Oct 2016	Good Oct 2016	Good Oct 2016
Rehabilitation services	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Outstanding Oct 2016
<b>Overall*</b>	Good ↔ Aug 2019	Outstanding ↔ Aug 2019	Outstanding ↔ Aug 2019	Good ↔ Aug 2019	Good ↔ Aug 2019	Outstanding ↔ Aug 2019

\*Overall ratings for this hospital are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.

### Report Detailed

- ✓ Outstanding quality of care for our patients and families...many examples staff going above & beyond
- ✓ Outstanding clinical outcomes for patients
- ✓ High level & culture of innovation to ensure were a centre of excellence
- ✓ Pioneering research to be at leading edge of treatment
- ✓ Candour, openness, honesty & transparency are the norm
- ✓ High level culture supporting staff health & wellbeing



# Summary



DELIVER

Best possible patient outcomes



PROVIDE

Providing care closer to home



INVEST

Investing in staff and services



LEAD

System leaders, working in partnership to improve care



ADOPT

Pioneering innovation



RECOGNISE

Track record of excellent quality, safety and finances



**Janet Rosser**  
Chair  
The Walton Centre

# Engagement with our members

## Membership at August 2019

- Total Public Membership = **5,875**
- Total Staff Membership = **1,331**
- Current Membership Strategy 2016 – 2019
- Methods of engagement include Neuromatters quarterly magazine
- Public Governors provide wider engagement through established networks



# Annual Accounts 2018/19

Mike Burns  
Director of Finance

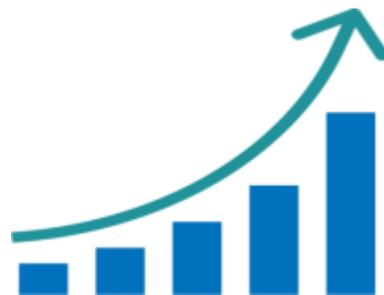
# Financial Performance



**Surplus of £5.8m**

v control total of £3.0m

Includes £4.7m PSF 'bonus and incentive funding'



**Turnover increased by 1.45% (£1.9m)**

from 2017/18 excluding STF and donations – majority due to growth in demand for services



**Surplus achieved through some non-recurrent items**

in 2018/19 – achievement of financial targets still remains a challenge



**Cash was above plan at the end of the year**

# Performance: NHSI Targets

## Use of Resources Risk Rating

Measures ability to cover cost of borrowing, income and expenditure performance, any variation from financial plan, agency spend against target and levels of liquidity (cash).

Planned level: 1

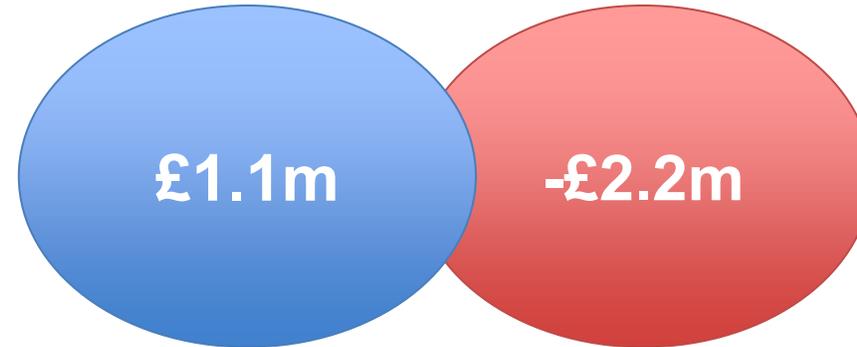
**Actual level: 1**



Level 1 is the lowest level of risk

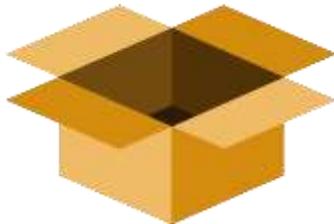
# Cost Reductions & Efficiency

Recurrent cost savings of in 2018/19



Behind plan

Mainly delivered through:



Procurement of goods/services and review of products



Skill mix reviews and management of vacancies



'Quality Improvement Programme (QIP)' introduced to manage and deliver a level of savings

# Investments

Investment continues in clinical services



**£1.40m**

Medical equipment and infrastructure



**£1.26m**

Replacement MRI scanner



**£1.03m**

Replacement pipe work



**£0.42m**

Investments in Trust estate



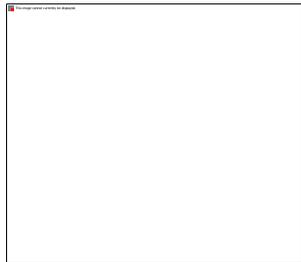
**£0.86m**

IM&T development of clinical systems and infrastructure

**Total investment: £4.97m**

# Revenue Investments

## Patient safety and service development investments



**£0.7m**

Additional consultants (incl. non-pay)



**£0.2m**

Additional staff to meet demand/ mandatory standards

**Total investment: £0.9m**

# Forward view: 2019/20 onwards

- 2019/20 is already a challenging year – Trust is reviewing options to improve the underlying financial position.
- Challenges to continue given the level of settlement publicised in 5 year forward view.
- Continue to be part of a local delivery system in North Merseyside and wider Cheshire & Mersey.
- A new 5 year financial plan to be submitted to NHSI in September 2019.



# Quality Accounts 2018/19

Lisa Salter

Director of Nursing and Governance

QUALITY ACCOUNT OBJECTIVE	ACHIEVED	DOMAIN AND OUTCOME
Reduce Falls		<p>PATIENT SAFETY</p> <ul style="list-style-type: none"> <li>• Post fall questionnaire implemented which enables staff to have an informed conversation with patients about their experience following a fall</li> </ul>
Reduce Missed Doses of Critical Medications		<p>PATIENT SAFETY</p> <ul style="list-style-type: none"> <li>• 36% reduction of missed doses of critical medications</li> </ul>
Invest in Staff Training for patients with challenging behaviour		<p>PATIENT SAFETY</p> <ul style="list-style-type: none"> <li>• Personal Safety Trainer appointed and delivers practical training to staff</li> <li>• Following incidents of aggression the Trainer attends wards/departments to support staff in real-time, ensuring plans are in place to manage the situation</li> </ul>
Improve how we provide information to patients		<p>PATIENT EXPERIENCE</p> <ul style="list-style-type: none"> <li>• Significant increase in social media followers/hits including an increase in compliments and feedback</li> <li>• Increase in using social media to send key messages</li> </ul>
Initiate enhanced training on oral hygiene		<p>PATIENT EXPERIENCE</p> <ul style="list-style-type: none"> <li>• Training has been rolled out across the Trust and Champions have been identified for each of the wards</li> </ul>
Improve the way we listen and act on patient, family and carer feedback		<p>PATIENT EXPERIENCE</p> <ul style="list-style-type: none"> <li>• Significant engagement with patients, families, staff and external stakeholders</li> <li>• Future engagement events are planned at various locations</li> </ul>
Extend Health and Wellbeing programme to improve staff resilience and mindfulness		<p>CLINICAL EFFECTIVENESS</p> <ul style="list-style-type: none"> <li>• Over 10% of the workforce have received training in resilience techniques and this training continues to be provided</li> <li>• Following training the Shiny Minds App has been co-produced by staff and is accessible for free to all staff</li> </ul>
Reduce non-clinical cancelled operations		<p>CLINICAL EFFECTIVENESS</p> <ul style="list-style-type: none"> <li>• There has been a 7.14% reduction in the number of non-clinical cancelled operations</li> </ul>
Review Safety Huddle		<p>CLINICAL EFFECTIVENESS</p> <ul style="list-style-type: none"> <li>• Staff from all disciplines attend the Daily Safety Huddle</li> <li>• Themes are identified and lessons learned are shared to ensure continued patient safety</li> </ul>

# Highlights

- ★ Navajo Accreditation
- ★ Designed Hyper Acute Stroke Research Centre Accreditation
- ★ Taken part in BBC Two Hospital episode
- ★ Specialist Spinal Surgeon became Eurospine president
- ★ Introduction of the WALTON Six Steps

# Highlights

- ★ Infection Prevention & Control Team member named NHS Procurement Champion (NHS in North Excellence in Supply Awards)
- ★ Bespoke e-referral system for Pain Service launched
- ★ Community Pain Management Programme
- ★ Advanced Nurse Specialist received the prestigious Lord Hastings Award
- ★ Walton Surgical Assistant role was created

# CQC - Outstanding

	SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL-LED	OVERALL
<b>Medical Care</b>	GOOD	GOOD	OUTSTANDING	GOOD	GOOD	GOOD
<b>Surgery</b>	GOOD	GOOD	GOOD	GOOD	GOOD	GOOD
<b>Critical Care</b>	GOOD	OUTSTANDING	GOOD	GOOD	GOOD	GOOD
<b>Outpatients</b>	GOOD	Not Rated	OUTSTANDING	GOOD	GOOD	GOOD
<b>Specialist Rehabilitation</b>	GOOD	OUTSTANDING	GOOD	OUTSTANDING	GOOD	OUTSTANDING
<b>OVERALL</b>	GOOD	OUTSTANDING	OUTSTANDING	GOOD	GOOD	OUTSTANDING

# CQC - Outstanding

## Ratings for The Walton Centre

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Good Oct 2016	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Good Oct 2016	Good Oct 2016
Surgery	Good →← Aug 2019	Outstanding ↑ Aug 2019	Good →← Aug 2019	Good →← Aug 2019	Outstanding ↑ Aug 2019	Outstanding ↑ Aug 2019
Critical care	Good →← Aug 2019	Good ↓ Aug 2019	Outstanding ↑ Aug 2019	Good →← Aug 2019	Good →← Aug 2019	Good →← Aug 2019
Outpatients	Good Oct 2016	Not rated	Outstanding Oct 2016	Good Oct 2016	Good Oct 2016	Good Oct 2016
Rehabilitation services	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Outstanding Oct 2016	Good Oct 2016	Outstanding Oct 2016
<b>Overall*</b>	Good →← Aug 2019	Outstanding →← Aug 2019	Outstanding →← Aug 2019	Good →← Aug 2019	Good →← Aug 2019	Outstanding →← Aug 2019

\*Overall ratings for this hospital are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.



We are **Outstanding**  again!

Inspected and rated by



*Excellence in Neuroscience*





# Auditor's Report

Angela L Pieri

Senior Manager

Grant Thornton UK LLP



# Hydrocephalus Care At Home

Sara Kewin

Advanced Nurse Practitioner

# What is ICP monitoring

- A procedure to measure intracranial pressure (pressure inside the head)
- Often performed due to symptoms of headache, dizziness, nausea and visual disturbance which have been investigated but no obvious abnormalities discovered, but the patient remains symptomatic
- Can be used to decide if further surgery is required
- Utilised frequently in patients who have undergone major cranial surgery for diagnostic purposes

# One method.....

One of the ways we can measure the patients intracranial pressure is to bring them into hospital for a period of 3-4 days, insert the ICP wire, attach them to a monitor at the side of the bed and observe readings for diagnosis.

A more traditional method of providing this investigation



Or.....

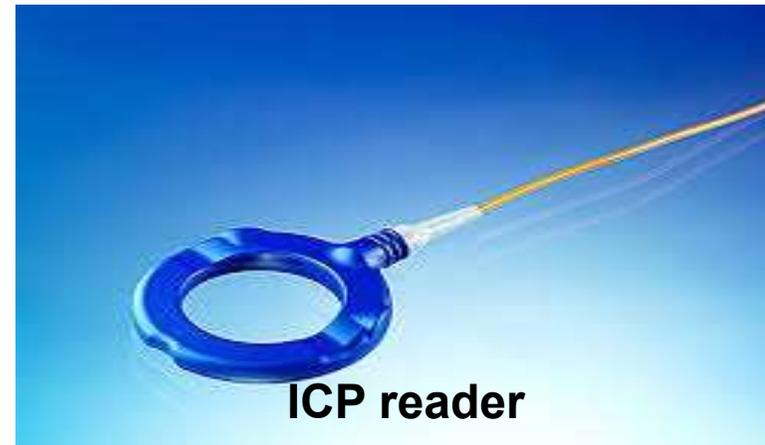


Datalogger box

Another option is to implant an ICP measuring probe and allow the patient to take it home and obtain readings, which can also be used for diagnostic purposes



Implantable ICP probe



ICP reader

# What is the cost?

- Average cost of in patient ICP monitoring £9401 ( 2017) with an average of 4 bed days
- Average cost of Implantable ICP monitoring at home £2991 (2017) with an average of 1-2 bed days

The cost difference is a bonus as for us, it is about the patient and the most appropriate treatment options.....

# Who is this for?

- We have used this system successfully now since 2017.
- We have patients who still have the implantable element in situ and if they have an increase in symptoms it can be used in the out patient setting to measure their intracranial pressure
- We use this system currently for those patients whose symptoms are complex, refractory to treatment (either surgical or medical) and are often intermittent, so vital information may not be captured during an admission

# What can it offer?

- Reduced length of stay and therefore expedited recovery after surgery
- Gives the patient control
- They can return to work, continue with sports/ hobbies, keep on with their day to day activities whilst obtaining accurate information on their condition which is then saved automatically on the Datalogger box .
- Additionally the patient can trace when symptomatic so important diagnostic information is obtained
- Extended periods of time for tracing (up to 6 weeks or more if required)

# How do we get the information?

- There are 2 options for the patient and both are readily available.
- They can opt to return to the unit for us to download the information when it is “full” at their convenience.
- They can take away a laptop and download their information at home which we can then view remotely and pick up on any concerning points and we can view live tracing in the same way if the patient is concerned.
- This is done via a pre arranged telephone consultation
- At the end of the tracing period a clinic appointment will be arranged to discuss results and plan any ongoing treatment pathway

# Change is inevitable....

- The Walton Centre has been recognised by the CQC recently as **Outstanding** for providing our patients with excellence in care through provision of tailored ICP monitoring, which can be provided in their own surroundings, with reduction in infection risk and improvements in quality of care given
- “The NHS is taking action to ensure patients have access to the very best modern technologies. It’s heartening to see the NHS grasping with both hands these rapidly advancing medical innovations.....with our commitments set out in the Long Term Plan, to support the latest advances and make it easier for even more patients to benefit from world-class technology.”  
(Simon Stevens, Chief Executive of NHS England)