



**Annual Members' Meeting
11 October 2016**



Robert Clarke, Chair

- Introduction
- Minutes of Meeting
- Challenging Times
- The Future
- Director Changes

Review of the year 2015/16



Liverpool Women's in 2015/16 we:



- Delivered **8,648** babies
- Undertook gynaecological procedures on **5,821** women
- Cared for **1,091** babies in our neonatal intensive and high dependency care units
- Performed **1,615** cycles of IVF

Quality & Safety 2015/16
Dianne Brown
Director of Nursing and Midwifery



Quality Performance



The Hospital delivered against all national quality targets and all but two of our internal quality targets set including;

- Maintained all access targets for 18 weeks and Cancer pathways
- Achieved the A&E clinical quality target - total time in A&E under 4 hours
- Maintained zero *C.Diff* infection rates for the second consecutive year
- Delivered 1:1 care in established labour for 96% of all women who chose to birth with us
- 98% of our patients would recommend our hospital to friends and family

Quality Performance

Those we didn't achieve:

- Incidence of MRSA bacterium - The trust is disappointed not to have achieved the target of zero cases of MRSA, with one case being identified during 2015/16.
- To provide epidural pain relief to at least 95% of women requesting it, where possible and clinically appropriate - The provision of epidural on patient request promotes a sense of safety and trust. The Trust set a stretching target at a time when provision was only 87%. This year we achieved 94% but want to improve even further.

Quality Going Forward



- The Trust has been in the upper quartile of all patient satisfaction surveys published
- Independent audits found that changes to the Trust governance structure had helped the Trust deliver the objectives of its risk management strategy and embed a regulatory framework
- Mortality rates within the Trust are not elevated. However, the Trust would like to improve them further. To this end we have improvement priorities in place in Maternity, Gynaecology and Neonatology to ensure all instances of mortality are thoroughly reviewed.
- The Trust achieved excellence in Patient Led Assessments of Care Environments (PLACE) for Cleanliness, Condition & Appearance and Food.

Services 2015/16
Jeff Johnson
Director of Operations

Services

- Successfully led the Cheshire and Merseyside Women's and Children's Acute care collaboration bid which became a NHS England Vanguard for new care models.
- Achieved one of the lowest multiple birth rates in the UK following infertility treatment; the UK average is 10% and the trust's Hewitt Fertility Centre is achieving 5.1%;
- Increased the number of ambulatory procedures by 30% using new techniques
- Implemented a new Clinical genetics clinic model following a service review and created 1000 additional clinic appointments per year with no additional resources.
- Implemented new community midwifery service – promoting services closer to home.
- Successfully moved the Clinical Genetics from Alder Hey Hospital to Liverpool Women's Hospital & maintained accreditation for our Genetics Laboratories;

Services

- Successfully bid the 100,000 Genome Project and have consistently led the national league table for recruitment of candidates for this project.

Achieved National Key performance indicators:-

- Referral to treatment times – 18weeks
- A & E total time in A&E under 4 hours
- Cancer Targets delivered (5 separate targets all achieved)

Workforce
Michelle Turner
Director of Workforce and Marketing

Our People's Achievements



- Midwife of the Year – won by Lisa Jones, from our MLU with Gillian Walker, one of our deputy Matrons coming third
- Contribution of a non Midwife to Midwifery Practice – Sarah Martin, who works with the Honeysuckle tea, taking 2nd place
- Healthcare Scientist of the Year –Angela Douglas
- Head of School of Paediatrics, NW HEE – Dr Colin Morgan
- One Born Every Minute – showcased our amazing people to audiences of millions every week
- Hosted Radio 4 Women's Hour live from the Women's

Our people's experience at work



- Employed 1368 wte
- Focus on wellbeing & resilience saw absence rates continue to reduce & a reduction in work related stress absence
- 2015 Staff Survey showed increasing number of staff who recommend the Trust as a place to work or have treatment, continuing the year on year trend of recent times
- Our overall Staff Engagement Score increased again
- We made good progress against each of the Equality Delivery System goals to ensure people from protected groups are not disadvantaged compared to people overall
- We benefited from 13,162 hours of volunteers time during the year, which saw us introducing our Meet & Greet service
- We gave tailored work experience to over 150 young people

**Financial Performance 2015/16
and Forecast 2016/17
Vanessa Harris
Director of Finance**

Financial Performance 2015/16



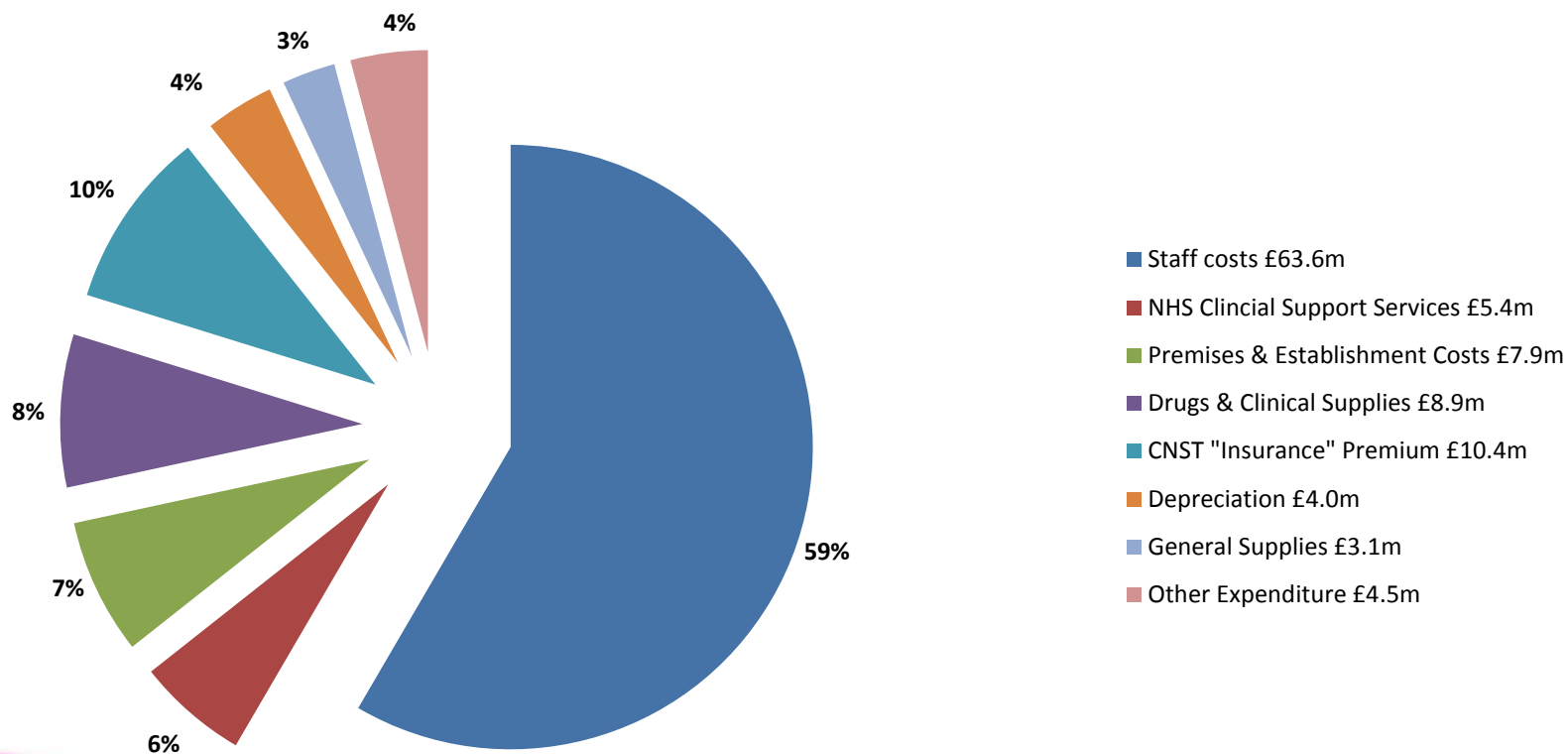
Overall Income and Expenditure

	2015/16 £000	2014/15 £000
Income	102,262	97,266
Operating Expenses	(107,750)	(98,070)
Operating Deficit	(5,488)	(804)
Net Finance Costs	(1,718)	(1,921)
DEFICIT FOR YEAR	(7,206)	(2,725)

Financial Performance 2015/16

How much did it cost to run the Trust?

- **Operating Expenses in 2015/16 - £107.8m**
- **Equivalent to £295,000 per day**



Financial Performance 2015/16



Supporting Service Delivery

The Trust continued its capital investment programme and in 2015/16 spent £5.2m on:

- Vital Information Technology including Electronic Patient Records (£1.9m)
- Expansion of IVF services at Knutsford & Kings College Hospital (£1.3m)
- Medical equipment (£1.1m)
- Build projects on the LWH site such as the Midwifery Led Unit and Emergency Room refurbishments (£0.7m)
- Maintenance of our building (£0.2m)

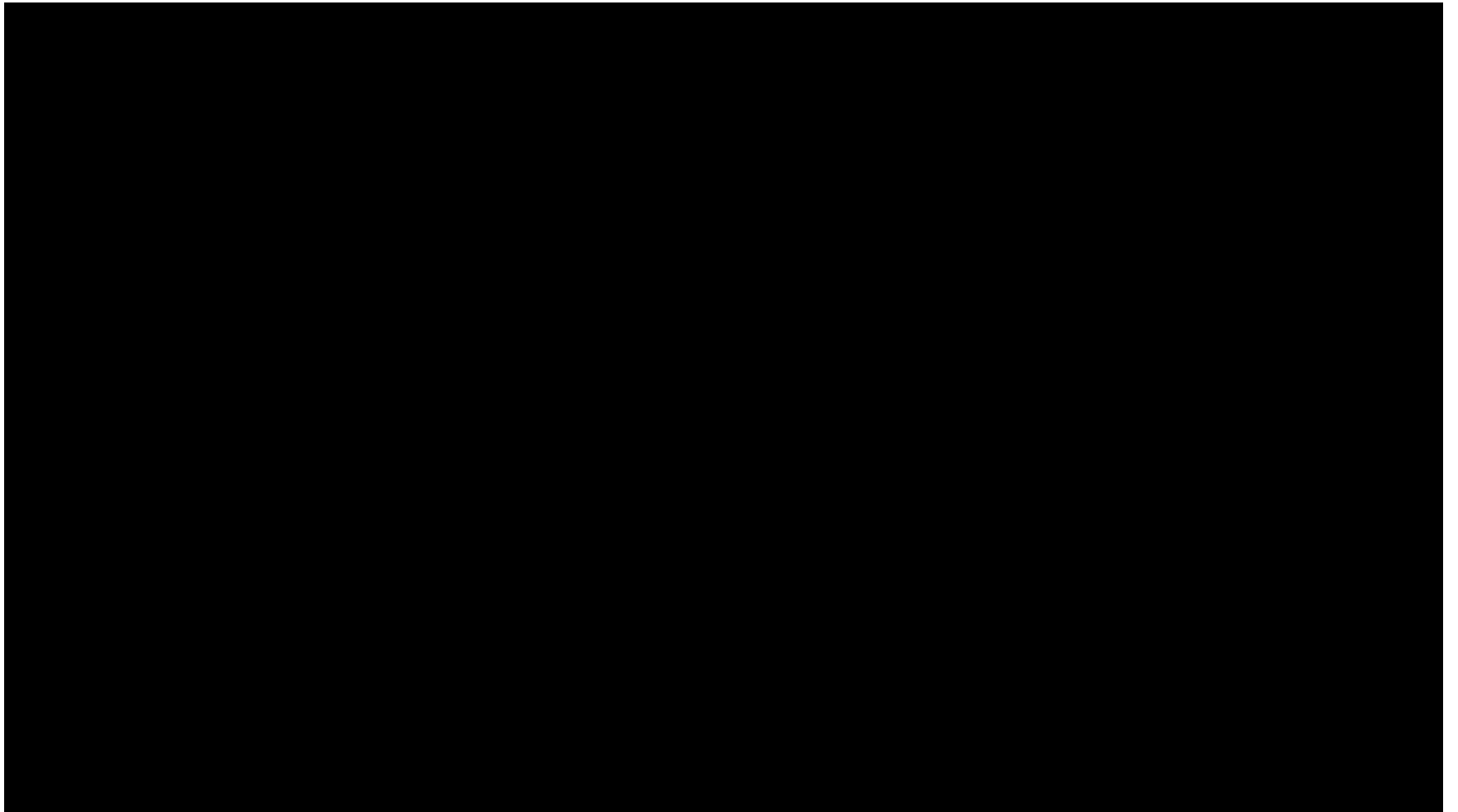
Forecast 2016/17



- The Trust continues to operate in a difficult financial landscape and is planning a financial deficit of £7m in 2016/17. This includes 2% efficiency savings which the Trust is required to make
- This level of deficit requires financial support from the Department of Health
- The Trust is currently on target to meet the planned deficit for 2016/17.
- Detailed financial plans for 2017/18 and 2018/19 are currently being developed
- These are being developed alongside 5 year sustainability and transformational plans

**Future Generations
Clinical Case for Change
Andrew Loughney
Medical Director**

Review of women's and neonatal services



Healthy Liverpool - why women's and newborns' services need to change

Review of women's and neonatal services



The needs of patients have changed since the hospital opened more than 20 years ago:

- Over a fifth of women giving birth at the hospital are now over the age of 35
- Women with complex health problems are now also able to have babies.
- Gynaecological cancers are increasing and more complex surgery is taking place
- Babies that wouldn't have survived 20 years ago are being cared for in our neonatal unit.

Review of women's and neonatal services



There are new ways of caring for patients and higher national standards, the standards currently not being met include:

- Core Standards for Intensive Care Units, published by the Faculty of Intensive Care Medicine.
- Space in the Neonatal Unit - Health Building Note 09-03: Neonatal unit, published by the Department of Health.
- Guidelines for the Provision of Anaesthetic Services (GPAS), published by the Royal College of Anaesthetists.
- Toolkit for high-quality neonatal services (principle 6), published by the Department of Health.

Review of women's and neonatal services



Public engagement during the summer

- More than 2,900 people responded to a survey asking for their views on the case for change. 72% said they supported the case for change, while 19% were unsure and 9% did not agree.
- Responses to the survey showed that the most important factors for the review to consider in developing options for the future were **patient safety and quality of services** and **patients having a good experience of care**.
- We need to let this review run its course and consider all of the potential options for the future.
- These will be put to public consultation at the end of this year/ early next year, so people can have their say before any decisions are made.



Questions



Membership & the Council of Governors
Sheila Gwynn-Adams
Lead Governor

Membership



Membership (public and Staff)

- Membership March 2015: 11,173
- Membership March 2016: **11,220**

Thank you for your continued support

Working with our members in 2015/16



- Our members help to make Liverpool Women's what it is – *thank you for your support*
- Throughout 2015/16 the governors played a key role in the 'Summer of Listening' by supporting the Trust in attending a number of community events where they engaged with members.
- Overall Governors helped us obtain over 1000 completed surveys that were used to help form part of the Clinical Case for Change.
- Whilst at these events Governors also recruited new members and promoted the work of the Liverpool Women's.
- In October 2015 we held our Annual Members Meeting at which Governors attended to support the hospital in reporting back to members the work of the hospital in 2014/15.

Patient Experience and Membership Committee

- The Governors *Membership Strategy Committee* has broadened its remit to include patient experience and changed its name to the *Patient Experience and Membership Committee*. The Committee now has greater focus on service user experience at the Hospital.
- The Committee is also in the process of renewing its Membership Strategy and producing a new suite of membership materials, including *Becoming a Member | Becoming a Governor | Becoming a Volunteer*
- We continue to look for new ways to reach, engage and recruit – ideas welcome

The Council would like to thank the members of the Governors' Patient Experience and Membership Engagement Committee for their commitment to giving our members a real voice and to making membership meaningful

Elections and Appointments


Elections and appointments to the Council of Governors

We had four elections this year. All four have been filled as uncontested seats. The new Governors are:

- **Richard Roberts** to the public seat of South Liverpool
- **Mark Walker** to the public seat of Rest of England & Wales
- **Adel Soltan** to the staff seat for Doctors
- **Pauline Kennedy** to the staff seat for Midwives

Farewell to two Governors

Farewell to the following governors who leave us today as their terms of office conclude. We would like to thank them for their service and support to the Trust.

- **Geoffrey Tattersall** – public seat Rest of England and Wales
 - **Gillian Walker** - staff seat: Midwives
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Elections and Appointments

One of the roles of the Council of Governors is to appoint the Chair and Non-Executive Directors through its Nominations Committee. The Committee recommended the following appointments which were approved by the Council

- **Robert Clarke** – was appointed Chair from 1 March 2016
- **David Astley, Jo Moore, Phil Huggon** and **Ian Knight** were appointed Non-Executive Directors from 1 April 2016
- **Dr Susan Milner** was appointed a Non-Executive Director from 1 June 2016

The appointments had been made following the term of office coming to an end in 2015/16 of Edna Robinson (Chair), Liz Cross (vice Chair), Pauleen Lane, Steve Burnett and George Kissen.

Liverpool Women's Hospital and Me



Dr. Adrian O'Hara

(Research Scientist, Public Governor, Dad)

The Women's and Me



Early December 2013

- **12 week scan**
- **Twins!!**
- **Due Date 11 June 2014**

20 week scan

- **All is well**

Wednesday 12 February 2014

- **Premature labour**

Life in the NICU

- James born 12/2/14
- 23 weeks (17 weeks premature)
- 610g
- Died 13/2/14



Life in the NICU

- Matthew born 15/2/14
- 23+3 weeks
- 590g



NICU day 1 – day 151

- Matthew spent 7 weeks on a ventilator
- ROP
- 2 courses of steroids to help his lungs develop
- Hernia repair at Alder Hey
- After 5 months, Matthew came home

TV Star!

- Miracle Babies (Channel 5)
- Followed Matthew's journey
- in the NICU



Here we go again.....

- **May 2015**
 - 12 week scan
 - Singleton pregnancy
 - Due date 2/12/2015
- **Preterm labour clinic**
 - 16-28 weeks gestation
 - Given all clear and discharged at 28 weeks

Return to the Delivery Suite

- Alice born 8/12/15
- 40+6 weeks
- 3970g!



Becoming a Governor



- Opportunity to put myself forward for election as a public governor
- Give something back to the hospital
- Help shape the future of the hospital

The Future.....

- Experiencing the services provided by the hospital gives a personal view on why there is a need for change.
- NICU is an incredible place, that provides so much important care to babies, as well as parents.
- To continue providing this level of service, a new unit is very important
- The staff make the Women's what it is!!

The Council Governors would like to thank all members and the public for their continued support of Liverpool Women's

