



Annual Members' Meeting 2022



The Walton Centre
NHS Foundation Trust



Welcome and introductions

Max Steinberg CBE
Chair

Declaration of interests

Max Steinberg CBE
Chair

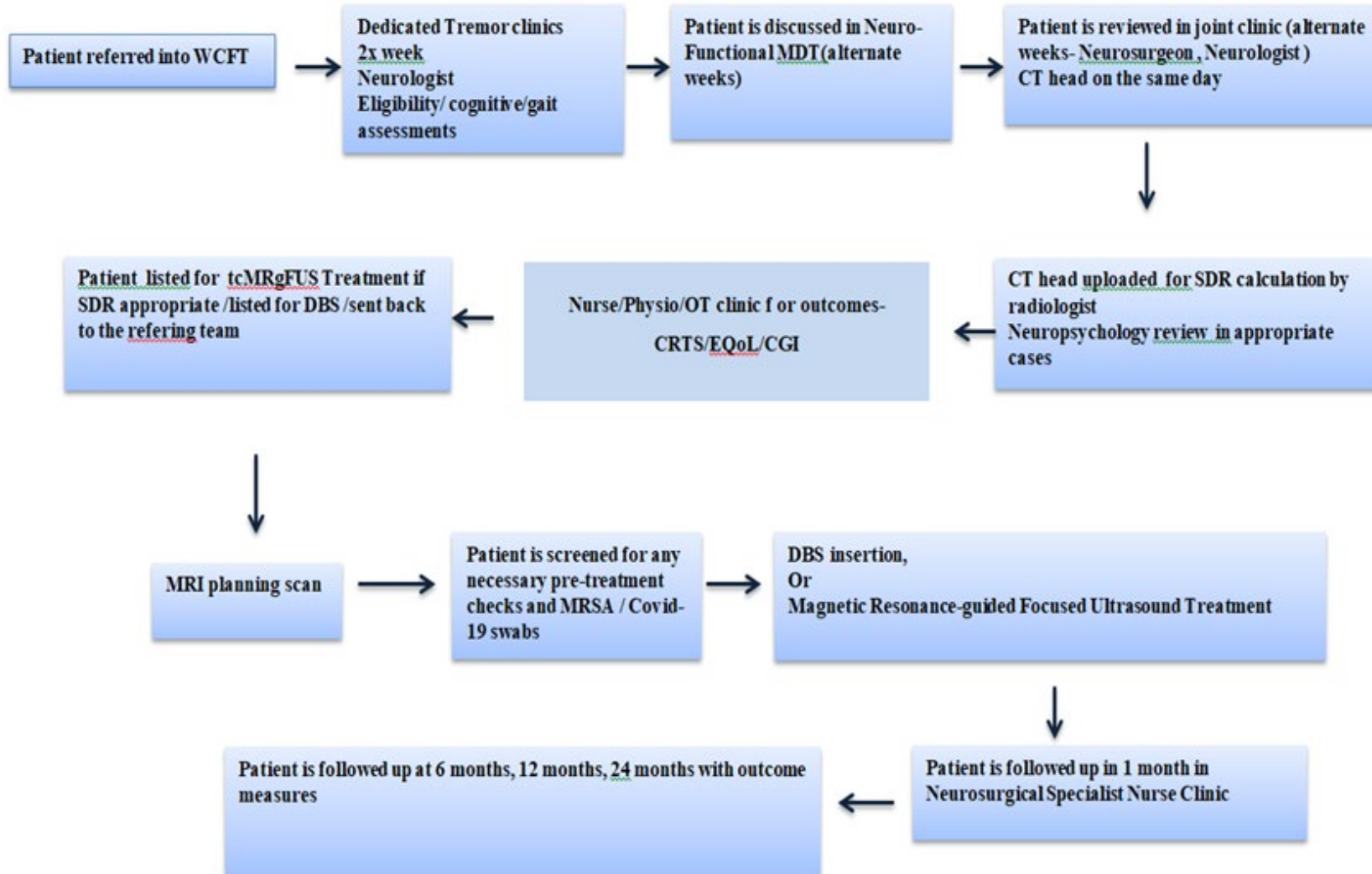
Transcranial MRI Guided Focused Ultrasound

Mr Jibril Osman Farah, Consultant Neurosurgeon
Dr Jay Panicker, Consultant Neurologist

Background

- Essential tremor (ET) – most common movement disorder
- Refractory to medical management in around 50% cases in patients with severe symptoms
- Deep brain stimulation –conventional surgical treatment of choice, but many patients not eligible or does not prefer ‘invasive surgery’
- MR guided focused ultrasound thalamotomy approved by NICE and NHSE for treatment of ET in 2020
- Imperial College was the only centre able to offer the treatment in 2020 – four to five year waiting lists
- The Walton Centre won the bid to be the second national centre in October 2021 – our second national service

MRgFUS





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A year at The Walton Centre 2021/22

Jan Ross
Chief Executive

Difficulty, but promise

- COVID-19 pandemic continued to dominate healthcare
 - Visiting was reintroduced, in stages
 - Impact of staff and patient sickness
 - Continued emotional support
 - Staff vaccination programme
- Activity levels increased compared to the first year of the pandemic
 - Not yet back to pre-pandemic levels but recovery is going well
 - Met all national standards despite the ongoing pandemic



Focus on the best treatment and care

- 24/7 Thrombectomy
- Rapid Access to Neurology Assessment (RANA)
- Tessa Jowell Centre of Excellence
- Spinal surgery regional centre
- Leading centre for organ donation
- MR-Guided Focused Ultrasound
- NHS Inpatient survey
- Continued focus on education



Our staff are our priority

- Staff support has never been so vital
- Investors in People – retained Gold status
- Significant emphasis on health and wellbeing
 - Mental Health First Aiders
 - Occupational Health services
 - Health MOTs
 - Employee benefit services
 - Flexible and agile working
 - Identified ways to improve rest spaces



Changes at the top



Max Steinberg CBE
Chair



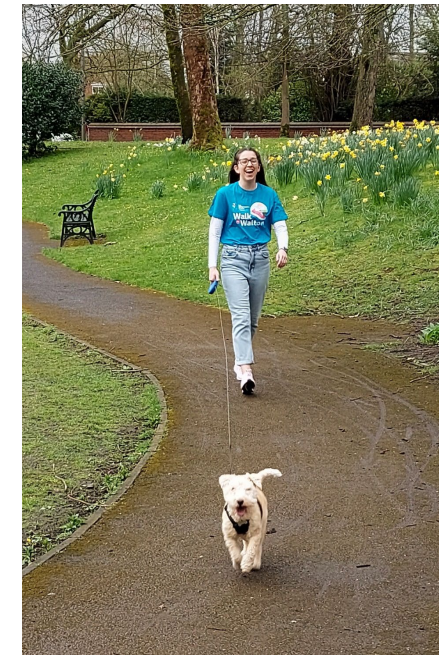
Professor Paul May
Non-Executive Director



Ray Walker
Non-Executive Director

Thanks to our Charity

- Jan Fairclough Ball – 10 years of fundraising
- Staff support – Doctors' Mess and the Breathe Easy Garden
- Community and staff fundraising – Virtual London Marathon, Walk for Walton





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Trust strategy 2022-25

Dr Andy Nicolson
Medical Director and Deputy Chief Executive

About us



The Walton Centre
NHS Foundation Trust

Excellence in Neuroscience

Our vision

Excellence in Neuroscience

Our vision at The Walton Centre is underpinned by a shared set of values. These behaviours are encouraged in all we do.

Our mission

Specialist staff working collaboratively to reduce health inequalities and achieve excellent clinical outcomes and patient experience.

The Walton Way

At The Walton Centre we are guided by clear values which were developed and are upheld by our staff.



These values include a learning culture that empowers staff to make and lead change, be curious and seek continuous improvement.

The Walton Centre serves an area of 3.5 million people



The Walton Centre is rated Outstanding by the CQC

Service partnerships with 12 NHS Trusts in the region

Our 'Walton Clinic' neurology model provides clinics at 19 hospitals and health centres in the region

The Walton Centre employs 1,500 members of staff



Walton Centre partnerships:

- Host of Cheshire and Merseyside Rehabilitation Network
- Cheshire and Merseyside Adult Critical Care Network
- Major Trauma Centre Collaborative

180,000 patients per year seen across all our clinics

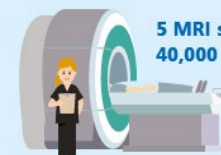


25,000 procedures carried out every year

119 acute beds, 30 complex rehabilitation beds, 10 acute rehabilitation beds



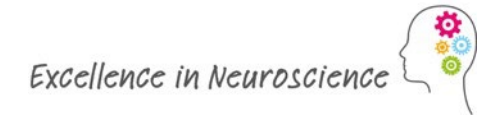
5 MRI scanners and 2 CT scanners, with 40,000 scans per year



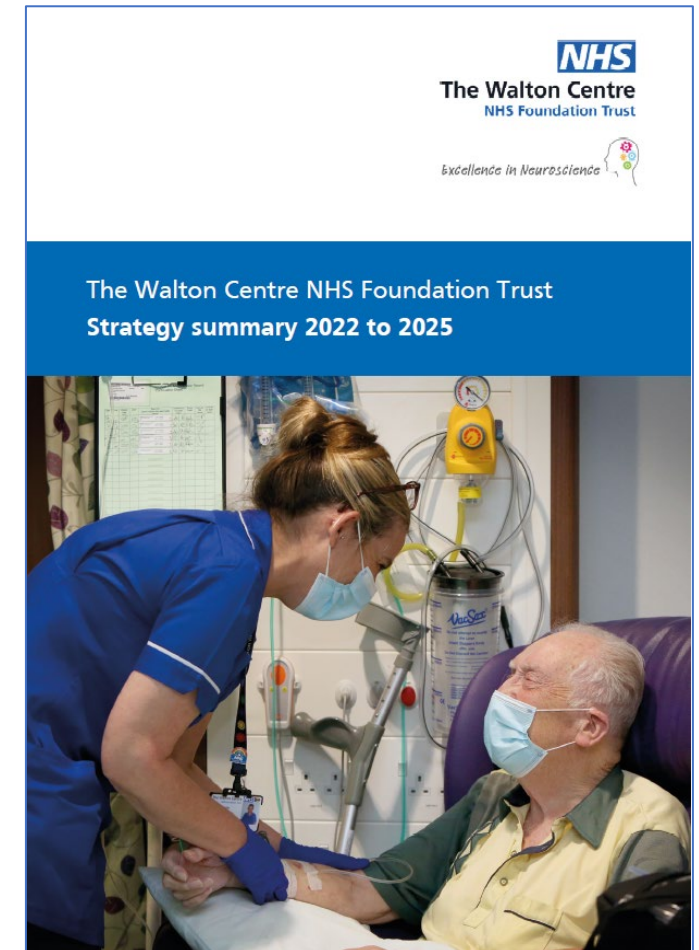
Our new Trust strategy



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- Our three-year strategy reflects the pace of change in the NHS due to the COVID-19 pandemic and the infrastructure changes brought about by the Health and Social Care Bill 2021
- It sets out how we will continue to deliver excellent clinical outcomes and patient experience with our team of dedicated, specialist staff
- Patients, their families and our staff are at the heart of this strategy
- Since our last strategy in 2018, we have grown, developed and innovated at pace
- We now want to improve our services further and continue to innovate, research and develop, as the UK's only specialist neuroscience Trust
- The strategy also focuses on key initiatives, and our regional and national role
- Developed through extensive internal and external engagement across all staff groups, patient groups, NHS partners and social services

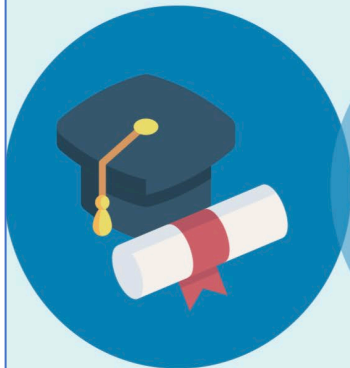


Our strategic ambitions

Our new strategy sets out how we will continue to deliver excellent clinical outcomes and the very best patient experience.

Our strategic ambitions

Education, training and learning



Leading the way in neurosciences education and training.

Research and innovation



Delivering high-quality clinical neuroscience research, in collaboration with universities and commercial partners.

Leadership



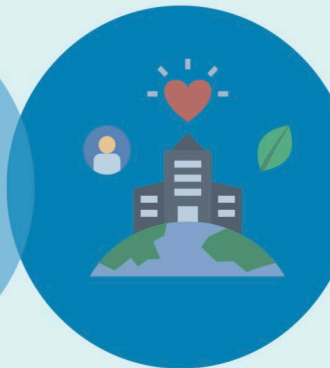
Developing the right people with the right skills and values to enable sustainable delivery of health services.

Collaboration



Clinical and non-clinical collaborations across and beyond the ICS, building on existing relationships and services.

Social responsibility



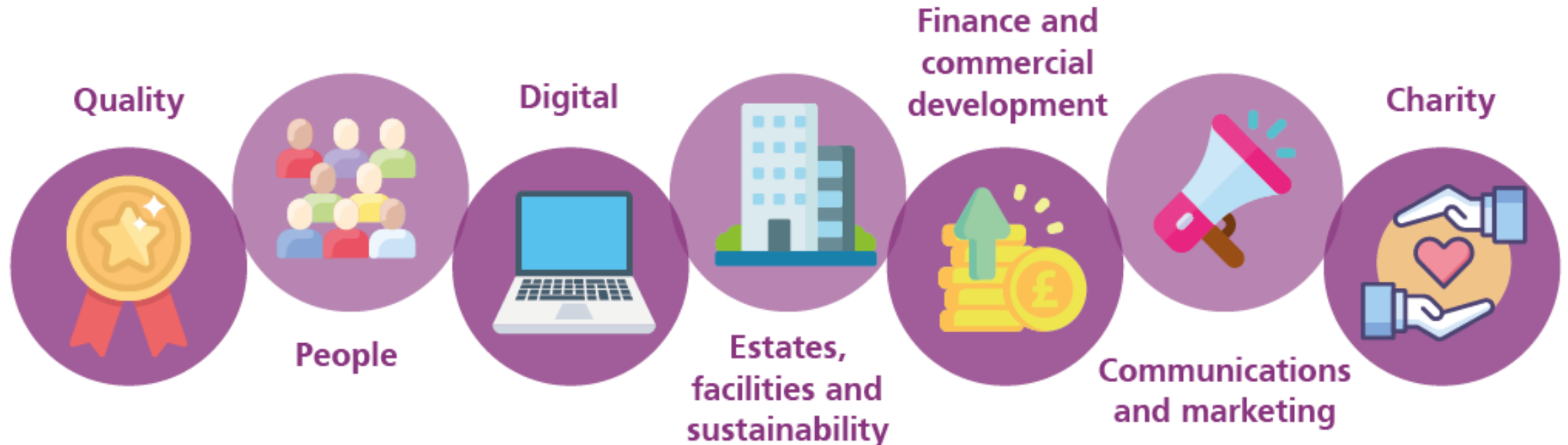
Supporting our local communities and providing services for patients within and beyond Cheshire and Merseyside.

Each of our five ambitions has a list of key objectives to ensure we achieve our aims

Enabling strategies

Enabling strategies

Underpinning our five strategic ambitions are seven enabling strategies which feed into all aspects of The Walton Centre's work, providing a critical link between our overarching ambitions and their delivery.



Delivering on our strategy



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- This is a bold but clear and ambitious strategy which will be a visible and dynamic framework for our Trust
- We will deliver the ambitions within the strategy using our existing transformational model, which is closely aligned with the operational teams within both our clinical and non-clinical divisions
- Annual priorities will be set which will form our strategic objectives and framework
- A new Board Assurance Framework reflecting the ambitions within this strategy will be developed and monitored by the Trust Board
- This strategy builds on our existing excellent leadership in neurosciences, and our levels of treatment and care, and provides a platform to further strengthen patient experience, collaboration and transformation





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Annual accounts 2021/22

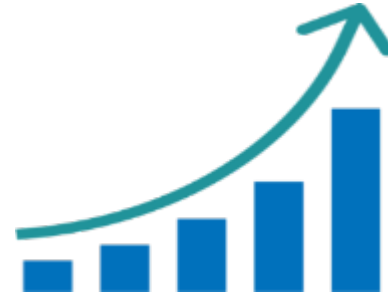
Mike Burns
Chief Financial Officer

Financial performance



Breakeven position

This position includes non-recurrent funding for elective recovery funding (£2.8m) and £1.0m funding from NHSE/I in relation to the costs of covering exceptional covid costs as a result of the pandemic.

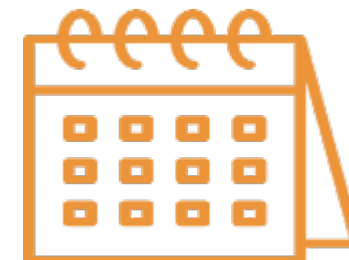


Turnover increased by 11%
(£15.6m)



Expenditure increased by £17.1m so Trust utilised some non-recurrent items in 2021/22 to deliver breakeven position

Cash - £5m increase from April 2021 to March 2022 (14%). This was driven by an increase in payables (some related to capital purchases) and a reduction in receivables.



Performance: NHSI targets

- The NHS Single Oversight Framework was re-started during 2021/22 with the Trust scoring the minimum risk rating of L1.
- NHS organisations were managed within care systems, for The Walton Centre, this was Cheshire and Merseyside Health and Care Partnership.
- The principle for 2021/22 was that all organisations were to break even within the system to ensure system breakeven. Specific funding was provided for additional COVID-19 related costs and growth along with funding for the additional costs of CNST premiums.
- The Trust posted a break even position in line with the requirements of the Health and Care Partnership.



Cost reductions and efficiency

- There was no formal requirement for the Trust to deliver efficiency savings in 2021/22 given the ongoing pandemic, however to achieve break even there were some non-recurrent efficiencies delivered.
- There is a requirement to deliver recurrent efficiency savings in 2022/23 and regular weekly meetings have been set up with senior managers in the Trust to identify and deliver these savings.
- The Trust has non-recurrently given up some funding in 2022/23 to help other Trusts in the system to deliver their financial targets.

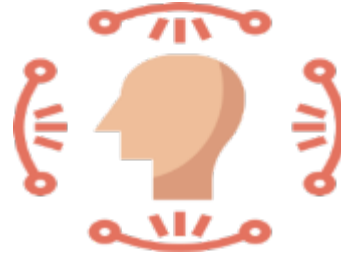
Investments

Investment continues in clinical services



£1.2m

Medical equipment and infrastructure



£3.4m

Replacement CT scanner and first Transcranial MR



£0.9m

Replacement pipe work



£0.5m

Investments in Trust estate



£4.3m

IM&T development of clinical systems and infrastructure



£0.6m

Equipment in relation to COVID-19 response

Total investment: £10.9m (inc. £2.7m Digital Aspirant Funding, £1.9m central funding and £0.1m charitable donations)



Revenue investments

Patient safety and service development investments



£1.6m

Mainly due to investments in neuropsychiatry and international nurse recruitment



£1.0m

Expenditure in relation to COVID-19 response. This was all non-recurrent and will not add to future recurrent budgets.

Total investments: £2.6m

Forward view: 2022/23 onwards

- As a result of COVID-19 pandemic, the NHS financial regime for 2020/21 changed, and has continued into 2022/23:
 - The Trust continues to be funded on the basis of block funding. This includes adjustments for inflation, excess inflation (following plan assumptions) CNST, latest pay settlements and elective recovery funding.
 - C&M is still financially challenged in 2022/23 and this could mean additional requests for improvements to the Trust's financial position during the year to manage this.
 - It is planned that the majority of specialised commissioning funding will be moved into the ICS depending on the state of readiness of services to transfer. This is likely to be in April 2024 and April 2025 with 2023/24 being a 'shadow' year for funding. Services will then be commissioned by the ICS.

External audit: Presentation to the Annual Members Meeting of The Walton Centre NHS Foundation Trust

External audit process and outcomes for 2021/22

8 September 2022

Angela Pieri, Senior Audit Manager



Purpose of the session

- 1** Overview of the role of External Audit and key outputs
- 2** Audit work performed for 2021/22 and outcomes



1

What is the role of External Audit?



To provide independent assurance to the Council of Governors by:

- ✓ giving an opinion on the Trust's annual accounts, Annual Report, Remuneration Report and Annual Governance Statement
- ✓ 'true and fair' view of assets and liabilities at 31 March and financial performance in the year
- ✓ commentary on the Trust's arrangements for delivering value for money



To consider the use of our special reporting powers if there are any issues of significant concern:

- referral to NHS Improvement
- reports in the Public Interest



Materiality



The true and fair audit opinion is given when auditors obtain reasonable assurance the statements are free from material misstatements, therefore a level is set annually.

Auditor judgement – the basis was 2% of gross operating expenditure of £154.4m.

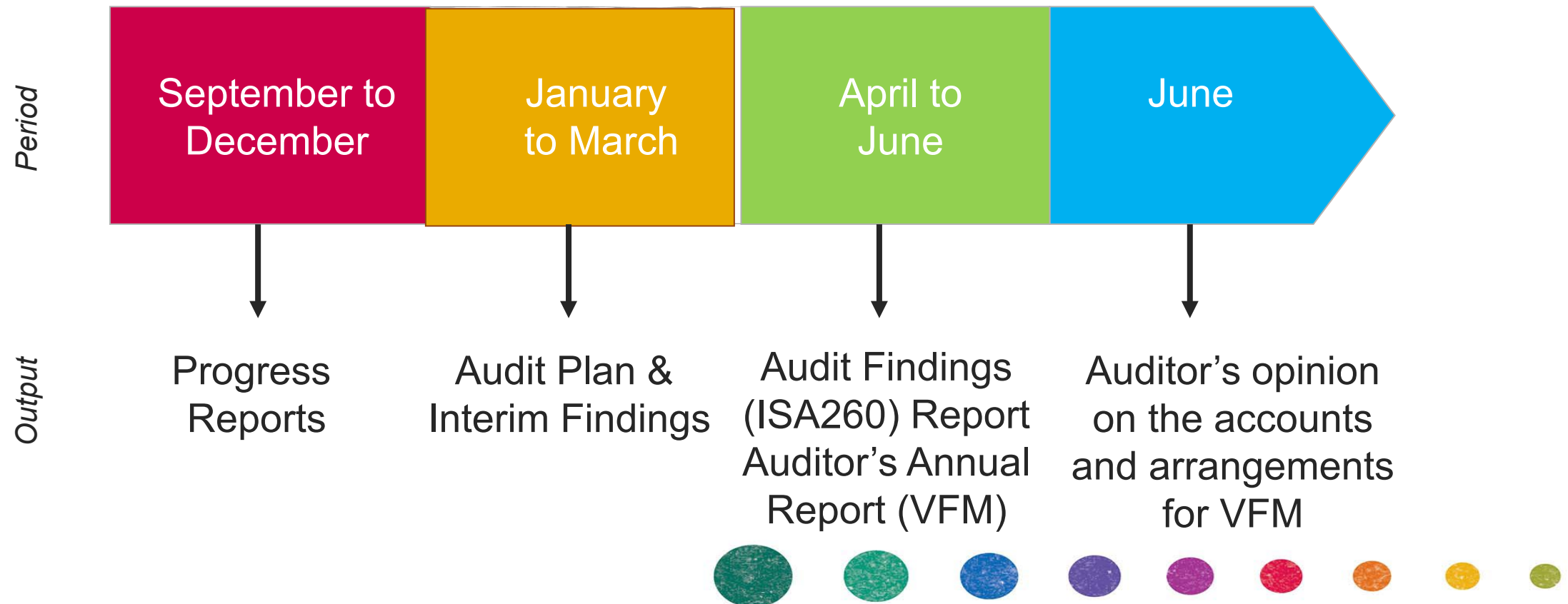


For 2021/22 the materiality for the Trust was set at £3.09m.

A trivial level of reporting was set at £0.155m.



Auditors key outputs during the year



2 Audit work – outcomes 2021/22

An unqualified opinion given on the Trust's annual accounts (group), Annual Report, Remuneration Report and Annual Governance Statement on 22 June 2022



- ✓ Audit Findings Report issued on 20 June 2022 to the Audit Committee
- ✓ no issues identified that impacted upon the financial position
- ✓ minor disclosure adjustments identified were all amended by the Trust in the final version of the financial statements
- ✓ Any action plan points to aid future closedown agreed with management responses

An unmodified opinion given on the Trust's arrangements over value for money on 22 June 2022



- ✓ Auditor's Annual Report on VFM issued on 20 June 2022 to the Audit Committee
- ✓ no significant weaknesses identified
- ✓ A management response received for the one minor improvement recommendation made

We did not need to use our additional reporting powers, no issues of significant concern were identified.



Work performed in 2021/22 - What were the key areas of focus for the financial statements audit?

- management override through journal entries
- management estimation processes and judgements
 - income and debtors
 - expenditure and creditors
 - valuation of land & buildings



Value for Money audit 2021/22

- second year of an audit approach to the use of resources audit work first introduced in 2020/21
- review of the Trust's arrangements in 3 areas:
 1. Financial sustainability
 2. Governance
 3. Improving economy, efficiency and effectiveness – “the 3Es” (service delivery, performance and outcomes)



What are the areas of focus for the 2021/22 Value for Money audit

- financial position
- financial planning and budget setting
- budget monitoring
- governance arrangements in place
- risk management
- internal audit, counter-fraud, codes of conduct
- performance against targets
- benchmarking performance and use of data
- partnership working





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Council of Governors 2021/22

Barbara Strong
Lead Governor

Governor Elections 2022

Key dates

- Nominations opened: 6 June 2022.
- Nominations closed: 11 July 2022

Public Governor vacancies

- 6 Merseyside
- 1 Cheshire
- 1 North Wales
- 2 Rest of England and Wales

Staff Governor vacancies

- 1 Medical

Election results

Merseyside (uncontested):

Teresa Moretti

Carol Hopwood

Belinda Shaw

Cheshire:

Carol Hulse

Rest of England and Wales (uncontested):

Geoff Heyes

John McClelland

Medical:

Mr Andrew Brodbelt

Departing Governors

Public Members

John Lloyd-Jones

William Givens

Rest of England and Wales

Cameron Hill

Chris Sutton

Staff Medical:

Dr Rhys Davies



The Walton Centre
NHS Foundation Trust



Governor engagement

- NHS Providers Governor news bulletins and briefings
- Governor Surveys
- Governor opportunity to input and comment on the development of the Trust strategy

Regular meetings

- Quarterly Council of Governor meetings and regular Governor Committee meetings
- Open invitation to observe Board of Directors

Learning and development

- Governor induction
- NHS Providers GovernWell Training Programme
- Pan-Liverpool training opportunities

Membership engagement

- Restrictions on Governors being on site and interacting with Members due to Covid were lifted during 2022
- Patient safety walkabouts reinstated in 2022
- Membership events re-introduced in May 2022, more planned for 2023
 - Pain Management
 - Becoming a Governor
 - Allied Health Professionals
 - Radiology
- Consultation event for Members on the emerging Trust Strategy in April 2022
- Governor Elections
- Neuromatters magazine



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Constitutional changes

Max Steinberg CBE
Chair

Trust Constitution

(The rules and processes by which the Trust is governed)

Proposal

- To change the quorum from 11 Governors to one-third of Governors in post.
- 33 Governor posts : August 2022 - 19 posts filled

Change to Council of Governor's Quorum

- Quorum = the minimum number required to be present to approve items

Full text available at www.thewaltoncentre.nhs.uk

Change to quorum

Approval Process

- Reviewed by Council of Governors Advisory Group – 16 August
- Approved by Board of Directors – 1 September
- Approved by Council of Governors – 8 September
- **Ratification at Annual Members Meeting – 8 September**

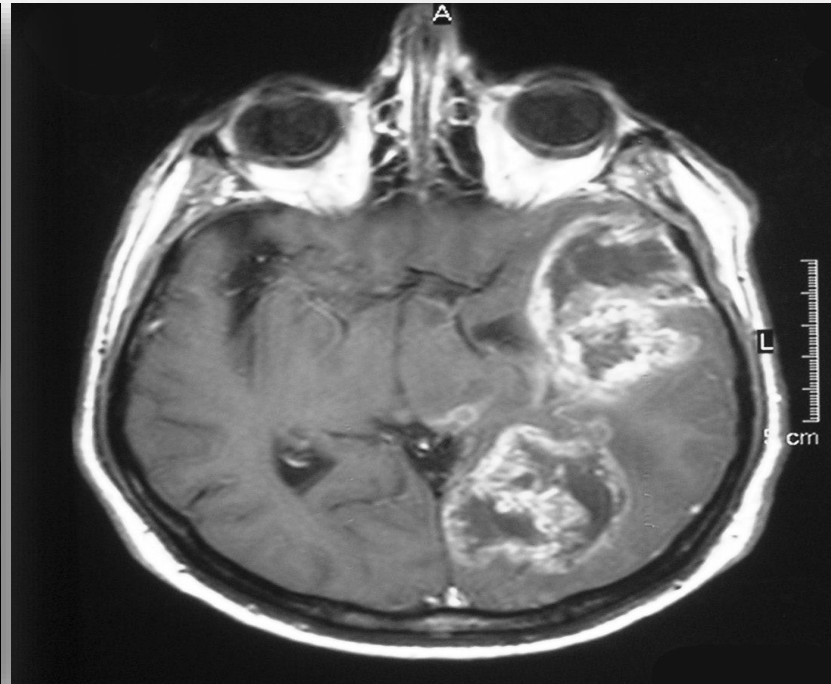
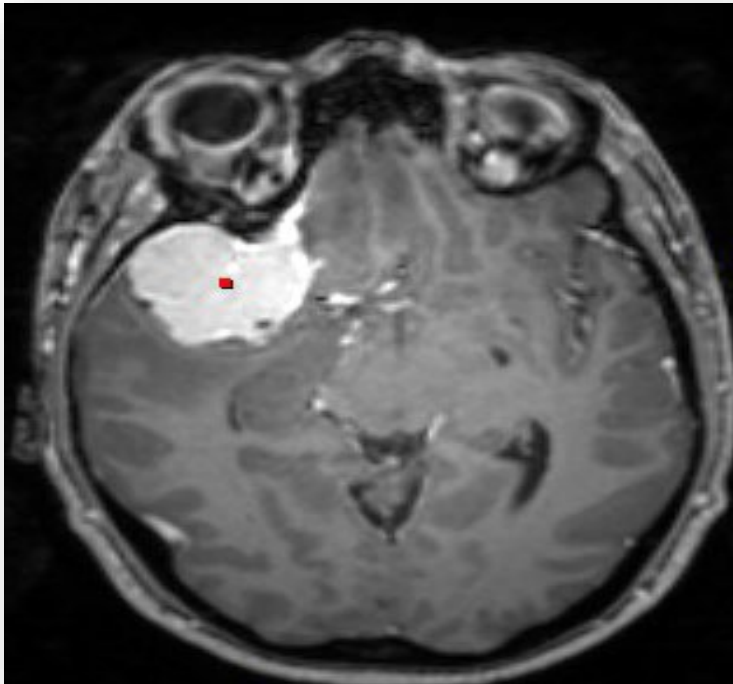
The brain tumour optimisation pathway

Mr Andy Brodbelt, Consultant Neurosurgeon and Cancer Lead

Emma Wilby, Advanced Nurse Practitioner

Sam Holman, Operational Lead

Having a brain tumour can be pretty rubbish




Most patients come through A&E

- A GP is seen ≥ 5 times before diagnosis
- 'I kept asking for a scan'
- $< 0.6\%$ diagnosed on 2 week rule
- The Walton Centre NHS Foundation Trust
 - 1500 referrals
 - 500 treated



For the brain tumour patient, it can be a long journey

- 
- General practice
 - Emergency dept
 - Medicine
 - Acute Oncology
 - Neurology
 - Neurosurgery
 - Clinical Oncology
 - Rehabilitation
 - Palliative care
 - Psychology

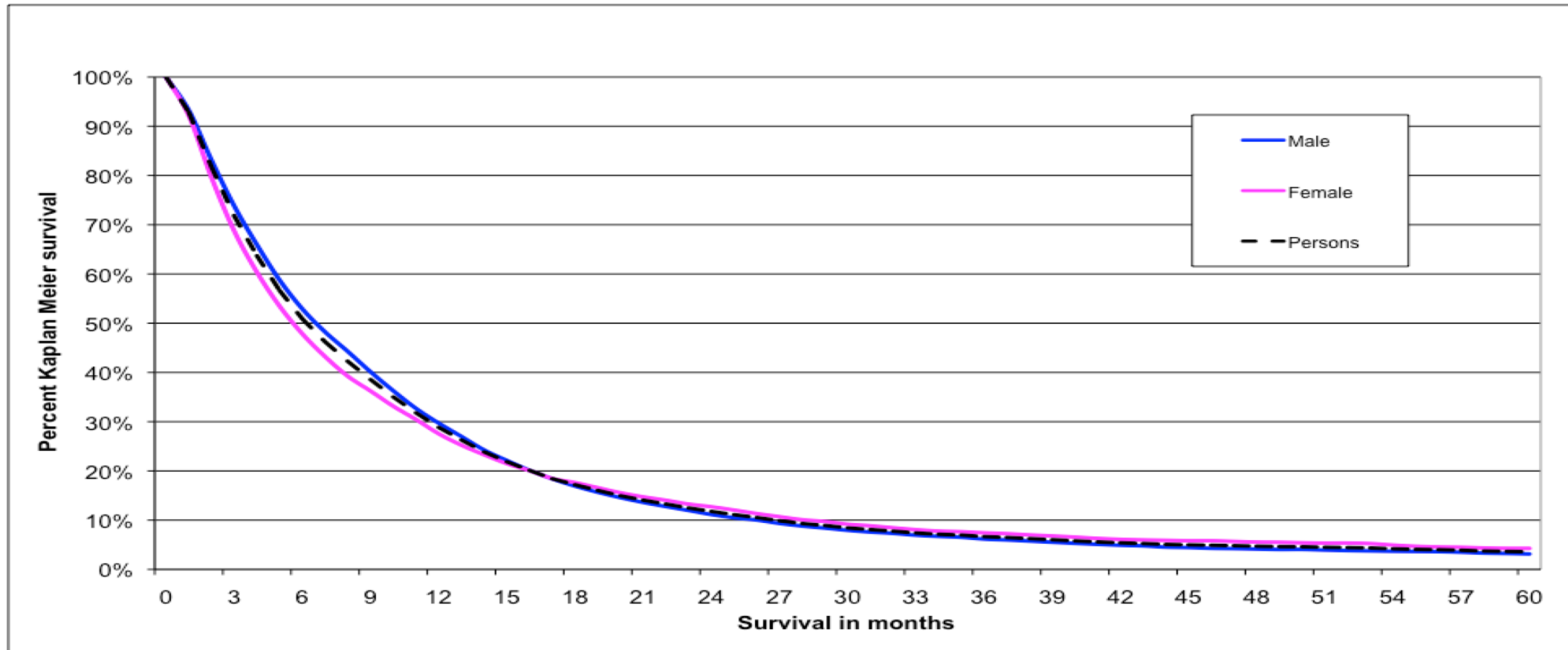


Problems in the system

- Difficult to diagnose
- Overworked A&E departments
- Different specialties responsible at different parts of the pathway
- Physical, cognitive, and emotional needs
- Patients getting lost
- 'Not a surgical candidate'
- The Walton Centre on-call overloaded
- Delays in metastatic pathways



In glioblastoma, survival is poor



Glioblastoma in England, 2015. Eur J Cancer

Meet Terry

- Monday - Went to work – A&E
- Tuesday - Admitted to ward – sent for more scans and started on medication
- Wednesday – CT staging scan
- Thursday – Scans reviewed by The Walton Centre – Missed MDT
- Friday – Terry sent home
- **Six days for MDT discussion and treatment plan**
- Friday - Best Supportive Care

12 days



Objectives

Education for Emergency Department
and Acute Oncology teams



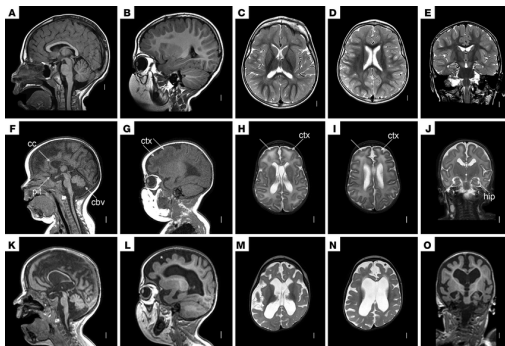
Key worker



Optimised before
discharge home



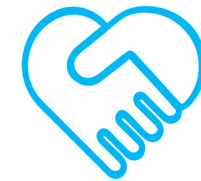
Appropriate imaging



MDT discussions



Best supportive
care clinics

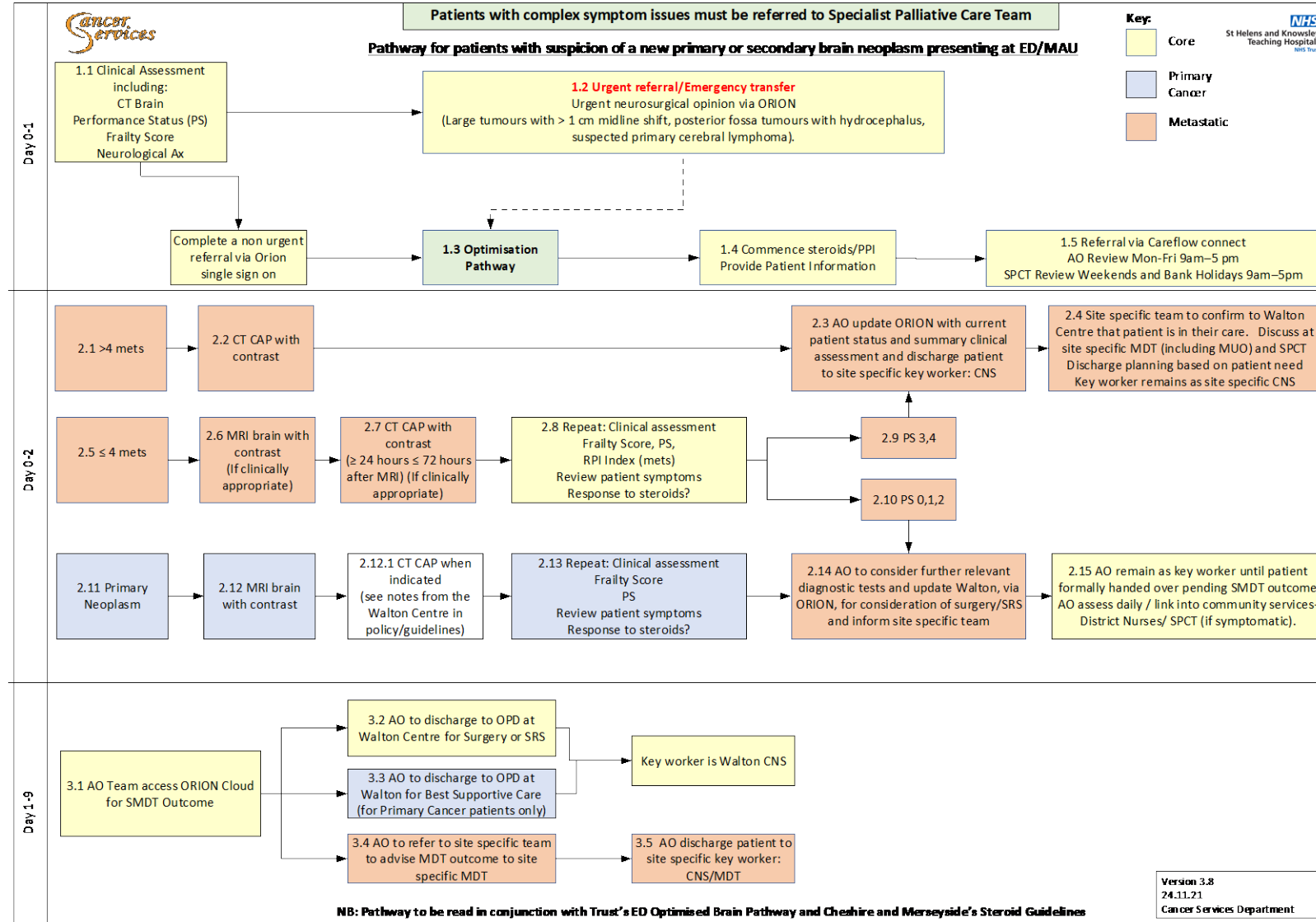


Back to Terry...

- Appropriate scans were done on time
- Terry was optimised and seizures managed before referral was made to The Walton Centre
- Terry was given a key worker
- MDT was meaningful and incurred no delays
- Terry was offered and booked into a Best Supportive Care clinic at The Walton Centre to discuss his symptoms, prognosis and support services
- Terry was at home with his family, fully informed of his diagnosis and clinical pathway



The Whiston pathway



Next steps



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NHS Foundation Trust



Wirral University
Teaching Hospital
NHS Foundation Trust



Warrington and
Halton Hospitals
NHS Foundation Trust



Liverpool University Hospitals
NHS Foundation Trust

Q&A

AOB and close

Max Steinberg CBE
Chair