

**CONFIRMED**  
**MINUTES**  
**ANNUAL MEMBERS' MEETING**  
**Thursday 17<sup>th</sup> September 2020**  
**Due to COVID Restrictions this meeting was held on MS Teams**

**Present**

Ruth Austen-Vincent	Partnership Governor
Andy Ayre	Grant Thornton, External Auditor
Michael Burns	Director of Finance and IT
Andrew Carter	Staff Member
Amanda Chesterton	Staff Governor
Hayley Citrine	Chief Executive
Peter Clegg	Partnership Governor
Richard Cottier	Public Governor
Seth Crofts	Non-Executive Director
Jonathan Desmond	Public Governor
Sam Fleet	Staff Member
William Givens	Public Governor
Alex Moore	Staff Member
Daniel Perks	Staff - ISS
Ella Pereira	Partnership Governor
Su Rai	Non-Executive Director
Marion Rogers	Parkinsons UK
Jan Ross	Director of Operations and Strategy
Janet Rosser	Chair
Barbara Strong	Public Governor
William Sutherland	Staff - ISS
Chris Sutton	Public Governor
Jan Vaughan	Partnership Governor
Lindsey Vlasman	Acting Director of Nursing and Governance
Carol Miller	Membership Manager/Corporate Governance Assistant (Minutes)

**AMM Welcome**

**01/20** Ms Rosser, Chair welcomed members to the first Virtual Annual Members meeting.

No Questions in advance had been received prior to the meeting. Questions could be submitted after the meeting to [membership@thewaltoncentre.nhs.uk](mailto:membership@thewaltoncentre.nhs.uk)

**AMM Minutes of the meeting held on 11 September 2019**

**02/20** The minutes of the previous meeting had been approved by the Council of Governors as a true and accurate record. They are available on the Trust Website:  
<https://www.thewaltoncentre.nhs.uk/173/being-a-member.html>

**AMM COVID Recap – March 2020**

**03/20** Ms Rosser reflected on the events of the past year contrasting the 2019 AMM at which the Trust celebrated the CQC Outstanding rating. Within the following few months, COVID-19 struck quickly and unexpectedly and had an enormous impact on staff, patients and treatment of patients. The Trust is now working towards a return to full capacity.

**AMM The New Way We Work**

**04/20**

Ms Citrine, Chief Executive reiterated Ms Rosser's message reflecting on how the Trust is working in different ways including holding virtual appointments and consultations, staff working from home, provision of psychological support for staff and patients, increasing critical care capacity and transforming both wards and units at the Trust to care for COVID-19, neuroscience and other speciality patients. The Trust's IT infrastructure had been upgraded to enable all of these new initiatives.

The Cheshire and Merseyside system had been supported by the Trust including enabling treatment of patients with Head and Neck cancer and relocating Liverpool University Hospital Stroke patients to the Walton Centre to release capacity for COVID-19 patients on the Aintree Liverpool University Hospital site. Furthermore, extending the admission criteria of the Trust's critical care and rehabilitation services to support COVID-19 patients.

Following government instructions, all elective care was cancelled from March 2020 in order to create COVID-19 capacity. Coordination and mutual aid across Cheshire and Merseyside providers helped to manage PPE resources in the region. Supplies were replenished twice daily at the Trust, appropriate training for PPE equipment was provided and clinical and non-clinical staff were redeployed and trained as required. The Walton Centre also hosts and chairs the Critical Care Network which played a key part in managing critical care for COVID-19 patients across the Cheshire and Merseyside region, ensuring all patients, who needed it got a critical care bed.

Patient visiting was stopped with a few exceptions. Telephones and iPads were made available, allowing patients to keep in touch with loved ones. Specialist nurses also coordinated patient family updates ensuring all families were briefed on how their loved ones were. Currently, visiting is restricted, whilst the Trust increases patient activity and a walk-through video had been produced making patients aware of changes to infection prevention and control procedures providing reassurance that attendance at the Trust is safe.

The Walton Centre Charity received generous support from the community in response to an emergency appeal. Together with £15k in donations and two grants from NHS charities, the charity was able to offer staff gifts, free refreshments and pamper packs. Furloughed airline staff offered staff a First Class Lounge experience as part of their Project Wingman initiative. This was well received by staff. Donations of food, refreshments and gifts were received from a number of small local enterprises and local area volunteer groups provided the Trust with PPE supplies. Links to these groups will be retained; this will be a key part going forward of the Trust's partnership working as an Anchor Institution.

**AMM Strategy Update and Highlights**

**05/20**

Ms Citrine summarised the Trust's 5 year strategy which is now in its third year. Progress made in year 2 included examples of the highlights;

- **Deliver best practice care. The Trust has :**
  - Extended the staff health and wellbeing programme; Introduced a Building rapport course for line managers;
  - Become a more diverse Trust Board;
  - Extended the Thrombectomy Service to 7 day working;
  - Had no MRSA infections for the third year running;
  - Been the first Trust in the country to be named a Surgical Spinal Centre of Excellence by Eurospine.

## The Walton Centre NHS Foundation Trust

- **Provide more services closer to patient's homes. The Trust has:**
  - Set up a dedicated Neurosurgical Clinic in North Wales and has also set up an Ambulatory Care Service in both St Helens and Liverpool University Foundation Trust hospitals;
  - Introduced a Best Practice secondary headache patient pathway in Cheshire and Merseyside to ensure consistency of service;
  - Provided community rehabilitation services in St Helens to provide rehabilitation closer to home.
- **Invest, be financially strong. The Trust has:**
  - Invested in new radiology equipment, with a Multitom Rax ensuring a more comfortable, less claustrophobic patient experience;
  - Established an Agile working approach for staff working off site, investing in supportive IT equipment;
  - Retained best use of resource rating 1 the highest rating achievable in the NHS Generated a financial surplus and invested in patient care;
  - Introduced a Quality Improvement methodology to improve patient care.
- **Adopt advanced technology and treatments:**
  - In partnership with the University of Liverpool, the Trust has developed Liverpool's first Neuroscience department for research;
  - The Trust has developed a Masters Module for Spinal Management;
  - Invested in the city as part of our anchor institute approach including our 'Workplace Safari and Liverpool City Region Careers Hub- over 200 school children attended to talk to staff about NHS careers.
- **Lead research, education and Innovation. The Trust has:**
  - Developed ward level/bedside technology to support clinicians delivering patient care;
  - Extended the use of Microsoft Teams to empower new and agile ways of working;
  - Invested in 3D goggles for patients in pre-operative areas;
  - Implemented a new IT platform 'Attend Anywhere' for remote consultations;
  - Designed a new Trust Website to enhance all users' experience.
- **Be recognised as excellent in all we do:**
  - Established a co-chaired joint strategic workforce partnership with Liverpool City Council with particular focus on health care assistants;
  - Achieved CQC Outstanding rating overall and with a greater number of individual outstanding areas and no areas for improvement;
  - The Trust was rated sixth overall in the National In-patient Survey;
  - Staff Survey improvement; year on year improvement with significant improvement in staff health and wellbeing.

### **Partnership Working and COVID-19. The Trust has:**

- Collaborated with the University of Liverpool on research into the neurological effects of COVID-19;
- Temporarily hosted the Stroke Service and Head and Neck Cancer services;
- Proposed two non-executive directors as members of a Strategic regional BAME Advisory Committee;
- Collaborated in regional COVID rehabilitation services;
- Collaborated across Cheshire and Merseyside to ensure mutual aid for PPE supplies.

## Highlights of the year

### Neurology

- Acute Headache, Parkinson's Disease, post seizures and Multiple Sclerosis pathways implemented ensuring best practice;
- 3T wide bore MRI scanner installed to give improved patient experience.

### Neurosurgery

- Introduced an Alert pager system for families and patients in Critical Care;
- Opened a Critical Care Garden Room allowing patients access to outdoor space which helps recovery.

### Patient and Family Centred Care

- Religious beliefs assessment and product information has been provided for patients having surgery;
- The Trust featured in an episode of BBC2 Hospital Programme on Complex Functional patients.

### Fighting Racism

- Good progress has been made on the Equality, Diversity and Inclusion 5 year strategy;
- A Strategic BAME Advisory Committee has been introduced, chaired by Ms Citrine with a diverse range of staff members. A full statement on how the Trust is supporting the agenda can be found at [www.thewaltoncentre.nhs.uk/175/equality-and-diversity](http://www.thewaltoncentre.nhs.uk/175/equality-and-diversity)

### **AMM** Engagement and Membership

**06/20** Ms Rosser updated the members on the formal reporting of engagement with members.

There was recognition that the current membership may not be representative of the patients and public served by the Trust. In order to improve this, a Council of Governors Membership and Engagement Group had been set up whose remit is to address underrepresentation of groups and to take forward the Membership and Communications Strategy which is currently being finalised.

### **AMM** Annual Accounts 2019/20

**07/20** Mr Burns, Director of Finance and IM&T updated members on the Trust's financial performance.

The Trust had the highest financial target (known as its control total) in Cheshire and Merseyside. Hard work by staff ensured that this challenge had been met and the Trust achieved a surplus of £4.757m. This built on previous successes of achieving every control total which had been set by NHSE/I. Turnover increased, driven by the change in national prices for the treatment costs of the Trust's more complex patients. The Trust was also successful in achieving a year end cash balance of £26.7m, £1.7m above plan.

The Trust achieved a risk Level 1 for Use of Resource Risk Rating, the lowest level set by NHS/EI.

The Trust made a recurrent cost saving of £1.4m. The savings, achieved through procurement of goods and services and the Quality Improvement Programme, had no adverse impact on patient safety, quality of care or experience.

## The Walton Centre NHS Foundation Trust

The Trust had delivered that on the efficiency programme by £1.5m. It has invested in a Service Transformation Team to help it to progress the annual efficiency savings agenda and the team was reviewing opportunities.

Investment continued in clinical services. NHSE/I had provided additional funding to purchase a replacement MRI scanner. The replacement pipework scheme will be ongoing for the next 5 years and a significant investment in clinical IT systems and architecture has taken place to ensure the full implementation of electronic patient records has been made.

### **AMM Quality Accounts 2019/20**

**08/20**

Ms Vlasman updated members on the Quality Accounts for 2019/20. In consultation with Stakeholders, Health Watch and Governors, nine objectives had been selected for Patient Safety and Experience and Clinical Effectiveness, Highlights included:

#### **Patient safety**

- Implementation of Aseptic Non Touch Technique. Key staff has been trained and training has been cascaded within their clinical areas including the use of competency assessment documents.

#### **Patient experience**

- Introduction of patient and family centred champions to meet monthly and oversee the work plan of improvements and projects.

#### **Clinical effectiveness**

- Introduction of a system to contact patients having telemetry tests undertaken prior to admission to reduce the number of patients who do not attend their appointments (DNAs). The number of DNAs has reduced as a consequence.

Ms Vlasman confirmed that all Quality Accounts had been met.

The Quality Accounts for 2020/21 had been selected but the presentation of the Quality Accounts had been delayed due to COVID-19. However work had started and good progress had been made.

### **AMM Auditor's Report**

**09/20**

Grant Thornton, the Trust's external auditor reported on the annual audit to the members. The audit was completed between April and June with the timetable extended to account for the COVID-19 outbreak in March 2020. The audit had taken place virtually and did not include the Trust's Quality Accounts as their deadline for production has been delayed due to COVID-19.

The auditor's opinion was issued on the 25 June 2020 and the clear overall opinion was UNMODIFIED This opinion covered the financial statements, true and fair opinion and value for money. No weaknesses to arrangements were found during the audit. This was consistent with internal audit reports that had been presented to Audit committee over the year.

Within the audit opinion, attention was drawn to the material valuation and uncertainty disclosures relating to the valuation of land and buildings. This was due to the current pandemic placing uncertainty on valuations and this approach had been taken across all NHS providers.

## The Walton Centre NHS Foundation Trust

The Accounts were deemed of a good standard, with no adjustments required and only several minor amendments to classifications were suggested and actioned.

### **AMM** **Acknowledgements**

**10/20**

Ms Rosser closed the meeting by reflecting on the strong performance of the Trust in a difficult year. Ms Rosser thanked the strong performance of the Executive Team and all staff for their dedication and hard work in adjusting to new demands and working situations.

A recording of the meeting is available. Please follow the link  
<https://www.thewaltoncentre.nhs.uk/173/being-a-member.html>

**Meeting Close.**



The Walton Centre  
NHS Foundation Trust

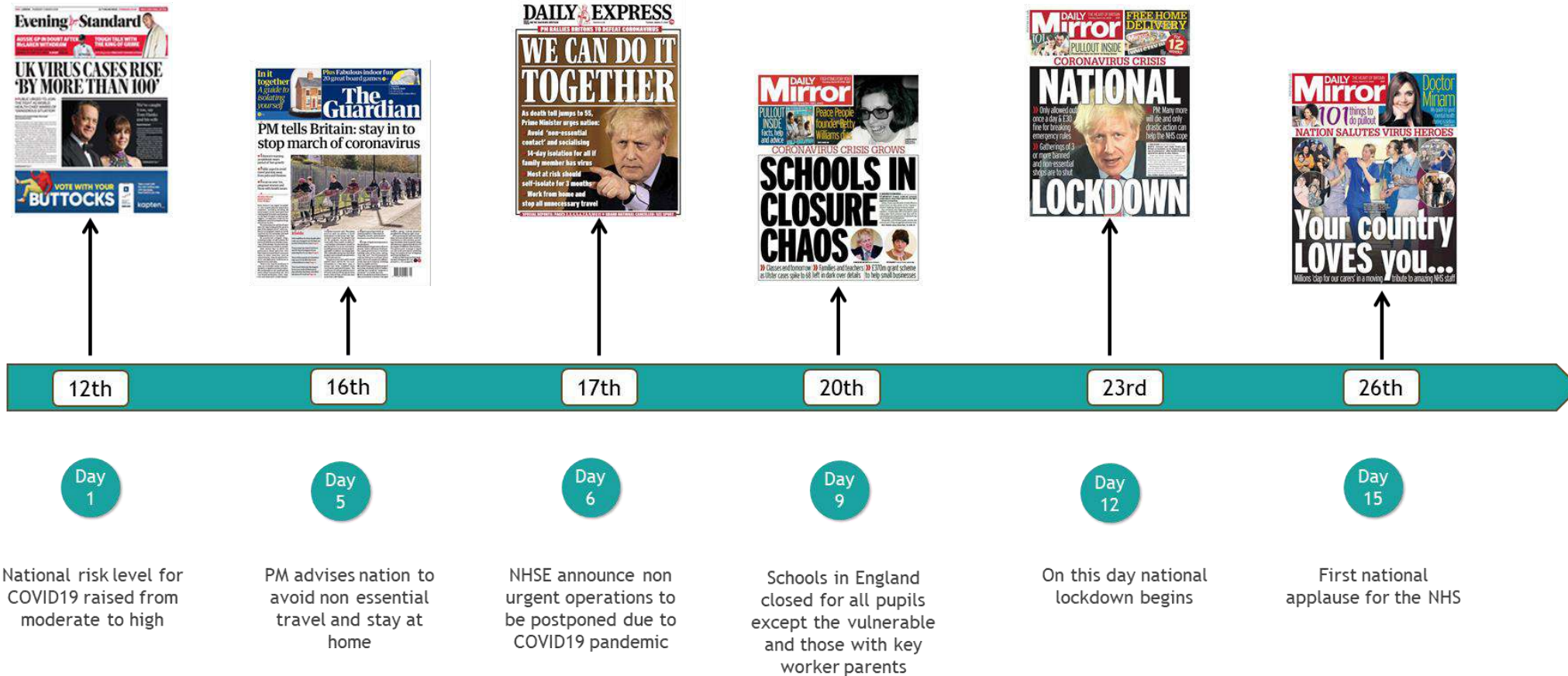


# Annual Members Meeting 2020

The Walton Centre NHS Foundation Trust

Janet Rosser  
Chair

# COVID Recap – March 20



*From moderate risk to lock down within 12 days!*





**The Walton Centre**  
NHS Foundation Trust



# Annual Members Meeting 2020

The Walton Centre NHS Foundation Trust

**Hayley Citrine**  
Chief Executive Officer


# The new way we work



**2653**  
appointments held virtually by video in August which meant fewer patients had to come to hospital




**400+**  
staff enabled to work from home



**33%**  
increase in our critical care capacity



**Psychological support**  
held in person and over the phone was put in place for staff by our team of psychologists



**6 out of 7**  
wards transformed to care for Covid-19 patients at the height of the pandemic

**Restore, prepare and transform.**

# Service Delivery Response



## Virtual Outpatients appointments

- Implemented Attend Anywhere
- Utilised 589hrs in July



## Reconfigured Wards

- Cohorted patients
- Effective infection prevention



## Ability to increase Critical Care capacity

- Ability to flex capacity
- Supported C&M system



## Transfer of head & neck services

- Supported cancer surgery
- Created additional flow for LUFHT



## Relocation of stroke service

- Improved throughput
- 140 patients seen
- Released bed capacity



## Internal Command & Control

- Operational 24/7
- Improved grip & control



## Agile working

- Access for all staff who need it
- New ways of working across the Trust

# Service Delivery Response



## Internal relocation of services

- Infusion bay
- Essential treatment continued
- Safely away from main hospital



## Virtual meetings

- Microsoft Teams
- Staff Communication



## Upgraded IT

- Facilitated Agile working
- Expanded servers for stability



## Early cancellation of Elective activity

- Implemented mid-March
- Created capacity



## PPE Procurement

- Mutual aid
- Twice daily top ups



## Relatives Phonenumber

- Redeployed nurses
- Improved family communication



## Stable Covid patients accepted

- Supported LUFHT
- Created ITU capacity

**[Click link for Walk-through video](#)**



**The Walton Centre  
Charity**

*Supporting Excellence  
in Neuroscience*

# COVID-19 Support



# Our Strategy – an update



The Walton Centre  
NHS Foundation Trust

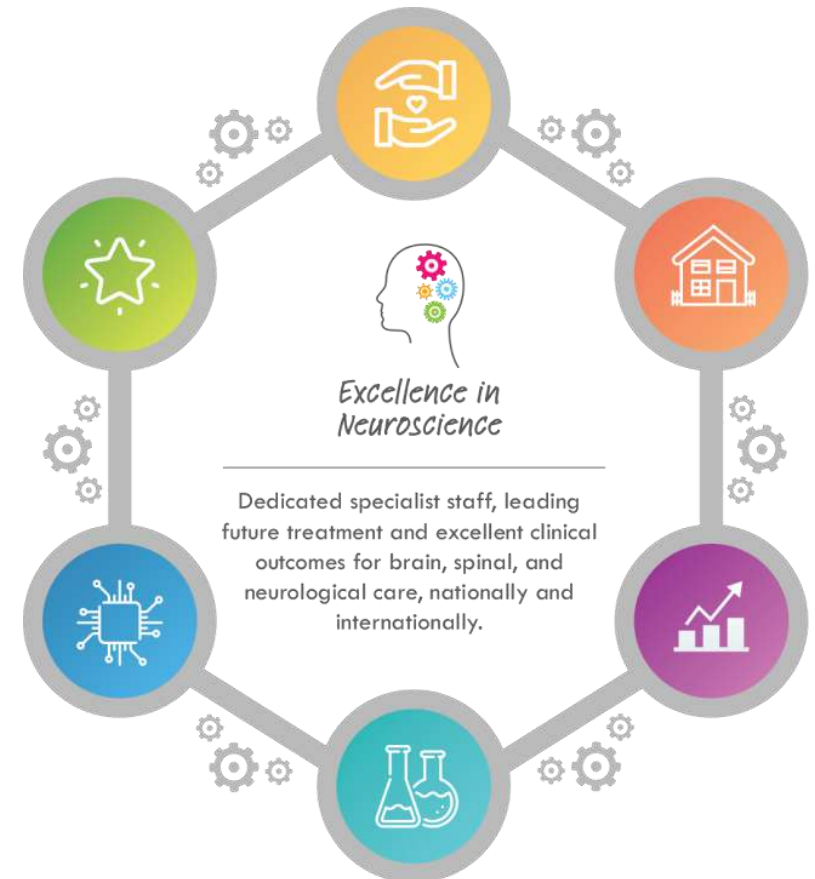
Excellence in Neuroscience 

## COVID-19 Pandemic

In 2020 we continued our annual review of our commitments and strategy, ensuring they support the approach to COVID-19 pandemic requirements.

This includes longer term commitments to new ways of working based on learning from the initial stage, preparation of services and new ways of working for the next phases through the year.

As always we will continue our work and focus on excellence in care for all our patients as a specialist hospital and our staff in our commitment to health & wellbeing.



# Ambitions & Values



DELIVER

Deliver best practice care



PROVIDE

Provide more services closer to patients' homes



LEAD

Lead research, education and innovation



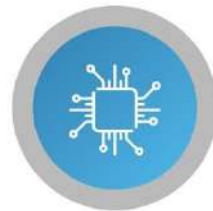
INVEST

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





**DELIVER**  
best practice  
care

# Our Strategy – an update

This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:

- Extended our staff Health & Wellbeing
- Programme to include our building rapport course for line managers.
- Became a more diverse Trust Board in line with our ED&I vision.
- A thrombectomy service for patients extended to seven days a week.
- No patients with MRSA for the second year and no patients since November 2017 with MRSA.
- Spinal Centre of Excellence Eurospine

**NHS**

The Walton Centre  
NHS Foundation Trust

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**PROVIDE**  
more services  
closer to  
patients' homes

# Our Strategy – an update

This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:

- A new dedicated Neurosurgical clinic for patients in North Wales.
- Commenced an ambulatory care service for patients attending St Helens and Liverpool University Foundation Trust (LUFT) Hospitals.
- Provided a best practice secondary headache patient pathway to all acute Trusts across Cheshire and Merseyside.
- Community rehab (St Helens).
- Provided new radiology equipment (Multitom Rax) to enhance patient experience and diagnostics.

**NHS**

The Walton Centre  
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**INVEST**  
be financially  
strong

# Our Strategy – an update

This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:

- Invested in equipment and IT to support patients and staff such as Multitom Rax, iPads at ward level and laptops/IT provision to enable staff to work at home during COVID-19 to continue patient clinics.
- Investing in agile working policy
- Achieving Use of Resource Rating 1
- Generating a surplus to reinvest in patient care.
- Quality Improvement approach investment in staff and strategy.



**NHS**

The Walton Centre  
NHS Foundation Trust

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**ADOPT**  
advanced  
technology  
and treatments

# Our Strategy – an update

**This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:**

- In partnership with University of Liverpool developing the city's first neuroscience department for research.
- Developed a masters module for spinal management.
- Supported and embedded Liverpool Health Partners' concept and Joint Research Service.
- In support of Anchor Institution objectives, the Trust hosted a 'workplace safari' with Liverpool City Region Careers Hub. Over 200 school children attended to talk to our staff about NHS careers.

**NHS**

**The Walton Centre**  
NHS Foundation Trust

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**LEAD**  
research,  
education  
and innovation

# Our Strategy – an update

This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:

- Invested in ward level/bedside technology/IT to support clinicians delivering patient care.
- Use of Microsoft Teams to empower new and agile ways of working
- Investment in 3D goggles for patients in the pre-operative areas.
- Initiated attend anywhere implementation for remote consultations.
- Implementing a new Trust website to enhance patients, visitor and staff experience of Trust online.

**NHS**

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NHS Foundation Trust

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Microsoft Teams



**RECOGNISE**  
be recognised  
as excellent in  
all we do

# Our Strategy – an update

This year despite the challenges of COVID-19, we achieved much in our Trust Strategy, highlights include:

- Established a joint strategic workforce partnership with Liverpool City Council co-chaired by the two organisations.
- Successfully accredited with CQC outstanding rating again and improvement overall on number of outstanding areas
- Sixth in the country in latest National In-patient Survey
- Staff survey improvement, showed significantly high marks in staff health and wellbeing.
- Year on year WRES (Workforce Race Equality Standard) improvement.



# Partnership working & COVID-19


- Collaboration with University of Liverpool looking into the neurological effects of COVID-19.
- Temporary hosting of the region's stroke service, in collaboration with Liverpool University Hospitals Trust (LUHT). Temporary theatre sessions for patients with head and neck cancer with LUHT.
- Membership of Strategic regional BAME Advisory committee.
- Collaboration in region to provide COVID-19 rehab services for patients by reviewing our admission for rehab. criteria.
- Mutual aid PPE across system





We are Outstanding  again!

Inspected and rated by  
 CareQuality  
Commission

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The Walton Centre  
NHS Foundation Trust



# ‘Candour, openness, honesty and transparency were the norm.’



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NHS Foundation Trust



	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical Care	Good	Good	Outstanding	Good	Good	Good
Surgery	Good	Outstanding	Good	Good	Outstanding	outstanding
Critical Care	Good	Good	Outstanding	Good	Good	Good
Outpatients	Good	Not rated	Outstanding	Good	Good	Good
Specialist Rehab	Good	Outstanding	Good	Outstanding	Good	Outstanding
Overall	Good	Outstanding	Outstanding	Good	Good	Outstanding

# Highlights

## Neurology:

- Development and implementation of the Acute Headache, Parkinson’s disease, post seizure and Multiple Sclerosis pathways.
- Procurement of a new 3T wide bore MRI scanner. This scanner can work faster than the previous scanner and is wider (less claustrophobic) so a better patient experience.



## Neurosurgery:

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- Development of an alert pager system for families of patients in Critical Care.
- Cutting edge ‘Garden Room’ for Critical Care patients with access to its very own outdoor space.



# Highlights: Patient & Family Centred Care

- Each patient who has surgery has an assessment for any support they require regarding their religious beliefs and are provided with information about the products used in theatres.
- Featured in an episode of BBC2's award winning Hospital Programme.



# Fighting racism

In 2018 we launched our Equality, Diversity & Inclusion five year vision and continue to make good progress.

With recent events - the impact of COVID-19 on minority groups and the recent brutal acts of racism in America. We want to do more to tackle racism and in particular to support our BAME staff, patients and populations.

We are committing to tackling these important issues and redressing the imbalance we see in modern day society.

Now is undoubtedly an opportunity to introduce fresh thinking and new ideas to tackle racism and inequality in new ways. As an NHS Trust, we will play our part in ending racism and discrimination.

You can read the full statement on our website here:  
[www.thewaltoncentre.nhs.uk/175/equality-and-diversity](http://www.thewaltoncentre.nhs.uk/175/equality-and-diversity)





**Janet Rosser**  
Chair  
The Walton Centre

# Engagement with our members

## Membership at August 2020

Total Public Membership = **5,301**  
Total Staff Membership = **1,370**

New Communications & Engagement Strategy is being finalised Autumn 2020.  
Methods of engagement include Neuromatters (members' magazine).  
Partner Governors provide wider engagement through established networks.



# Annual Accounts 2019/20

Mike Burns  
Director of Finance

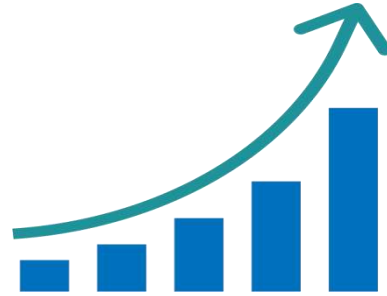
# Financial Performance



## Surplus of £4.757m

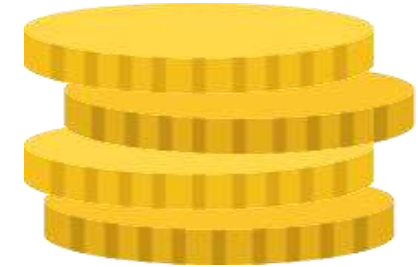
v control total of £4.578m

Includes £1.488m PSF funding  
(£1.382m for meeting agreed 19/20  
financial targets & £106k 18/19  
additional incentive funding)



## Turnover increased by 4.67% (£6.1m)

from 2018/19 excluding STF and  
donations – majority due to change in  
national prices and the treatment of more  
complex patients.



## Surplus achieved through utilisation of some non-recurrent items in 2019/20



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

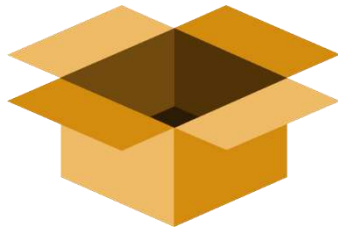
Recurrent cost savings in 2019/20  
Savings had no adverse impact on patient safety, quality or experience.

£1.4m delivered (48%)

£1.5m not delivered

Behind annual efficiency plan of £2.9m

Mainly delivered through:



Procurement of goods/services and review of products



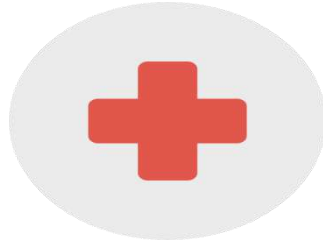
Quality Improvement Programme (QIP) introduced in 2018/19 further developed to manage and deliver a level of savings



Investment in service transformation team to support QIP. The team instigated two major Trust wide transformation programmes in 19/20 which is anticipated to deliver productivity & efficiency savings in 20/21

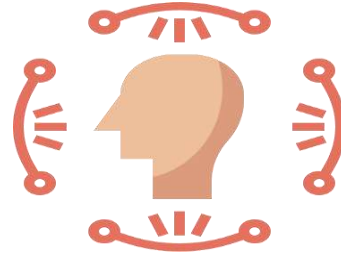
# Investments

Investment continues in clinical services



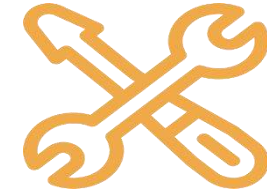
**£1.28m**

Medical equipment and infrastructure



**£1.77m**

Replacement MRI scanner



**£1.18m**

Replacement pipe work



**£0.37m**

Investments in Trust estate



**£1.3m**

IM&T development of clinical systems and infrastructure

**Total investment: £5.9m**

# Revenue Investments

## Patient safety and service development investments



**£0.4m**

Additional clinical staff  
(consultants, nursing, allied  
health professionals) to meet  
demand/ mandatory standards



**£0.3m**

Additional support staff to  
support clinical priorities and  
Trust strategy

**Total investment: £0.7m**

# Forward view: 2020/21 onwards





# Quality Accounts 2019/20

Lindsey Vlasman

Acting Director of Nursing and Governance

# Quality Accounts 2019/20

## Highlights include:

### Patient safety

#### - Implement Aseptic Non Touch Technique (ANTT)

Key staff have been trained in ANTT and are now able to cascade the training within their clinical areas.

### Patient experience

#### - Introduce Patient and Family Centred Champions (PFCC)

Champions have been identified to promote patient and family centred care across the Trust. Monthly meetings have been introduced which oversee a work plan of improvements.

### Clinical effectiveness

#### - Contacting patients who require telemetry tests prior to admission to reduce the rate of DNAs (appointments where patients do not attend)

Patients who are due to attend the Trust for telemetry testing are now contacted to ensure the timing is still appropriate, which has reduced the rate of DNAs.





# Auditor's Report

Andy Ayre

Senior Manager


Grant Thornton UK LLP

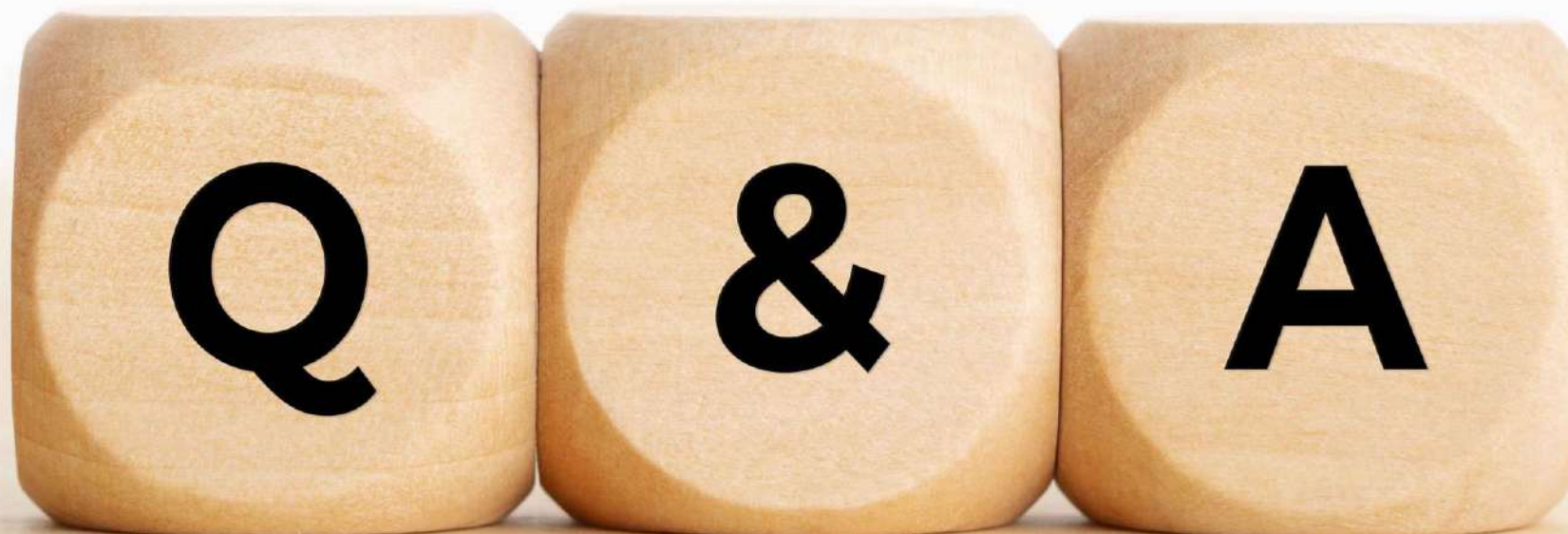


# Any questions?



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# Annual Members Meeting 2020

The Walton Centre NHS Foundation Trust

Thank you for attending!