

Annual Members' Meeting 2022/23

Thursday, October 12, 2023



Caring • Safe • Respectful

Today's agenda

1. Welcome and apologies
2. Declarations of interests
3. Minutes of 2022 AMM
4. Review of 2022/23
5. Looking ahead: update on our five year strategy (2022-2027)
6. Presentation of Annual Accounts
7. Atlas Annual Report
8. Membership Update and Election Results
9. Questions from the public

Steve Fogg, Chair



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[Click here to view a special Year in Pictures video produced for the meeting.](#)

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- Overview of the Trust
- A review of 2022-23
- Our strategy for 2022/27

Trish Armstrong-Child
Chief Executive



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Looking Back 2022 - 2023



Overview of our services

BTH in numbers

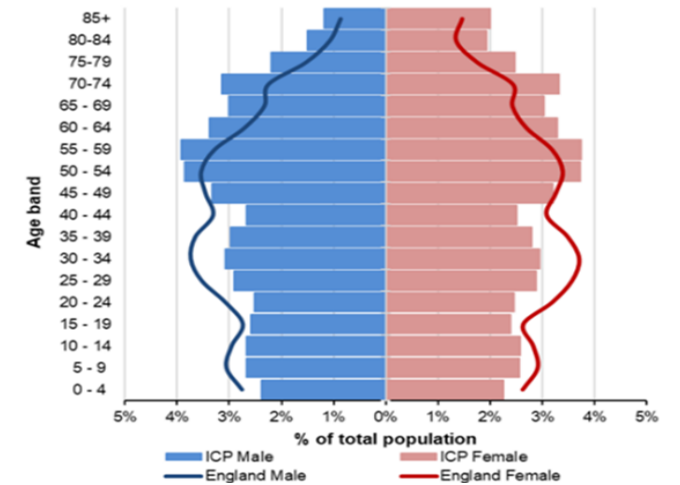
- 8,408 staff from 75 nationalities
- Beds: 810 (Clifton Hospital: 109)
- Adult A&E attendances: 74,857
- Children's A&E attendances: 12,335
- Babies delivered: 2,528
- Planned operations: 12,479
- Unplanned operations: 4,526
- Community services reaching 445,000 people
- Host of National Artificial Eye Service



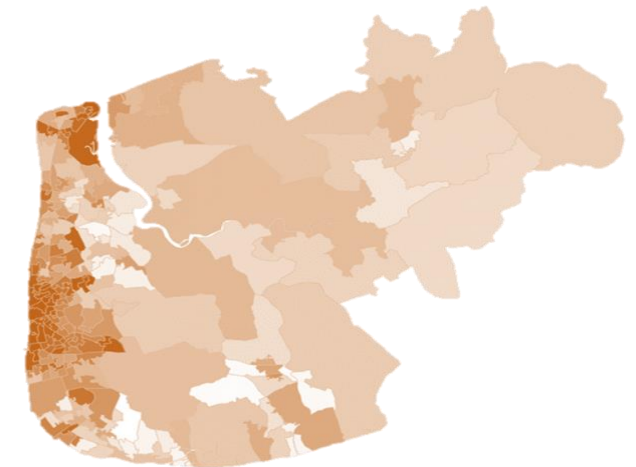
Blackpool in demographics

- Blackpool, Fylde and Wyre have more older residents than the national average
- By 2043 the number of people of working age will be reduced and the number of older population further increase
- 33.2% of the area is classed within the most deprived 20% of places in England
- Eight out of the 10 most deprived 'super output areas' in England are within Blackpool
- 10.3% of the Fylde Coast is within the least deprived 20% of areas nationally. Some areas of Fylde are ranked within the 10% most affluent areas of England
- The life expectancy gap with the national average is greatest for Blackpool

Local authority	Absolute gap in life expectancy between local authority and England (years)	Life expectancy (years)-local authority	Life expectancy (years)-England	Absolute gap in life expectancy between most and least deprived quintile (years)	Life expectancy in most deprived quintile of local authority (years)	Life expectancy in least deprived quintile of local authority (years)
Males						
Blackpool	-5.4	77.2	79.6	-10	68.8	78.8
Fylde	-0.8	78.7	79.6	-9.5	74	83.5
Wyre	-0.7	78.9	79.6	-9.8	71.9	81.7
Females						
Blackpool	-3.6	81.1	83.1	-7.8	74.8	82.6
Fylde	-0.5	82.3	83.1	-6.7	80.2	86.8
Wyre	-0.7	82.4	83.1	-7.2	77.4	84.6



Population pyramid for the Fylde Coast compared to the ICS, 2019



Index of Multiple Deprivation 2015 map of Fylde Coast

Our mission

Why are we here?

To deliver safe, effective, sustainable care for everyone, everyday.

Our vision

What do we want to achieve?

We will improve the lives of people who live, work and volunteer on the Fylde Coast and beyond.

Our aims

How will we achieve this?



Our people

We will widen access to job opportunities, becoming the **employer of choice** within our community, with an empowered, diverse and engaged workforce



Our population

We will work with our population to **co-produce high quality services**, with a key focus on preventative care and reducing health inequalities



Our responsibility

We will work with partners to deliver high quality, financially **sustainable services** and reduce our environmental impact

Our priorities

What is important to us?

- Grow our own
- Happy and healthy workforce
- Learning culture

- Integrated care
- Health inequalities
- Prevention and health promotion

- Get the basics right
- New ways of working
- Investing in our community (Anchor)



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Grow our own

Maximise the benefit of our diverse local community to grow our own future workforce and create local health and wealth.



Health inequalities

Address inequalities in access, experience and outcomes of our care.



Get the basics right

Work collaboratively with our partners to improve quality of care and become a Care Quality Commission (CQC) 'Good' Rated organisation.



Happy and healthy workforce

Care for our people and support them in maintaining resilience and wellbeing. We understand that the capacity to care for our patients is reliant on our staff wellbeing.



Integrated care

Continue our commitment to co-produce integrated care, working with health and social care partners and patients to influence neighbourhood plans.



New ways of working

Use transformation, digital, innovation and research to deliver new efficient models of care to widen access, enhance health promotion and improve our environmental impact.



Learning culture

Engage and empower staff in their education and learning, encouraging the development of psychological safety and constructive challenge to improve patient and staff experience.



Prevention and health promotion

Prioritise prevention and early detection of illness in disadvantaged groups. We will also support patients in developing the skills, confidence and knowledge to manage their own health.



Investing in our community

Work collaboratively with our partners and communities to positively impact beyond health care.

Trust Objectives

Five key areas, aligned against SOF 3 exit criteria and contributing to the ongoing delivery of the five-year strategic plan with specific measurements and evidence, as stated within the BTH Sustainability and Improvement Plan:

1. Access and Outcomes
2. Quality of Care
3. Finance and Use of Resources
4. People and Culture
5. Local Strategic Priorities

Our performance in 2022-23



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UEC

4 Hour Performance

80.5%

(March 23)

Elective Recovery

RTT –

1 – 104 week

9 – 78 week

Pressure Ulcers

Cat 2

In-patient - **1.01** per
1000 bed days

Community - **1.42**

People

Strengthened
F2SU

**Significant
increase in
cases**

**90% training
compliance**

4,017 National
Staff Survey
returns **>50%**

**Higher than
average in 8 of 9
themes**

6.74% sickness
(including Covid)

Ambulance Handovers

**6% increase
in >30 mins**

(March 23)

Cancer

62 Day Cancer

141 patients

72%

(March 2023)

28 Day faster
diagnosis

72%

Falls with

moderate harm
**0.07 per 1000 bed
days**

Cardiac arrests

**1.07 per 1000
admissions**

Duty of Candour

100%

**60 Day Serious
Incident Target**

82.5%

Talking therapies

Wait

90%

Recovery

52%

Finance

£12.9m deficit for
the year

£40.3m agency
spend

£24.0m QEP
delivered

Urgent 2 hour

Community Response

88%

(March 23)

Virtual Ward

16% Occupancy

DM01

80%

(March 23)

Focus: Urgent and Emergency Care

Summer 2022

Critical Care and Same Day Emergency Care (SDEC)
Critical Care replaces HDU and ICU, includes 16 single rooms and three specialist isolation rooms

Critical Care replaces HDU and ICU, includes 16 single rooms and three specialist isolation rooms

SDEC supports rapid assessment, diagnosis and treatment without being admitted and, if safe, patients can return home

Autumn 2022

Modular ward established to support winter pressures

January 2023

Ambulance triage area opened

April 2023

First phase of ED refurbishment opened

Two specially-designed rooms for high-risk patients with mental health issues

13 new individual major injury cubicles

COMING IN 2023-24

ED refurbishment continues with a further nine majors cubicles completed

Rapid assessment and triage unit that will double current capacity

New CT scanner

Six-bay resus area

Three x-ray rooms supporting flow

Relative support accommodation

Focus: People and Culture

- Continued embedding of improved speaking up culture
- NHS Staff survey – >50% return rate with above average results on 8 and of the 9 themes
- New long service recognition for 20, 30, 40 and 50 years
- Comprehensive wellbeing programme in place
- Improved communications – 88% found it very easy or easy to access information they need, more than 80% were very satisfied or satisfied frequency and relevance
- Continued commitment to Celebrating Success including awards but day to day recognition too



COMMUNICATIONS

PEOPLE AND CULTURE

GOVERNANCE

LEADERSHIP

Ongoing investigations into historical issues

The Trust has fully co-operated with Lancashire Constabulary on the following investigations:

- **Operation Bermuda** This investigation relates to the alleged mistreatment of patients on the stroke unit at Blackpool in 2018. Two former employees were convicted in October 2023. One of ill-treating patients and theft of drugs. One of encouraging the ill treatment of a patient
- **Operation Jordan** A live investigation continues following the death of a patient on the stroke unit in November 2018

In February, a former health care worker was jailed for nine months for sexual assault including five colleagues

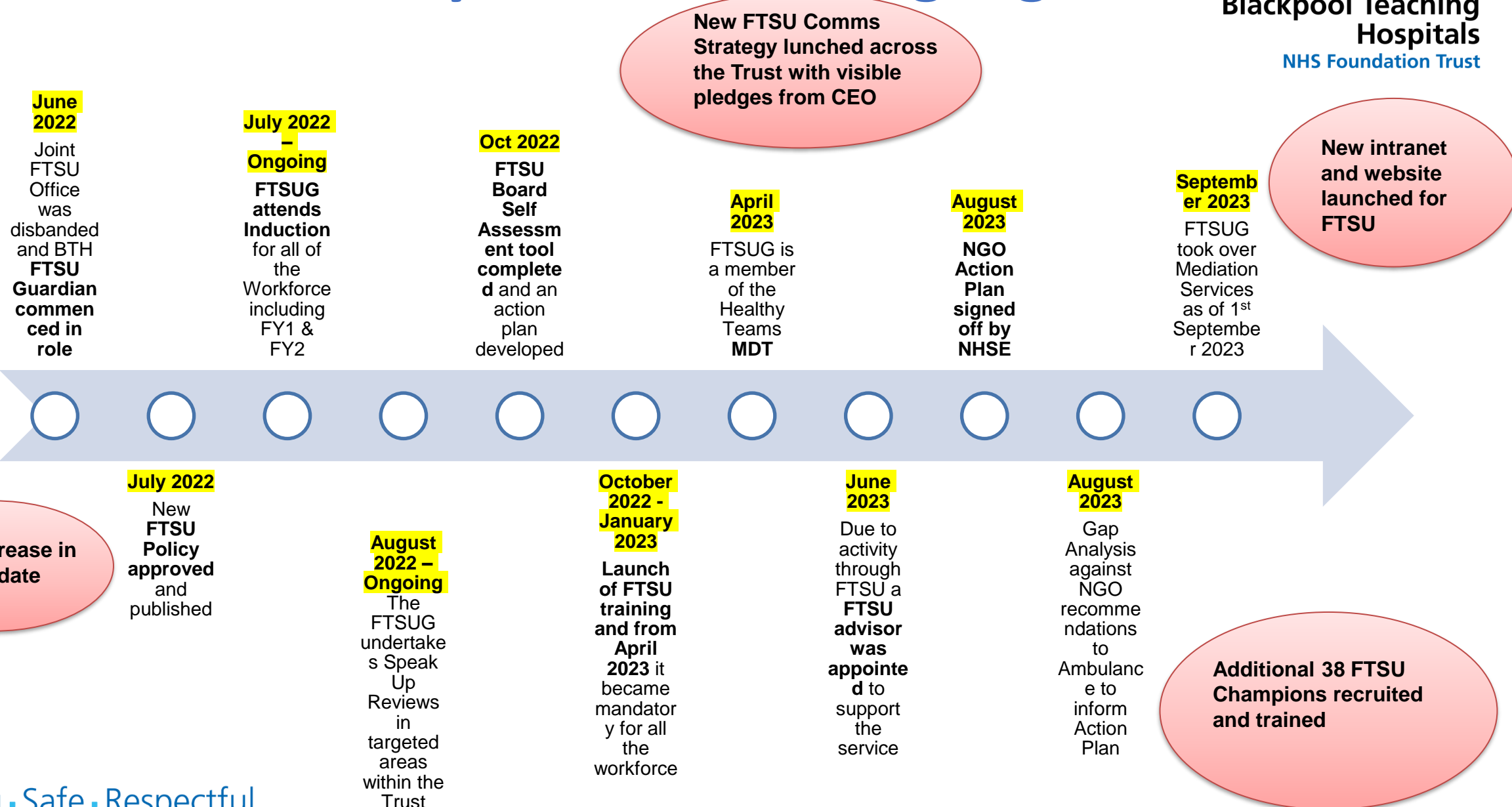
The Trust continues to provide support to the Police, including public appeals for information to colleagues. This ongoing focus has required additional health and well-being support to be put in place.

FTSU Timeline of Key Actions and Highlights



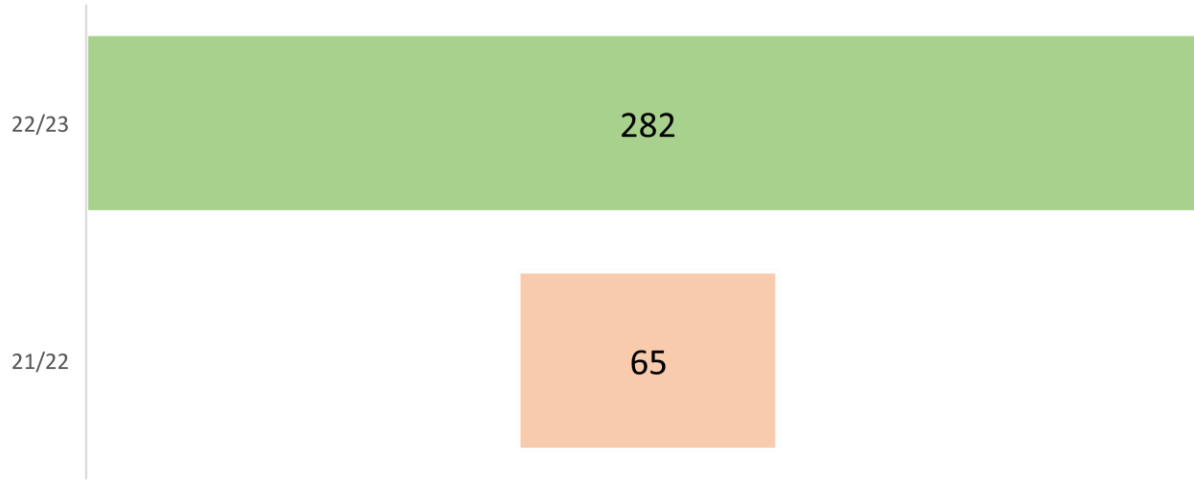
Blackpool Teaching Hospitals

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Freedom To Speak Up – Increase in concerns raised 2022/23

Cases Raised



Out of 282 cases that were raised the most common reason was bullying and harassment

Out of 65 cases that were raised the most common reason was bullying and harassment

Following the refreshed approach to FTSU taken in 2022/2023, with the appointment of a Guardian solely for BTH, an increase in concerns was seen.



Refreshed Values ...

Caring

Safe

Respectful

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Decorative wavy lines in blue, orange, and green at the bottom of the slide.

Important system changes

- The Health and Care Bill formally established statutory integrated care systems on 1 July, 2022
- Disestablishment of NHS clinical commissioning groups was implemented on 30 June 2022 and establishment of integrated care boards on 1 July 2022
- In Lancashire and South Cumbria our partnership across health and care is called Lancashire and South Cumbria Health and Care Partnership
- Includes an Integrated Care Board (ICB) and a Provider Collaborative Board (PCB) working together to provide the best care and outcomes for people
- The vision is to support local people to have the best start in life, live well and age well
- The aim is to work together, joining up health and care services better, to address the critical challenges we face as a whole

Looking Ahead



Strategic Transformation

Portfolio (STP)

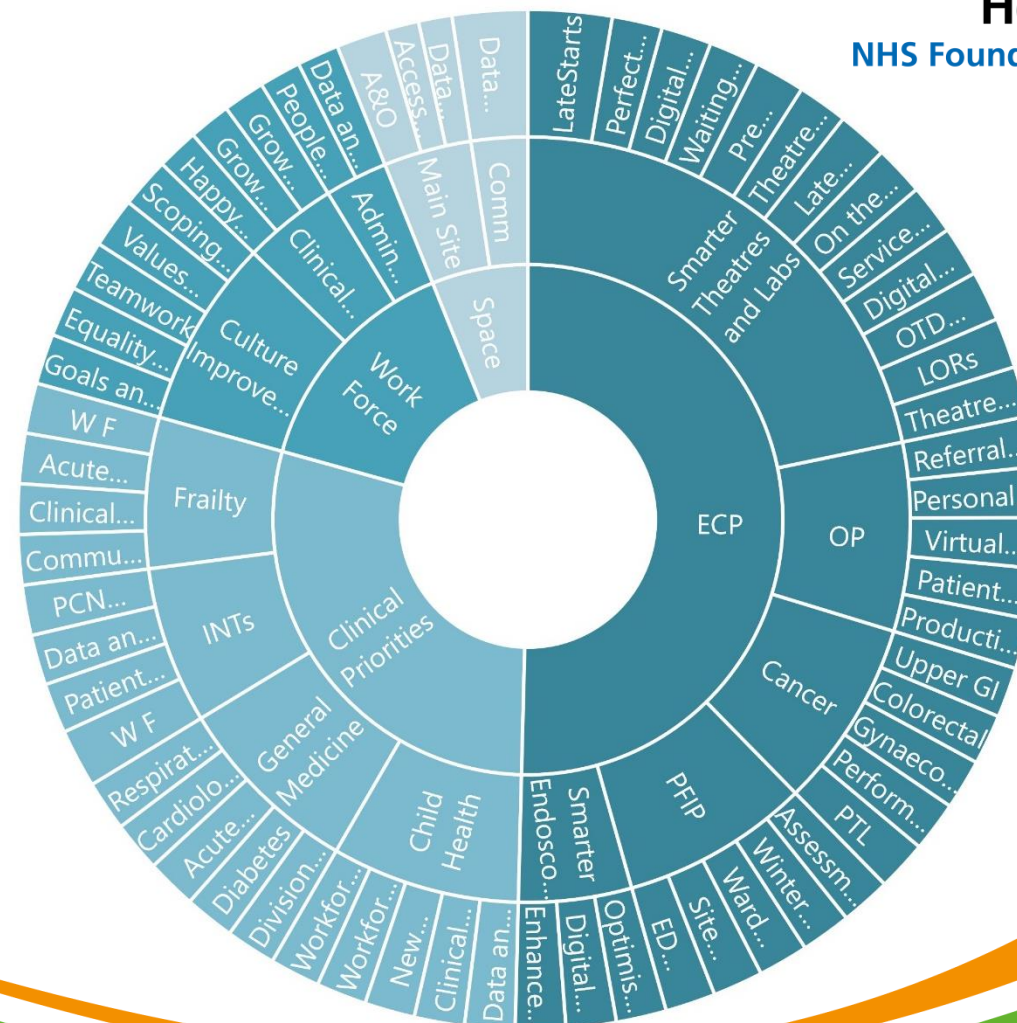


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Analysis of data and extensive stakeholder engagement identified four key programmes to deliver improvements for the Trust, all directly aligned to our strategy:

- Each programme has its own set of KPIs which will be reported
- Programme and Project teams created and engaged, with programme governance live
- Each Programme is aligned to the strategic aims and priorities



Enabling Plans

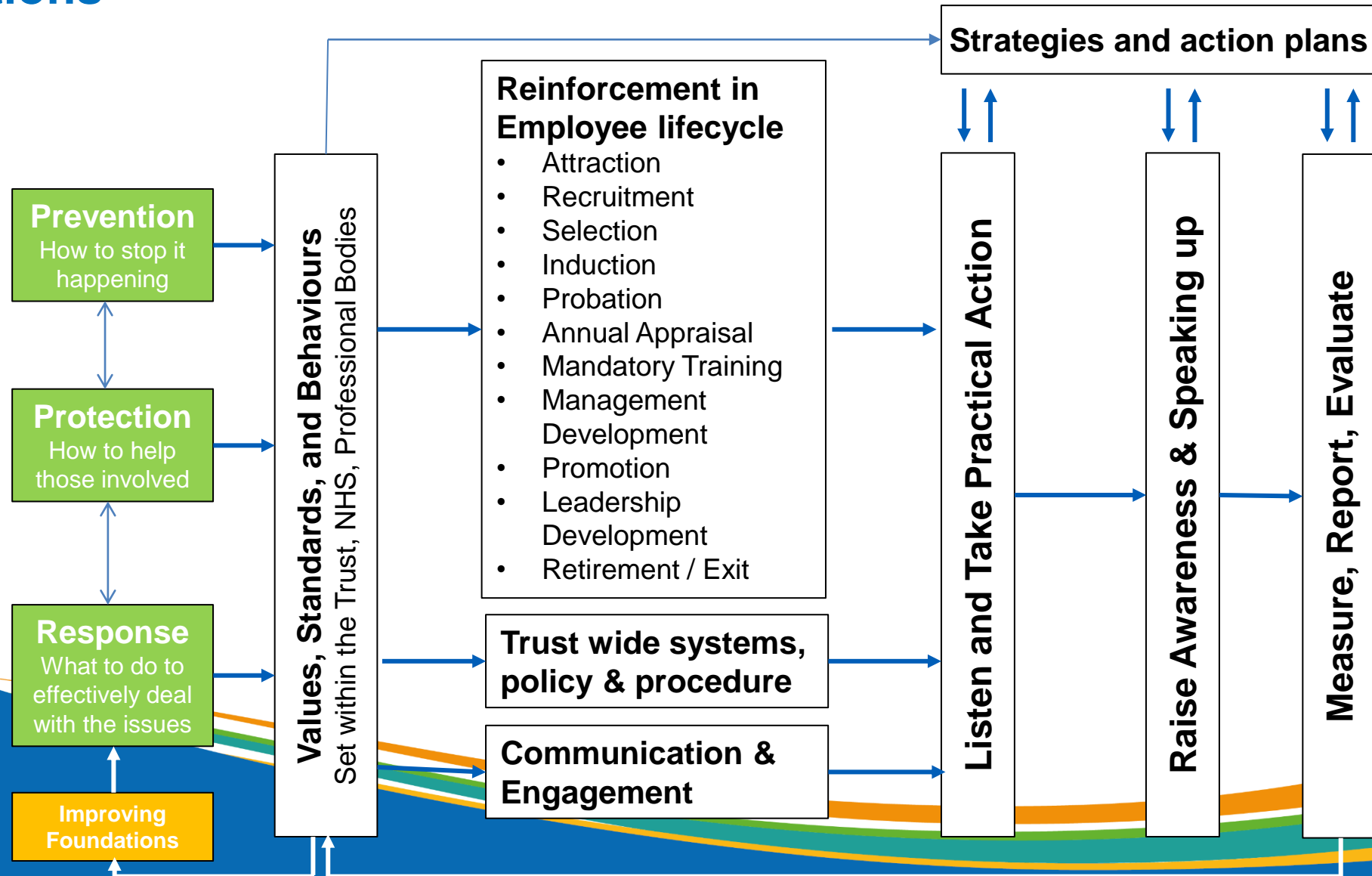
11 enabling plans will support delivery of the strategy.

These plans will outline the priority areas for focus, the required capabilities, capacities, and resources that will contribute to the delivery of the strategy.

The enabling plans will deliver outcomes, which are focused on facilitating the delivery and achievement of our strategic aims.

Plan	SRO(s)	Executive Lead	Completion Date
Green Plan	Consultant in Public Health	Deputy CEO	Published
Digital Plan	CIO	Deputy CEO	Completed
Innovation Plan	Deputy Director of Strategy and Transformation	Deputy CEO	July 2023
QI Plan	Associate Director of QI	Executive Director of Nursing, Midwifery, Allied Health Professionals, Quality	Completed
People Plan	Deputy Director of People and Culture	Executive Director of People and Culture	August 2023
Estates Plan	Director of Estates & Facilities	Executive Director of Integrated Care	August 2023
Clinical	Deputy Medical Director(s)	Medical Director	Commencing August 2023
Finance	Deputy Director of Finance	Interim Finance Director	TBC
R & D	Director of Research, Development & Innovation	Medical Director	July 2023
Health Inequalities	Consultant in Public Health	Deputy CEO	Completed
Anchor Institution	Consultant in Public Health	Deputy CEO	Completed

Approach to culture change setting out and reinforcing behavioural expectations



Chief Executive's Conclusion and Close

- It's been another tough year but with noticeable success and recognition – thank you to all colleagues and partners
- Urgent and emergency care remains a significant challenge but we have plans in place and we are making progress
- We have focused on reducing our backlogs and recovery activities
- Colleagues remain our biggest asset – although recruiting and retaining people remains our biggest challenge too
- Innovation and improvements increasingly embedded
- System working, collaborating and continuing to improve our performance is the focus for next year

Annual Report and Accounts 2022/23



Mark Brearley
Executive Director of Finance

12th October 2023



2022/23 Financial Headlines

- Another operationally and financially challenging year resulting from continued demand for emergency services and increased delivery of elective activity to support the reduction in the waiting list built up during the pandemic.
- The Group reported a reported a £20.1m deficit for the financial year which equates to 3.0% of turnover.
- The turnover was £664.7m which is an increase of £39.4m (6.3%) compared to the previous year.
- Operating expenses were £679.8m which is an increase of £60.9m (9.8%) compared to the previous year.
- The cash balance as at 31st March 2023 was £49.4m.





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Annual Report and Accounts 2022/23



2022/23 Operating Expenditure

- Operating expenditure has increased by £60.9m from the previous year, with pay increasing by £56.6m and non pay increasing by £4.3m. Key reasons for the increase include:
- Investment in additional clinical staff:
 - 28 Medical and Dental Staff
 - 139 Nursing, Midwifery and Health Visiting
 - 26 Scientific, therapeutic and technical staff
- Increase in non pay primarily in depreciation and amortisation (£9.7m), impairments (£9.6m), drugs (£2.7m) and the clinical negligence insurance premium (£1.0m). These have been partially offset by reductions in establishment expenses (£2.4m) and various other operating expenses (£13.1m).



Capital Investments

- **Major capital investments totalled £38.8m with major investments including:**
 - **Medical equipment - £9.7m** including radiology and cardiology equipment, pharmacy robot, anaesthetic machines, operating tables, patient monitors and haemofiltration units.
 - **Digital and Information Technology - £9.2m** including hardware replacement, programme, digitisation of medical records, clinical patient systems, prescribing systems, cyber security systems and the telephony system.
 - **Building infrastructure improvements - £19.7m** including Emergency Village, replacement of aerated concrete, ambulatory care, modular wards, ward upgrades and building, mechanical and electrical infrastructure upgrades.
 - **Donated assets - £0.2m** for medical equipment.

Better Payment Practice Code (BPPC)

- **To comply with best practice, the Trust is required to pay 95% of undisputed invoices by volume and value within 30 days of receipt.**
- Of the total invoices paid in the year **92%** measured by volume and **94%** measured by value were paid within 30 days. This is an improvement on the 2021/22 performance (88% by volume and 80% by value).
- The Trust paid £347 in interest to suppliers for late payment.

Performance in 2023/24 continues to improve and is currently achieving the 95% target.



Auditors' Opinions

- **Head of Internal Audit Opinion:**
 - 16 internal audit reviews undertaken in the financial year.
 - Overall Opinion “**Moderate Assurance**” which means an adequate system of internal control with some weaknesses in design and/or application of controls.
- **External Audit Opinion:**
 - Group Financial Statements were unqualified and give a true and fair view.
 - 2 weaknesses highlighted:
 - Arrangements to secure financial sustainability.
 - Arrangements to deliver appropriate legislative/regulatory requirements.



Outlook for 2023/24 and beyond

- Continuation of revenue and capital financial framework with funding allocated to systems.
- Move to Aligned Payment Incentive (API) contracts for elective activity which are paid on cost per case basis.
- Significant immediate and longer term financial challenges across the Lancashire and South Cumbria system.
- Meeting emergency demand and restoration of elective activity to support high quality patient care is a key requirement and challenge.
- Transfer of commissioning responsibilities for specialised services from NHSE to Integrated Care Boards effective from 1st April 2024.





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Atlas BFW Management Ltd

Alan Stuttard Chair

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Click here to watch a
video produced by the
team at Atlas.

Annual Members Meeting-12th October 2023



ATLAS HIGHLIGHTS

Annual Members Meeting-12th October 2023



Activity 2022/23

- Estates
- Facilities
- Medical Engineering



Estates



We completed 18,979 reactive jobs. On average, that's 52 a day.

10,000 hours spent carrying out Planned Preventative Maintenance, from safety checks and fire testing, to walkarounds and essential equipment upkeep

On average, our Helpdesk team handled over 400 calls each month.

Facilities

We served 121,440 patient meals at Clifton Hospital

We disposed 19 tonnes of confidential & Domestic waste at Clifton Hospital.

Medical Engineering

26,708 completed jobs on management and maintenance of medical equipment between 2022-2023, an increase of 1400 jobs compared to previous year.

Activity 2022/23

- Transport
- Specialisms
- Achievements



Transport (University Hospitals of Morecambe Bay (UHMB))



Our Transport Department covered over 300,000 miles within the financial year, moving 52,000 pieces of essential equipment and samples to Hospitals, health centres and clinics that need them.

Specialisms

We provide specialist services through our Fire Safety, Procurement and Energy Departments.

Achievements

Grounds & Gardens Department won gold in the 'Northwest in Bloom Competition'.

SUCCESSFUL CAPITAL DEVELOPMENTS



Emergency Village – Critical Care Scheme & Same Day Emergency Care

A dedicated ward replacing the high dependency unit & intensive care unit offering round-the-clock care for the hospital's most vulnerable patients.

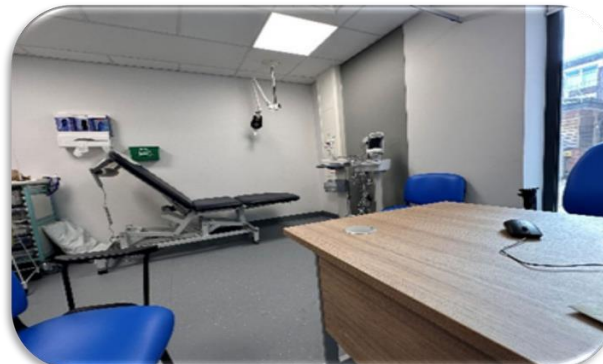
A new enlarged unit supporting more patients to be treated faster.



Stroke Ambulatory Unit

A new unit for mild stroke patients to be treated in.

Tom Rushworth, service Manager of the Stroke Unit said "We're able to see and treat patients within a day due to the seamless process we have. Thank you to the team at Atlas for working with us on this project, it's been a great success."



Histopathology

A State-of-the-art Histopathology lab.

Joanne Sharples, Cellular Pathology Manager stated "After just a 14-month turnaround, we were left with a spacious, state of the art facility."



CURRENT CAPITAL DEVELOPMENTS



Rosemere House

Redevelopment of a domestic property owned by the Trust into patient accommodation to support patients receiving Chemotherapy.



Emergency Village

Phases 3 and 4 to develop new Resuscitation and Triage areas.

These combined phases commenced in August 2023 with a completion date of December 2023.



Spiritual Centre

A new building used for multi faith practices.

The building comprises of multi faith prayer rooms, male and female Ablution rooms, a quiet room and office spaces.



INNOVATIONS

Facilities

New food trolleys at Clifton Hospital to maintain a hot or cold temperature when transporting food to wards.

We're working with UHMB on the UK Governments Future Flight Challenge to see how the NHS can adopt drones for the delivery of medical supplies and samples across the region.



Medical Engineering

Integration of Medical Engineering maintenance contracts into the new Atlas Procurement software system, Atamis.

Medical Engineering KPI dashboard automatically produced by Computer Aided Facilities Management (CAFM).

Working in conjunction with the Trust on their Radio Frequency Identification project.



Estates

Quality Management System technology to create bespoke reports to support increased productivity.

Continual improvement in energy monitoring and reporting.

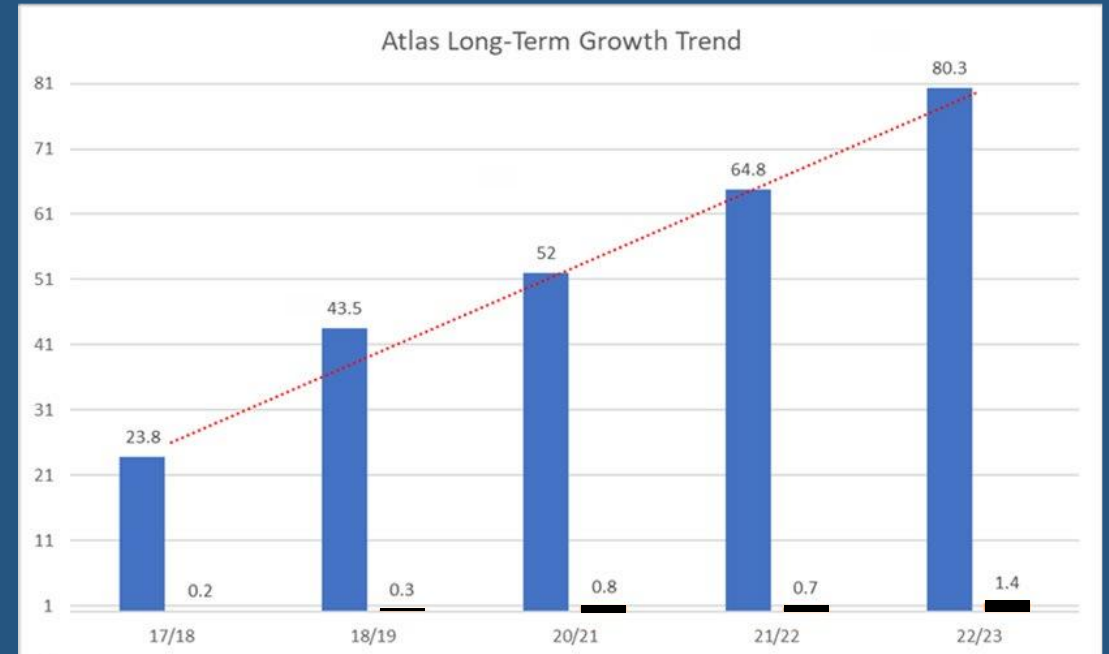
Introducing multi-skilled roles such as an in-house locksmith to bring a greater range of abilities to teams.



FINANCIAL RESULTS 2022 – 2023

Financial Results

- Turnover £80.4m
- Contribution to Group Surplus £1.2m
- Cash balance £13.2m
- Procurement Savings £0.3m
- Operating Margin 1.2%



Atlas successfully completed its sixth year of operation and continues to support safe clinical care and positive patient experience through its services.



Thank you



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Membership Update and Election Results

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Message from the Lead Governor

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Elections and Appointments to Council of Governors



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- **Public Blackpool:** Adele DeVito (re-elected unopposed), Vacancy x 1,
- **Staff – Non-Clinical Support:** Tina Daniels (re-elected unopposed)
- **Staff – Nursing & Midwifery:** Phil Helm (newly elected), Favour Adoghe (newly elected)
- **Appointed Governors:**
 - Blackpool & the Fylde College – Charlotte Freeman and Nick Thomson
 - University of Central Lancashire - Tyler Warburton

**Thank you to the following
governors who left the
council during 2022/23:-**

Pat Roche and Deborah Kenny

Membership update

- Public membership was 4,705 on 1 April 2022 to 4,505 by 31 March 2023
- Staff membership was 7,490
- If you would like to become a Trust member, complete the form on the Membership Area on our website
- Develop engagement and communication between the Trust and our members
- Increase quality of engagement with young people and ensure we represent the diversity of the local population
- Contribute to the development of engagement with Trust Volunteers



Governors Visiting Same Day
Emergency Care unit



Governors Engagement Session on
Mezzanine at BTH

Questions from the public

Annual Members' Meeting 2022/23



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