



# ALDER HEY IN THE PARK

HERE AT ALDER HEY, OUR LONG STANDING AMBITION IS TO SHAPE THE LIVES OF CHILDREN AND YOUNG PEOPLE AND CREATE A WORLD LEADING CHILDREN'S HEALTH PARK 'ALDER HEY IN THE PARK'.



Alder Hey in the Park will feature everything our children and young people may need to get better and thrive.

Progress has continued towards this vision throughout 2018/19. Alongside our state of the art hospital now sits our completed dedicated research, education and innovation building 'The Speakman Building'. Home to researchers, academics and industry partners, this building encourages vital collaboration that will lead to better healthcare for children in the future. Our Alder Hey Academy is already training and nurturing the next generation of children's healthcare specialists, while our International Child Health Department launched in 2018 is supporting our clinicians in caring for children around the globe.

We remain committed to supporting Liverpool City Council's ambition to become a UNICEF child friendly city and are also working closely with the Children's Transformation Programme, ensuring children's healthcare within Merseyside has the needs of patients at its heart.

Our performance and success throughout 2018/19 has put us in a strong position to move forward with our plans for future growth. We

have recently begun building a brand new unique family bereavement centre (set to open 2020) and will continue with our plans to build specialist facilities for children's community and mental health services.



**Collaboration with those who share our ambition remains key to our future plans. Together with our partners, we have an unrivalled opportunity to break new ground in developing children's healthcare and give children and young people everywhere the best possible future.**

We are grateful to our friends at Alder Hey Children's Charity for continuing to support us in achieving our vision of becoming a world class Trust and without whom, many of the enhancements to our hospital would not be possible. Our Charity raises much needed funds that are spent directly on initiatives that benefit patients, from state-of-the-art equipment to vital enhancements in theatres and IT. To find out more visit [www.alderheycharity.org](http://www.alderheycharity.org)

# STRONG FOUNDATIONS

## BRILLIANT BASICS

We are treating more children and young people than ever before and our fantastic staff continue to go the extra mile to ensure we remain one of the most outstanding performers in the NHS.

Once again we delivered all access standards required of us in 2018/19, including within cancer treatment, for elective and cardiac surgery and waiting time in our Emergency Department (where we finished the year as one of the top ten performers in the country). More patients than ever have been treated by our outpatient and physiotherapy teams, our theatre teams have transformed



the delivery of emergency lists and our Critical Care Team continue to provide outstanding care to some of our sickest patients. We have also improved our support for children with complex healthcare needs and have introduced a new 24/7 crisis care service for patients experiencing mental health distress.

## DIGITAL EXCELLENCE



Alder Hey is a key part of NHS England's Global Digital Exemplar Programme which aims to lead the way for the NHS to use better information

technology systems, delivering benefits for patients and sharing learning and resources with other local organisations.

Our GDE Programme has delivered a range of specialty packages as we aim to become more digital across our clinical services. We have also played a lead role across Cheshire and Merseyside, working with partners to develop and implement a shared health information exchange for the local population.

## ALDER HEY

RATED 'GOOD'

BY CQC

Alder Hey was rated 'Outstanding' in the caring domain and 'Good' overall following a CQC inspection of five of its core services and a review of leadership through a 'Well Led' inspection.

Overall Good

Safe	Requires Improvement	●
Effective	Good	●
Caring	Outstanding	☆
Responsive	Good	●
Well-Led	Good	●

## OUTSTANDING FINANCIAL PERFORMANCE

We continue to perform strongly financially, generating a control total surplus in 2018/19 of **£49.9m** (ahead of our financial plan by **£17.7m**).

We received **£294m** income, with **£232m** of this coming from the delivery of clinical services. The majority of our clinical income comes from our contracts with NHS England, Liverpool CCG and our Welsh commissioners.

Our operating costs during the year totalled **£247.8m**. We also completed **£16.4m** of capital investments which will significantly improve services for our patients, families and our staff.

### PLANNED CAPITAL ESTATES



**£1,040,000**

Interim and retained estates associated with hospital move and demolition.

### RESEARCH AND EDUCATION BUILDINGS



**£3,979,000**

Completion of the Speakman Building Phase 2.

### IM&T CAPITAL SCHEMES



**£4,679,000**

Investment in IM&T including GDE and Electronic Patient Record costs.

### MEDICAL EQUIPMENT



**£3,385,000**

Investment in medical equipment inclusive of equipment replacement cycle.

### LEASED MEDICAL EQUIPMENT



**£599,000**

Finance leases taken out for essential medical equipment - defibrillators and vitrectomy.

### ALDER HEY IN THE PARK



**£2,715,000**

New hospital non-medical equipment and site development costs.

**TOTAL CAPITAL INVESTMENT 2018/19 IS £16,397,000**

# SUSTAINABILITY THROUGH OUTSTANDING PARTNERSHIPS

## ▼ Collaboration with University Partners

We continue to work closely with the University of Liverpool, Liverpool John Moores University, Edge Hill University and the University of Central Lancashire. These partnerships have been strengthened through the co-location of these partners, together with Alder Hey teams, within the newly completed Speakman Building.



## ▲ International Impact

Our International Team has developed a partnership with the government-led international trade organisation Healthcare UK. This partnership will help further our international work as we aim to improve the delivery of children's healthcare across the world.



## Ensuring Safe Cardiac Services ▶

Alder Hey remains a key member of the North West Congenital Heart Disease Partnership. The Partnership focuses on providing a safe and resilient cardiac service model for adults and children across the North West of England, North Wales and the Isle of Man.



## ◀ Joined Up Care

Joint working with Manchester Children's Hospital is enabling us to improve standards and lead the way in the development of more joined up care in the region, including in Neurosciences, Cardiology and Burns.

## ▲ Improving Neonatal Care

Over the past twelve months, we have been working closely with our colleagues at Liverpool Women's Hospital to develop vital proposals that will significantly enhance the current delivery of neonatal surgical services. Together, we will be able to offer the highest levels of specialist expertise and quality care to our youngest patients in one location, strengthening our clinical outcomes while greatly improving patient experience and reducing the risk of unnecessary transfers between hospitals.

# BEST PEOPLE DOING THEIR BEST WORK



## 2018 STAFF SURVEY

Over 60% of staff responded to our Staff Survey, more than ever before. Their feedback highlighted positive improvements since last year's survey, including over 70% saying they would recommend Alder Hey as a place to work. We were delighted to show improvements across all the survey themes, in particular relationships with line managers, quality of appraisals, safety culture and staff engagement.

## APPRENTICESHIPS AND PLACEMENTS

Over 60 staff were recruited onto our Apprenticeship scheme during 2018/19. We also received an employment award for outstanding contribution from Southport College.

Our vocational Placement Programme continues to be rolled out, supporting students from a range of schools and colleges with work experience, careers fairs and student placements.



## REWARD AND RECOGNITION

We held a number of events to reward and recognise our staff during 2018/19 including International Nurse's Day, mental health fitness courses, mentoring scheme and our annual 'Fab Staff Week'. Monthly star awards were also given out to staff throughout the year and our Annual Star Award Ceremony was held in February.



## Listening into Action



## LISTENING INTO ACTION

Our 'Listening into Action' (LiA) Programme remains focused on staff empowerment, positive

change and supporting staff in providing safe high quality patient care. The Trust has a range of active staff networks, including BAME, Disability and the new LGBTIQ+ staff network, to support staff experience and staff diversity. LiA is a Trust-wide drive to identify issues, bring together all the right people into the same room and then work together on a solution.

## ALDER HEY STARS

We celebrated our 2019 Star Awards at a spectacular gala evening at the Titanic Hotel in Liverpool.

Over 200 staff attended the event which took place to celebrate the amazing achievements of staff.

Hundreds of staff were nominated for eleven different awards across categories including 'Best People Doing Their Best Work', 'Strong Foundations', 'Outstanding Care' and 'Special Recognition'.



# DELIVERY OF OUTSTANDING CARE

## PATIENT SAFETY

We have seen an annual upward trend of strong incident reporting.

Alder Hey is the second highest reporter of incidents among acute specialist trusts and the top performing children's Trust in this area. Our strong incident reporting coincides with a significant downward trend in medication incidents that result in harm.

We have also reduced the number of hospital acquired MSSA bacteraemia infections by 25%.

## QUALITY IMPROVEMENT

To improve experience of care across a range of outpatient, inpatient and community services, we have rolled out five collaborative improvement programmes: Brilliant Booking System, SAFER, Best in Outpatient Care, Best in Mental Health Care and Models of

Care. Benefits of the programmes have included: a reduction in the rate of children not brought to a clinic appointment; an improvement in families and clinician's experience of outpatient services; and the provision of better mental health services to children in schools. We have also greatly reduced the number of postponed operations on the day for non-clinical reasons, improving patient experience and performance.



## UNPLANNED CARE

Once again we implemented a successful Winter Plan, ensuring timely access to emergency care for patients despite facing increasing pressures and demand. Through the year, our Emergency Department has consistently ranked within the top 20 performing emergency departments in the country.

## DELIVERING NATIONAL STANDARDS

We have continued to deliver national standards for access to planned care, meeting all targets including referral to treatment times and within cancer care. We are also proud to have delivered timely access to diagnostics investigations, fully in line with national standards.



## LIVERPOOL TO LEAD ON £1.6M VITAL BRONCHIOLITIS RESEARCH

A national research project, led by Alder Hey and the University of Liverpool, was awarded over £1.6m to test a new treatment for babies with Bronchiolitis. Bronchiolitis is a winter viral disease that causes breathing problems and feeding difficulties in babies. In severe cases, breathing fails and these babies need intensive care, where their breathing is supported by a mechanical ventilator. Each year, one thousand infants with bronchiolitis are admitted to paediatric intensive care units in England.

The Bronchiolitis Endotracheal Surfactant Study (BESS) will test if treating babies with natural substance produced by the lungs called surfactant will reduce the time they depend on a mechanical ventilator.



## GLOBAL ACHIEVEMENTS

During the year, our clinical and research teams were responsible for some outstanding achievements with global importance. This includes leadership in the £5m 'CLUSTER' consortium (the first children's standalone stratified medicine programme); delivery of the International Children's Advisory Network global conference; and the appointment of three Alder Hey staff onto the NIHR Clinical Research Network North West Coast Research Scholars Programme.

Our team also demonstrated clinical and research leadership in the licensing by the US Food and Drug Agency of Epidiolex, a cannabis oil based drug and the first available for children with severe Epilepsy.

Our Clinical Research Facility took part in a global first, administering the first 3D printed, ingestible tablet to a child. We also completed major multi-centre clinical trials funded by NIHR relating to: the delivery of insulin to children newly diagnosed with Type 1 Diabetes; and anti-epileptic drugs given to children presenting with refractory seizures.



## PARTICIPATION IN CLINICAL RESEARCH

Over **3,000** babies, children and young people were enrolled into clinical research studies at Alder Hey during 2018/19. This means that Alder Hey is the highest recruiting centre for children's research in the UK.

# GROUNDBREAKING INNOVATION

## 3D PRINTING AND SURGICAL SIMULATION

Our cardiac, orthopaedic, plastic and craniofacial surgical teams have been working on the application of 3D printed models for pre and intra-operative planning. In partnership with the Al Jalila Children's Specialty Hospital in Dubai, 3DLP and Sony Olympus we have created a high fidelity multi material operative training model for hypospadias to allow trainees to practice fine operative skills. The use of surgical simulation is a key step in ensuring safer surgery.



## AUGMENTED REALITY

Rafael Guerrero, Chief of Cardiac Surgery and Co-Director of Innovation, has been working with Microsoft and Black Marble to design new applications of the latest HoloLens augmented reality goggles for use in operative environments.



## GROUNDBREAKING EDUCATION

Mr Iain Hennessey, Clinical Director of Innovation, has undertaken a secondment to help lead the implementation of a new healthcare technology and design course at the University of Liverpool. This groundbreaking curriculum will be the first implementation of a dedicated healthcare technology and design theme at a UK medical school.



## HEADSPACE

By taking hyper accurate scans of heads, our Headspace Project is helping to understand what "normal" looks like. This means craniofacial surgeons will be able to better judge how successful their operations have been and allow for improved surgical techniques.



## PROJECT MOVE

Reacting to the slow advancement of powered wheelchair design, Paediatric Surgeon Mr Will Calvert has led a wide ranging team of technologists, industrial designers, engineers and car manufacturers to create Project MOVE. This partnership includes the University of Liverpool, Dragon Mobility, NHS Innovation Agency and even the Tesla owners group. The ambitious aim is to design an affordable and cutting edge solution for disabled children of all ages to explore the world around them.



## ALDER PLAY

In 2018, we launched the Alder Play App, which uses gaming and augmented reality to distract patients having procedures in hospital. Young patients choose and name their own avatar, which will help them understand their hospital visit before they arrive and help calm them during their stay. Within Alder Play, parents are also able to ask our Oli chatbot ("Ask Oli") about the hospital and what may happen to their child. Alder Hey has been working with the Hartree Centre (part of the UK's Science and Technology Facilities Council and supported by IBM), using IBM's Watson technology to enable questions to be answered in real time. This will be the first time cognitive technologies have been applied in any hospital in the UK in this way.



# 2018/19 AT A GLANCE

## Another First at Alder Hey

Alder Hey received the Anaesthesia Clinical Services Accreditation (ACSA) from the Royal College of Anaesthetists, the first children's hospital to achieve this high standard.



## Alder Hey Launch International Child Health Department



Alder Hey launched a new International Child Health (ICH) Department at Alder Hey to bring together the existing humanitarian work of staff and coordinate their efforts to lead the way in global paediatric health care. The Department is the first of its kind in a paediatric hospital in the UK and aims to save the lives of children and promote health in under-resourced countries by assisting in research, education and development.

The humanitarian work will also link in with the Alder Hey Academy, based at the Speakman Building, which has academic partnerships with the University of Liverpool, Liverpool John Moores University, UCLan and Edge Hill. In addition, the Department will look at increasing existing partnerships with nations such as China to deliver education and training in the UK.

## New Model of Care: Post-Operative Cardiac Care Unit

Consultant Cardiac Surgeon, Mr. Rafael Guerrero, led and developed a new model of care for patients undergoing cardiac surgery at Alder Hey. The new model has expedited both treatment and recovery, enabling more patients to be operated on and releasing capacity.



## Alder Hey Awarded Centre of Clinical Excellence

Alder Hey was recognised by Muscular Dystrophy UK for providing outstanding care for people with muscle-wasting conditions. The Trust was awarded Centre of Clinical Excellence status by the charity, alongside 16 other centres across the UK.





### WellChild Award Winner Alf Bass

Alder Hey surgeon Mr Alf Bass won the WellChild 2018 Doctor Award, recognising his leading role in the development of surgery for children with neuromuscular conditions. WellChild is the national charity for seriously ill children, committed to improving the quality of life for children across the UK with serious illness, or exceptional health needs.

### Academy Wins Prestigious North West England Greater China Awards 2019



Alder Hey Academy won the Education Business Links Award at the Greater China Awards 2019! Held annually by the Department for International Trade, the Academy was nominated following the successful implementation of the Alder Hey Chinese Observership Programme which began in 2017/18.

### Christmas 2018

Christmas is always a special time at Alder Hey. We enjoyed welcoming some familiar faces to the hospital who helped spread some seasonal cheer, including: BBC Children's, Everton and Liverpool football clubs, the cast of both Cinderella and Peter Pan pantomimes, RAF Santa and his elves, costumed characters, and various choirs and musicians.



### Baby Alex Switches on Alder Hey Xmas lights



We celebrated the beginning of the 2018 festive season with our annual Christmas light switch on event. Audiology patient Alex was invited to turn on our hospital lights in front of hundreds of staff, patients and families who attended the event. Alex became a social media sensation after a film of him having hearing aids fitted at Alder Hey and hearing his mum's voice for the very first time went viral across social media.

## NHS Plan Launched at Alder Hey

The then Prime Minister Rt. Hon. Theresa May and Secretary of State for Health and Social Care Rt. Hon. Matt Hancock joined Simon Stevens CEO of the NHS at Alder Hey to launch the NHS Long Term Plan. The plan focuses on building an NHS fit for the future, by enabling everyone to get the best start in life, helping communities to live well and helping people to age well. Prior to the announcement of the plan, a special event took place in our state-of-the-art Speakman Building for invited guests from across the health sector.

Before announcing the plan, Mrs May, Matt Hancock and Simon Stevens took time to visit patients, families and staff on Ward 3C.



## BBC Hospital at Alder Hey

Alder Hey was featured in the BBC's flagship documentary series 'Hospital' in early 2019. The series featured patients and staff from across the hospital including within neurosurgery, oncology and cardiac services. Alder Hey clinicians were filmed delivering the very best care to patients, pushing the boundaries of what is possible with world class, cutting edge treatments and life-saving surgery.



## ENT Bring ESPO to Alder Hey

Alder Hey's ENT Department secured the coveted ESPO (European Society of Paediatric Otolaryngology) meeting for 2022, beating off stiff competition from Prague at a conference in Stockholm.



## Play Specialists' Crucial Role in Patient Care

Play Specialist Pip Bradshaw won the 2018 Suzanne Storer Profile of the Year Award, an annual award given to a registered health Play Specialist by governing body Health Play Specialist Educating Trust (HPSET). Pip also came third nationally for the 'Starlight Foundation Health Play Specialist of the Year Award'.



### BECOME A MEMBER OF ALDER HEY

Would you like to become a member of Alder Hey? Anyone aged seven or over can become a member. Membership is completely free and gives you the opportunity to make a difference by helping us improve the services we provide to our patients. You can be as actively involved as you wish, from receiving our newsletters to attending our Annual Members' Meeting or even standing for election to our Council of Governors.

---

For more information visit our website or email [membership@alderhey.nhs.uk](mailto:membership@alderhey.nhs.uk)



**Alder Hey Children's**  
NHS Foundation Trust

If you would like any more information about any of the details in this brochure, please contact:

**By post:** Alder Hey Children's NHS Foundation Trust, Eaton Road, Liverpool, L12 2AP  
**By telephone:** 0151 228 4811  
**By email:** [communications@alderhey.nhs.uk](mailto:communications@alderhey.nhs.uk)

[www.alderhey.nhs.uk](http://www.alderhey.nhs.uk)