

The NHS People Plan			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	05/08/2020	<b>Agenda item</b>	11
<b>Lead Director</b>	Jo Shepherd, Director of HR & Organisational Development		
<b>Author(s)</b>	Jo Shepherd, Director of HR & Organisational Development		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input type="checkbox"/>	<b>To Discuss</b> <input checked="" type="checkbox"/>	<b>To Assure</b> <input type="checkbox"/>	
<b>Purpose</b>			
The purpose of this report is to provide the Board with an outline of the NHS People Plan, published on 30/7/20			
<b>Executive Summary</b>			
<p>The publication of the NHS People Plan has been long awaited since the publication of the Interim People Plan in 2019. Its publication has been delayed by the impact of COVID-19, but this has also served to further shape the key principles within it, noting the significant impact on the workforce in terms of resilience, wellbeing, morale, new ways of working, and also the positive public opinion of the NHS and the potential for this to have an impact on recruitment.</p> <p>The attached slides have been provided by NHSE as an overview of the plan.</p> <p>The Trust's own People Strategy is due to be refreshed in 2020 and will be aligned to the national plan as well as local plans and priorities</p>			
<b>Risks and opportunities:</b>			
<p>Links to organisational risk - the delivery of actions to support the national NHS People Plan will also support the actions to mitigate the following strategic risks</p> <p>ID06 Failure to build the staff skills, workforce infrastructure and career pathways to enable our staff to play their full part in an integrated delivery system.</p> <p>ID07 Failure to recruit and retain the appropriate mix of staff to ensure services are delivered safely.</p>			
<b>Quality/inclusion considerations:</b>			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>NA</p>			
<b>Financial/resource implications:</b>			
No finance or resource implications for this paper.			
<b>Trust Strategic Objectives</b>			
Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			
<input type="text" value="Our People - improving staff engagement"/>	<input type="text" value="Our People - advancing staff wellbeing"/>	<input type="text" value="Our People - enhancing staff development"/>	
<b>Executive Leadership Team is asked to consider the following action</b>			
To review and discuss the key headlines of the NHS People Plan			
<b>Report history</b>			
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>	
N/A	N/A	N/A	



**WE ARE THE NHS:**

People Plan for 2020/21 - action for us all



# The NHS People Plan

Published July 2020



We are 1.3 million strong. We are all walks of life, all kinds of experiences. We are the NHS.

## Background to the plan

- **January 2019** - publication of the NHS Long Term Plan and signal of a workforce development plan
  - **June 2019** Interim NHS people plan
  - a multi year People Plan had been expected in **Spring 2020**
- Our **extensive engagement** agreed our workforce challenge can only be tackled through
  - more staff
  - working differently
  - in a culture that's more compassionate and inclusive

**500+**

organisations supporting the development of the NHS People Plan

**44**

professional bodies closely engaged representing breadth of NHS professions

**15,000+**

contributions to NHS People Plan tweet chats, the biggest NHS tweetchats ever

**25**

2019/2020 fortnightly CPO people plan e-bulletin to wide list of subscribers

**1,000+**

crowdsourcing and online engagement contributions from NHS staff

**350+**

NHS leaders contributing to the NHS People Promise, and NHS Leadership Compact



# WE ARE THE NHS:

People Plan for 2020/21 - action for us all



## Introducing our publication July 2020...





**WE ARE THE NHS:**  
People Plan 2020/2021 -  
action for us all




**Norfolk and Waveney STP**


Community pharmacist **Gregory Arthur** is just one of those who has benefited from the health and wellbeing network set up by Norfolk and Waveney STP, which shares resources and encourages best practice across secondary, community, primary and social care.




**Marc Donovan, Chief Pharmacist, Boots UK**  
"The opportunities of working efficiently: Community Pharmacy teams being further integrated in Primary Care to have an even more positive impact locally."  
"We all belong in the NHS. Community Pharmacy teams are an important part of the NHS family."



**Sandra Gidley, President of the Royal Pharmaceutical Society**  
"A changed working culture which fully integrates pharmacists across the workforce to make the most of their expertise in medicines to improve delivery of care."



**Nesim Cooke, Head of Workforce, Local Government Association**  
"The NHS can now be a beacon of collaboration, working with partners to make transforming the health of our communities the number one career choice and championing great working practices."






**We Are The NHS**  
**Action For Us All**



2020

→

2021




**OUR NHS PEOPLE PROMISE**

We are 1.3 million strong.  
We are all walks of life, all kinds of experiences.  
We are the NHS.



**OUR NHS PEOPLE PROMISE**



## A practical and ambitious plan that ...

- responds to new **challenges and opportunities**
- focuses on the action **NHS people tell us** they need right now
- sets out what NHS people **can expect** from their leaders and each other



...with specific commitments around:

- **Looking after our people**
- **Belonging in the NHS**
- **New ways of working**
- **Growing for the future**



## Looking after our people

Sets out our People Promise to everyone who works in the NHS.

This will help make the NHS a better place to work by ensuring staff are:

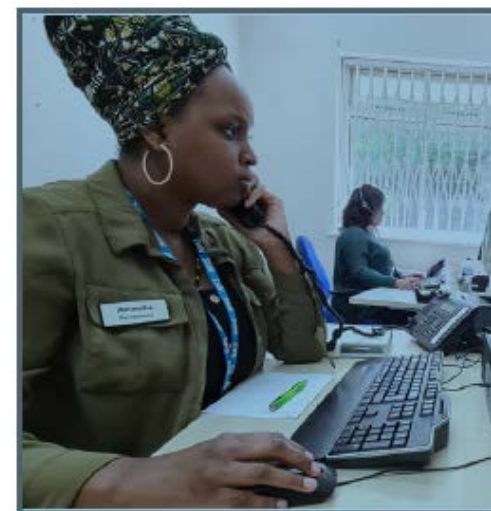
- **Safe and healthy**
- **Physically and mentally well**
- **Able to work flexibly**



**OUR NHS PEOPLE PROMISE**

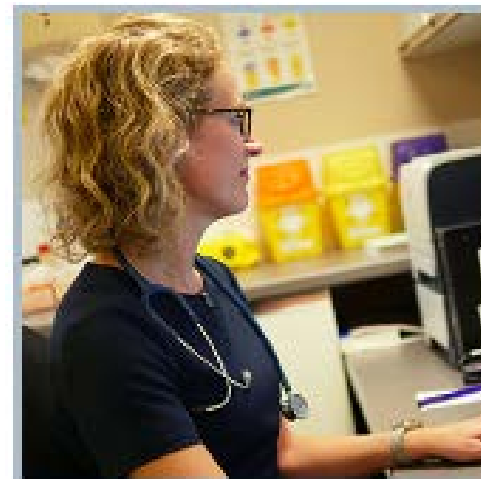
# Belonging in the NHS

- Action to ensure the NHS is
  - **inclusive and diverse**
  - a place where discrimination, violence and bullying do not occur
- Includes
  - Overhauling **recruitment practices** to improve representation
  - **Health and wellbeing conversations**
  - Confidence to **speak up** and empowering staff to **use their voice** to inform learning and improvement
  - **Inclusive, compassionate leadership**



# New ways of working and delivering care

- COVID-19 compels us to
  - be **flexible**
  - make **best use** of skills and experience
- We will continue to enable working differently
  - **Upskilling** staff
  - Expanding **multi-disciplinary teams**
  - Supporting **volunteers** in the NHS and expanding routes into health and care careers
  - Supporting staff **learning and development**
    - access to CPD
    - greater access to online learning



## Growing for the future

- We want to capitalise on
  - **unprecedented interest** in NHS careers
  - higher **numbers of applications** to education and training.
- We will do this through
  - **Recruiting** into entry-level clinical and non-clinical roles
  - **Return to practice**
  - **Training places** in shortage professions
  - **International recruitment**
  - **Retaining more people** in the service



## Next steps

- This is **an ongoing conversation** that began with the interim NHS People Plan.
- Coming soon...
  - further health and wellbeing resources for all NHS organisations
  - the leadership values and behaviours we all want to see and experience, in a new Leadership Compact.
  - further action for 2021/22 and beyond expected later in the year.

Join the conversation: [#OurNHSpeople](#) #WeAreTheNHS

Find out more: [nhsi.peopleplancomms@nhs.net](mailto:nhsi.peopleplancomms@nhs.net)

[www.england.nhs.uk/ournhspeople/](http://www.england.nhs.uk/ournhspeople/)



Comments from  
the session?



A note to say:



Inclusion Strategy Assurance Report			
Meeting	Board of Directors		
Date	05/08/2020	Agenda item	12
Lead Director	Jo Shepherd, Director of HR & Organisational Development		
Author(s)	Neil Perris, Head of Sexual Health & Inclusion Judith Fairbairn, Inclusion Officer		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
This report is to assure the Board of the progress made towards achieving the Inclusion Strategy during 2019-20			
Executive Summary			
<p>The report sets out, by highlights and exception, the progress made in relation to the Trust's Inclusion Strategy and associated objectives and action plan.</p> <p>The report provides a narrative on progress highlights and exceptions. The supporting action plan will be submitted to the appropriate committees of the board for review and updating.</p> <p>Progress on some of the actions contained within the action plan have been impacted by the COVID-19 pandemic and have been either revised or paused as a result. The organisational response to the pandemic has also included a number of new inclusion actions which are also highlighted in the report.</p> <p>The report also identifies key priorities for the forthcoming year.</p> <p>Given the impact of COVID-19 on this strategy, it is proposed to bring forward proposals in relation to the objectives for 2020-21 to the next Public Board meeting following discussion at the appropriate committees of the board, and completion of the Workforce Race Equality Standard and Workforce Disability Standard reviews.</p>			
Risks and opportunities: No current risks identified.			
Quality/inclusion considerations: Quality Impact Assessment completed and attached No Equality Impact Assessment completed and attached No Equality impact assessments are considered during the quality goal development phase			
Financial/resource implications: No risks or concerns to financial or resource implications identified			
Trust Strategic Objectives Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			
Our Populations – provide more person-centred care	Our People - improving staff engagement	Our People - enhancing staff development	

Board of Directors is asked to consider the following action		
The Board is asked to be assured that the inclusion agenda continues to develop into mainstream governance structures and that monitoring of these will be part of already established frameworks. The board is asked to be assured that despite the challenges of COVID- 19 the organisation has responded with a clear focus on inequalities and a continued commitment to the inclusion agenda		
Report history		
Submitted to	Date	Brief summary of outcome
N/A	N/A	N/A



## Inclusion Strategy Assurance Report (July 2019 - January 2020)

1. The report sets out, on a highlight and exception basis, progress made on the Inclusion agenda.
2. The Covid -19 pandemic has had a significant impact on the delivery of the Inclusion objectives and action plan, as it has for many aspects of NHS normal activity. It has meant that for some actions we have had to pause progress, others have required an altered or amended approach and there have been a number of new pieces of work as a result of the pandemic. The NHS response has meant that centrally the decision was taken to pause the reporting responsibilities for the Public Sector Equality Duty resulting in a suspension of the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) in early April. Our planned work on these was paused until we had notification to resume in July.
3. The Covid-19 pandemic has however highlighted inequalities and disproportional impact across many groups and individuals. There will of course be a lasting impact felt across the Inclusion agenda, as there will be across the whole organisation and the wider NHS. We have highlighted some of the know impacts on actions within this report.

### People Objectives

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<b>Disability</b>
<b>We will improve access to and experience of employment in the trust for people with disabilities and their carers, through delivery of the Workforce Disability Equality Standard (WDES).</b>

4. The WDES report was submitted to NHS England for 2019 with a supporting action plan which was approved by Education and Workforce Committee and forms part of the wider Inclusion Action Plan.
5. It has been presented to the Inclusion Champions and the Disability Staff Network with a focus on the disclosure of disability via ESR being much less prevalent than disclosure via the staff survey. The explanation of how the trust uses the information to ensure it is able to ensure its employees are treated fairly and with respect provided assurance and changes in perception around the issue of disclosing disabilities. A communications and engagement campaign was planned for delivery in Q1 of 20/21 to improve staff self-reporting of protected characteristics on ESR using the learning from this group however this has been paused due to COVID -19. The refresh of the inclusion action plan which is planned for Sept/Oct 20 will include a rescheduled campaign
6. The trust has established links with the charities Mind and Remploy to encourage more applications from people with disabilities for trust roles and to develop placement opportunities.
7. The Inclusion team will work closely with the Staff Disability Network around this year's WRES ensuring that staff have the opportunity to review the results and contribute meaningfully to the action planning process and potentially its delivery

8. In order to support staff with formal or informal caring responsibilities, and in recognition of some the wider impacts of Covid-19, the HR Wellbeing Team instigated a coffee morning session to support staff who are carers during carer's week, providing a friendly, safe and supportive forum to connect with others. The event was supported by attendance from the Inclusion Team and was very well received by all and as a consequence we are jointly exploring the creation of a carer's staff network.
9. Specific action was taken during the pandemic to undertake risk assessments on all those staff with underlying health conditions that were considered vulnerable or highly vulnerable, resulting in a range of mitigating actions, including staff being required to remain at home or undertake alternative roles. The trust also undertook risk assessments for those staff living with people who were highly vulnerable to support them in their caring/family responsibilities.

## Race

### **We will improve access to and experience of employment in the trust for BAME groups through delivery of the Workforce Race Equality Standard (WRES).**

10. The WRES report was submitted to NHS England for 2019 with a supporting action plan which was approved by the Education and Workforce Committee but is also included in the Inclusion Action Plan.
11. The 2019 WRES and the action plan have also been presented to the Inclusion Champions and BAME Staff Network for comment & review. The report and action plan were well received and feedback on the action plan has been positive. A similar discussion took place regarding non-disclosure and all elements of protected characteristics will be included in the forthcoming campaign.
12. The trust is working with Wirral Multicultural Centre and Wirral Change to identify ways to increase job applications from BAME residents. This includes attendance at the Wirral Change job club to explain the requirements of roles/the application process, and support candidates to apply.
13. The highly successful Prince's Trust programme run in Q3 of 2019/20 brought a wide representation of young people into the trust including those from BAME backgrounds and with disabilities. This will continue to be a focus of future Prince's Trust programmes.
14. Towards the later end of the year we have supported one of our nurses to apply for the Windrush Programme – a national leadership development programme for 44 Nurses and Midwives band 5, 6 and 7 who are either descendants from the Windrush generation or from a BAME background working in the NHS in England. This is a unique opportunity for the Florence Nightingale Foundation to celebrate our BAME nurses and midwives
15. Since the onset of the COVID-19 pandemic there has been an ongoing emergence of evidence around the disproportionate impact and causes of the virus on BAME individuals and communities including BAME NHS staff. There has been a great deal of activity to ensure our BAME staff are supported, protected and heard during this worrying time.

16. The Inclusion Team have worked collaboratively with HR around the risk assessment process for our BAME staff. As the evidence of the impact on BAME communities started to emerge, the BAME staff network meetings which had initially been paused due to the lockdown, were reinstated as virtual meetings. Communications were included in the COVID -19 bulletin and screensavers were used to promote the network. As a result there has been significantly increased attendance and engagement at the BAME staff network meetings with lively discussion, debate, support and challenge helping to steer our organisation response to the pandemic in terms of how we support our BAME people. The group has contributed to risk assessment planning and feedback, discussion on vitamin D deficiency amongst BAME communities and our organisational response to this.
17. The voice and status of the BAME network has also been a focus over the last few months and this has been strengthened significantly. The network has benefitted from direct attendance by senior management and director level, supporting the voice of the group to be heard at Tactical level and directly informing organisational responses. The group has benefited from a tangible boost in confidence and empowerment and is moving towards the election of an independent chair and deputy to be supported by the inclusion team. Discussions have also resulted in a proposal for a reverse mentoring scheme for senior leaders/directors to support an understanding of the lived experience of being a BAME member of staff. In addition, the group are supportive of proposals to identify an Executive Sponsor for each of the staff networks to strengthen their voice and advocate for them at this level in the organisation. The Inclusion Team would welcome the opportunity to discuss this further with the Board at a future Informal Board session.

## Training

**We will improve the knowledge of inclusion issues across our workforce through a review of mandatory inclusion training.**

18. A review of trust wide mandatory training (e-learning) has been undertaken and the module covers all of relevant Equality and Human Rights legislation and our responsibilities and obligations as a Trust/individuals, using relevant examples and case studies. However it is a nationally developed piece of training and as such fails to communicate our organisational ambitions around Inclusion and the change in culture we want to achieve. As training is developed through the new Management and Leadership Programme, each element will be reviewed with an Inclusion lens, ensuring that Inclusion is woven through and becomes a part of core business. Inclusion has also been included within our 'Onboarding' programme for new recruits. This has been paused as a result of COVID-19 but will resume as we further recover and step service back up.
19. The Inclusion Team continue to deliver bespoke sessions to service teams on an ad hoc basis in order to raise awareness of the Inclusion Strategy and objectives. In February two new Inclusion and Outreach worker posts were recruited to work jointly across the Sexual Health and Inclusion agendas. The two 10 hour posts will work with staff and stakeholders around the Inclusion agenda encouraging and supporting staff knowledge and best practice around Inclusion.

20. We have recorded the delivery of the “provocation” exercise - A Walk in the Park - which is a fun and engaging way to discuss unconscious bias. This exercise will be added to Staff Zone shortly to support Inclusion Champions in initiating inclusion conversations in their own service team meetings.
21. A series of bespoke “masterclass” sessions are also being implemented. For example Age UK have offered to provide training and awareness session to Trust staff around better meeting the needs of Older People using our services. This work has also been paused due to COVID-19 but the Inclusion Team will be rescheduling this session.
22. January to March saw the planning and co-ordination of an Inclusion Market staff event to be held for both the public and for staff in the Foyer of St Catherine’s Health Centre. Twelve local partnership agencies, all of whom represent a vulnerable or protected group had agreed to be market stall holders and showcase the different community projects and the support they provide, to both identify new clients and referral pathways and signposting to support, and also an opportunity to network with wider WCHC services to identify other possible links. Unfortunately the event had to be postponed due to COVID-19, however this plan was brimming with energy and enthusiasm so we are keen to reschedule once it is safe to do so.

## Population Objectives

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### Dementia

**The Trust will achieve Dementia Friendly Status by September 2020**

23. The trust has applied, developed an action plan and been accepted as a member of Wirral Dementia Action Alliance. Member organisations and individuals come together to share good practice with neighbouring towns and villages to make the whole of Wirral a better place for people of all ages who are living with dementia, for their relatives, and for their careers.
24. For us to become truly dementia friendly as an organisation we will need a baseline level of knowledge and awareness of dementia across the majority if not all employees, regardless of role. Dementia Awareness sessions started in late 2019/early 2020, giving protected time to staff within the trust to gain increased knowledge and skills about how we can better support patients using our services who may have dementia. The sessions saw Inclusion Team members attend team meetings and work through a structured awareness session and these proved popular with both Inclusion Champions and the wider workforce with around 200 staff having attended the sessions. There was great support from the Dementia Specialist Nurse within the trust who helped facilitate and pitch the session appropriately, showing how collaborative working and using specialist knowledge could really benefit wider workforce and subsequently improve patient experience
25. COVID-19 and social distancing restrictions has meant that these sessions have been paused over the last few months of the year however we are looking at how these sessions can be resumed and potentially conducted via MS Teams as a virtual awareness raising session

26. Action has been taken by the Estates Team to assess all public facing areas and improve signage for people with dementia.

### Young People

**We will ensure that the voice of young people is heard across all of our services and we will focus on children looked after during this reporting year.**

27. An exploratory meeting was planned but has been delayed due to COVID-19 to work with the Children Looked After (CLA) team to identify how the Inclusion approach can be used to strengthen the voice of this group of individuals who have significantly poorer outcomes compared to their peers who are not in the care system. From this meeting actions will be identified for delivery over the next 12 months.

### Transgender

**We will transform the experience of transgender people accessing our services through staff training and raising awareness**

28. The Inclusion Team continues to actively identify learning opportunities to increase our own knowledge and awareness to be able to better support and equip our Champions with this learning. We have identified a need to hold awareness raising sessions for staff who would like to learn more about how best to support transgender service users and colleagues. We have identified speakers through our Inclusion Partnership Forum for these sessions, but our planned date was postponed due to COVID -19, however a new date will be set as we step back up with consideration given to hold it as a virtual session
29. We have engaged with a transgender member of staff who has also been instrumental in improving our knowledge and understanding. They very courageously agreed to record a 'staff story' for the Public Board which included how their line manager was able to support them throughout their transition and how understanding and supportive their work colleagues have been. The story, which was both moving and inspiring, was welcomed by Board members and the member of staff has received thanks and feedback for their bravery and honesty in sharing their story. This story was shared on StaffZone and via Communications bulletin, about Grace's experiences and the positive support she had received from the organisation and from her immediate colleagues and team. The campaign was designed to help educate staff about the challenges and barriers our Transgender staff and patients may face.
30. In February 2019, LGBT+ History month, we launched our Rainbow NHS pin badges. These were offered to every member of staff on a voluntary basis across the organisation as part of a campaign focused on the experience of LGBT+ patients and employees in healthcare settings (based on research undertaken by Stonewall). The purpose of the badges is for employees to be able to give a visible sign of their Inclusion credentials and that service users can be assured of non-judgement and inclusive care from that individual.

31. For LGBT History Month in 2020 as the organisation was already responding to the COVID-19 crisis, it was decided that we would re-run our Rainbow Badge campaign and again we have seen several hundred more staff requesting and wearing their badges. Feedback from staff has been fantastic with comments such as 'I wear my badge as a reminder to patients so that they can talk to me about who they are and how they feel so that I can give them the best care ' and 'I wear my badge to show we are a caring organisation that treats people with respect for who they are and I want my badge to promote this to both patients and colleagues'.
32. Our usual attendance at Liverpool Pride each July was not possible this year due to COVID-19, so with Liverpool Pride adopting a virtual online approach it was important that we as a Trust continued to show our commitment and have a visual presence at the virtual march to unite with our LGBT+ communities. A short film clip was submitted to the Liverpool Pride portal, as were photographs of our Inclusion Champions pledging their alliance and that of our Trust as a fully inclusive NHS organisation.
33. A screensaver campaign was also coordinated and led by the Inclusion Team including contribution from our staff champions, promoting Pride and encouraging staff to join the online march.

## Systems & Processes Objectives

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### Staff Networks

**We will establish and support staff networks across the Trust focusing LGBT+, Disability and BAME.**

34. All three of the Staff Network Groups that have been established in previous years in the organisation have been relaunched. Each of these groups meets on monthly basis and have jointly developed terms of reference to understand not only the support the group can offer but also the responsibilities for raising issues and being a consultative forum. Each group feeds back into the Inclusion Steering Group which can escalate any issues to the relevant committee as necessary.
35. The COVID-19 pandemic did see a pause in the network meetings in February/March 2020 and these have more recently been re-instated as virtual meetings with the BAME network having been the earliest and most urgent to resume as described above.
36. Membership of the groups had been growing steadily prior to the pause and the quality of the meetings was improving each month with the exception of the LGBT+ network. Whilst there has been attendance from approximately six different individuals over the six meetings we have held, there was a period where three consecutive meetings saw no attendees. The Inclusion Team will use the opportunity of the rainbow pin badges and LGBT+ history month to raise awareness of and recruitment to the network group and the recent move to virtual meetings has improved attendance at the most recent meeting.
37. The Disability Staff Network will resume in August as a virtual meeting.

38. The Inclusion Team is working closely with the network members to empower and develop the group with the ambition of electing independent chairs for each. The BAME Network is close to achieving this, however the LGBT+ and the Disability network have some way to go.
39. The Inclusion lead currently sits on a National Advisory Board to a piece of research commissioned by NHS Employers and undertaken by York University, looking at the establishment of governance, remit and attitudes towards NHS LGBT+ staff networks. The research is due to be launched in April 2020 and will provide valuable insight into best practice and people's motivation around these networks. The Inclusion Team will use this to inform the future direction of the LGBT+ staff network.
40. The unequal impact of COVID -19 has seen a refocusing of efforts and attention on inequalities, vulnerable groups and discrimination and alongside the events in America and around the world leading to the reinvigoration of the Black Lives Matter movement have given a renewed focus to tackling inequality and discrimination in the NHS. There is a great deal of work at a national, regional and sub regional level from the NHS ensuring that NHS organisations are supporting in progressing their Inclusion, Diversity and Equality agendas at pace. The Inclusion Team is working hard to ensure that WCH benefits from the sharing of best practices and remains compliant with a rapidly changing agenda. Links have been made with the local acute trust to bring the two BAME networks together to share experience and learning.

#### **Accessible Information Standard (AIS)**

**We will undertake Trust wide self- assessments and develop and implement an action plan to ensure that we meet the communication needs of people with disabilities or sensory impairments.**

41. A task and finish group was established in order to support the roll out of the self-assessment across trust services, to review all of our electronic patient record systems for compliance and take any remedial action. The task and finish group was completed in October 2019 giving assurance around our compliance with AIS.
42. The Inclusion Team have worked with the Procurement Team to embed the trust's new Interpretation and Translation service. Regular contract meetings are held with the provider to monitor quality and performance.
43. Staffzone has been updated with further information about how to access materials in different formats for people with sensory impairments or learning disabilities.
44. During the COVID -19 pandemic the Inclusion Team have worked collaboratively with the Procurement Team and our Interpretation and Translation provider to ensure that we are able to continue to support people with disabilities or sensory impairments including via the use of video conferencing and teleconferencing technologies. StaffZone has been update to include pathways and instruction for using an interpreter via these technologies. The team is also working with Infection Control in order to try to source transparent face covering that meet infection control standards to support patient care for people with hearing impairments. This work is unfortunately ongoing, however we are looking at alternatives such as 'speech to text' mobile phone apps.

## **Inclusion Champions**

### **We will develop and support Inclusion Champions**

45. To date we have recruited over 75 Champions from a broad range of services across the trust.
46. Attendance by services at the bi-monthly Inclusion Champion meetings is monitored via the newly developed Inclusion Dashboard on TIG which will be used at Divisional QPER meetings to encourage regular representation from services. Shortly following development of the dashboard the COVID-19 pandemic meant that we had to suspend the Inclusion Steering Group so the dashboard is not yet embedded into this meeting and divisional QPERs, however it remains a priority for the forthcoming period as we enter recovery.
47. Although suspended since February, the forum has provided valuable opportunities to discuss the broader Inclusion agenda, report back on specific pieces of work e.g. WRES and WDES and to promote information gathering and sharing. The meetings are being developed to encourage active participation and ownership of the agenda by services as well as education sessions.
48. July 2020 saw the Inclusion Champion meetings being reinstated as a move towards recovery from COVID-19. The Inclusion Team will be focussing on re-energising the champions to support a range of work including prioritising the collection of evidence for our EDS2 assessment, completion of EIA's and the Inclusion service level checklist on the COVID-19 safe module.

## **Inclusion Partnership Forum**

### **We will facilitate the on-going development of the Inclusion Partnership Forum and support the forum to contribute to EDS2.**

49. The Inclusion & Partnership Forum has grown from strength to strength over the last year but meetings since February have also unfortunately been paused due to COVID-19. The Inclusion Team are currently planning recommencement of this forum and considering how we can best facilitate it given social distancing restrictions.
50. We have seen representation on the group expanding to include organisations and services that work with and for excluded or disadvantaged individuals and communities from across the inclusion spectrum.
51. Whilst sexual health and wellbeing remains as a regular feature of our discussions, due to the origins of the forum, we see valuable input and information sharing from all of the forum members and wider consideration of inclusion issues affecting service users. The forum has proven to be a valuable opportunity to develop synergies and shared opportunities and resources across the system. For example Age UK have

offered to provide training and awareness session to Trust staff around better meeting the needs of Older People using our services.

52. This last six months has seen some valuable additions to the Inclusion Partnership Forum membership, with more local agencies wanting to get involved to network and co design approaches and initiatives to help reach our most vulnerable and disadvantaged communities. Wirral Ways to Recovery attended the forum to tell us about an initiative with Tranmere Rovers FC that encourages predominantly local men to come together to play football and then attend a 1 hour talk afterwards, many of whom are in recovery from substance misuse or/and have recently left prison so may be feeling isolated and vulnerable. This is a great opportunity to discuss opportunities for improved health and wellbeing and educate, so a great result from the forum was that we were able to identify some WCHC teams who could deliver some health promotion and community intervention to this cohort of men.
53. More recently, we saw a new charity The Poppy Factory join the Partnership Forum. This is a local organisation based in Birkenhead who work with veterans who have mental or physical health difficulties to help them build confidence and find work. Another great example of how we are collaborating and sharing local initiatives to work together for communities and people.
54. Continuing the close links with local agencies to ensure learning and awareness of barriers faced to those with vulnerabilities, November 2019 saw our Inclusion Team attendance at the Lets Talk about Health event at Mencap Wirral where their clients and specialist staff shared some experiences of the wider healthcare platform for people with Learning Disabilities including barriers and challenges, as well as examples of practice that have supported and helped including health passports, health checks, support to make appointments and accessibility.

## Further Developments

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### EDS2

55. The EDS2 assessment was undertaken in summer 2019 successfully utilising the input and evidence from our partners and stakeholders from the Inclusion & Partnership Forum and our Inclusion Champions. The two review meetings ensured that we had a good range of evidence to support the assessment and improved our assurance around the outcomes we assessed. We saw two of these outcomes move from achieving to excelling.
56. Whilst Health Watch Wirral were unable to attend the review meetings, we have since presented the evidence and outcomes to them and they have signed it off for publication with a commitment to be involved more deeply in the process next time.
57. Early planning for this year's EDS2 was interrupted by COVID-19 which saw a national pause of this work. Recently this pause has been lifted by NHSE & I and planning for EDS2 is underway again for October 2020. However following advice from the CCG Equality & Diversity lead the requirement is for a scaled back process to review a handful of the priority goals for the organisation. The Inclusion Team plan to involve HealthWatch Wirral, our Inclusion Champions and the Inclusion Partnership members to support the process and undertake the assessment.

### **Establishment of the Inclusion Steering Group**

58. The Inclusion Steering Group has been established, meeting bi-monthly and is chaired by the Director of Human Resources and Organisational Development.
59. The primary function of the Inclusion Group is to provide strategic and operational steer to the Inclusion work streams, to provide assurance to the committees and monitor the performance of the Trust against all relevant objectives and targets.
60. In particular the duties include:
  - To ensure delivery of Inclusion Objectives by ensuring a comprehensive performance management processes are in place evidenced by the Inclusion Dashboard and SAFE self-assessment
  - To receive regular monitoring reports to support the delivery of the Inclusion agenda across the organisation
  - To oversee and support the delivery of all elements of the Public Sector Equality Duty including Workforce Race Equality Standard, Workforce Disability Equality Standard, Equality Delivery System v2.
  - To receive assurance on the management of reporting requirements to commissioners.
61. The Steering Group is currently paused due to COVID-19 however we hope they will recommence in August.

### **Staff Survey results**

62. The 2019 Staff Survey results saw significant improvements across all the metrics in the Equality & Diversity theme and was one of the trust's highest scoring themes. This demonstrates that there are tangible, positive outcomes for our staff from the delivery of the Inclusion objectives and action plan. Staff Engagement metrics were also more positive, and the continued development of the Staff Networks and wider Inclusion work we anticipate will support that improved trajectory.

### **CQC feedback**

63. Our Equality and Diversity submission last year to the CCG as part of our ongoing contractual management received very positive feedback around the quality of the submission and cited the organisation's clear commitment to the agenda.

### **Next Steps & Future Plans**

64. The next two months will see a review of the Inclusion objectives and the Inclusion Action Plan, incorporating actions resulting from this year's WRES and WDES results (when available) and delivery of the EDS2 in the Autumn. Proposals will be brought forward for any revisions to the annual objectives at the next Board meeting.
65. The Inclusion Team will continue to work on strengthening the Staff Networks and ensuring they have a strong voice within the organisation and that visible support is in place right from the top of the organisation.

66. Early conversations have taken place around the Inclusion Team supporting HR to facilitate some targeted recruitment activity within our under-represented groups in our workforce, using the Inclusion outreach and engagement workers and local BAME and disability stakeholder organisations.

## **Conclusion**

67. The culture change required to deliver the trust's Inclusion Strategy is being enacted through the delivery of the inclusion objectives. Despite some obvious challenges brought on by COVID-19 there has been great progress made and the organisation has remained responsive to rapidly changing needs in terms of inequalities and Inclusion.

# Inclusion Objectives 2019/2020

## People

### Disability

We will improve access to and experience of employment in the trust for disabled people and their carers, through delivery of the Workforce Disability Equality Standard (WDES).

### Race

We will improve access to and experience of employment in the trust for BAME groups through delivery of the Workforce Race Equality Standard (WRES).

### Training

We will improve the knowledge of inclusion issues across our workforce through a review of mandatory inclusion training.

## Population

### Dementia

The Trust will achieve Dementia Friendly Status by September 2020

### Young People

We will ensure that the voice of young people is heard across all of our services and we will focus on children looked after during this reporting year.

### Transgender

We will transform the experience of transgender people accessing our services through staff training and awareness raising.

## Systems and processes

### Staff Networks

We will establish and support staff networks across the Trust focusing LGBT+, Disability and BAME.

### Accessible Information Standard (AIS)

We will undertake Trust wide self-assessments and develop and implement an action plan to ensure that we meet the communication needs of people with disabilities or sensory impairments.

### Inclusion Champions

We will develop and support inclusion champions.

### Inclusion Partnership Forum

We will facilitate the on-going development of the Inclusion Partnership Forum and support the forum to contribute to ED52.

Getting it right for everyone

**Inclusion**  
 Getting it right for everyone



wirralct.nhs.uk



@nhsbuzz



@wirralct

<b>Communications, Marketing and Engagement Activity Update Report for Quarter 1 - 2020/21</b>			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	05/08/2020	<b>Agenda item</b>	13
<b>Lead Director</b>	Alison Hughes, Director of Corporate Affairs		
<b>Author(s)</b>	Fiona Fleming, Interim Head of Communications and Marketing		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input checked="" type="checkbox"/>		<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>
<b>Purpose</b>			
<p>The purpose of this paper is to provide the Board of Directors with an update on the implementation of the Communications, Marketing and Engagement Strategy 2018-2021. It provides assurance on the processes in place to ensure achievement of the communications, marketing and engagement priorities as set out in the strategy.</p>			
<b>Executive Summary</b>			
<p>Due to COVID-19, the strategy actions and delivery plan have been paused in order for the communications and marketing activity to focus on the NHS response to the pandemic.</p> <p>Q1 has presented very different challenges but great opportunity for the team to enhance internal communication, explore new ways of engaging with the workforce and raising the profile of the Trust locally, regionally and nationally.</p> <p>The report presents Q1 activity against the Communications Goals: Brand Management, External Communications, Internal Communications, Crisis Management and Sustainability. These goals are aligned to the Trust's strategic themes.</p>			
<b>Risks and opportunities:</b>			
Effective communication and engagement planning and delivery has been key to the Trust's robust response to COVID-19.			
<b>Quality/inclusion considerations:</b>			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No All communications and engagement activity aims to positively impact on Trust staff and those who access our services.			
<b>Financial/resource implications:</b>			
There are no financial/resources implications for consideration within the report.			
<b>Trust Strategic Objectives</b>			
Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			
<input type="text" value="Our Populations - outstanding, safe care every time"/>	<input type="text" value="Our People - improving staff engagement"/>	<input type="text" value="Our People - advancing staff wellbeing"/>	
<b>Board of Directors is asked to consider the following action</b>			
To be assured that the Communications activity evidenced in this report for Q1 meets the aims of the Trust, with particular focus on the communication needs of the organisation during COVID-19.			

<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
No previous reporting history.	N/A	N/A

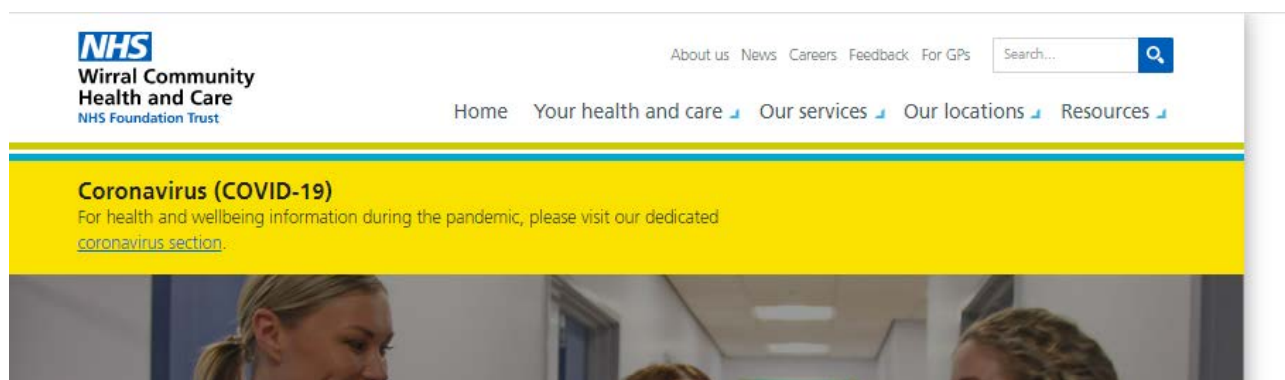
## Communications, Marketing and Engagement Activity Update Report for Quarter 1 - 2020/21

### Summary of Key Quarter 1 Activity

#### 1. Brand Management

*To raise the Trust's profile and build its reputation as a provider of high quality health and social care and an employer of choice*

- **COVID-19 section on the public website**



To ensure patients and service users can access clear and accurate messages about COVID-19 and how the Trust's services are being delivered during this time the communications and marketing team developed a dedicated section on the public website housing information around:

- Changes to clinics
- Walk-in Centre and Urgent Treatment Centre
- FAQs
- Attending your face-to-face appointment during COVID-19
- Accessible information
- Self-care resources and support
- Mental wellbeing
- Government and NHS guidance
- Domestic abuse
- Wirral infoBank

The information included within these sections is clear, reassuring and easy to understand. Within this section people are also signposted to local information provided by partner organisations via the Wirral InfoBank. This is a directory of local care and support services, community resources, activities and information.

A distinctive yellow banner positioned at the top of the home page directs people to this section of the website.

- **Sexual Health Wirral website - COVID developments**

Throughout Quarter 1 the Communications and Marketing Team has worked closely with the service to provide current and clear messages to service users via a number of channels including local media, social media and the service's dedicated website.

A COVID FAQ section was developed on the service's website to provide information and updates to service users, as well as signposting people to local support. In June, this section of the website ranked 3<sup>rd</sup> in the top 5 pages visited and received 2,818 page views.

A series of social media graphics were also produced around the '*Still here for you*' message. The graphics were structured around people being able to access care without coming into clinic (condoms and contraception medication distributed in the post and emergency contraception being available at partner pharmacies).

Extensive work has also been carried out to support the new process for postal test kits. This preparatory work included; copy editing of content, website developments and photographing all available test kits. The new process will go live in August.

- **Cheshire East Presentation video production**

The final stage of the bid submission was the development of a video in response to a particular scenario set by the commissioning team. Given the circumstances and restrictions in place due to COVID-19 the first attempt at producing the video was challenging and therefore was redone.

The project team, with the support of an external videographer, produced a final video presentation that journeyed the support a fictional family received from the service and how they went from a life of chaos to one which was structured around the family and their needs. The video featured a number of clips to camera clips along with audio from our fictional family and staff members demonstrating the type of support put in place to enable the family to overcome their challenges.

After receiving the wonderful news about the contract award, a series of messages were cascaded internally. Firstly, Non-Executive Directors received the news via the Chairman and then Karen Howell informed the Cheshire East team via MS Teams followed by the wider organisation.

- **Social media support for national messages re: COVID-19**

During Quarter 1 the Trust increased its presence on social media to maximise opportunities to promote key national messages from both Public Health England and Gov.UK on COVID-19. This included: Stay home, Save Lives, Protect the NHS and the subsequent messages as the UK and England went into lockdown and then over the coming weeks as measures were eased. The Trust also increased its social media profile locally providing messages of reassurance, signposting and public health advice to the Wirral and Cheshire East population.

- **Attendance at Wirral Council comms cell and NHS Wirral comms cell**

The interim Head of Communications and interim Senior Communications Manager maintained attendance at the system wide communications cell led by Wirral Council held three times a week. This cell was responsible for ensuring messages to the public during COVID-19, in particular during the lockdown period, were consistently applied and supported by all partners. It was an opportunity to discuss the communications strategy for Wirral supporting local people to stay safe and follow the government guidance. It was also responsible for collectively ensuring that individuals, including those shielding understood what public, voluntary sector and NHS services were available to them.

- **Attendance at NHS England Communications Webinars**

The interim Head of Communications attended the fortnightly NHSE national and regional communication webinars. The webinars provided insight into the national communications strategy for COVID-19 and ensured the Trust was fully informed of developments, key messages and actions.

- **Positive links with NHS England Communications**

Positive links and relationships have been built with the NHS England Communications Team. This has resulted in national media opportunities and recognition of our Trust and community services (see External Communications). The Communications and Marketing Team has established a reputation with the national team of being open to opportunities and responsive to media requests.

## **2. Internal Communications**

*To ensure staff are informed and involved and increase levels of staff engagement*

- **COVID-19 Update**

In quarter one, 62 COVID-19 Updates were issued to all staff. The daily update remains a vital source of up to date information, advice and guidance for staff during COVID-19. Recent Pulse Survey data (July 2020) showed that over 97% of staff read the COVID-19 Update for Trust information and news.

- **Shout outs**

The Trust's Employee of the Month scheme was temporarily paused due to COVID-19 priorities, but staff were still keen to thank and recognise each other. A daily Shout Out was introduced to enable staff to share their positive stories and thank yous to each other. The scheme was an immediate success with over 50 shout outs submitted in the first week alone. Since then the daily COVID-19 Update has featured between 4-10 shout outs per day. During quarter one, 200 shout outs were published.

- **Development of COVID-19 section on StaffZone**

To support staff with clear messages and updates on COVID-19 the Communications and Marketing Team developed a dedicated section on StaffZone which is easy to navigate and enables colleagues to search 'Coronavirus' in the search bar at the top of the page - this searches and pulls up all COVID-19 related documents, news items and guides. Staff can also access all the daily COVID-19 Updates in News section of StaffZone.

This section also clearly signposts staff to a number of key documents, including:

- Coronavirus staff FAQs
- Face masks in the workplace
- Action Cards
- Personal Protective Equipment (PPE)
- How to communicate effectively when wearing a face covering
- National guidance

- **Remote Working**

A dedicated section of StaffZone was created to support staff who are remote working. It contains advice and guidance to support colleagues to work remotely and also includes guides on how to use technology to contact and support patients and service users remotely.

- **Screensavers**

Screensavers have played an important role in raising awareness of key messages and actions during COVID-19. In quarter one, 42 screensavers were designed and deployed across all Trust devices (approx. 3-4 per week) across the following topics.

accuRx COVID-19 Update Wellbeing Guide Action cards PAM Assist PPE Wellbeing Social Distancing VPN Chaplaincy Service	Digital Diaries Faith Network Acts of Kindness Mental Health Week NHS Wellbeing Resources SAFE – COVID-19 module Going home checklist Supervision/delegation framework Daily Shout Out BAME virtual meeting	Resilience Training Carers week 2020 Pulse results Carers networking meeting Pulse Survey Virtual Heart Awards Appraisal conversations Face masks NHS Rainbow badge Pride 2020
--	---	---

- **WhatsApp Broadcast**

A WhatsApp Broadcast group was established to enable text messages to be sent to staff to alert them to key messages. Staff were invited to join the WhatsApp group and to date, 386 Trust staff have subscribed to the group.

Message topics include:

- Daily COVID-19 update
- PPE update - video from Paula Simpson
- Karen Howell vlogs and blogs
- One-minute silence - remembering the lives lost during the pandemic
- International Nurses Day - Sky News footage
- Wirral Globe pieces
- Campaign messages
- Pulse survey
- Heart Awards
- Appraisals

- **Karen Howell, CEO - messages to all staff**

During the early weeks of the pandemic it was agreed that regular messages from Chief Executive, Karen Howell were key to providing visible leadership and reassurance to staff. As a result, a weekly schedule was put in place:

- Monday blog - feature piece on a current topic/theme e.g. wellbeing, PPE
- Wednesday vlog - 3 min video covering key messages from ELT
- Friday round-up - email to all staff with a review of the weeks and key calls to action

These have been delivered consistently throughout quarter one and have featured guest vlogs from Director of Nursing, Paula Simpson on PPE.

- **Inclusion**

To celebrate LGBT History Month two screensavers were designed promoting the rainbow pin badge initiative and a powerful staff story from one of our colleagues who shares the support she received from the Trust around her transition journey. This staff story was also featured in the daily update to encourage colleagues to listen to the piece.

A Facebook frame was also produced showing the Trust's support for LGBT History Month - to show their support for the campaign people uploaded it as part of their profile photograph. A number of Trust staff showed their support for the campaign by using the frame on their own Facebook page.

Screensavers have also been produced to promote the LGBTQ+ network meetings.

- **AccuRx and Attend Anywhere**

To support staff to use video consultations with their patients and service users the Communications and Marketing Team created a virtual consultation section which houses a wealth of support for staff including leaflets, how to guides and videos. A video produced by one of the Quality Leads will edited to draw out key messages and signpost staff to the available support information.

- **Stay Safe, Stay Well materials**

The Communications and Marketing Team developed a series of materials to communicate a number of national messages to staff in the workplace.

A campaign identity was created; **Stay Safe, Stay Well** and materials included: hand hygiene posters, desk stickers indicating socially distanced workspaces and COVID secure / non secure areas of Trust buildings, highlighting to staff when face coverings are required to be worn. Regular screensavers have also been designed and cascaded throughout this quarter to remind staff of these important messages.

A vinyl window graphic was also produced as part of this work advising patients and service users of the importance of wearing face coverings.

- **Virtual Heart Awards planning**

The Heart Awards that were due to take place in March were cancelled due to COVID-19. A proposal was approved by ELT to deliver the awards virtually by streaming via You Tube. This would allow for the awards to be presented to the winners in a timely and safe way during COVID-19. All the planning for the event was undertaken in Quarter 1 including: securing the services of BBC North West Reporter, Roger Johnson as compere, scripting and pre-recorded filming, identifying software that could support the delivery of the event and scheduling of the awards ensuring winners and runner ups would be in the right place at the right time.

The first presentation was made on Wednesday 1 July.

### **3. External Communications**

*To maximise PR opportunities and ensure we communicate effectively with external stakeholders*

- **Self-care sections on the public website**

A number of self-care sections have been developed on the website to support patients and service users whilst service delivery has been reduced or stopped. These sections house a wealth of information, advice and support including videos, web and social media links, helplines and leaflets.

Self-care sections include:

- 0-19 Health and Wellbeing Service, Wirral
- 0-19 Health and Wellbeing Service, Cheshire East
- Diabetes Smart
- Infant Feeding

- **Dedicated Facebook page - Children's Speech and Language Therapy**

Working closely with the Speech and Language Team a dedicated Facebook page was set up to support engagement with parents and carers. The communications and marketing team produced a number of graphics for the page and edited videos produced by the service to encourage families to continue to access support albeit in a slightly different way. The page was launched in late June and has 229 likes already.

- **Time to breastfeed - national breastfeeding week**

Working closely with the infant feeding lead the communications and marketing team localised the national campaign to signpost families to the wealth of information and guidance available throughout Wirral. The campaign was built around the message, "*We are still here for you.*"

With the click of a button parents and families were able to access breastfeeding support in the comfort of their own home via a number of online channels, including the Trust's website - a dedicated section was created to house online resources and a breastfeeding Facebook support group. Social media graphics were designed to signpost families to campaign materials including a press release, developed as part of the campaign, which was published on the Wirral Globe and Trust website.

- **Hospital discharge packs**

Working closely with Adult Social Care the communications and marketing team produced a hospital discharge pack for patients. The comprehensive pack includes clear, simple information about what patients can expect as part of their discharge pathway:

- Checklist
- Hospital discharge letter
- Directory of local support services

- **Mental Health Awareness Week**

The Communications and Marketing Team localised the national campaign which encouraged people to not only look after their own mental health and wellbeing, but also to look out for their family and friends. The campaign also encouraged people to share their acts of kindness. The Communications Team produced a press release, social media graphics and a web banner.

The team also shared the Healthwatch Wirral 'Share 5' campaign which featured a short video clip from Karen Howell to encourage people to look after each other.

- **National Volunteers Week (June 2020)**

This year national Volunteers' Week was supported by His Honour John Roberts, the High Sheriff of Merseyside. The High Sheriff helped the Trust to say an enormous heartfelt 'Thank you' to the wonderful volunteers. A number of volunteers received a surprise phone call which took a lot of people by surprise and which was very welcomed.

The press release which was published in the Wirral Globe was structured around one volunteer's experience of speaking to the High Sheriff. The communications and marketing team also designed a 'Thank you' card which was posted to each volunteer.

- **HPV vaccination clinics (0-19 Health and Wellbeing Service, Wirral)**

The Communications and Marketing Team supported the launch of appointment only HPV vaccination clinics with the development of social media graphics to encourage all parents and carers of year 8 pupils in Wirral to book an appointment for their child's vaccine. The graphics were scheduled across a number of the Trust's social media platforms and shared via partner organisations. A short press release was also drafted and published on the Trust's website, along with a piece in the Wirral Globe as part of Karen Howell's bi-weekly column.

- **Healthy Child Clinic (0-19 Health and Wellbeing Service, Wirral)**

The communications and marketing team supported the stepping up of Wirral Healthy Child Clinics. Social media graphics and messages were pushed out via a number of Trust and partner channels along with a press release in the Wirral Globe to encourage parents and carers of 0-5 year olds to book an appointment.

- **0-19 Health and Wellbeing Service (Wirral and Cheshire East)**

To support local families throughout the pandemic a number of videos were produced by our health visitors and school nurses, including weaning, mental wellbeing, school readiness, resilience, toilet training. The communications and marketing team edited the videos, pulling out key messages and uploading them to the Trust website and scheduling them across appropriate social media channels.

- **Partnership working with Unilever**

To highlight the partnership working with Unilever, who donated one million teabags to the Trust for distribution across Wirral as part of the local emergency food operation a press the communications and marketing team contributed to a press release and organised an interview on Radio Merseyside to share this incredible community story. Alison Hughes, Director of Corporate Affairs, represented the Trust to talk about the public and private sector collaboration and the impact it had on the Wirral community.

- **CEO - Wirral Globe column**

Publication of the fortnightly Wirral Globe column continued. Feedback from the Chief Reporter remains very positive, with high levels of engagement with printed and digital audiences reported. Topics included:

- COVID-19 - Stay at home, stay safe, hand hygiene
- Mental Health awareness
- High praise for volunteers
- Children and families - still here for you
- Safety is paramount (lockdown easing)
- Stay safe Stay well (accessing our services)

- **National media**

After securing positive links with the NHS England Communications Team, the following opportunities were secured by the Trust to raise the profile of community nursing and community health and care services with a national audience.

- **Sky News**



Sky News visited the organisation to report on the work of the Trust's community nurses as part of their International Nurses Day feature. The piece gave viewers worldwide a brief insight into how effective nursing across the community is the backbone of local and sustainable healthcare.

The piece was featured during the morning of 12 May and tweeted via Sky News and the Trust account. Partner organisations also re-tweeted the footage.

This video piece formed part of the Trust's International Nurses Day campaign which also included video from staff about what it means to be a nurse, a piece in the Wirral Globe and articles in the daily update.

- **Rick Findler - Photography Project**

Following the success of the Sky News piece, NHS England contacted the communications and marketing team to ask if the Trust would allow award winning photographer Rick Findler to do a photographic piece featuring community services during COVID-19. A two-day photo schedule was developed across a wide range of Trust services. A series of photographs were taken showing the diverse work of the Trust throughout COVID-19 and the impact the virus had had on service delivery.

The photographic piece was originally planned to run in the Guardian newspaper. It was subsequently picked up by the Daily Express in time for the NHS birthday in July (Q2).

- **Press releases**

The Communications and Marketing Team have been proactive in maximising local media coverage across a range of stories.

- Unilever donation of teabags - this was a partnership piece between the Trust, Wirral Council and Merseyside Fire and Rescue Service
- Learning and development -this piece was about the fantastic collaborations between the Trust, the Army Reserve Centre and the Hive Youth Zone in supporting the training of over 100 NHS staff and students during the COVID-19 pandemic
- Mental health awareness week - this piece highlighted the important of looking after ourselves as well as our families during the pandemic. It also encouraged people to share their acts of kindness via the Trust Twitter account
- Celebrating national volunteers' week - this piece featured a mini case study from one of the Trust's volunteers, Mo Fairbairn, about her surprise phone call with the His Honour John Roberts, the High Sheriff of Merseyside
- BBC Radio Merseyside interview - Ali Hughes, Director of Corporate Affairs, featured in this interview alongside a representative of Merseyside Fire and Rescue Service. Ali told listeners about the impact of this community initiative and how working together as a partnership the donation of one million tea bags reached hundreds of Wirral residents
- International Nurses Day - this piece marked international nurses' day with video clips from our nurses about what it's like to be a nurse as well as the broadcast piece from Sky News
- Sexual Health Wirral's message to the people of Wirral - '*we're still here for you*' - this piece was structured around how the service was operating differently to ensure the team continued to meet the needs of the local communities
- Cheshire East contract win - this release was drafted and sent across the commissioning team for circulation

- **Trust communications and marketing materials**

Materials were produced for services, external campaigns and service users including:

- Bladder and Bowel - Trial Without Catheter leaflet - redesign using the new Trust branding
- Community Nursing - Layout of Shared Care Instilling Eye Drops information leaflet
- Specialist dental information leaflets - information leaflets for service users.
- Adult Social Care (Rapid Response) - design and layout of A6 cards
- Community Nursing - design and layout of five information leaflets
- Thank you, card, - volunteers
- Community Cardiology GP information leaflet
- Social media graphics - various
- Infant feeding campaign
- PPE action cards - various
- Annual Report graphics

Examples of creative work are shown in **Appendix 1**.

## Digital and Social Media

- **StaffZone**

Page views = 190,910

Top visited pages/sections:

- Quick links
- Document library
- Services support - COVID-19
- Coronavirus updates
- Current vacancies
- Action cards
- FAQs
- Remote working

- **Website**

Page views = 6,026

Top visited pages/sections:

- Careers/vacancies
- Services/minor injuries
- Services
- News item - Sky news
- St Catherine's Health Centre
- Health Visiting Wirral
- Managing your health during coronavirus
- Community Nursing

The Communications and Marketing Team continued to develop and maintain the Trust's social media channels including:

Twitter account @wirralct Total followers = 2,992 (*increase of 248*)

Tweet impressions = 246.9k (*59k April, 131k May, 56.9k June*)

NHS Jobs Facebook account @WCHCjobs.

Unique users (i.e. every individual that engages with our page): Q1: Facebook error - No data available

Corporate Facebook account @NHSBuzz.

Unique users (i.e. every individual that engages with our page): Q1: 746

NB: Unique users is a new reporting metric. Previously reported was 'Page views' (i.e. the number of times our profile had been viewed). This previous metric could have been multiple views per person. It is no longer considered a valid metric by Facebook, so it is not easily available.

Twitter - most engaged Tweet in this quarter: 7,014 impressions



**Wirral Community Health&Care NHS Foundation Trust** ✓ · May 11

We are on @SkyNews tomorrow, Tuesday 12 May to mark #InternationalNursesDay2020 Tune in from 6.00am and find out about all the amazing work that goes on in the community across Wirral  
#CommunityNursing #NursesDay2020 #NursesDay



2

30

64



NHS Buzz/Facebook: Highest reaching post (as per below) = 24,395 people reached, 3,940 post clicks, 1,760 reactions/comments/shares



**Wirral Community Health and Care NHS Foundation Trust** \*\*\*

Published by Fiona Fleming (?) · 11 May ·

We are on @SkyNews tomorrow, Tuesday 12 May to mark #InternationalNursesDay2020 Tune in from 6.00am and find out about all the amazing work that goes on in the community across Wirral #CommunityNursing #NursesDay2020 #NursesDay



24,395

People reached

5,700

Engagements

**Boost post**




206

28 comments 189 shares


# NHS Jobs:

Q1: Highest reaching post (as per below) = 756 people reached, 56 post clicks, 26 reactions/comments/shares.




**Wirral Community Health and Care NHS Foundation Trust** - ...

**Jobs**

Published by Hootsuite [?] · 12 May · 

Watch us on @SkyNews this #InternationalNursesDay2020 as we recognise the incredible work of all our nurses in the community: <https://bit.ly/35QbXjq> Thank you @SkyNews for filming our amazing nurses & capturing the fantastic care we deliver 24/7 across Wirral in people's homes.





**756**

People reached

**82**

Engagements

**Boost post**

Madge Roberts, Warrens Louise and 21 others

1 Comment 2 shares

#### **4. Crisis and incidents**

*To ensure reputational risk is minimised following an incident or crisis*

Since March 2020 the NHS has been in a level four incident status due to COVID-19. The interim Head of Communications and Marketing has attended the Trust's Tactical Command meeting daily throughout quarter one to ensure internal and external messages are managed appropriately throughout the crisis.

#### **5. Quality and value for money**

*To develop quality materials whilst ensuring value for money*

Sponsors of the Heart Awards were approached to support the virtual event. All sponsors agreed to make a reduced contribution to cover the costs of the gifts for runners up and winners.

#### **6. Conclusion**

The Communications and Marketing Team activity this quarter has been focused on managing the flow of communications during COVID-19 both internally and externally.

The priorities for the next quarter will include:

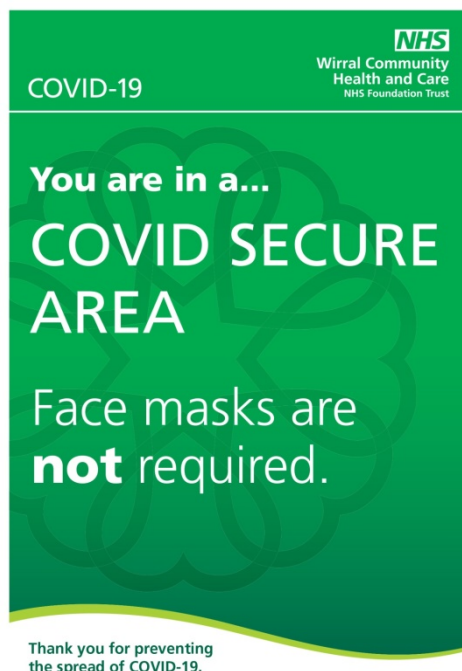
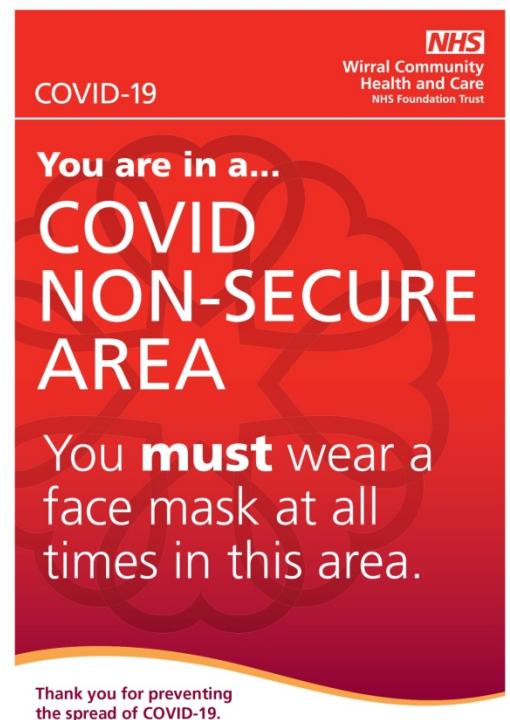
- NHS 72 Birthday
- Delivery of the Virtual Heart Awards
- Pulse Survey
- Intermediate Care recruitment planning
- Cheshire East 0-19 mobilisation planning
- Freedom to Speak Up
- Information Governance week
- Stay Safe – Stay Well
- Restoration of services
- NHS Cadets
- Marine Lake West Kirby communications planning
- Big Book of Staff Stories
- Membership engagement
- Annual Members Meeting

**Alison Hughes**  
**Director of Corporate Affairs**

**Fiona Fleming**  
**Interim Head of Communications and Marketing**

30 July 2020

## Appendix 1. Examples of creative work





In partnership:  
Wirral University Teaching Hospital  
NHS Foundation Trust

**Wirral Community Health and Care**  
NHS Foundation Trust

## Discharge Pack

Hospital Discharge Patient Leaflet  
Trusted Assessor Discharge Checklist  
Discharge Directory Of Support Services  
Hospital Discharge Letter

Wirral Coronavirus Helpline - 0151 666 5050  
Lines open Monday - Friday 9.00am to 5.00pm  
[covid19enquiries@wirral.gov.uk](mailto:covid19enquiries@wirral.gov.uk)

**NHS**  
Wirral Community Health and Care  
NHS Foundation Trust

### COVID-19

#### Donning and Doffing Personal Protective Equipment (PPE) in a patient's home or a care home Action Card - Key Principles

- COVID-19 virus is expelled as droplets from the respiratory tract of an infected individual directly onto a mucosal surface, or conjunctiva, of a susceptible individual(s) or environmental surface(s) eg during coughing and sneezing.
- Droplets travel only short distances through the air, a distance of at least two metres has been used for deploying droplet precautions, however, this distance should be considered as the minimum rather than an absolute. Transmission of COVID-19 can occur for up to 72 hours through direct contact with contaminated surfaces or inanimate objects.

To ensure consistency across the health economy this action card provides guidance for the area where Donning PPE and Doffing PPE should be performed.

Continued overleaf...

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### HPV Vaccine Clinic

Keep our patients, service users and staff safe...

- ✓ Gel your hands before entering.
- ✓ Wear your face covering. If you don't have one our staff will provide you with one.
- ✓ Follow safe social distancing.
- ✓ 1 adult only to attend the appointment with your child.

StaySafe > StayWell

[wchc.nhs.uk](https://www.wchc.nhs.uk) [facebook](https://www.facebook.com/wchc.nhs.uk) [instagram](https://www.instagram.com/wchc.nhs.uk) [youtube](https://www.youtube.com/wchc.nhs.uk)

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Teletriage Service



Head Injury Advice for  
Care Home Residents (Adults)



### HPV vaccine appointment only

Calling all parents and carers of Year 8 students in Wirral schools.

Your child is due their 1st dose of the HPV vaccine.

To book their appointment please call 0151 514 2510 or 0151 514 2509.

### Wear yours with Pride...

Your NHS Rainbow pin badge represents how our organisation offers open and inclusive care and support for everyone who identifies as LGBTQ+.



Pride Month 2020 Inclusion Getting it right for everyone

Order your team's badges today - email: [wchc.inclusion@nhs.net](mailto:wchc.inclusion@nhs.net)

### Social distancing... please stay 2 metres apart.

- ✓ Offices and corridors
- ✓ Storerooms
- ✓ Kitchens
- ✓ Meeting rooms
- ✓ Outside



StaySafe > StayWell

To support our commitment to keeping people safe our Walk-in Centres and Urgent Treatment Centre have moved to a telephone triage and appointment system only.

Call 0151 201 4190 (8.00am - 10.00pm)

For more information visit [wchc.nhs.uk](https://www.wchc.nhs.uk)

StaySafe > StayWell

# Wirral Community Health and Care

NHS Foundation Trust



## Want to build your resilience during difficult times?

### Resilience training:

- recognise your own stress
- get tools to build resilience
- improve your ability to cope under pressure

1.5 hour sessions on Teams for all Trust staff so book now via ESR.

Find out more on StaffZone



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## Pathway into health and care

Helping young people to reach their full potential with NHS Cadets and learn the skills they need to support vital health and care teams across Wirral.

## COVID-19 Pathway for Managing Care

Providing assurance of our high quality care during COVID-19

## COVID-19

We're still supporting local people with their sexual health and contraception needs during the COVID-19 outbreak.



Find out more at [sexualhealthwirral.nhs.uk/covid-19](https://sexualhealthwirral.nhs.uk/covid-19)



Peter Michael Brown CEO



Karen Thomas Chief Executive

Your support is truly valued!

We look forward to welcoming you back soon.

In partnership:  
Wirral University Teaching Hospital  
NHS Foundation Trust

NHS  
Wirral Community Health and Care  
NHS Foundation Trust

## Transfer to Assess Pack (T2A)

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Managing your wellbeing during the COVID-19 crisis  
A guide for staff

## COVID-19

### Waste Disposal Action Card

#### Suspected/Confirmed Covid-19:

- PPE and clinical waste must be double bagged and stored for 72 hours within the patient's home
- The date of use must be clearly recorded on the outside of the plastic bag
- This waste can be placed within the domestic waste stream after a period of 72 hours - this process can be agreed with the patient

#### Non-Covid-19 waste (this includes households with extremely vulnerable/shielded asymptomatic individuals).

Waste must be double bagged (plastic bags of any colour) and placed in the domestic waste immediately following use.

#### For those patients receiving regular clinical waste collection, this will continue as usual.

If a patient in receipt of clinical waste collection becomes suspected or confirmed Covid-19, the arrangements for collection must be adjusted to account for the required 72hr delay.

#### For all Nursing and Residential Care Home Environments.

Clinical Waste should be removed in line with PHE guidance and the items placed in the clear waste bag provided. This should be placed in clinical waste bin in the care home (this is double bagging).

## Acts of Kindness

Share your act of kindness...

[email-wchc.communications@nhs.uk](mailto:email-wchc.communications@nhs.uk)



## Virtual BAME staff network meeting

Thursday 7 May, 3.30pm - 4.30pm  
Catch up with colleagues via Microsoft Teams and:

- share suggestions... about COVID-19, wellbeing, support, anything!
- ask questions
- raise concerns

See you on Teams.

For the link to the meeting and Teams guidance, see today's COVID-19 update or visit StaffZone.

