

Performance Report

Performance overview from the Chief Executive - a review of our performance during 2020-21

Welcome to our Annual Report and Accounts for 2020-21, which sets out the Trust's response to COVID-19 and the tremendous resilience, determination and compassion shown by our staff. During 2020-21 we continued to provide high quality, safe care to our local communities and in responding to the challenges of the COVID-19 pandemic, we introduced new and innovative ways of working. We engaged with our partners to ensure a coordinated response to health and care services and we supported our workforce to ensure they were able to look after themselves, each other and our patients and service users.

This performance overview provides a summary of the Trust, our purpose, the key risks to the achievement of our objectives and how we performed during the 2020-21.

Our vision remains to be “***the outstanding provider of high quality, integrated care to the communities we serve***”. This is underpinned by our values:

The values at our HEART...

- H** *Health and wellbeing at the heart of everything we do*
- E** *xceptional person-centred care*
- A** *ctively supporting each other*
- R** *esponsive, professional, innovative*
- T** *rusted to deliver*



Statement of the purpose and activities of Wirral Community Health & Care NHS Foundation Trust

The legislation under which we were established was the National Health Service Act 2006 and according to the establishment order, Wirral Community National Health Service Trust came into force on 1 April 2011.

We had a revised version of our Establishment Order passed by Parliament in July 2013 to reflect the Board composition of 5 Non-Executive Directors and 4 Executive Directors.

Monitor, in exercise of the powers conferred by section 35 of the National Health Service 2006, and all other powers exercisable by Monitor, authorised Wirral Community NHS Trust to become an NHS Foundation Trust from (and including) 1 May 2016.

On 1 April 2019 the Trust officially changed its name to Wirral Community Health & Care NHS Foundation Trust. This was to acknowledge our successful integration of health and social care and to recognise our unique position within the system. As an organisation, we promote parity for health and social care as we continue to strive to provide the very best integrated community services for residents.

Wirral Community Health & Care NHS Foundation Trust's Head Office is at:

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Tel: 0151 651 3939
www.wchc.nhs.uk

The accounts for the year ended 31 March 2021 have been prepared by Wirral Community Health and Care NHS Foundation Trust under section 232 (15) of the National Health Service Act 2006 in the form which the Secretary of State has, with the approval of Treasury, directed.

Who we are

Located in Wirral in North West England, we are a population health focussed organisation specialising in supporting people to live independent and healthy lives.

We play a key role in the local health and social care economy as a high-performing organisation with an excellent clinical reputation. Our vision recognises the important role we play in delivering integrated care with partners in the local health economy.

Our expert teams provide a diverse range of community health care services, seeing and treating people right through their lives both at home and close to home, ensuring essential care continues to be delivered, and preventing a visit to hospital.

We employ over 1,700 members of staff, nearly 90% of whom are directly supporting our patients and service users. Our workforce represents 73% of the costs of the organisation and is our most important and valued resource. In 2020-21 we had a turnover of £92.5m.

What we do

Our services are local and community-based, provided from around 26 sites including care homes and specialist schools across Wirral, and including our main clinical bases, St Catherine's Health Centre in Birkenhead and Victoria Central Health Centre in Wallasey.

We also provide integrated 0-19 services in Cheshire East comprising health visiting, school nursing, family nurse partnership and breastfeeding support services from 23 bases including medical centres and children's centres.

Wirral Community Health & Care NHS Foundation Trust is one of a handful of places in England to have made significant progress towards truly integrated health and social care provision; of which we are very proud.

In the last quarter of 2020-21 we opened the Community Intermediate Care Centre, our first inpatient wards providing rehabilitation and re-ablement support to people following discharge from the hospital.

During 2020-21 we worked alongside the hospital and other health and social care partners to actively support the system to respond to the COVID-19 pandemic. Our Integrated Discharge Team worked with the hospital to affect the requirements of national guidance on effective discharges. We also provide specialist Infection, Prevention and Control in-reach support to care

homes across Wirral, to improve infection prevention and control standards, and improve response to outbreaks of COVID-19

In 2020-21, our services collectively delivered over 900,000 contacts, and despite the challenges of the pandemic over 575,500 of these contacts were face to face with our staff supported with all the appropriate PPE to deliver care safely.



Who we serve

Wirral is a borough of contrasts in both its physical characteristics and demographics. Rural areas and urban and industrialised areas are contained in an area of just 60 square miles.

Wirral is home to around 324,000 people. Demographically, Wirral differs slightly to England, as it has a lower proportion of younger adults in their 20s and 30s and a higher proportion of older people.

Despite a small geographical footprint, life expectancy varies by around 10 years between the most and least deprived areas, reflecting significant and long-term inequality across the borough.

Although Wirral has areas of great affluence, just over 35% of the population was classed as living in deprivation in 2019 (against a national average of 20%). Meanwhile, disease prevalence rates show that Wirral has higher percentages of the population living with long-term conditions than the North of England or England averages across 18 of 19 categories.

This disparity was also evident in the effect of the COVID pandemic on the Wirral population, with more deprived neighbourhoods typically experiencing worse effects.

Wirral does, however, perform well compared to similar areas on a range of factors such as homelessness and educational attainment. The percentages of children classed as being ready for school and attainment at GCSE are above average and these are both important for the future prosperity of Wirral residents.

Whilst Cheshire East tends to have overall better health outcomes and generally lower levels of deprivation than Wirral, it faces a similar set of population-level factors, with demographic pressure and the health and care consequences of an ageing population, plus the need for service reconfiguration. Compared to Wirral, it also has a significantly more rural geography, with associated challenges for service delivery.

Our business environment and strategy for 2020-21

During 2020-21, the overwhelming need was for the Trust to respond effectively to the COVID-19 pandemic.

The Trust played a significant role both strategically and operationally in this response. During most of the year the Trust delivered services under national 'command and control' arrangements.

The pandemic placed a great focus on developing capacity in intermediate care and rapid response provision, building telehealth provision to keep people safe whilst reducing impact on secondary care services, supporting COVID testing, and infection control in all settings and especially in care homes.

Through 2020-21, whilst the COVID-19 pandemic has been the focus of all operational delivery, the development of the Integrated Care System (ICS) model has continued. The Cheshire & Merseyside system (which will be the ICS in which all of the Trust's services will be delivered when it becomes a statutory body) acted as an important level of coordination for the pandemic response.

We value greatly our excellent working relationships with all of our partners and commissioners. These interdependent relationships are becoming ever more important as the local health economy pursues more integrated working to improve the quality and efficiency of health and social care.

As in previous years, most of our funding came through block contracts with the following organisations:

- Wirral Health & Care Commissioning (WHCC) /NHS Wirral CCG
- NHS England
- Wirral Borough Council
- Cheshire East Council

During 2020-21 additional funding was provided to enable trusts to manage the pandemic response. Therefore funding was also provided from NHS England / Improvement via Liverpool CCG.

Whilst we may see changes to the commissioning model for services in future, the commissioning cycle for some services, particularly those commissioned by local authorities, has continued. We were delighted to be awarded the contract for 0-19 services in St Helens during 2020-21, to commence in September 2021. This reflects our strategic aim of providing services where we are best placed to do so and improve the offer for residents within Cheshire and Merseyside.

Strategic and operational risk and opportunities

In line with national guidance describing streamlined approaches to governance, the Trust quickly established emergency governance arrangements in April 2020. This guidance outlined the principles of Board assurance and governance the Trust should follow. An overall streamlined approach to existing governance was adopted together with increased risk appetite and risk tolerance to support the Trust's response.

The Trust's Risk Policy sets out the Trust's approach which is preventative, aimed at influencing behaviour and developing a culture within which risks are recognised early and promptly addressed. This process is aligned to controlling clinical and non-clinical risks and to support a pervasive safety culture.

To reflect the emergency governance arrangements, the Trust's Risk Policy was also reviewed, highlighting changes to risk escalation and monitoring. The update included recognition of risk identification and escalation under emergency governance arrangements implemented as a result of the Trust's response to COVID-19 and the identification of COVID-19 specific risks. Risks were recorded at service, divisional and organisational level forming the Trust's organisational risk register.

Strategic risks affecting the Trust are identified and managed through the Board Assurance Framework (BAF).

The strategic risks noted against each strategic theme are detailed in the Annual Governance Statement. During 2020-21 there were 13 principal risks (strategic risks) recorded on the BAF against the organisation's three strategic areas of Our Population, Our People and Our Performance. The strategic risks reflected the requirements of the NHS response to COVID-19 and when the national Phase 3 response letter was issued in July 2020 the risks were closely aligned (in-year) to those priorities.

The on-going assessment of in-year and future risks was essential during the Trust's response to COVID-19 with the changing demands on services and requirements as part of the NHS Level 4/5 incident. Major risks related to;

- Delivery of safe services and inclusive restoration of services

- Regulatory, statutory and professional compliance
- Equity of access, experience and outcomes
- Implementation of the requirements of the NHS People Plan
- Staff availability and reduced motivation due to the emergency response and associated on-going pressures
- Financial impact of COVID-19 on the financial sustainability of the Trust
- Maintaining effective cyber defences
- Establishing the right partnerships to support the development of the ICS and ICP

The NHS Long Term Plan recognised community services as a central pillar of the NHS. The Trust has embraced the development of the Integrated Care System (ICS) model and recognises the opportunities this model offers for the continued development of community services, as part of the holistic system. The Trust is committed to delivering high quality care across all of our services, including the recently opened bedded units, which have been commissioned for a further two years.

Operational planning

The increasing focus on integrated planning and delivery on the ICS footprint is reflected in the operational planning narrative submissions to NHS England.

For 2020-21, for the first time, this was produced for the whole system by Cheshire & Merseyside ICS colleagues.

Whilst finance and workforce plans were submitted for each organisation, the Trust and other Wirral NHS trusts' submissions were drawn together to give a Wirral perspective, which then formed part of a combined Cheshire & Merseyside plan.

Delivery during the COVID -19 pandemic

The scale of challenge for the Trust, and for the NHS as a whole, has been immense, and we were delivering vital services in this high paced and ever-changing environment. The whole organisation has faced great pressures that have stimulated changes in working practices, sometimes in partnership with others, and which have led to imaginative innovation.

A national Level 4 incident was declared on 3 March 2020, and in response to the emergency situation, the Trust's control environment was revised to respond to the national command and control structure. Further details of our response to the COVID-19 health emergency are described in the Annual Governance Statement and performance analysis.

We developed significant services for our communities to support their health and wellbeing during the pandemic, and developments during 2020-21 include;

- Integrated community pathways including four new 'discharge from hospital' pathways
- A COVID 'virtual ward' in the community
- Tele health monitoring for people with exacerbations and deterioration of COPD and heart failure, and the establishment of the Oximetry @Home service
- Hospital @ Home pilot in partnership with the local hospital trust
- Opening of the Community Intermediate Care Centre
- Enhanced palliative and end of life pathways
- Enhanced Infection, Prevention and Control support to care homes

- NHS 111 - transforming the way patients access urgent and emergency care by offering a single point of access, standardised assessment, clinical validation and onward direct referral to ED or other alternative services
- Supporting emergency bed provision – the Trust provided enhanced Multi-Disciplinary Team wrap around across the emergency bed base to support flow through the community and emergency bed bases.
- Established and delivered two new COVID-19 testing services and supported the system vaccination programme
- Achieved the ISO 14001-2015 Environmental Award
- Engagement with our governors and members (through the Your Voice group) remained during the pandemic to provide regular updates on the Trust's response
- Our staff are our greatest resource and support to staff to keep them safe during the pandemic was a priority, and included:
 - individual risk assessments,
 - Personal Protective Equipment
 - lateral flow testing
 - well-being advice and support
 - enhanced daily communication bulletins
 - weekly vlogs by senior leaders
 - working from home where possible

We are delighted that our expertise and care has been recognised in a number of regional and national awards including,

- the Finance Team was awarded Level 2 Future-Focused Finance Towards Excellence Accreditation
- The Queen's Nursing Institute awarded the Philip Goodeve-Docker Memorial Prize 2020 to a Senior Nurse Practitioner
- the Cheshire & Merseyside Social Value Award
- Shortlisted for the HSJ Patient Safety Awards in two categories
 - The Integrated Therapy Review initiative has been shortlisted for 'Improving Care for Children and Young People Initiative of the Year'
 - The IPC Care Home Project has been shortlisted for the 'COVID-19 Infection Prevention and Control Award'.

Developing Place-Based Care

In line with our organisational strategy and anticipated national reforms, we also began planning to introduce a new operational model in Wirral, based around the principle of all-age, integrated teams operating within localities and aligned to Wirral's Primary Care Networks. This is an important evolution of previous staffing alignment as it will create the team structures that enable closer coordination with primary care partners.

We recognise that integration is the cornerstone of our care model which the Trust is ideally placed and enthusiastic to lead alongside colleagues in primary care.

With primary care and commissioners, we have been jointly leading the implementation of improvements including the Enhanced Health in Care Homes model. This is a significant development, representing the first national service specification to be jointly delivered by both primary and community teams.

Developing these closer and stronger relationships between primary and community teams, is consistent with the NHS Long Term Plan and essential for implementing Place-Based Care in Wirral.

We have also been closely involved in discussions that will lead to the formal partnership model that will see Wirral (and the other 8 local authority areas in Cheshire & Merseyside ICS) be recognised as an Integrated Care Partnership.

This will require formal arrangements for NHS, local authority and other partners to work together to deliver integrated care and reduce health inequalities and improve outcomes. These arrangements will be put in place during 2021-22.

Looking forward

The coming year will bring great challenges for the health and care system in Cheshire & Merseyside, as well as opportunities to work differently and build a better health and care system.

One challenge is simply the recovery from the COVID-19 pandemic, recognising the possibility of further disruption caused by new coronavirus variants. This recovery includes the need to support our staff whilst dealing with residents' health problems that have been exacerbated during this period.

We will build on the use of digital technology and agile ways of working that rapidly evolved during the pandemic, as well as working as part of the Healthy Wirral programme to transform unscheduled and planned care pathways. This will be done with a strong focus on Quality Improvement.

We will also be testing a different approach to working with residents, offering adult social care in a more person-centred way, which we believe will better meet people's needs. We will also be reshaping our locality teams to integrate with Primary Care Networks and provide more coordinated care with a better understanding of local communities' needs.

In September 2021 we will be commencing the St Helens 0-19 contract, bringing our model of child and family-focused delivery to a new part of Cheshire & Merseyside.

These developments, and more, are described in our Strategic Workplan for 2021-22.

We are very proud of these developments and others delivered during the year, and to recognise these achievements we have chosen to include the detailed analysis of performance in this Annual Report, even though this is optional for 2020-21 due to the impact of the COVID-19 health emergency.

The Trust published the Quality Account in line with national requirements. The Quality Account is not included in this Annual Report as trusts are not required to include this for 2020-21. However, the Quality Account is available on the Trust website.

During 2020-21 due to the COVID-19 pandemic the single oversight framework and use of resources requirements were suspended, and additional funding was provided to trusts. The Trust operated effectively within this regime and met all the national and regional financial requirements.

The Trust was inspected by the CQC in 2018. In March 2020 the CQC issued the Routine Provider Information Request (RPIR) to the Trust for submission, but this process was stopped due to the COVID-19 pandemic and the response of the Trust to the national Level 4 incident. We look forward to resuming the CQC inspection process as soon as possible and the opportunity this will provide to demonstrate the significant improvements the Trust has made. The Trust has remained in regular contact with the CQC through engagement meetings and the CQC has provided regulatory support as the Trust brought new services, particularly the

CICC, on-line during 2020-21.

Going Concern

The Trust's Annual Report and Accounts have been prepared on a going concern basis. This takes account of the uncertainties during the COVID-19 pandemic and the national changes in operational planning processes for 2021-22.

After making appropriate enquiries, the directors have a reasonable expectation that the services provided by the Trust will continue to be provided by the public sector for the foreseeable future. For this reason, the directors have adopted the going concern basis in preparing the accounts, following the definition of going concern in the public sector adopted by HM Treasury's Financial Reporting Manual.

Further detail on the key areas of consideration is included in the note 1 to the financial statements.

On behalf of the Trust Board, I would like to thank all of our staff for their energy, passion and dedication in what has been a very challenging year for the NHS and Wirral Community Health & Care NHS Foundation Trust.

As Accountable Officer, and on behalf of the Directors of the Trust, I can confirm our responsibility in preparing the Annual Report and Accounts and that they are fair, balanced and understandable and provide the necessary information for patients, regulators and other stakeholders to assess the NHS Foundation Trust's performance, business model and strategy.



Karen Howell

Chief Executive

21 October 2021

Performance Analysis

Trust performance during the COVID-19 pandemic 2020-21

The work of our community health and care Trust is incredibly diverse both in terms of the services we provide and the environments we work in, and it is the resilience, adaptability, determination and compassion of our staff that make this organisation what it is. We offer over 39 services at nearly 50 sites across Wirral and Cheshire East and in residents' own homes. During 2020-21 and in our response to COVID-19 our services continued to actively support and care for our communities. All our services (from our community nursing service, our social workers, therapists, GP Out of Hours, and our 0-19 service, to name a few) adapted to the challenges presented by the pandemic to ensure that essential care and support continued to be provided to people in their own homes, preventing as much as possible unnecessary admissions to hospital.

The scale of the COVID challenge for the Trust and for the NHS as a whole, has been immense but we have also seen great innovation and the introduction of new ways of working to support our communities. Existing partnerships have been strengthened and many new partnerships formed which have brought benefits for so many.

This performance analysis describes the Trust's performance in relation to the COVID-19 response during 2020-21.

Section 1: COVID-19 response

The Trust's response to COVID-19 began in January 2020 when Wirral welcomed UK citizens repatriated from Wuhan in China, and subsequently from Japan, to the Arrowe Park Hospital site.

The Trust worked tirelessly with partners to support patients and the communities we serve, through existing and new service delivery as the whole country responded to waves of COVID infections; with the NHS delivering services in unprecedented conditions. The greatest risk facing all NHS organisations during 2020-21 was the response to the COVID pandemic, whilst also continuing to deliver non-covid essential services.

On 30th January 2020 NHS England and Improvement (NHS E&I) declared a Level 4 National Incident in response to the COVID-19 pandemic; the highest category of emergency for the NHS. This required NHS England Command and Control to support the NHS response which was co-ordinated in collaboration with local commissioners at the tactical and local level.

Together with all health and care system partners and other statutory bodies, both locally and regionally, the Trust responded swiftly and effectively to plan and deliver a coordinated response to the pandemic.

In line with national guidance issued for NHS Community Services, the Trust completed a thorough review of all services with some services stopped, some reduced and others maintained to ensure appropriate support to the people of Wirral and Cheshire East. Any reduction in service delivery was supported by the identification of those at high-risk to ensure continued care and support was available, as well as signposting to alternative services and self-help resources where appropriate.

Many services developed new and innovative delivery models such as the adoption of digital platforms to consult with patients, service users and the public virtually/remotely.

The change to service delivery also facilitated the reassignment of staff across the organisation to high priority areas including Community Nursing, Social Care, Intermediate Care and Unplanned Care. The flexibility, adaptability and willingness of staff to ensure an effective COVID response was inspiring.

The Trust implemented all appropriate Infection Prevention & Control guidance issued by Public Health England, in order to keep staff, patients, service users and members of the public safe when delivering and accessing services. The provision of PPE equipment to staff was paramount, recognising the Trust's duty of care to its workforce, and mutual aid arrangements were implemented across the local and regional response.

In line with national guidance, local contracts with the CCG and Wirral Council were suspended, and therefore related performance measures were also suspended.

It was not necessary to enact any Care Act Easements for Adult Social Care and the Trust continued to deliver its statutory duties (see page 35 for further details).

All key quality measures continued to be monitored by the Trust, with the Trust's Quality & Safety Committee remaining in place to ensure a focus on quality and safety.

Ensuring equity of delivery and access

In responding to the COVID-19 pandemic, the Trust and all system partners acknowledged our individual and collective legal duty under the Equality Act 2010.

NHS services were not delivered in the usual way and we were therefore focused on ensuring that our services were accessible to all groups.

Following the implementation of the national guidance issued for NHS Community Services, all services conducted an Equality Impact Assessment to understand the potential impact on vulnerable and protected groups and to reduce as far as possible any potential negative impact. This process resulted in a range of decisions to continue to provide the most important services to those who needed them most. This involved using virtual consultations and telephone consultations and establishing alternative modes of delivery to ensure there was still a minimum service available, e.g. focussing on those with disabilities or those in vulnerable age categories.

In the delivery of services, the Trust's Accessible Information Standard protocol was also vital to ensure that adaptations were made for those with additional communication needs.

Many Trust services engage with dedicated user groups to understand the needs of their users and to develop specific strategies to support them e.g. the Sexual Health Service has links with LGBTQ+, disability and age-related community groups. This was important in the Trust's response to COVID-19 to ensure continued equity of access.

All policies developed during the year were also subject to a further equality analysis to determine any impact on patients and service users, and on-going analysis of complaints and concerns particularly based on protected characteristics was completed.



Spotlight on... Video Consultations

The introduction of virtual consultations was well received by our service users and patients throughout the pandemic.

During 2020-21, 333,822 video or telephone contacts took place with service users and patients across Wirral and Cheshire East. This approach enabled people to receive care safely from the comfort of their own home or care setting.

The use of virtual consultations increased across all services, but particularly within our 0-19/+ Health and Wellbeing Services in Wirral and Cheshire East.

Feedback from our families on the use of video consultations was positive.

“Children are in home environment so are able to see what they are like normally.”

“My daughter was happy to answer the questions in the comfort of her own home.”

“Being able to have a more natural conversation; the opportunity for myself and my daughter to see the health visitor.”

For any patients or service users unable to access digital services, the Trust was pleased to be able to signpost to Age UK Wirral who ran a digital inclusion project which loaned devices with a data allowance on a 12-week basis

Despite the increase in remote contacts, almost two thirds of all contacts (909,340) in 2020-21 were delivered face-to-face by Trust staff. Full details of the contacts for the year are shown below;

Division	Service - Contacts 2020-21	
Access & Intermediate Care Services	Community Intermediate Care Unit (CICC) Established Jan 21	13,451
	Transfer to Assess	12,281
	Community Integrated Response Team (CIRT)	20,113
	Birkenhead Integrated Care Co-Ordination Team (ICCT)	4,914
	South Wirral ICCT	5,936
	Wallasey ICCT	5,582
	West Wirral ICCT	3,403
	Rapid Community Response Team	1,445
	Central Advice & Duty Team (CADT)	3,026
	First Contact	2,490
	Integrated Discharge Team	1,521
	Occupational Therapy	2,217
	Promoting Older People's Independence (POPIN)	1,216
	Visual Impairment	381
	Provider Led Review Team	682
	Short Term Assessment & Reablement (STAR)	5,509

	Multi-Agency Safeguarding Hub (MASH) Team	605
Adult & Community Services	Community Nursing/Matrons/ICCT	292,310
	Integrated Continence	15,855
	Intermediate Care Therapies	9,395
	Community Discharge team	2,723
	Specialist Palliative Care	10,818
	Parkinson/Alzheimers	2,242
	Tissue Viability	343
	Community Cardiac Service & Diagnostics	44,643
	Speech and Language Therapy	4,504
	Community Physiotherapy, Musculoskeletal & Pelvic Health	11,897
	Podiatry	14,912
	Dietetics	10,926
	Weight Management Service	3,254
	Rehabilitation at Home	3,452
	Wheelchairs (Wirral & West Cheshire)	1,844
Urgent & Primary Care	Single Point of Access	16,422
	Deep Vein Thrombosis	8,921
	Urgent Care Treatment Centre / Walk-in Centre's	29,774
	Nurse Advice Line	41,734
	Dental Service	2,179
	Ophthalmology	10,727
	Teletriage	3,842
	GP Out of Hours	40,413
	Integrated Children's	Health Visitors & Family Nurse Partnership – Wirral
Health Visitors & Family Nurse Partnership – East Cheshire		63,246
School Nursing – Wirral		49,339
School Nursing – East Cheshire		38,083
Sexual Health		18,399
Paediatric Nutrition & Dietetics		2,921
Paediatric Speech and Language Therapy		12,529
Paediatric Continence		4,629
TOTAL		909,340

Financial performance

During 2020-21 financial planning and performance processes were suspended nationally.

For the first half of 2020-21 all Trusts were given additional funding to manage the pandemic response and in order to achieve a breakeven position each month.

From 1 October 2020 to 31 March 2021 the Trust agreed a plan for a £22k deficit for the rest of the year. The Trust achieved an £88k underlying surplus for the year, £110k ahead of plan.

The surplus recognised by NHS England/Improvement excludes several non-cash adjustments in the financial statements:

	2020-21 £'000
Net deficit for the year in the financial statements	(580)
Adjustment for items excluded by NHSI/E	
Net impairments of land and buildings	112
Remeasurement of Merseyside Pension Scheme Liabilities	750
Net impact of DHSC centrally procured inventories	(194)
Total	88

Due to the pandemic, assessments under the Use of Resources rating were also suspended. However, the Trust maintained strong cash levels and good liquidity during the year. The Use of Resources criteria are being revised nationally for 2021-22.

Cost Improvement Plan

In March 2020, due to the impact of the pandemic, emergency funding arrangements were put in place across the NHS to ensure all Trusts could respond dynamically to the situation.

As a result, the 2020-21 financial planning process, use of resources monitoring and the requirement to make savings through a cost improvement programme (CIP) were suspended nationally. All trusts were provided with emergency funding to enable them to meet patient needs and achieve financial break even.

Prior to this, the Trust had developed a CIP plan to achieve £2.1m recurrent savings during the year through a range of transformation and efficiency schemes. Despite suspension of many of these schemes, the Trust still achieved £626k of recurrent savings against baseline costs.

The Trust surplus for the year was £88k (excluding technical accounting adjustments) against a forecast breakeven position. The Trust has maintained good liquidity with strong cash balances. Capital spend of £4.98m was in line with £5m forecast spend for the year.

Discharges from hospital into community care

National legislative changes in August 2020 gave all community trusts the responsibility for the effective discharge of patients who were assessed as medically fit to leave hospital.

The safe and effective discharge of patients from the hospital was essential during the pandemic, to move patients who were medically fit out of the hospital into their place of residence or care setting.

This change to the hospital discharge process was a priority in managing and mitigating the risks associated with the COVID pandemic.

The Trust worked closely and proactively with all system partners and especially with the hospital trust, to quickly put in place four new discharge pathways (as detailed below). This was a fantastic achievement and supported the flow of patients through the services to ensure they were in receipt of the appropriate care, at the right time and in the right place.

Discharge Pathway	Description
Pathway Zero	The patient was discharged from hospital direct to their place of residence
Pathway 1 <i>Trust's area of responsibility</i>	Patient may have required community nurse support at home or a social care package of care when discharged. The Trust reviewed their needs and arranged the necessary support for the discharge.
Pathway 2 <i>Trust's area of responsibility</i>	Patient not assessed as suitable to return home straightaway and required reablement through a short stay placement in Transfer To Assess (T2A). The therapy and social care teams from the Trust facilitated the patients return into community care and their place of residence.
Pathway 3 <i>Trust's area of responsibility</i>	Patients with complex needs, and the majority were not well enough to return to their place of residence and may have required long-term care in a nursing home or an end of life pathway of care.

The Trust's Integrated Discharge Team (IDT) facilitated the discharges. The IDT consisted of a multi-disciplinary team of staff from the Trust and the hospital, co-located on the hospital site to ensure swift and timely action.

The service operated 7 days a week to ensure all discharges were appropriately reviewed and where necessary packages of care were put in place to facilitate a safe discharge.

Community Integrated Care Centre (CICC)

In the first week of January 2021, the Trust opened the Bluebell Ward in our new Community Intermediate Care Centre on the Clatterbridge hospital site, and this was soon extended to a further ward, the Iris Ward, by early February 2021 (*which remained open until March 2021 to support the response to the second wave of COVID-19*). This was a significant project that the Trust has been proud to deliver, with support from system partners, and marks the start of the expansion of the Trust's intermediate care offer for Wirral residents.

The CICC provides vital support in the safe and effective discharge of patients from the hospital and importantly their reablement to support them getting home as quickly as possible. An integrated multi-disciplinary team including managers, physiotherapists, occupational therapists, social workers, nurses, health care assistants, administrators and ward clerks all work together to provide the highest standards of care to the patients.

As the new wards were opened during the peak of the second wave of the COVID-19 pandemic, a number of reassigned staff supported the wards with additional specialist nursing staff including infection, prevention and control, safeguarding and tissue viability providing additional support. The Trust was also delighted to welcome a number of final year students to support the opening of the wards; their contribution was vital and all reported having a positive experience working at the CICC.

The Ward Manager provided daily updates for the Staff Bulletin when the unit opened, and a selection is included below:

“Our third patient who was waiting on their COVID-19 test result yesterday, tested negative and has arrived at the ward today. We are excited to welcome yet another patient to the Bluebell Ward and begin therapies.”

“The pace is certainly picking up here at the Bluebell Ward. Another patient has arrived today (taking our total to 6 patients) after following the COVID secure procedures in place to protect both our patients and staff. We are currently awaiting some more patient arrivals from the hospital – all being well, they should arrive soon.”

“I would also like to finally say – we would love for you to take a shift here at Bluebell Ward. If you would like to arrange a shadow shift here at the ward to find out what it’s like, whether that’s for an hour or the whole day, then please contact us. We hope to meet some of you very soon.”

For the Board of Directors April 2021 meeting the Journey of Care and Staff Stories were brought together as they both featured experiences and shared feedback from the Community Intermediate Care Centre (CICC), opened by the Trust in January 2021.

This story featured a gentleman who was currently a patient on the CICC and a member of staff who has returned to the Trust from retirement to support the response to COVID-19 and had worked on the CICC supporting staff and students.

Listening to the voices of our service users and patients is central to our culture of learning and improvement. This is particularly important for a new facility like the CICC and when we hear any concerns and complaints.

In the last quarter of 2020-21, the CICC welcomed and cared for 174 patients. The Trust’s Chief Operating Officer (on the left), and Chief Nurse (on the right), paid a visit to see the new units and meet the team, the ward manager (in the front centre).



Supporting unnecessary hospital admissions

During the response to COVID-19 and particularly during the winter period, the Trust worked closely with partners across the local system to improve existing pathways for urgent care and develop new pathways, to provide sufficient capacity for those who needed care but did not require the level of care provided by the A&E department or to be admitted.

These vital services not only relieved the pressure on the hospital during a challenging time, but also provided high quality, alternative care options for people outside the hospital.

These pathways are referred to as A&E/admission avoidance pathways and include;

NHS111 First



This is a national initiative that provides an assessment of a person's needs (not for life threatening symptoms) before they attend A&E and can refer appropriately e.g. to the Urgent Treatment Centre, Walk-in Centre or GP.

The service is also able to book appointments at A&E which has minimised the number of people arriving at one time, thereby helping to maintain social distancing and reduce the risk of spreading COVID-19.

The Trust was proud to lead the successful implementation of this new service in Wirral, which launched as per the national timetable in November 2020.

The second phase of the NHS 111 First service will focus upon a wider range of direct referral services including mental health, again aiming to reduce further unnecessary attendances at A&E.

Rapid Community Response

The Trust's Rapid Community Response Team provides support within two hours of receiving a referral either from a GP, the Urgent Treatment Centre or a Walk-in Centre. During the Trust's response to COVID-19, the team of highly skilled nurses provided support to patients either at home or in an alternative care setting, avoiding unnecessary hospital admissions as much as possible.

One gentleman thanked the Rapid Response Service for their support;

"...I rang the GP and within an hour two angels from the Wirral NHS rapid response crisis team were at the front door dressed in their nurse uniform, plastic apron face mask one had a plastic visor the other safety goggles. I could see the apprehension maybe fear in their eyes. They only knew they were coming to assess an infection. BUT THEY STILL CAME INTO MY HOUSE.

All day yesterday and again today their team of about ten nurses and therapists were like bees going in and out of the hive. Whilst we are all a bit more relaxed today the dedication, love and care is at the highest professional level."

Single Point of Access

The Single Point of Access supports GPs and health professionals in providing easier access to hospital and community services and social care. The service is staffed by nurse clinicians with all referrals triaged and assessed based on the needs of the patient aiming to prevent unnecessary hospital admissions.

During the Trust's response to COVID-19 this service also provided valuable support to the wider Wirral system.

Integrated community pathways

The Trust identified opportunities to redesign community pathways to further integrate the services involved including Community Nursing, Palliative Care, Community Matrons and the Community Integrated Response Team. The enhanced integrated working included clearer referral pathways, and transfer of care between the teams, together with descriptions of the services to avoid duplication and increase efficiency. These changes enabled the Trust to respond more rapidly to patient needs and prevent further deterioration wherever possible and better utilise the range of skills available in the community.

Oximetry @ Home

The service began in November 2020, and the Trust's Telehealth Team quickly provided a monitoring service for patients referred by primary care with suspected symptoms or a confirmed diagnosis of COVID-19.

The range of monitoring undertaken was dependent upon the patient's clinical need.

The service increased the capacity within primary and community services for patients diagnosed with COVID-19, enabling patients to be cared for out of hospital where possible, and thus reducing unnecessary hospital admissions associated with COVID-19. This was the result of a national directive. However, Wirral rapidly implemented the directive using the Telehealth platform, and redeployed staff from services that had been stepped down, to offer the oximetry at home service to as many people with COVID-19 as possible.

The COVID virtual ward

During 2020-21, a variety of new virtual ward models of care were implemented across England to support patients to avoid an admission to hospital where possible, and prompt discharge from hospital for patients once they were medically fit to leave.

This was a further element of the risk mitigation in response to COVID-19.

The virtual ward in Wirral was developed by the Trust in partnership with Primary Care and Wirral University Teaching Hospital. This new service aimed to improve health outcomes for patients diagnosed with COVID-19 through early supportive discharge into a virtual ward in a community setting.

The patients were cared for by the hospital Community Respiratory Tteam, with the Trust providing Telehealth/Oximetry @ Home service.

The local hospital A&E department referred 31 patients who were discharged and monitored via the Telehealth/Oximetry @ Home service, and a further 16 patients referred from the wards and hospital respiratory team. This emerging service ensured that if patients were deteriorating rapidly and were at risk of 'silent hypoxia' or sepsis they received the appropriate level of specialist care to improve their clinical outcomes and chances of survival.

A retrospective audit of the 44 hospital admissions from ovid at home service during Wave 2 of the pandemic showed an 86% discharge to home and survival rate.

COVID testing facilities

The Trust provided vital support to the community of Wirral at the height of the pandemic by working with partners to establish and run a home swabbing service and a satellite drive-in swabbing centre.

The **home swabbing service** was for symptomatic patients in nursing and residential homes, and for people with suspected COVID symptoms who were not able to access any other mass testing site. This included key workers.

The service was offered seven days a week, with several teams from the Trust covering the Wirral footprint. The service was delivered by staff reassigned from all areas of the Trust and this team was also able to provide training to other teams in the Trust increasing the testing capability for patients under the care of Community Nursing and Rapid Response services.

Appointments were offered within 24 hours and the service received 736 referrals.

The **satellite drive-in swabbing centre** in Bidston provided drive-in bookable appointments seven days a week.

This service was staffed by staff reassigned from other parts of the Trust and third year student nurses. The service was provided from May until mid-September 2020, and 8,794 tests were undertaken, with many days seeing the demand outstrip capacity, particularly during the peak of the pandemic.

Granada Reports shines the spotlight on the Trust



Viv Harrison, a former Health Visitor and Nurse Manager at the Trust, came out of retirement to support the Trust's response to COVID-19. Viv was first assigned to work at the Bidston satellite testing site and went on to support reassigned staff working in local care homes and ultimately supported the establishment of the CICC.

In the run up to Christmas 2020, The Trust was delighted to welcome Granada Reports to St Catherine's Health Centre to film a piece with Viv for their Advent Heroes; *The people helping your community through 2020* campaign.

Each day throughout December, the campaign shone the spotlight on people in the North West who had gone above and beyond for their community during the coronavirus pandemic.

Section 2: Delivering services in new ways during the pandemic

Hospital at Home (H@H)

The COVID-19 pandemic presented a significant challenge for our older frail patients.

The Trust and the local hospital (WUTH) worked in partnership to deliver a highly successful Hospital at Home service offering rapid intervention to provide safe, complex care to patients at home that might otherwise have required a hospital admission.

Together with the local hospital (WUTH), the Trust developed a protocol at pace for the service utilising the skills and experience of the existing Community Integrated Response Team (CIRT), with consultant Community Geriatricians providing medical leadership.

The service provided comprehensive management of, for example, IV antibiotics, subcutaneous fluids and supplementary oxygen, which might be considered if a patient were admitted to hospital.

H@H allowed patients to recover from acute episodes of illness at home, avoiding harm from deconditioning through an unnecessary hospital stay, and enabling optimum independence to be regained.

The feedback received from patients, families and carers was extremely positive and although some patients did die, as expected, they died at home surrounded by their family and loved ones.

In the midst of the confusion of the pandemic and the inevitable trepidation in navigating the health and care system, patients and their families were extremely happy to have the H@H team provide care and treatment in their own home whilst getting regular updates from the team directly including from the consultant Community Geriatrician.

"... the dedication, love and care is at the highest professional level. Amazing people. May they all be blessed."

"It was a comfort to know that someone cared about me. I knew I was in safe hands."

"Brilliant service. Kind staff."

"The team were professional. They stayed with me explaining everything to me."

Community cardiology and diagnostic clinics

During the response to the pandemic, cardiology and diagnostic clinics changed from a patient facing service to a hybrid approach including video, face to face and telephone clinics based upon clinical need.

Cardiologists and Cardiology Clinical Nurse Specialists triaged all referrals to ensure the most at risk patients received the care they needed. A system was introduced for echocardiograms to be prioritised by the Consultant Cardiologist to ensure access to diagnosis and treatment and to avoid the build-up of waiting lists which would result in increased risk of emergency admission.

The Clinical Diagnostics Team created a home delivery/pick up service for ambulatory ECG diagnostics and provided blood test home visits to enable the specialist nurses, Cardiologists and Cardiology Specialist Nurses to remotely and safely titrate the patient's

cardiac medications.

The pick-up service for ambulatory ECG diagnostics proved to be so successful it will continue as part of the service also supporting a reduction in waiting lists.

Cardiovascular rehabilitation service

In response to COVID-19, the service quickly changed its service model from the traditional approach of face-to-face exercise and education sessions, to remote rehabilitation sessions and the home delivery of blood pressure monitors. This approach not only ensured appropriate clinical advice was given but also that medication use was optimum following the cardiac event; ultimately improving long term clinical outcomes.

Other new approaches included;

- The development of online resources which included recording progressive exercise videos for patients to follow, and recording all patient education talks for the services Facebook page and the Trust's public website
- An educational webinar on 'Life with an Implantable Cardioverting Defibrillator' was developed for patients who had been referred into the service after having this inserted for a cardiac condition
- Home visits for vulnerable patients commenced to ensure that safe exercise was being remotely prescribed
- Lipids management clinics with point of care testing for lipids to be monitored during cardiac rehabilitation. This service has seen 35 patients and identified four patients that met the criteria for familial hypercholesterolemia and were referred for further specialist support

All of these changes will continue to form part of the patient centred menu-based approach to cardiac rehabilitation going forward.

Heart failure service

The Heart Failure Service also developed a dynamic operational plan to ensure the most at risk patients received the safest and responsive care to prevent decompensation (*when a patient with heart failure symptoms increase and start to affect their quality of life after a period of stable symptoms management*) and hospital admission.

Changes to the service included;

- Patients' blood results were reviewed to ensure that those with very high levels of Pro BNP (which can indicate heart problems) were seen in clinic without the need for a scan of their heart which is a significant deviation of our usual practice. This was undertaken so that the patients with the most need for a clinical review were seen without delay
- Medication titrations continued with help from the technicians undertaking the phlebotomy
- Prescriptions were delivered to patients
- BP monitors were sent out to patients to continue other medication titrations
- Telehealth was implemented to monitor those deemed at too high risk to attend appointments
- Telephone appointments were facilitated

All patients were also contacted to ensure they had no signs of COVID prior to home visits and clinic appointments.

Adult speech and language therapy service

During the initial step down of services, the team started to use video consultations for both communication, and dysphagia assessments and reviews. A decision-making pathway was developed to determine whether a patient required a face-to-face or virtual consultation.

Therapists found face-to-face assessments for dysphagia to be more beneficial, and these resumed using the appropriate PPE.

The team altered their operational working hours to provide seven day working to support the rapid discharge of patients from the hospital and prevent unnecessary admissions to hospital.

The team also worked hard to reduce patient waiting times and waiting lists and provided outpatient clinics at two different locations to give patients a choice.

The team also provided face-to-face intervention in care homes, and as such they worked closely with the Quality Improvement Practitioners in the CCG to support correct PPE usage in care homes and supported living accommodation.

Further support was provided by the team to local care homes, including advice and guidance around the risks of hypersalivation and pneumonia which was included in the document "COVID-19 Mental Health Medicines Update: Wirral LD and SMI Care Homes". The guidance was provided as a newsletter to Learning Disability care homes on the Wirral.

Adult bladder and bowel service

During 2020-21 the service offered clinics for mobile patients with indwelling catheters, and a trial without catheter service. It offered specialist advice and health promotion to improve the quality of life for patients with symptoms relating to continence.

The service adapted and changed its delivery model in response to COVID-19 by;

- Supporting community nursing teams by looking after their patients with an indwelling catheter
- Triage patients that were vulnerable or had complex needs and required assessment
- Triage all catheterised patients so when they were discharged from hospital, the necessary medical supplies were readily available, and removal of the catheter had been considered
- Utilising new digital platforms and increased the use of telephone consultations to reduce transfer and transmission of infection
- Welcoming and supporting student nurses who gained experience in the speciality
- Providing telephone advice for all patients with a registered nurse contacting them within 48hrs to relieve patients' anxieties and potential hospital/ GP appointments.

GP Out of Hours

The service adopted a total triage system assessing patients by a skill mix of clinicians, who were able to prioritise care to maintain a safe delivery of services. Video consultations and remote working were introduced to enable patient needs to be met. Face-to-face consultations and home visits were undertaken when clinically indicated.

The service had over 40,000 contacts during the year, this compared closely to almost 42,000 in the preceding year 2019-20.

Urgent Treatment Centre and Walk-In Centres

In response to COVID-19 and in order to reduce the risk of infection transmission, the UTC and walk-in centres adopted digitally supported triage and where appropriate, the use of remote consultations in order to reduce the number of patients visiting the centres and the risk of infection transmission and to maintain safe service delivery to protect both patients and staff.

The digital triage approach utilised an online consultation system to gather information and support the appropriate triage of patient contacts.

Patients who couldn't use the online system, or were considered vulnerable, were either supported by carers or taken through the online form or a short template by administrative staff over the telephone or in person (with some agreed exceptions, for example, vulnerable patients).

Patient care was prioritised based on need, rather than on a first come, first served basis.

This approach helped to ensure equity of access for digital and non-digital users. The online consultation system captured the patient's history and symptoms and allowed patients to send pictures and offered signposting to self-help or local services where appropriate.

Sexual Health Wirral - being responsive to change and keeping patients, public and staff involved and informed

In response to COVID-19, the Sexual Health Service quickly adapted delivery to ensure the continuation of safe and effective access and care.

The '**Still Here For You**' logo was launched and promoted widely to ensure people knew they could still receive sexual health and contraceptive support, albeit via different approaches.

The service website www.sexualhealthwirral.nhs.uk had been well established for several years so this valuable platform enabled the service to continue to provide remote care options. The website was also fundamental in the sharing and promoting of public communication and health promotion messages, along with social media platforms.

An area of the website was dedicated to a Question & Answer section about sexual health and coronavirus, including sexual transmitted infection risks, accessing medication, postal services, contraceptive supplies as well as on-going education and prevention. The service Facebook page was able to post daily and weekly updates on service provision and promote the remote links into the service for care.

Although walk-in clinics were suspended, a responsive tele-consultation pathway was embedded for daily calls and triage. Only patients assessed via telephone consultations as having urgent needs or those with vulnerabilities or deemed higher risks were asked to attend clinic in person, adhering to COVID screening and guidelines. New ways of working were quickly adopted and communicated, and patients were extremely responsive.



Reaching people for their continued sexual health needs was key to ensure wider public health outcomes such as unplanned pregnancy, and the prevalence and onward transmission of sexually transmitted infections. These new ways of working help to mitigate sexual health risks during the pandemic.

The service introduced video consultations for patients and increased the use of postal services for sending medication and repeat contraception to people at home. Easy online access to free STI postal test kits also meant the continuation of sexually transmitted infections testing for people.

Patient feedback has been positive, and the service invited patient experience feedback using a digital online form for those they provided remote care for. Digital surveys were also used to provide assurance that the new ways of working were accessible and meeting people's needs.

In addition to patient and public engagement, staying connected to primary care colleagues was also important for the service, as they also provided sexual health and contraceptive care during the pandemic.

The Sexual Health Service has always worked closely with GP and pharmacy colleagues across Wirral, with well-established partnership contracts in place to provide contraceptive care to women. Whilst the usual annual engagement visits to partner practices were suspended, the service thought creatively and engaged with GPs, pharmacists and other health professionals to keep sexual health hot topics interesting and current, and to share knowledge.

Along with a Primary Care 'Let's Talk About Sex' newsletter informing colleagues of national guidance and service level changes, the 'Let's Talk About Sex' webinars were introduced allowing colleagues to join free online live events and continue their learning and education from local expert guest speakers, further strengthening partnership working.

0-19 Healthy Child

The Trust provides 0-19 services to the communities across Wirral and East Cheshire, and in response to COVID-19 and national guidance, the service delivery was also adapted *during 2020-21*;

Wirral 0-19 Service

In March 2020 the Trust commenced a new contract tender period with Wirral Council to deliver 0-19 services and moved from four large geographical teams into three teams -

Wallasey, Birkenhead, South and West, with the nine neighbourhoods within them.

In line with national guidance, the Wirral 0-19 service established three central teams;

- 1) Central Duty
- 2) Births
- 3) Safeguarding

The teams have now returned to the neighbourhood model providing place-based care, with a single point of access into our Central Duty and Advice hub.

A COVID-19 triage document was developed to allow continued face to face contacts where possible, and the service embraced the alternative options available including digital such as;

- A virtual healthy child clinic
- Chat Health - a texting service for young people aged 11-16 allowing access to school nurses for advice and support
- An enhanced website with resources including videos and self-help information

Wirral 0-19 staff have been involved in several exciting Wirral projects including Cradle to Career in the North Birkenhead area, which is a long term multi-disciplinary approach to supporting young people to have aspiration and ambition for their futures.

Partnership working was key to the COVID-19 response and staff worked with partners extensively to deliver 'Welcome to the World', an activity resource pack for new parents, carers and families. Access to additional venues (for example children's centres and The HIVE, Wirral Youth Zone in Birkenhead) also allowed the successful delivery of the school-based immunisation programme.

East Cheshire 0-19+ service

In October 2020, the team completed a service re-design.

Following the service re-design, the four localities in Cheshire East that house 11 neighbourhoods became three local authority localities to enhance the co-delivery of services.

During 2020-21 and in response to COVID-19, the service adapted the way it delivered care within communities, maintaining an equitable, safe and accessible offer of care to children, young people and families, especially those who were shielding or self-isolating or were vulnerable. The team embraced digital technology and new innovations including the introduction of the Chat Health texting service for young people aged 11 to 19+; this was a vital resource during school closures.

Face to face contacts continued in line with the service delivery plan, ensuring the safety of the workforce and communities remained the priority.

Vulnerable families were kept connected through face-to-face contacts and virtual technologies. This was particularly successful with the Family Nurse Partnership (FNP) clients who were able to maintain a close link with their named nurse.

Practitioners worked closely with partner agencies to facilitate continuation of the service, e.g. school-based immunisations, infant feeding clinics and child health clinics.

Through engagement with staff, service users and partner agencies, the service has co-produced and reviewed digital platforms to enhance service delivery for the future. These innovations and new ways of working will complement the new single point of access hub that

we will launch later in 2021.

Enhanced palliative and end of life pathways

The Trust recognised the role it played in ensuring people had access to excellent end of life care, ensuring their individual needs were met throughout that journey of care. During the past year the Trust brought together its community and specialist nursing teams to enable a more seamless pathway of care for people. This enabled place-based teams to proactively identify individuals who were in their last 12 months of life, and work with GP colleagues to ensure that all appropriate advanced care planning, including emergency care plans were put in place.

The Integrated Specialist Palliative Care Team and End of Life Team aimed to help all those with advanced, progressive, incurable illness to live as well as possible, until they died.

The team adapted to COVID-19 restrictions by identifying if there was an alternative way of still undertaking a thorough assessment. This involved utilising phone contacts, virtual consultations and reducing visits into the homes of patients who were extremely vulnerable. Social distancing and PPE guidance was followed when undertaking home visits, and patients were contacted prior to a visit to ensure the patient and family were symptom free.

The staff in the team also volunteered to undertake additional shifts to support the service with the high number of incredibly complex referrals throughout the pandemic. The additional shifts also ensured the Professional Advice and Information Line service was available every day to support the increased contacts from professionals seeking specialist palliative care advice.

New approaches to training staff during the pandemic

During the pandemic commitment to training and ensuring staff were able to practice safely was a key priority. The vast majority of face-to-face training was delivered using a virtual platform to prevent risk of infection. The Trust collaborated with partner organisations including the Territorial Army and The Hive, Wirral Youth Zone in Birkenhead to use their facilities for the training of our staff, ensuring we were able to maintain social distancing.

Staff remained committed to completing their mandatory training and compliance remained at target of 90% throughout the year.

The Trust also supported the deployment of 64 student nurses as part of NHS England emergency response. The deployed student nurses were provided with extensive training and supervision using a new supervision method to enable safe autonomous practice and were an excellent addition to our workforce. A number of deployed student nurses have since been successful in securing nursing posts at the Trust after qualifying.

Professional Development

The Trust supported staff to undertake a diverse range of professional development during 2020-21; committing over £500,000 of funding, including its apprenticeship levy to support study.

The Trust received £313,666 from Health Education England to support professional development of registered nurses and therapists. This funding was used to invest in increasing workforce capability and further equip our staff with knowledge and skills to care for the population of Wirral. The Trust also supported a number of staff to access associate, specialist and advanced practice programmes as part of the workforce plan, to ensure we continue to develop staff in line with plans and anticipated population health needs. These included;

- 4 Advanced Clinical Practice MSc
- 4 Specialist Practice Qualification - Community Nursing
- 1 Specialist Public Health Nurse - School Nursing
- 8 Associate Nurse Foundation Degree

This is in addition to staff supported in previous years who the Trust continues to support for the duration of their 1-2 year programmes.

In addition to clinical workforce development, £154,909 was spent supporting Adult Social Care professional development. This funding provided both role essential and professional development opportunities to our social care workforce, including supporting four staff to undertake a degree in social work at The University of Chester, and four staff to train to become Practice Educators, enabling the Trust to support more student social worker placements.

The Trust continued to support staff to gain their English and Maths GCSE equivalents. Wirral Metropolitan College resumed their courses from September 2020, and these were delivered online.

Student placements

Despite the challenges that the COVID-19 pandemic brought, the Trust continued to provide high quality learning experiences for pre- and post-registration learners.

Reports show that the Trust performed above the regional average as evaluated by students, in the quality of their placement experience.

Our student nurses supported a number of our services to continue to deliver high quality care to the people of Wirral during the pandemic. Their individual and collective determination and commitment, together with the support, insight and compassion shown by Trust staff to the students was inspiring.

A number of the students have been successful in securing permanent posts with the Trust and we look forward to welcoming them.

Section 3: Keeping our community safe

Health and Social Care working together in response to COVID-19

The importance of integration between health and social care received considerable focus throughout the pandemic as a key enabler which allowed organisations to work together with increased speed and effectiveness. Relationships were strengthened between organisations as partners united for a shared aim.

2020-21 saw Adult Social Care and health practitioners work alongside colleagues from the care market, voluntary and faith sector as well as the local hospital (WUTH) and Primary Care to keep people as safe and as well as possible.

There was a more than a 60% increase in Adult Social Care assessments conducted during 2020-21 which was an incredible achievement during the pandemic. There was also an 11% reduction in residential and nursing placements, with more people being supported to live in the community.

Adult Social Care staff in the Trust worked hard to ensure a wide range of services were provided:

- Access to timely and safe support
- Rapid discharge from hospital to ensure hospital bed capacity was available for those in need
- Those needing care or safeguarding were protected, and remained connected to essential support including those who were shielding for medical purpose

As with other key services the pandemic identified a need for increased flexibility, with staff moving quickly to wherever they were required to support those in the greatest need. It also saw a rapid move to shifting a significant proportion of assessment and review activity to telephone and digital solutions. Face-to-face visits did however continue where needed, in line with infection prevention measures and social distancing rules.

With the need to maintain social distancing and self-isolation, many people were unable to attend day services or undertake community activities to the same extent, which led to the need for additional support to families and consideration of other more creative home-based options.

In March 2020, the Government published guidance for Local Authorities on how they could use the Care Act easements set out in the Coronavirus Bill 2020. The easements provided a range of measures which were put in place to help Adult Social Care Departments (and those with delegated statutory duties including the Trust), to manage the pressures experienced due to COVID-19. The aim was to continue to meet the existing need; however if unable to do so, these easements allowed the prioritisation of care so that the most urgent and acute needs could continue to be met.

As a Wirral Social Care system, it was not necessary to enact any Care Act Easements.

The Trust worked closely alongside council colleagues to ensure all social work decision making was carried out in line with the Ethical Framework for Adult Social Care

The Adult Social Care teams worked hard to ensure all vulnerable groups were contacted.

Whilst referral activity initially dropped in light of the pandemic, as the year progressed this reversed with a significant upturn as follows;

- 10% increase in assessment during Q1 and Q2 compared to the same period 2019-20
- 12% increase in reviews during Q1 and Q2 compared to the same period 2019-20
- 9% increase in new referrals
- 6% increase in open cases

During 2020-2021 Adult Social Care teams provided by the Trust continued to perform well against agreed contractual arrangements;

- 39,313 contacts into the service
- 3,849 safeguarding concerns
- 655 safeguarding enquiries and investigations completed
- 8,121 people received an assessment
- 2,335 people received home care
- 2,091 people received Short Term Assessment and Reablement (STAR)
- 8,183 reviews were completed
- 2,699 reablement reviews were completed
- 98.8% of people felt listened to during safeguarding enquiries
- 96.4% of people had their desired outcomes met

Continuing HealthCare (CHC) assessments

The national COVID-19 Bill Hospital Discharge Service requirements allowed NHS Providers to delay undertaking assessment process for NHS continuing healthcare for individuals being discharged from hospital until after the emergency period ended. Adult Social Care teams across the Trust supported the CCG to clear this backlog as required by 31 March 2021.

The teams worked in conjunction with partner agencies including the Domestic Abuse Alliance, the Adult Social Care Professional Standards Team at Wirral Borough Council and the Principal Social Worker, and national and regional networks including the North West Association of Directors of Adult Social Services (ADASS).

The Trust also continued to maintain a strong partnership with colleagues in Cheshire and Wirral Partnership NHS Foundation Trust, working together to ensure a consistent and collaborative approach to social work practice across Wirral. This included jointly commissioning training for all practitioners on the Care Act 2014, Best Interest Assessor refresher and Safeguarding Enquiry training (commencing in April 2021).

An important programme of work was completed within the Extra Care Housing sector. For example;

- an automated Extra Care Housing application system was created
- 160 Care Act (2014) reviews with clients across 4 Extra Care Housing schemes were completed, resulting in greater equity
- staff supported the development and allocation of an additional 49 Extra Care Housing scheme tenancies
- the initial allocation of 30 clients to the new Poppyfields Extra Care Housing scheme due to open in 2021-22.

The Trust continued to play an active role within the Cheshire and Merseyside Social Work Teaching Partnership and has committed to ongoing membership to ensure strengthened links with regional partners. This membership will also support with the development of social work students, newly qualified social workers and current social care workforce. As part of this arrangement practitioners have accessed several programmes including the Early Career managers programme, Practice Educator refresher workshops and Legal Literacy workshops.

Celebrating Social Care Week

The Trust recognised and celebrated Social Work Week in March 2021 by sharing the experiences and reflections of our colleagues from Adult Social Care and the integrated services they work alongside, in a Daily Diaries series. Shining a spotlight on social care, these accounts provided an insight into the roles of social care staff and how our services work together to care for our community.

Social work (and social care) plays a vital role in building and sustaining communities on a micro level. At its core it is about helping and supporting people, but as a wider concept it is directly linked to social justice, addressing inequalities and civil rights.

During the last year, our social workers and social care colleagues have worked alongside health colleagues to tirelessly deliver key services and protect and empower the most vulnerable.

Community Nursing - the backbone of local and sustainable healthcare

The Trust's Community Nursing Service provides, both short and long-term specialist care for people, with a wide range of health problems, from wound care and acute illness to those with complex or long-term health problems including end of life.

Community Nursing services provide patient-centred care with staff having diverse clinical skills which support them to practice autonomously and ensure patient safety is a priority. During 2020-21 there were 13,201 referrals to Community Nursing services, and to support early hospital discharge the total number of intravenous care plans performed in the community was 7,788.

The total nursing contacts for Community Nursing was 257,045, which was 28% of the Trust's total contacts during 2020-21.

During the pandemic, the Community Nursing teams increased the support they provided to local communities and to other partners in the health and care system, including GPs who were unable to undertake home visits. They also provided new services including swabbing of patients suspected of having COVID-19.

Staff from other services were reassigned to support Community Nursing. This included staff from the 0-19 service. Support was also provided by the adult bladder and bowel service with routine calls as well as crisis calls for patients with catheters.



To celebrate International Nurses Day 2020, Sky News visited the Trust to report on the work of Community Nurses giving viewers worldwide a brief insight into how effective nursing across the community is and how it forms the backbone of local and sustainable healthcare.

Safeguarding - a comprehensive and proactive service

The Trust is committed to ensuring that all staff are aware of their role in relation to safeguarding children and adults at risk. The Safeguarding Service provides a comprehensive proactive service, which responds to the needs of staff and individuals and is committed to the promotion of safeguarding within everyday practice, focusing upon prevention and early intervention.

Service delivery during the COVID-19 health emergency

During the response to COVID-19, the Safeguarding Service adopted a business as usual approach to support best practice relating to safeguarding. The service ensured that all statutory functions were fulfilled, and that best practice was adhered to, thereby equipping the workforce to undertake their duties and fulfil personal and organisational responsibilities with regards to safeguarding the public.

During 2020-21 the team also supported other services by reassigning staff to high priority areas including community nursing, social care, intermediate care and unplanned care. The service also provided support to the Wirral 0-19 service with staff reassigned supporting the management of caseloads in line with national guidance using a risk-based approach.

To support best safeguarding practice when using virtual platforms to deliver services to children, families and adults at risk, a safeguarding telephone triage Standard Operating Procedure (SOP) was also developed for use by all services.

Adults safeguarding continued including the Multi Agency Risk Assessment Conference (MASH) screening process.

Safeguarding Children

The number of children on child protection cases rose significantly in Wirral during 2020-21 as the impact of the pandemic took its toll on families that were already struggling. In Cheshire East the numbers remained consistent throughout the pandemic and the anticipated increase in referrals following the return of children to school has not been evidenced thus far.

The Named Nurse and Specialist Nurses in Wirral and Cheshire East ensured that the Trust met the statutory requirements for children in care as laid out in The Children Act (2004) and Promoting the Health of Looked after Children (2002/2009)

During 2020-21 the Specialist Nurses offered 100% supervision to all relevant staff and the Trust achieved 100% compliance against the national target of all Children Looked After having a named health professional.

Despite the challenges of the pandemic, cared for children in placements in Wirral or Cheshire East continued to receive offers of Review Health Assessments throughout the pandemic. When the offer of the assessment was accepted by the young person these were delivered virtually initially and then face to face following the lifting of the first lockdown. The majority of young people took up the offer of the assessment. This meant that the Trust maintained compliance with contractual requirements, and children placed in Wirral and Cheshire East received health assessments in a timely manner.

Safeguarding Adults

Due to the high prevalence of domestic abuse in Wirral in Q1, 2020-21, Wirral Council's Family Safety Unit and partners, including the Trust, agreed to pilot a daily Multi Agency Risk Assessment Conference, (MARAC) meeting. This approach proved successful ensuring that all victims of domestic abuse, adults and children, were supported through effective safety planning and it became a daily event from October 2020.

Due to the volume of repeat offenders in Wirral, partners involved in Adult Safeguarding including the Trust, also hosted a pilot of the DRIVE Perpetrator Management Programme and this commenced in March 2021. The aim of the pilot was to prevent perpetrators repeating abusive behaviours and therefore reducing domestic abuse and its impact.

To support the opening of the wards at the Community Intermediate Care Centre (CICC), safeguarding adult specialists supported the new and reassigned staff with safeguarding training including Mental Capacity Assessments and Deprivation of Liberty Safeguards.

Adult Social Care Safeguarding

In 2020-21 the Trust undertook a review of its Adult Multi-Agency Safeguarding Hub arrangements to ensure that the most effective model was in place for triaging and progressing safeguarding concerns including the management of care concerns and an electronic referral process. The new model will launch in summer 2021.

The Trust's safeguarding specialists have also continued to support Wirral Council's, 'Wirral Safer Hub' to improve joint working opportunities and have been working with the police to improve the management and screening information or referrals received directly from Merseyside Police.

Infection Prevention and Control - supporting care homes in the community

The Trust's Infection Prevention and Control (IPC) service is commissioned to provide a service to the local community aiming to prevent and reduce the burden of infections across Wirral through the provision of high-quality, evidence-based advice and support.

The COVID-19 pandemic highlighted the vulnerabilities of people living in care homes and other adult social care settings, which provided the IPC service with an opportunity to collaborate with local system partners to develop an IPC improvement programme for care homes.

Specialist IPC nurses from the Trust provided dedicated support to care homes to;

- Improve infection prevention and control standards
- Improve response to outbreaks of Covid-19
- Introduce an assurance framework - Standard Assurance Framework for Excellence (SAFE)

By the end of March 2021;

- 85% of care homes were trained to use SAFE
- A tailored training package was delivered to 96% of care homes.
- Care homes received a series of virtual and face-to-face support visits to review infection prevention and control standards and COVID arrangements

This project has been shortlisted in the HSJ Patient Safety Awards 2021 in the 'COVID-19 Infection Prevention and Control Award'.

During 2020-21 the Trust's Infection Prevention and Control service managed;

- 240 outbreaks of COVID-19
- 265 single cases of COVID-19 across all adult social care settings

The service also responded to 2,412 calls providing advice and support to help services to manage COVID-19 within their settings.

Section 4: Supporting our staff

The Trust prioritised the support and care for staff throughout the pandemic, and this focus has continued into 2021-22. The Board of Directors is passionate about the support offered to staff, and the Board sought to provide the best assistance possible.

Staff development for Adult Social Care Practitioners

Recognising the significant impact on the workforce during the pandemic, the Trust continued an active programme of recruitment, welcoming twenty-one practitioners across a range of social care posts.

December 2020 saw the first re-registration of all qualified social workers by the new regulator Social Work England.

Supporting excellence in practice through opportunities for training and continued professional development (CPD) remained a priority during 2020-2021, despite the pandemic. This involved ensuring that practitioners had access to a range of learning and development opportunities.

- The Trust was delighted for the first time to offer access to the Social Work Apprenticeship, with seven staff members completing their first year
- Four more members of staff started the programme in January 2021
- The Trust welcomed nine students, and thirteen newly qualified social workers completed their critical reflection module
- Four social workers undertook their Assessed and Supported Year in Employment programme
- Eight social workers completed the Best Assessor Programme, and three completed their Practice Educator award, with four more staff commencing the programme
- The number of Assessed and Supported Year in Employment assessors increased from three to eleven.

In 2020-21, Adult Social Care within the Trust invested £25,250 on commissioned role-specific and post-qualification learning.

Social Work England and the National Institute for Health and Care Excellence (NICE) facilitated lunchtime learning sessions to social workers in November 2020, to support with renewing registrations and inputting CPD onto their online accounts. A total of 69 staff members attended one of the sessions.

Sexual Health Wirral - supporting staff

Further examples of support for staff included the approach taken by the Sexual Health Service. The service ensured members of the team felt supported, engaged and informed during the response to COVID-19. The communication with the team had an enhanced focus on wellbeing and support with the regular staff newsletter 'Buzz' ensuring updates and news were shared with staff promptly, and the team WhatsApp group helping to keep them connected.

Regular team meetings continued online and KIT meetings (keep in touch) helped the Senior Management Team connect every day.

The introduction of the 'Our Way Forward' staff feedback box was valuable for staff to add concerns, worries, ideas, suggestions, anonymously each week.

Infection Prevention and Control - keeping staff safe

During the COVID pandemic, staff received daily information on how to keep themselves, their patients and families safe using a range of infection, prevention and control strategies. The successful and diligent implementation of these strategies resulted in low COVID infection levels amongst staff, with the Trust regularly benchmarked as the Trust with the lowest infection level as well as overall sickness in Cheshire and Merseyside. This ensured better staffing levels to support services and reduce the impact of absence on colleagues.

The corporate support for staff included the provision of appropriate personal protective equipment such as masks and gloves. Infection prevention measures included guidance on the use of PPE and infection prevention, a review of all buildings to ensure social distancing was in place, together with disinfectant wipes and hand sanitisers for all areas. This enabled clinical and professional colleagues to actively support our patients, service users and communities during the pandemic.

The Trust's procurement team provided a vital role in supporting the safety of all staff with its main focus-to source, secure and deliver Personal Protective Equipment (PPE) for the Trust, to keep our staff and service users safe.

Nationally and locally PPE was scarce, and the NHS was under immense scrutiny in its response to the provision of PPE. Before the pandemic the Trust had little or no demand for PPE for the services it delivered. This changed with the pandemic, and the national guidance on appropriate PPE for health and social care workers meant the Trust went from having virtually no PPE, to requiring large volumes prescribed nationally for our service delivery.

The following items of PPE were managed and distributed by the Trust in 2020-21:

13,371 bottles of alcohol gel

4,274 FFP3 masks

415,850 pairs of gloves

2,000 packs of Clinell wipes

1,041 surgical gowns

317,000 protection aprons

500,250 IIR masks

9,356 visors

63,750 waste bags

This approach meant the Procurement Team successfully sourced and continues to deliver a seamless supply of PPE to all Trust staff. The success was further demonstrated by the Trust's ability to provide mutual aid to other Trusts and care providers who were struggling to source PPE supplies.

Following the withdrawal of the United Kingdom (UK) from the European Union (EU) in January 2020, there was a transition period that ended on 31 December 2020. The procurement team were key members of the Trust, and regional working groups, to assess and provide assurance of a smooth and continuous supply of medical and clinical supplies. The Procurement Team efficiently and effectively managed the Trust's supply chain, which resulted in the Trust encountering no issues with availability of vital medical and clinical supplies.

IM&T - keeping our staff connected

The Digital Team worked tirelessly to supply the necessary IT equipment to support agile working, which included a shift to home working for many staff in line with government guidance. Work was also undertaken on the infrastructure to keep the Trust safe from cyber-attacks and modernise the IT services provided to staff.

Supporting the health and wellbeing of staff

The Human Resources Team provided a wealth of resources for staff and tailored this to the new agile working environment. Risk assessments were undertaken for all staff, and plans put in place to support staff who were identified as being at increased risk; this included BAME staff, those shielding in the vulnerable category and staff with long-term conditions or who were pregnant. Support was available from the Trust's occupational health services, and there was support and counselling through the Employee Assistance Programme.

The Trust actively supported Lateral Flow Testing to ensure all staff had access to the kits. This was crucial, as the testing became an integral part of the NHS recovery programme, and 17,831 lateral flow tests were undertaken by staff during 2020-21.

The Trust delivered two vaccination campaigns for staff, flu in the winter of 2020 and COVID-19 from early 2021.

- 4,633 flu and COVID vaccinations were given to staff in 2020-21 helping to protect staff and also the communities we served.

The Trust maintained a focus on supporting staff in relation to their health and wellbeing with regular updates in the daily bulletin and promoting local and national resources for health and wellbeing.

Appraisals

The 2020 appraisal process had a focus on health and wellbeing, and included a reflection on working during the first six months of the pandemic, setting work priorities and the support required by individuals. Further details can be found in the staff report on page 84 which also include information on the Trust's work to support Human Rights and countering fraud and corruption.

Developing our new values - Shaping Our Future

The Shaping our Future programme was launched in late 2020 and the first initiative was the co-production of new values for the Trust.

All staff were invited to contribute to the refresh of the values by completing an online survey and participating in focus groups to contribute to the discussions and define a common purpose statement. The new values were launched in July 2021 and are:

Together...
we will support you and your
community to live well.

Compassion
Supportive and caring, listening
to others.

Open
Communicating openly, honestly
and sharing ideas.

Trust
Trusted to deliver, feeling
valued and safe.

Inclusion - getting it right for everyone

The Trust continued to pursue its ambition to become a fully inclusive organisation, ensuring all of our people can be involved in shaping and influencing the decisions and services we deliver and ensuring that our services are accessible and appropriate to the people we serve.

During 2020-21 the COVID-19 pandemic highlighted inequalities and disproportional impact across many groups and individuals, and there will of course be a lasting impact, felt across our organisation and the wider NHS.

COVID-19 had a significant impact on the delivery of the Trust's inclusion objectives with some actions paused, and others altered or amended. The pandemic and the NHS response meant that centrally the decision was taken to pause the reporting responsibilities with the Public Sector Equality Duty, resulting in a suspension of the Workforce Race Equality Standard and Workforce Disability Equality Standard in early April 2020. Our planned work on these was paused until we had notification to resume in July 2020, and the submissions were made on time.

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 Black Asian and Minority Ethnic (BAME) individuals and communities including BAME NHS staff. The Inclusion Team worked collaboratively with HR and our BAME Network to ensure that our BAME staff were supported, protected and heard during this time. 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 daily COVID-19 bulletin and screensavers were used to promote the BAME Network resulting in significantly increased attendance and engagement at these meetings. The BAME Network contributed to risk assessment planning and feedback, communications focus, discussion on vitamin D deficiency amongst BAME communities and our organisational response to this.

The risk assessment process for all Trust staff continued to evolve throughout the year and included the assessment of any member of staff with any disabilities or health conditions that put them at greater risk from COVID-19. The Trust met all the requirements to deliver risk assessments to at-risk groups of staff, across a range of protected characteristics - age, ethnic background, gender, disability, pregnancy.

Staff Networks

The four staff networks have continued to evolve during the last year despite the challenges of not being able to meet face-to-face. In fact, we have seen improved attendance and accessibility to the staff networks as a result of moving the meetings online.

The Trust has in place the following staff network groups:

- BAME staff network
- disAbility staff network
- LGBTQ+ staff network and
- Working Carer Group

The Inclusion Team supported the ongoing development of these groups alongside HR colleagues and we have seen each of them grow at their own pace, as they have developed their own sense of purpose. Two of the Networks (BAME and LGBTQ+) now have an elected Chair and have started work on a number of initiatives as part of their work plans.

BAME Staff Network

The BAME network has led the development of a programme of reciprocal mentoring that will begin in June 2021.

In this programme Trust directors will benefit from having a BAME mentor to help them to understand the lived experiences of BAME members of staff, and ways in which leaders can help to tackle some of the inequalities and discrimination they face. This programme is being undertaken with the support of Liverpool John Moores University. The University team is also working with the Trust's BAME Network and the wider organisation to pilot training aimed at improving cultural competence, recognising and challenging micro-aggressions, and tackling unconscious bias.

LGBTQ+ Staff Network

The lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ+) staff network led a project to support LGBT history month in February 2021. Despite lockdown, the LGBTQ+ Network had a strong presence on Staff Zone for the event with narrative on what the event



was about, how staff could support it, reading recommendations, and signposting for LGBTQ+ members of staff to key events and information.

There was also a personal vlog reflecting on the TV series 'It's a Sin' by a Network member who reflected on his lived experience of the HIV/AIDS pandemic during the eighties and nineties.

The LGBTQ+ Network sent messages of support to Liverpool and Chester PRIDE and for their online events, and the following artwork was produced as a show of support from the Trust linking in with Sahir House's (HIV support, prevention, information and training centre in Merseyside) online presence during PRIDE in Liverpool.

The Working Carers Network

This staff network group represents a range of staff who have to combine their working lives with caring responsibilities.

The group was there to provide support and advice to colleagues and help identify good and poor practice in order to inform how the Trust could support this group of employees. Group members have reported that the network has been a great resource, and provided invaluable informal support to them including:

- the sharing of information, advice and best practice, and;
- the escalation of any issues, concerns and barriers.

disAbility Staff Network

The disAbility network has grown significantly over the last twelve months, working together and starting to define their role as group. Part of this development has been the renaming of the group to the disAbility group, recognising the forum's wish to focus on a social model of disability.

Equality Delivery System - (EDS2)

In February 2021, following delay due to COVID-19, the Trust conducted the Equality Delivery System (EDS2) assessment.

The EDS is a system that helps NHS organisations improve the services they provide for local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010.

An online assessment was developed due to COVID-19 restrictions, and it was jointly produced by the Inclusion team and the Midlands and Lancashire Commissioning Support Unit. The assessment focused on one of the four goals - inclusive leadership (Goal 4), as this aligned well with the limited reach with an online only assessment.

Goal 4 includes 3 outcomes as follows;

- 4.1 - Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations.
- 4.2 - Papers that come before the Board and other major committees identify equality related impacts including risks, and say how these risks are to be managed
- 4.3 - Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination.

The Inclusion Lead at the Trust gathered evidence related to Goal 4 and organised people to grade the information, and an online meeting was held to present the evidence to stakeholders. The stakeholder graders were made up of Wirral CCG staff and representatives from the Trust's staff networks.

The Trust was assessed as Achieving on all three outcomes. This resulted in the Trust achieving an overall rating for Goal 4 of Achieving.

Feedback will inform the development of the Trust's Inclusion Strategy and action plan review for 2021-22.

Freedom To Speak Up

Promoting the role of Freedom to Speak up (FTSU) and supporting staff to raise any concerns they may have has continued to be pivotal during the last year, as staff have faced unprecedented challenges during the pandemic.

The importance of raising concerns has been actively promoted during this period through the daily COVID-19 bulletin as well as through vlogs and blogs.

FTSU activity was not been adversely affected by COVID-19, and there was no decline in concerns raised; the numbers of concerns being reported remained largely comparable to the year previous.

The Trust continued to recognise the significant role played by Freedom to Speak up Champions and continues to actively recruit to this role -most recently welcoming colleagues from the BAME community, supporting a wider and more diverse representation.

Due to the COVID response and social distancing restrictions, FTSU Champion meetings were moved online. This approach proved extremely popular and allowed for a higher attendance from Champions than previous face-to-face meetings. The use of digital media as well as face-to-face contact (when permitted) will continue to be utilised to ensure the widest possible promotion of Speaking Up throughout the organisation.

In July 2020 the National FTSU Index was published for the third time. The index is based on the responses from staff in the annual National NHS Staff Survey on whether staff feel knowledgeable, encouraged and supported to raise concerns and if they agree they would be treated fairly if involved in an error, near miss or incident.

The Trust was proud to be commended by the National FTSU Guardian's Office for being:

- among the 10 trusts with the highest scores in the index (top ten)
- among the 10 trusts with the greatest overall increase in their index score over the past year

The results demonstrate the level of confidence staff have in local FTSU arrangements and represent a key measure in terms of openness, speaking up culture and the psychological safety of staff.

October was National Speak Up Month, and the Trust was active in promoting the National Guardians Office A – Z campaign of Speaking Up. There was a full communication programme throughout the month including screen savers, vlogs from Champions and the FTSU Guardian, regular bulletin promotions and drop in discussion sessions. Recognising the increased utilisation of digital platforms, this also included a FTSU backdrop for use on Microsoft Teams calls.

The weekly meeting of the senior FTSU team has continued throughout the COVID-19 response, to ensure robust oversight of all concerns raised and the actions being taken to address these. In addition, there has been a strengthening of the recording and monitoring oversight via the Trust reporting DATIX system.

Supporting staff with regular and accessible communications

Clear, regular and accessible communication was fundamental in supporting staff and keeping them up to date on the rapidly changing situation as a result of the pandemic.

During 2020-21 a range of communication channels were adopted to share the latest information, resources and support with staff.

This included;

- **Development of the COVID-19 section on StaffZone**, including frequently asked questions (FAQs), PPE guidance, national guidance, and a dedicated section on remote working
- **COVID-19 Update / The Update** - during the early months of the pandemic a daily e-newsletter was sent to all staff providing news and information on the rapidly changing environment in which Trust services were operating. The COVID-19 daily update remained in place and was re-named The Update in early 2021. The Pulse Survey data (July 2020) showed that over 97% of staff read the COVID-19 Update for Trust information and news. The Update remains the top source of up-to-date information, advice and guidance for staff.
- **Screensavers** played an important role in raising awareness of key messages and actions during COVID-19, with 3-4 screensavers deployed per week across all Trust devices covering a wide range of topics
- **WhatsApp Broadcast** messages were established to enable instant trust-wide messages to be sent to staff to alert them to key messages, new guidance and key updates
- **Chief Executive Messages** - during the Trust's response to the pandemic and throughout the whole of 2020-21, the Trust's Chief Executive has communicated directly with all Trust staff three times per week. This has included weekly blogs, vlogs and end of the week 'round up' messages each aiming to provide updates, latest news and support and advice to staff. Featured guest blogs and vlogs have also included the Trust's Chief Nurse, Medical Director, Chief Operating Officer and HRD.
- **There were 250 newsletters and over 750 Shout Outs**
- **464 staff were on the WhatsApp Broadcast list, and 210 members on Staff Facebook group** (between the launch and 31 March)



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 with each other. The scheme was an immediate success with over 50 shout outs submitted in the first week alone and remains in place.

Team WCHC Facebook Group

The Trust launched a closed Facebook group in November 2020 as another channel for staff to follow Trust news and share their own stories. Important news and videos were shared along with wellbeing messages and promotions. To date over 200 staff have joined the group and it provides an alternative and accessible way to access information.

Recognising the heroic contribution of staff

The Board of Directors wanted to recognise the commitment, hard work and resilience of staff right across the Trust in the response to COVID-19 and consequently commissioned a recognition medal for every member of staff.



The medals were funded through a charitable donation from NHS Charities Together and were presented by managers across the Trust with a video message from the Chief Executive.

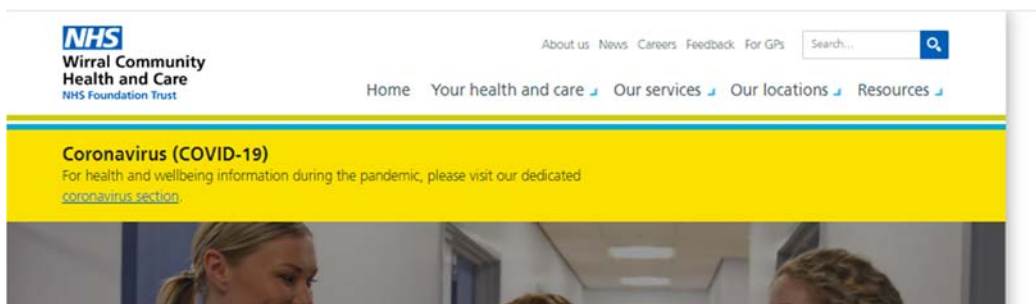
Annual HEART awards



The annual HEART awards event celebrated and recognised the achievements of Trust staff, and would have brought together 300 colleagues from across the organisation to present a number of awards for the following categories; *Exceptional Care, Innovation, Excellence in Partnership, Volunteer of the Year, Inspirational Leadership, Quality Improvement, Outstanding Achievement and the People's Heart Award.*

Unfortunately, the HEART Awards 2020 event was postponed in March 2020 due to COVID-19. With no face-to-face event possible for the foreseeable future, the Trust innovated by adopting a virtual approach and streamed the presentations live across the organisation to all staff and surprise each winner in their place of work.

Over eight days throughout July and early August 2020, the Chief Executive presented each award live and on location to those colleagues and teams who had won a Heart Award for their respective category. Compered by Roger Johnson from BBC North West, staff could tune in and watch live each day at 12 noon and share in the amazing achievements of their colleagues. **External communications**



To ensure patients and service users could access clear and accurate messages about COVID-19, and how Trust's services were being delivered during this time, the Trust developed a dedicated section on the public website with information on;

- Changes to clinics
- Walk-in Centre and Urgent Treatment Centre
- Frequently Asked Questions
- Attending your face-to-face appointment during COVID-19
- Government and NHS guidance
- Domestic abuse

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

During 2020-21 the Chief Executive continued to write for the Wirral Globe on a bi-weekly schedule providing news, advice and information to the local population on the Trust's and wider NHS and local partners' response to COVID-19. This regular health column remains very popular.

To ensure the maximum impact of messages, the Trust also employed several social media channels during 2020-21 to share messages with the wider community. Together with system partners and HealthWatch, the Trust's Communications Team also worked collaboratively to ensure information was available to those that needed it most.

National media

The Trust was delighted to have opportunities to engage with national media to raise the profile of community services in the NHS response to COVID-19. The success of the Sky News piece highlighting the work of Community Nurses, to support International Nurses Day was felt right across the Trust and following this, the Trust was delighted to welcome award winning photographer Rick Findler to complete a photographic piece featuring community services during COVID-19.

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 published by The Daily Express as part of their NHS birthday celebrations in July 2020.

External recognition for the Trust

The People Award (Heart Awards 2020)

The final award, the People's Heart Award was promoted in the Wirral Globe newspaper back in January 2020 and invited the public to nominate a member of staff or a team from the Trust who had given them outstanding care. The winner was a Specialist Palliative Care Nurse, who received her award live at Wirral's St John's Hospice.

The Specialist Palliative Care Nurse said: *"It's an absolute privilege to be nominated by the patients, carers and the public; it just means the world. We do this job day in day out, and every day and we're so lucky to be able to make a difference to people's lives and I know all my colleagues would say the same."*

Social Value Award



The Trust was awarded the Cheshire & Merseyside Health & Care Partnership Social Value Award for the next five years in recognition of our commitment to social value across Cheshire and Merseyside.

This was a positive development for the Trust, as an NHS community health and care service provider, and demonstrates our commitment to making a difference to the health and wellbeing of our local communities through engagement, partnership working and employment opportunities. Building on this accolade we are currently in the process of applying for the level 2 social value quality mark.

Level 2 Future-Focused Finance Towards Excellence Accreditation



The NHS Finance Leadership Council awarded the Trust's Finance Team **Level 2 Future-Focused Finance Towards Excellence Accreditation**.

The accreditation recognises organisations that have the highest standards of financial competence, commitment to skills development, and practices in place.

Philip Goodeve-Docker Memorial Prize



The Queen's Nursing Institute awarded the Philip Goodeve-Docker Memorial Prize 2020 to a Senior Nurse Practitioner for Field Road District Nursing Team for their Outstanding Achievement as a District Nursing Student.

British Society for Heart Failure; Lynda Blue Award - shortlist



The Trust's Heart Failure Team was shortlisted by the British Society for Heart Failure for the **BSH Lynda Blue Award**. The Lynda Blue award, created to honour pioneering nurse Lynda Blue, was to recognise an individual or team of professionals who have demonstrated excellence in Heart Failure Care.

Nursing Times Awards - shortlist



The Community Heart Failure Team and Rapid Community Response Team were shortlisted in two categories in the Nursing Times Awards.

The Cardiac Heart Failure Team was shortlisted for the *Innovation in Long Term Conditions* category. Over the past 2 years they have transformed the care provided and also the lives of so many patients and their families dealing with a heart failure diagnosis in Wirral.

The Rapid Community Response Team was shortlisted for the *Integrated Approaches to Care* category - prior to the launch of our Hospital at Home Service in Wirral there was no existing provision. During a two month pilot, 149 patients were referred to the service and, of those, only 10 needed Transfer to Assess (T2A) beds.

Wirral Cardiac Rehab credited in BMJ award

The Rehabilitation Enablement in Chronic Heart Failure (REACH HF Team), from Royal Cornwall Hospitals NHS Trust and University of Exeter won a BMJ award and credited Wirral Cardiac Rehab's role in delivering REACH HF rehab to vulnerable patients throughout the pandemic. It is noted how the Trust's Heart Failure Team adapted the delivery to ensure that they could continue to provide excellent care.

Section 5: Ensuring safety and quality throughout the year

Quality is at the heart of the Trust's agenda, with its vision to be the outstanding provider of high quality, integrated care to the communities we serve. Quality and efficiency are two sides of the same coin; high quality care means we get it right the first time; it means using the full talents of all professionals, and it means working with service users, patients and carers as partners in their own care.

During 2020-21, the Trust continued in its aim to provide safe, effective and patient centred care to the people who use our services. The high-quality care our staff deliver is driven by an organisational culture that embraces the Trust's values.

The Quality Account on the Trust's website reflects our commitment to providing the best possible standards of clinical care. It shows how we listen to patients, service users, staff and partners and adapt how we work with them to deliver services that meet the needs and expectations of the people who use them.

We continuously strive to improve the provision of high-quality community health and social care to older people, adults and children across Wirral and Cheshire East in a seamless and integrated way.

Quality Governance

The Trust ensured arrangements continued to be in place for robust quality governance during the pandemic. The Quality & Safety Committee had responsibility for ensuring the effective implementation and monitoring of robust quality governance arrangements. The Quality & Safety Committee continued to meet on a bi-monthly basis during 2020-21 as part of the emergency governance arrangements that were established.

The Chief Nurse and senior clinical and professional colleagues across the Trust participated in system quality governance arrangements in response to COVID-19. This included local and regional health and care cells, and the local discharge cell ensuring the safe discharge of people from the local hospital (WUTH).

During 2020-21, the role of the SAFE steering group within the governance structure remained crucial in monitoring compliance and delivery against regulatory, statutory and professional standards. The Standards Assurance Framework for Excellence (SAFE) was expanded to assess compliance with the COVID-19 quality framework including specific NICE and quality standards, quality audits and relevant COVID-19 procedural documents.

Governance arrangements during the COVID pandemic

The Trust recognises that good governance is essential to ensure the provision of high-quality safe services; this was also crucial during the Trust's response to COVID-19.

In line with national guidance describing streamlined approaches to governance, the Trust quickly established emergency governance arrangements in April 2020. These arrangements outlined the principles of Board assurance and governance the Trust would follow. An overall streamlined approach to existing governance was adopted together with increased risk appetite and risk tolerance to support the Trust's response. Full details of the governance arrangements can be found in the Annual Governance Statement on page 116 and the section on compliance with the NHS Code of Governance on page 94.

Quality Goals

The Trust developed quality goals for 2020-21, to ensure the focus remained on quality throughout the pandemic.

In the recently published Quality Account for 2020-21 the Trust assessed it had achieved eight out of the nine quality goals it had set itself. The Trust assessed it had partially achieved the remaining goal on *Experience: We will use a range of feedback from identified groups utilising population health data to improve access and experience of services.*

This priority was only partially achieved due to the constraints of the pandemic situation. The 'Your Voice' Group continued to meet however it was limited in terms of ability to improve the experiences of services. The details can be found in the Quality Account on the Trust's website and the quality goals are below:

QUALITY GOALS 2020-21 Insight – Involvement – Improvement			
Priority	Safety	Experience	Effectiveness
Population health management: Reducing inequalities	We will: Use population health data along with other data sources to identify key priorities to keep people safe.	We will: Use a range of feedback from identified groups utilising population health data to improve access and experience of services.	We will: Implement a Wirral Covid Virtual ward targeting groups with higher risk factors based on population health analysis.
Maximising health and wellbeing of our staff	We will: Prioritise the Psychological Safety of our staff by enhancing our learning from incidents framework.	We will: Develop clear Infection Prevention and Control guidance for staff.	We will: Ensure that staff always have access to the correct Personal Protective Equipment (PPE) in-line with national guidance.
Improving discharge pathways	We will: Establish a system-wide quality and safety forum to improve safety across discharge pathways.	We will: Improve the transfer of care documentation to maximise people's experience of the discharge process.	We will: Develop additional rehabilitation bed capacity within Wirral.
We are the NHS We are a team. We work flexibly. We are always learning. We are safe and healthy. We each have a voice that counts. We are recognised and rewarded. We are compassionate and inclusive.			

Covid-19 National Institute for Health and Care Excellence (NICE) guidance

NICE played a critical role in supporting health and social care partners by quickly producing Covid-19 related guidance.

The Trust reviewed 26 pieces of Covid related NICE guidance:

- 10 were fully implemented
- 14 were not applicable to the Trust
- Two are currently under review

Sustainable Development Management Plan 2020-21

Our services are local and community-based, provided from around 26 sites including care homes and specialist schools across Wirral, including our main clinical bases, St Catherine's Health Centre in Birkenhead and Victoria Central Health Centre in Wallasey. We are also commissioned to deliver podiatry services outside of Wirral by West Cheshire Clinical Commissioning Group and Liverpool Clinical Commissioning Group.

We also provide integrated 0-19 years services in Cheshire East comprising health visiting, school nursing, family nurse partnership and breastfeeding support services from 23 bases including medical centres and children's centres.

The Trust has a Sustainable Development Management Plan (SDMP) that assists in clarifying objectives on sustainable development. This has been in place since the establishment of the Trust in April 2011 and was updated in 2018. The plan has Board of Director level accountability through the Finance and Performance Committee, and this ensures that sustainability issues have visibility and ownership at the highest level of the organisation.

The SDMP helps the Trust to;

- Meet the minimum requirements of sustainable development
- Save money through increased efficiency and resilience
- Ensure the health and wellbeing of the local population is protected and enhanced
- Improve the environment in which care or the functions of the organisation are delivered for service users and staff
- Have robust governance arrangements in place to monitor progress
- Demonstrate a good reputation for sustainability
- Align sustainable development requirements with the strategic objectives of the organisation

Environmental Management System

The Trust has developed an Environmental Management System (EMS) which resulted in **the achievement of the ISO 14001-2015 Environmental Award in December 2017 for St Catherine's Health Centre**. The award is an internationally accepted standard that outlines how to put an effective environmental management system in place. It is designed to help businesses remain commercially successful without overlooking environmental responsibilities. **Our certification was renewed in December 2019 and was expanded to cover three additional properties; Victoria Central Health Center (VCHC) Albert Lodge, VCHC X-Ray and VCHC Walk-In Centre.**

The audits this year took place later than usual in June 2020 due to Covid restrictions. We included two further sites into this audit, Pasture Road and Leasowe Primary Care Centre, taking the total number of sites to 10. The audit was conducted through online interviews and site audits were conducted at Fender Way Health Centre and Albert Lodge via a video link. **We were again successful in passing this two-day audit and achieving the award for the fourth successive year.**

Staff have been encouraged via the use of screen savers and staff bulletins to recycle the following items in work;

- Used batteries
- Cardboard
- Used toner and printer cartridges
- Aluminium cans

Water Usage

Waterless urinals which were fitted in May 2018 in St. Catherine's Health Centre have now saved three million litres of clean water to date. This provides the Trust a saving not only of the cost of the clean water but also the cost of removing and treating the waste water.

A dripping tap wastes approximately 5,500 litres of water a year, and we encouraged staff to report leaking taps in our buildings via screen savers allowing our engineers to repair them quickly. Trust staff are very engaged with sustainability, and staff regularly request additional recycling facilities when they identify the opportunity to do more to protect the use of resources.

Revolving Door at St. Catherine's Health Centre

The Trust Board approved a business case to upgrade the front entrance of St. Catherine's Health Centre. An artist's impression is seen below.

For many years the heavy sliding front doors have been breaking down leaving the entrance and services close to the main door vulnerable to the weather extremes. The hot air blowers were needed to warm the building. The new revolving front door will address these difficulties and reduce the carbon emissions when the old hot air blowers are removed, as they will no longer be required. The door will be stylish and be accessible to all patients and staff.

Bio Boiler

We are once again running solely on biofuels for both the heating and hot water facilities at St. Catherine's Health Centre. This will help the Trust reduce harmful emissions and reduce greenhouse gas emissions by about 34% as well as providing economic benefits to the Trust.

Electric Car Charging Points

The benefits of electric vehicles to the environment are clear and with this in mind the Trust is upgrading the existing 7.5Kw to six new 22Kw charging points. This will include a management program system that will not only text staff when their vehicles are charged but will let others know that it is their turn to use the charger via a text to their mobile phone.

LED lighting

The Trust has completed the change of the lighting at all our owned properties from florescent to LED (Light Emitting Diodes). The benefits of LED lighting are numerous and include;

- Less Heat = Less Energy Consumed. LED lights give off less heat than halogen bulbs.
- LED lighting is flicker free which means it cannot produce headaches generally associated with fluorescent lighting.
- They do not contain toxic metals materials such as mercury and other metals dangerous to the environment.
- They are 100% recyclable, which helps to reduce carbon dioxide emissions.
- LED bulbs are brighter and produce better light quality than traditional lighting applications.

Procurement without Carbon

A new Sustainable Procurement Policy has been implemented, ensuring that sustainability and social responsibility considerations are introduced. The Procurement Team has engaged in collaborative initiatives with suppliers to identify and address known carbon 'hotspots' to deliver measurable environmental performance improvements.

Through sustainable procurement, Wirral Community Health and Care NHS Foundation Trust and its collaborative partners across the region uses their buying power to give a signal to the market in favour of sustainability, and to base its choices of goods and services on;

- Economic consideration: best value for money, price, quality, availability, functionality
- Environmental aspects i.e. green procurement, the impact on the environment that the product and/or service has over its whole life cycle, from cradle to grave
- Social aspects: effects of purchasing decisions on issues such as poverty eradication, international equity in the distribution of resources, labour considerations and human rights

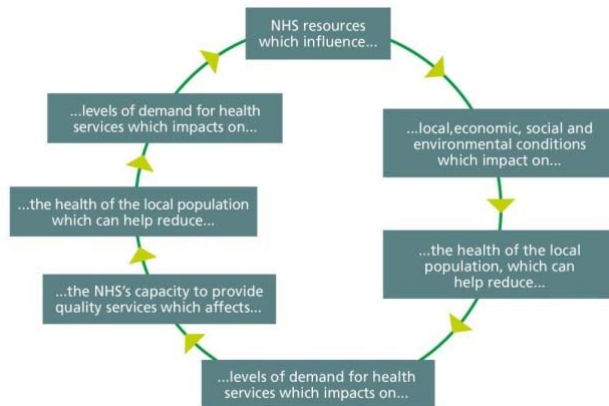
The Trust has supported the above in developing its procurement policies and tendering processes in requesting that all suppliers tendering for Trust services

Other Initiatives

- New recycled printer paper that the Trust is using in all buildings saves 273 trees a year.
- We now have paperless payslips, again saving trees.
- Double sides printing in most printers.
- Rationalising Trust estate, space utilisation programs have been established.
- Installation of a new back-up generator at St. Catherine's that has world beating low carbon emissions.

Our commitment to reducing the carbon footprint

The virtuous circle



Sustainability issues form an integral part of our Estates Strategy. All Trust properties that need a Display Energy Certificate (DEC) have one in place, and the DEC is displayed on each reception desk.

We have a Sustainable Transport Plan in place for the Trust which considers the burden NHS organisations place on the local transport infrastructure, whether through patient, clinical or other business activity. Video phones have been installed for use with our sites in Cheshire East; these enable immediate face-to-face discussions between staff based in different sites, and reduce avoidable travel thus reducing carbon emissions. Similarly, the Trust is committed to reducing the wider environmental and social impacts associated with the procurement of NHS goods and services; this is set out within our policies on sustainable procurement.

Our strategy embraces advances in technology and communication, creates the space and opportunity for innovation and fosters pioneering partnerships. Its core principles are motivational and collaborative. They speak to wider calls for patient and staff wellbeing, positive behavioural change and the integration of sustainability into the design, delivery and quality of care we provide.

The strategy is ambitious and delivering it will require cooperation, a long-term perspective and changes to the way we operate. However, as a framework for understanding and responding to future developments that will affect the health of our local communities and the healthcare services we provide, it is vital.

Sustainable development (or sustainability) is about meeting the needs of today without compromising the needs of tomorrow. In the health and care system, this means working within the available environmental and social resources to protect and improve health now and for future generations.

Key achievements

- There has been a reduction in total electricity consumption, down from 864,800 Kwh in 2018-19 to 748,415Kwh in 2019-20 following a reduction in the VCHC accrual.
- There has been a reduction in gas consumption and costs as well, falling from 4,886,735 Kwh down to 2,865,961Kwh in 2019-20 saving £26,881.
- There has been a subsequent drop in all energy costs from £271,007 to £242,800 across the last 2 years.

- The Trust has seen a major saving in water and sewage costs resulting in a saving of £18,343 over the previous year.
- Portering service costs have fallen by 32.7% over the previous year.

Implementing Social Distancing in response to the COVID-19 pandemic

Social distancing was introduced by the government as part of the response to the COVID-19 pandemic. Social distancing involved reducing day-to-day contact with other people as much as possible, in order to reduce the spread of infection. Businesses and workplaces were encouraged to arrange for their employees to work at home wherever possible and where not possible, were required to avoid crowding and put in place measures to ensure a twometre distance (three steps) could be maintained between individuals wherever possible.

The Estates team has played an active role in the movement of staff to accommodate the changes in working practices. The Trust tried to make every reasonable effort to enable staff to work from home as a first option and provided support as follows;

- Supplying some staff with small cardboard desks for home use
- Creating a video on StaffZone that assists staff in setting the ideal DSE posture

Where working from home was possible the Estates Team endeavoured to make changes in the workplace to comply with the social distancing guidelines set out by the government.

This included;

- Using back-to-back or side-to-side working instead of face-to-face
- Footstep signage in lifts to ensure that overcrowding does not occur
- Desk signage that will signify a safe working zone
- Using markings and introducing one-way flow at entry and exit points where possible

Each office in all properties in which Trust staff work was individually checked and a 'social distancing' A4 poster attached to the door with a recommendation of the number of workstations that should be allowed within that room. The assessment was carried out with Staff Side and staff input.

Where rooms had work benches every other workstation was taken away, and measurements were taken to ensure that the twometre guidance was met. In offices with desks, some movement of furniture was required and approximately every other desk was left vacant. A risk assessment was produced as a guideline for staff.

The Trust moved some staff from smaller buildings, and the main training centre at Albert Lodge and the Cardiac Rehab Facility at St Catherine's Health Centre underwent a change of use to accommodate staff who were agile workers with the appropriate risk assessments completed.

All reception areas had a twometre clear zone marked on the floor with all receptionists reminded to inform staff and patients who venture into these areas to move clear.

Reducing Carbon Emissions

The Trust has already exceeded the target of the Climate Change Act set in 2008 that requires a 34% reduction in carbon emissions by 2020. However to ensure the end goal set to ensure the NHS as a whole cuts its carbon emissions by 80% by 2050, the Trust recognised that it must keep progressing and improving.

As a sustainable organisation it is important that the Trust operates with integrity and

responsibility, and this will be achieved by measuring and monitoring progress which is key to ensuring that we are developing in the right direction.

We recognise the vital role our staff can play in helping us deliver this goal as well as the power of partnership to accelerate progress and achieve success.

The Trust has joined a Cheshire and Merseyside Health and Care Partnership Group with the idea of pooling ideas and assisting each other to set up individual Green Plans that will drive ideas and actions forward for the next two years. This will enable the group to share them with the Innovation Agency North West Coast, who have said they will look at potential ideas for us to do things differently and help us to lead the way in this field.

Section 6: Looking forward - the on-going response to COVID-19 and service delivery through 2021-22

The NHS is continuing to respond to the COVID-19 pandemic and working hard to bring back the full range of NHS services and addressing the growing waiting lists. The Trust is following national guidance and actively working with partners to respond to the on-going challenges presented by COVID-19 and supporting the local hospital trust with the restart of elective procedures.

The Trust is continuing to offer services to COVID-19 patients in the community with enhanced system working.

In this section we describe the Trust's work plans to restore and reset services, building on the innovations of the past year and continuing to offer community services through digital consultations where appropriate, alongside face to face service delivery.

2021-22 Work Plan

The Trust has prepared a work plan for the coming year 2021-22 that sets out how it will reset service delivery building on the innovations and efficiencies that arose from the response to the pandemic. The work plan covers eight distinct areas:



For each of these areas the Trust has set out clear tasks and aims, and the process by which assurance and governance will be delivered, and the timescales for the completion of the tasks.

The work plan has been extensively shared across the Trust, with videos by the Chief Executive, information in The Update, briefings for managers and the presentation including all of the resources in the work plan is available on the StaffZone. Each team has looked at the work plan and developed their own team Plan on a Page, setting out how their work will contribute to the delivery of the Trust's overall work plan for 2020-21

The work plan tasks, aims and lead Executive Director are shown below for the four themes:

Theme	Task	Aim	Executive Director Lead
Strategy	Revise Trust strategy and Values	<p>Develop a fully engaged, collaborative 5 year Organisational strategy which complements and supports Local and System strategies.</p> <p>Ensure the people we serve are at the forefront of our ambitions.</p> <p>Following full workforce engagement launch new Values for our Organisation</p>	Chief Strategy Officer
Operations	Organisational Restructure 2021	Align the Trust's structure with current national policy direction incorporating Population Health, Integration and Health inequalities	Chief Operating Officer
	Urgent care model development	Provide a modern urgent care facility for the people of Wirral	Chief Finance Officer
	Partners for Change: 3 Conversations Transformation programme Adult Social Care	Work with Wirral Council and Partners for Change to co design, implement and evaluate innovation sites aimed at delivering more personalised support and reduction in the number of times individuals need to re-refer for help	Chief Operating Officer
Quality	Quality Strategy Plan	<p>Involve people as active partners in their wellbeing and safety, promoting independence and choice</p> <p>Nurture an improvement culture focused on consistently delivering effective, efficient care</p> <p>Further strengthen our positive safety culture, promoting psychological safety and supporting reflection</p>	Chief Nurse

	Regulatory preparedness	<p>For Organisation to move out of Requires Improvement rating</p> <p>Ensure the Trust is prepared for proposed changes to Adult Social Care regulation</p>	Chief Nurse
People	People Strategy Plan	<p>Support our people's health, wellbeing and recovery from the pandemic to allow them to perform at their best</p> <p>A compassionate and inclusive culture, where our people can thrive at work</p> <p>Outstanding opportunities for our people and communities to develop their skills and experience as our employees</p> <p>Modern, agile, integrated working practices, to meet changing population needs</p>	Director of HR & OD

As part of the work plan, the Trust's five-year Strategy will be developed and launched. The strategy will set out how the Trust will continue to offer outstanding care, develop our services further, and continue to work closely with our partners in the creation of the new Integrated Care System.

