

Chair's Report - February 2020

Council of Governor Elections

We are pleased that following our recent governor elections we have now filled all of our vacant seats and have a full Council of 21 members. The full list of governors is available on our website via the following link <https://www.wchc.nhs.uk/about/board-governors/governors/>

I am particularly pleased that we have a full appointed governor constituency supporting our continued work with partners and stakeholders across the health and social care economy. I look forward to their valued contribution and support to the Trust.

Council of Governors Development Day

The Council of Governors development day originally planned for 19 November 2019 was postponed due to the number of apologies received. However, we combined the agenda for this meeting with an induction for our new governors and had a very productive day as the full Council of Governors on 13 January 2020.

We introduced our new governors to the services provided by the Trust and the statutory duties of Foundation Trust governors. We also had a number of interesting presentations and discussions on key topics of interest raised by our governor colleagues. These included a summary of our progress in addressing the recommendations and actions from our last CQC inspection and a demonstration of the SAFE tool. We also welcomed the Integrated Children's Division to the meeting to provide governors with an overview of the new Wirral 0-19 service contract which will go live from February 2020.

It was a very engaging meeting and we look forward to continued close working with our Council of Governors over the next calendar year.

Well-Led Developmental Review

The Trust's developmental review of leadership and governance using NHS Improvement's Well-Led Framework has almost concluded with the board having received a summary of the key findings at an informal session in December 2019.

A further paper will come to board in April 2020 confirming the actions that have been agreed for the board.

I would like to extend my thanks to all colleagues involved for their candour and support in the process. This is a significant piece of work for the Trust and particularly the Board of Directors to ensure we continually develop and improve our approach.

HEART awards

We are counting down now to our annual staff awards celebration on 13 March 2020. Our HEART Awards always provide an important moment to recognise and celebrate the amazing efforts, professionalism and commitment of our staff. This year we received more nominations than ever and those that participated in the judging day in mid-January 2020 reflected on the high standard and wonderfully uplifting submissions.

The People's HEART award is the opportunity for our local community to get involved and nominate a member of our staff. The closing date for nominations was 31 January 2020.

Revised board & committee cover sheet and report templates

As previously reported, we have been testing a newly refreshed coversheet and paper template for board and committee meetings as part of our commitment to continuous improvement for governance arrangements. We have engaged with senior leaders across the Trust, reported progress to the Audit Committee and tested the new approach through the Quality & Safety Committee. The new template has now been disseminated for use across the Trust.

Board annual cycle of meetings

We have revised our bi-monthly schedule of formal board meetings to meet in public session to February, April, June, August, October and December each year. The intervening months will remain as informal board meetings.

The dates of all forthcoming board meetings are available on our website via the following link <https://www.wchc.nhs.uk/about/events/>

Governance arrangements

As previously reported, we have been testing and embedding new governance arrangements at committee and sub-committee level with the establishment of a new governance structure and the introduction of the new Trust Information Gateway (TiG) allowing more real-time analysis of performance data.

As members of the board, and in part through the well-led developmental review, we have been reflecting on these new arrangements. We have seen improved information flows and greater assurances from front-line services to committees of the board, but we want to formally test the arrangements we have put in place. We are therefore looking forward to an internal audit review from MiAA to review our governance structure and particularly the flow of information. This will report to the Audit Committee with key findings highlighted in this report when it is concluded in March 2020.

Informal board programme and board development

Following a recent procurement exercise, we will be working with Gatenby Sanderson during 2020-21 on a programme of board development events. These events will sit alongside our bi-monthly informal board meetings and will focus on the role of the unitary board particularly in the changing landscape and cross-system working. I am looking forward to working with my board colleagues on this exciting programme and sharing our insights and learning with colleagues across the system and with our Council of Governors.

Our programme of informal board meetings is being refreshed for 2020-21, building on the success of the last year. These sessions have become an important forum for broader debate and discussion, and learning across the board. In December 2019, we were also delighted to welcome the winners of the HEART awards 2019 to join the board for lunch; this was a wonderful opportunity to recognise the success of our colleagues and talk to them about their work in the Trust. My thanks to all those who were able to join us.

Healthy Wirral

I continue to participate actively in the Healthy Wirral programme of work and appreciate valuable discussions with Chair colleagues across the system.

In the last two months, the Chairs have led the process to appoint an independent Programme Director to the Wirral system. We are pleased to have the support of Martin Wakeley who brings extensive NHS experience working across complex systems. Martin will report to the system chairs through the Independent Chair, David Eva and is starting to work across the system with immediate effect. It has been agreed that Martin will be hosted by this Trust.

Finally, I have enjoyed some visits to clinical services and in particular spent an enjoyable lunchtime with colleagues in Cheshire East just before Christmas. Formally, I was there to deliver some biscuits on behalf of the board to recognise the commitment of our staff, but our colleagues there went even further and provided me with a wonderful buffet lunch and most importantly an opportunity to chat to the teams. I was also pleased to have the opportunity to observe a baby clinic in action.

I invite the members of the Board of Directors to receive this report for information.

Michael Brown
Chair

27 January 2020

Lead Governor Report

Council of Governor elections

Following the declaration of results from our recent Council of Governor elections, we are delighted to welcome new staff, public and appointed governors to the Trust. For the first time, the Trust has an elected public governor representing the Rest of England constituency which recognises the services and the communities the Trust serves in Cheshire East.

The names of all governors are available on the Trust's public website via the following link <https://www.wchc.nhs.uk/about/board-governors/governors/>

All governors can be contacted via the Corporate Affairs Team at the Trust as follows:

catherinegallagher@nhs.net or on the phone at 0151 514 2203

Council of Governor induction & development day - January 2020

We were pleased to spend a productive induction & development day, with both new and existing governors in early January 2020. It was a busy and engaging agenda which covered a number of key topics which we developed in collaboration with the Trust:

- Importantly, we revisited the core statutory duties for Foundation Trust governors.
- We discussed the current Wirral health and social care position and the valuable role the Trust is playing in the system.
- We spent some time considering how we can effectively represent the views of the membership and the wider communities of Wirral and Cheshire East and we received the new CQC publication *"Care Quality Commission and Foundation Trust Council of Governors working together: a guide for Council of Governors about the CQC"*. This includes a useful section on representing people which we continue to consider through all our discussions and engagement forums with the Trust.
- We received a valuable update on the clinical governance framework (SAFE) the Trust has embedded across all services and a briefing from the Director of Nursing on the intention for a refreshed Quality Strategy.
- Finally, we welcomed, and were interested to hear from the Trust's Integrated Children's Division on the important services they deliver to children and young people and their families across Wirral and Cheshire East. As governors we are very supportive and interested in the role and contributions of the Trust's Young Peoples Panel (INVOLVE) and I am looking forward to attending their next meeting at the end of January 2020.

It was a very engaging day and we look forward to our next development day at the end of March 2020.

Your Voice group

In respect of the duty upon us as governors to represent people, we recognise the Your Voice group as a valuable engagement forum. The group last met in mid-January 2020 with good attendance and contribution from governor colleagues, public members and Trust staff.

The meetings are always very engaging and the Trust shares openly with all members with the principle aim to ensure every opportunity for involvement, feedback on services and input to service redesign is realised.

We are going to strengthen and formalise the relationship between the CoG and Your Voice by providing a report on the work of the group at each formal CoG meeting. As governors we will also share with Your Voice members the key priorities and areas of focus for the CoG to allow them to share their views with us.

Finally, we are delighted that the Your Voice group will formally come together with the INVOLVE group twice each year.

Governor quality forum

The governor quality forum met in January 2020 and Veronica Cuthbert, new public governor for Wirral South assumed the Chair from Lynn Collins, public governor for Wirral West. Thanks to Lynn for her time as Chair of this important group.

Prof. Chris Bentley, Non-Executive Director and Chair of the Quality & Safety Committee was in attendance with Paula Simpson, Director of Nursing. The group received a briefing from Prof Bentley on the work of the Quality & Safety Committee, discussed the current good performance in relation to quality goals and considered the forward planning of quality goals for 2020-21.

HEART Awards judging

A number of governors were pleased to be able to participate in the HEART Awards judging day on 18 January 2020. The standard of nominations across all categories was incredibly high and we look forward to the shortlist being announced in the next few weeks and the ceremony on 13 March 2020.

Formal Council of Governors meeting - February 2020

The next formal meeting of the CoG will take place on 10 February 2020. The details are available on the Trust's public website via the following link

<https://www.wchc.nhs.uk/about/events/council-of-governor-meeting/>

We are looking forward to an interesting agenda with a focus on forward planning for 2020-21.

Bill Wyllie
Lead Governor (public governor, Wallasey)

27 January 2020

Chief Executive Report - February 2020			
Meeting	Board of Directors		
Date	05/02/2020	Agenda item	8
Lead Director	Karen Howell, Chief Executive		
Author(s)	Alison Hughes, Director of Corporate Affairs		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>		To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>
Purpose			
<p>The purpose of this report is to appraise members of the Board of Directors on developments of national interest, and issues relating to the local health and social care economy, particularly those that may impact upon the Trust, and its further development.</p> <p>This report also intends to provide a brief overview of the communications and engagement activities undertaken by the Chief Executive, both internally and externally and any forthcoming events.</p> <p>Finally, this report includes a summary of business conducted through the Executive Leadership Team meetings during November & December 2019 and January 2020</p>			
Executive Summary			
<p>The Chief Executive's report provides an update on matters of interest at a national, regional and local level. The report also celebrates many good news stories from the Trust and shares information on the work of the Executive Leadership Team.</p> <p>The monthly Executive Brief is attached to the report for information.</p>			
Risks and opportunities:			
No risks identified.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No This report is for information and assurance only on key news items and developments. Specific projects or initiatives referred to in this report are managed separately and in accordance with Trust policy to complete the necessary EI and QI assessments.			
Financial/resource implications:			
No financial or resource implications.			
Trust Strategic Objectives			
Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			
Our Populations - outstanding, safe care every time	Our People - improving staff engagement	Our Performance - delivering against contracts and financial requirements	
Board of Directors is asked to consider the following action			
The Board is asked to note the contents of the report and be assured by the updates provided.			

Report history		
Submitted to	Date	Brief summary of outcome
Board of Directors	Bi-monthly regular report to public Board of Directors	The report is received for information and assurance purposes.

Chief Executive's Report - February 2020

National news and developments

2020 - The Year of the Nurse & Midwife

1. 2020 is Florence Nightingale's bicentennial year, designated by the World Health Organisation as the first ever global Year of the Nurse and Midwife.
2. Nurses and midwives make up the largest numbers of the NHS workforce. They are highly skilled, multi-faceted professionals from a host of backgrounds that represent our diverse communities.
3. 2020 is our time to reflect on these skills, the commitment and expert clinical care they bring, and the impact they make on the lives of so many. This year is also an opportunity to say thank you to the professions; to showcase their diverse talents and expertise; and to promote nursing and midwifery as careers with a great deal to offer.
4. NHS England is planning a series of activities to celebrate the professions and here at the Trust we are thrilled to be getting involved and recognising the amazing nursing workforce that is so important to the people of Wirral.
5. We will be officially launching our campaign at the 2020 HEART award. The campaign will be built around effective nursing in the community being the backbone of local and sustainable healthcare. It will also highlight how our nurses provide treatment and care in people's homes, residential/care homes, community centres, clinics or schools and are involved in people's lives from birth until end of life care.

Social Work England

6. From the end of November 2019, Social Work England took over from the Health and Care Professions Council as the new specialist regulator for the profession. As the regulatory body, it will be responsible for ensuring that people receive the best possible support whenever they might need it in life. We look forward to working with Social Work England and continuing to promote the highest standards of practice.

Social Care Reform - new government's priority

7. Following the election in December 2012, the Prime Minister has further reiterated the new government's health pledges including the funding boost, new hospitals, car parking and the recruitment of GPs. He has also said that the government will be bringing forward their social care plan "this year" and will "get it done within this Parliament". He added that "this is a potentially massive change in how we fund social care and we've got to get it right".
8. NHS Providers responded to these comments urging the government to keep social care reform in its sights as a top priority. They commented that *"The NHS and social care are two sides of the same coin. We can't make the improvements to the NHS that people want to see without putting social care back on a sustainable footing."*

New Year's resolutions for community services

9. Andrew Ridley, Chair of the Community Network published an interesting blog reflecting on the achievements for community services over the last year following the publication of the long-term plan, and sets out some new year's resolutions for community services.
 - Provide community services with a level playing field
 - Make community services key partners in the delivery of primary care networks (PCNs)

- Make the most of what digital can offer

10. The blog can be accessed via the following link <https://nhsproviders.org/news-blogs/blogs/community-services-my-new-year-s-resolutions>

Roll out of community rapid response teams

11. The New Year has seen an important announcement from NHS England on the roll out of community rapid response teams to support older people in their homes and keep them out of hospital. It is anticipated that this will begin in Spring.
12. These community crisis teams will be officially piloted in seven areas this year, with the plan to roll out the model across the country by 2023. Several places have already introduced similar teams and reduced A&E demand. As well as guaranteeing rapid responses to crises, such as falls and minor infections, the aim is also to guarantee care packages within two days for hospital patients who are ready to be discharged from hospital.
13. In the Nursing Times, Andrew Ridley, chair of the Community Network, has said; *"There is understandable concern about the pressure on A&E departments but part of the reason why there is so much pressure in hospitals is because there is not the resource to manage emergency demand within the community care sector. This announcement is a welcome first step towards supporting patients in the community with emergency help in two hours and making sure they receive services to help them back to independence with two days. Achieving this across England will be massive challenge, but with resources our members providing community services can achieve this with support from social care, family doctors and others in the community."*
14. Matthew Winn, Director of Community Health and SRO for the Ageing Well Programme for NHS England/Improvement and Chief Executive of Cambridgeshire Community NHS Trust has also written an interesting commentary piece on this in the HSJ. He said;

"The national ambition....will only be possible if we make the cultural changes in how providers operate together, and if relationships between health and social care professionals and organisations are good."

It is only by getting to the stage where we can take risks together that we will be able to provide easily accessible services for our local residents. And to take those risks, trust is required - trust that a partner can and will keep their end of the bargain, and pick up someone's care".

Improvements in Speaking Up Culture

15. A new report by the National Guardian's Office reveals that over the last year cases of speaking up to guardians have risen by 73%, compared to 2017/18.
16. Of the 12,000 cases raised between 1 April 2018 and 31 March 2019, guardians reported that almost a third included an element of patient safety/quality of care, and just over 40% included an element of bullying/harassment.
17. The report also confirmed that there are now Freedom to Speak Up Guardians in every trust in England.
18. Locally we have refreshed our Freedom To Speak Up policy taking account of new national guidance. The name of the policy has now changed to 'Speaking Up' aiming to encourage everyone to identify opportunities for improvement and learning as well as concerns.

Winter pressures felt across all NHS sectors

19. The latest monthly combined performance data and weekly winter reporting data has been published by NHS England and NHS Improvement.
20. The monthly figures (for December 2019) show that A&E performance dropped to 79.8% against the four hour standard, down from 81.4%, and A&E attendances are 6.5% higher than the same time last year.

21. The monthly statistics also showed that the elective care waiting list is 4.42 million, and cancer saw all three main standards missed for the fifth time this year.
22. The most recent weekly data shows that length of stay has worsened - compared to the same point last year there are approximately 6% more patients staying longer than 7, 14 and 21 days.
23. These weekly figures also showed that ambulance arrivals are very high at 100,569 and 18.1% of all patients arriving by ambulance were delayed by 30 minutes or more.
24. In Wirral these pressures are no different and we continue to work alongside our system partners to support the avoidance of admissions to hospital and timely discharge as appropriate. The integrated workforce of community health and social care professionals from this organisation, have made a significant impact on the performance of the system over the winter period.
25. Further information and assurance on the work delivered by our Trust is included in the Whole System Integration Paper presented by our Chief Operating Officer.

2020/21 NHS Standard Contract

26. The NHS Standard Contract is mandated by NHS England for use by commissioners for all contracts for healthcare services other than primary care.
27. NHS England is currently consulting on proposed changes to the NHS Standard contract.
28. Proposed changes includes those relating to patient safety and infection prevention and control, significant requirements regarding workforce, implementing a 'Green Plan' and changes to technology, booking systems and data requirements. The deadline for feedback on these proposals is 31 January.
29. We are submitting a response to NHS England.

Primary Care Network (PCN) service specifications

30. The DRAFT PCN service specifications have recently been out for consultation; the responses were submitted by 15 January 2020.

Local news & developments

Flu campaign

31. Our annual staff flu campaign has been a great success with over 82% of our eligible workforce protecting themselves, their teams and our communities.
32. Every member of staff who gets their vital flu vaccination is also protecting a child from measles as we continue to support UNICEF this year, and their work to save the lives of children across the world.

Mandatory training - sustained strong performance

33. Strong mandatory training compliance across the Trust continues to be sustained with compliance of 95.1% at the end of December 2019. This is an important measure for the Trust to ensure all staff remain up to date with training and my thanks are extended to all for this strong performance.

Contract performance

34. At the Joint Contract Meeting with CCG and Local Authority commissioners in January 2020, the Trust was recognised as performing exceptionally well with 94% of Key Performance Indicators (KPIs) green or amber in December 2019.
35. This is a tremendous achievement particularly given the increasing demand and pressure in the system and I acknowledge our whole workforce in this sustained strong performance. It is fantastic to hear our KPI performance is recognised without exception.

HEART Awards - shortlist announced!

36. The shortlist for our 2020 HEART Awards has been published and I would like to extend huge congratulations to all those who have been shortlisted. This year we had more entries than ever before, exceeding more than 100 nominations, which meant an even more difficult job for everyone that took part in judging day.
37. Our People's HEART Award is once again open to our local community, patients and service users to nominate and recognise a member of our workforce or a team that has provided wonderful care and service. The nominations close on 31 January 2020 and we are grateful to our governors who give their time so freely to judge the many entries we always receive.
38. As always I am inspired and humbled by reading the nominations. There is so much fantastic work going on in the Trust to ensure we provide the highest quality services and to improve the lives of the people we care for.
39. The awards really are one of the highlights of our year, a magnificent evening of celebration, recognition and heart-felt thanks.

NEW public website launched

40. At end of last year we launched a new public website for the Trust and the feedback received so far has been highly positive. This was a tremendous piece of work led by our Communications & Marketing Team and involved a full audit of the old website with every page and document reviewed; over 200 pages of content have been updated or created and 500 documents and resources checked and transferred to the new site.
41. The new website is our digital shop window showcasing the services we offer to people in Wirral and Cheshire. It has a new web address to reflect our new organisational name and is better designed and more accessible across multiple platforms and devices (i.e. smart phones and tablets).
42. The new site can be accessed via the following link and we actively welcome feedback from staff, stakeholders and the community of Wirral - <https://www.wchc.nhs.uk/>

Chief Nursing Officer - visit to the Trust

43. We were honoured to be visited by Dr Ruth May, Chief Nursing Office for England in November 2019.
44. The visit came about because one of our community night nurses tweeted Ruth directly and invited her to come and see the great work we do here. It was wonderful to see and feel the excitement amongst all of our nursing staff, all incredibly keen for an opportunity to showcase services and to meet Ruth and talk about nursing care.
45. Over sixty staff joined the event to share details of who we are and what we do, and an hour long discussion and Q&A session with Ruth just wasn't long enough. We had children in nurses uniforms pledging to be our workforce of the future and our 'Involve' group of young people joined us.
46. As a wonderful conclusion to the event three of our staff were presented with coveted Chief Nursing Officer Awards.
 - Claire Wedge, Deputy Director of Nursing was presented with the Gold CNO award for being an inspirational leader who shows great compassion towards patients and colleagues alike, and for her significant contribution to delivering quality services, including the development of our SAFE system and the clinical innovations scheme.
 - Our Teletriage Team was awarded the Silver CNO award in acknowledgement of their leadership in relation to innovation and advancement of technology. They were recognised for their willingness to go above and beyond to get the Teletriage Service implemented across the local economy, and for true resilience, ensuring that we are

providing excellent care to care home residents whilst supporting the wider health economy in avoiding inappropriate admissions to A&E.

- Emma Taylor, Nurse Practitioner for Older People was presented with the Silver CNO Award in recognition of her contribution to improving care for individuals suffering with Dementia and their families/carers by introducing 'Forget Me Not' stickers discretely placed on the front door of patients who suffer with dementia, so that health and care professionals are all aware of the patient's condition.

The Prince's Trust - 'Get into Admin and Community Health Services' programme

47. During November 2019 we were very proud to be one of only a handful of Trusts working with The Prince's Trust on their programme for local young people.
48. 16 young people had placements across services and divisions, developing new skills and gaining experience of administrative services and working in teams.
49. To mark the end of the placements, we held a wonderful celebration event at St Catherine's Health Centre and we were delighted to be joined by the Lord Lieutenant of Merseyside to recognise the achievements and contribution of the young people who participated.
50. One of the young people shared some reflections after completing the programme;

"As much as I enjoyed the duties I have been given, the biggest thing that I have enjoyed here is the comradery between staff. They have been so helpful and supportive, it has made my time here very insightful, enjoyable and I felt instantly welcome. I was surprised at how willing my colleagues were in taking time out to thoroughly explain things to me, and ensured I was actively participating, which has pushed me to try and excel and meet the high standards that the teams have".

51. We will be supporting this programme again this year and look forward to engaging with a new cohort of young people.

Building for the future sustainability of the Trust - new Chief Strategy Officer appointed

52. Following recent reports I am delighted to confirm that we have successfully appointed a Chief Strategy Officer for the Trust.
53. Tony Bennett will join us on 3 February 2020 having worked in the NHS for 23 years. Tony started his career at Royal Liverpool & Broadgreen University NHS Trust in 1996 before moving to Liverpool Heart & Chest NHS Foundation Trust in 2001.
54. Privileged to have worked in both a clinical and non-clinical capacity Tony has extensive knowledge working within both operational and strategic positions. Tony has a BSc in Clinical Physiology, an MSc in Health & Social Care Management and in 2018 he received the NHS Academy Nye Bevan Executive Leadership Award
55. Tony has significant experience delivering and leading community services and stakeholder/partnership working to build sustainable services ensuring people receive timely access to high quality care.
56. His key areas of expertise include strategy, service redesign, quality improvement and business development with a successful track record delivering transformational change within healthcare.
57. We are all looking forward to working with Tony and welcoming him to the Trust.

National NHS staff survey

58. The national NHS staff surveyed closed in December 2019 and 52% of our staff took the opportunity to respond. This is an increase from last year when 50% of staff provided feedback.
59. The results will be available in February/March 2020.

NHS Provider Licence

60. We have received a revised NHS Provider Licence from NHS Improvement / NHS England reflecting the new name of the Trust. This supports our revised constitution approved through our Council of Governors and the Board of Directors.

EU Exit Planning

61. The Quality & Safety Committee received an EU Exit Update at its meeting on 22 January 2020. This confirmed that, following the vote at the second reading of the Withdrawal Agreement Bill on 20 December 2019, the Department of Health and Social Care had advised that no-deal preparations should cease.
62. As an NHS organisation, the Trust has been asked to retain a key point of contact should we need to mobilise an operational response in late 2020 to address the risk of disruption caused by the potential inability to reach a trade deal with the EU by the end of 2020, and to support embedding agreed legacy items. This key point of contact will be David Hammond, Associate Director of Partnerships & Strategic Development.

Healthy Wirral - Neighbourhood development

63. The Whole System Integration Update report from our Chief Operating Officer provides further detail on the breadth and depth of our involvement in system transformation and neighbourhood development.
64. It is worthy of note however that significant progress is being made as part of the Developing Integrated Services work stream within the Healthy Wirral Neighbourhood board which I chair.

Healthy Wirral - Independent Programme Director

65. I was pleased to meet the new Independent Programme Director for Healthy Wirral and look forward to working with him and system partners to respond to his recommendations for system transformation and improvement.
66. The Healthy Wirral Programme Board Strategy workshop took place on 23 January 2020. With participants from across the health and care economy having valuable discussions to prioritise the work streams within the People Programme. There is an acknowledgement of the importance of delivering tangible outcomes which have an impact in relation to the workforce challenges currently faced across all sectors.

Sustainability & Transformation Plans - NHS Cheshire & Merseyside Health & Care Partnership

67. I was pleased to meet with the new Independent Chair for the HCP Alan Yates on 7 January 2020.
68. The Cheshire & Merseyside Strategic Workforce Programme Board is maintaining pace and receiving national recognition for the work we are doing to identify, train and retain our future workforce. It is a privilege to Chair this board working with colleagues across the region that are passionate about the future workforce challenges and opportunities.

Communications and Engagement

69. I continue to enjoy a programme of communications and engagement activities locally, regionally and nationally and since last preparing my report I have been involved in a number of local and regional events and meetings.
70. I attended the NHS Providers Chairs and CEO meeting in early September 2019; these meetings are always very informative and engaging providing an opportunity to share and exchange ideas with fellow Chief Executives.
71. We held our autumn Leadership Forum in early October 2019 which brought together over 60 senior leaders from across the Trust. We continued our theme of building and specifically considered the importance of building and maintaining an organisational culture. There was a

lot of energy and enthusiasm in the room as we discussed the principles of Just Culture and our responsibility as senior leaders to set the culture within our teams. I always enjoy these events having an opportunity to network and hear from colleagues across the Trust.

Summary of Executive Leadership Team (ELT) business

72. The following is a summary of issues discussed by ELT during November, December 2019 and January 2020 together with subsequent reporting routes through the board and committee structure.

- Regular updates are provided to ELT as follows:
 - NHS Cheshire & Merseyside Health & Care Partnership, which is reported to the Board of Directors through this report and board development sessions.
 - Integration and system-wide planning for Healthy Wirral, the status of which is reported to each meeting of the Board of Directors
 - On-going business development opportunities and any re-tendering of services including the financial, workforce and quality/safety impact, reported through Business Development Report to the Board of Directors
 - CQC assurance reports which is reported to the Quality & Safety Committee
 - Assurance on NHS preparedness for EU Exit
- During November, December 2019 and January 2020, further specific topics discussed by ELT have included:
 - Weekly updates on system performance and the Trust's contribution to effective operational delivery across the system.
 - A weekly update on the Trust's progress towards achieving its Cost Improvement Programme.
 - Weekly briefings (from 28 January) from the Freedom to Speak Up Guardian
 - An update on the Adult Social Care Safeguarding Peer Review.
 - Regular updates during November and December on progress towards achieving the flu vaccination target of 80% of frontline clinical staff.
 - Assurance on the development of the organisation's revised Quality Strategy with a request for comments from ELT to inform further development of the Strategy.
 - Updates on the discussions regarding a proposed new commissioning model for Transfer to Assess beds.
 - An update on apprenticeship activity, opportunities and approval of an apprentice salary scale.
 - An update on the planned introduction of the Liberty Protection Standards which replace the Deprivation of Liberty Safeguards (DoLS) and assurance on the actions being taken to ensure readiness.
 - A discussion on proposals to enable closer more localised and integrated working with Primary Care Networks in South Wirral.
 - A presentation from the Director of Nursing at Warrington & Halton Trust on their 'Moving to Good' CQC journey.
 - Partial approval of a business case for digital transformation within the organisation, with agreement that the position would be reviewed when the Chief Strategy Officer was in post.
 - A discussion on the relaunch of the Elective Care Programme for 2020 – 2025.
 - Regular updates and provision of comments on the development of the Trust's Workforce Plan.
 - Regular updates on the risks presented by the poor performance of the laboratories providing community sample testing as part of the National Chlamydia Screening Programme and under-performance in relation to wider test turnaround times.
 - Approval of a draft statement of intent to commit the Trust to a programme of work with WUTH to develop and evaluate a new ophthalmology model.
 - Approval of a proposal for the Trust to become a beta-site NHS England's volunteering cadets programme with the aim to roll out the full NHS Cadets Programme in September 2020.

- Assurance regarding the timely response to safety concerns identified by the Trusts' Clinical Risk Management Group.
- Review and approval of the draft Internal Audit Plan for 2020/21.
- A number of revenue business cases were also received and approved by ELT in accordance with Standing Financial Instructions and Delegated Financial Limits.
 - Approval of a business case to fund external support from the NHS Transformation Unit to develop cost improvement programme targets as well as investment in neighbourhood delivery for pathways.
 - Partial approval of a business case for additional investment in the Learning & Organisational Development Team.
 - Approval of a business case for funding to support the goals of the Trust's Wellbeing Delivery Plan.
 - Approval of a business case for a mobilisation of a revised staffing model in the Urgent Treatment Centre.

Conclusion

73. I hope you find this report interesting and helpful and it provides a clear description of the national, regional and local environment within which we are working and the key activities underway to address our priorities.

Karen Howell
Chief Executive

Alison Hughes
 Director of Corporate Affairs

27 January 2020

GLOSSARY:

CCG	Clinical Commissioning Group
WUTH	Wirral University Teaching Hospital NHS Foundation Trust
NHSI	NHS Improvement
NHSE	NHS England
CQC	Care Quality Commission
ELT	Executive Leadership Team
KPIs	Key Performance Indicators

Reports from the sub-committees of the Board and Informal Board - November 2019 - January 2020

Meeting	Board of Directors		
Date	05/02/2020	Agenda item	9
Lead Director	Karen Howell, Chief Executive		
Author(s)	Non-Executive Chairs of the committees		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<p>The reports from the sub-committees of the Board are presented as verbal updates from the Non-Executive Chairs of the committees.</p> <p>The purpose of these updates is to provide a summary of the key topics discussed at each, any approvals given and to highlight any areas for escalation to the Board of Directors.</p> <p>A written summary report is also provided on the bi-monthly Informal Board meetings which form part of a formal programme of informal sessions.</p>			
Executive Summary			
<p>The sub-committees of the Board meet on a bi-monthly basis with the Audit Committee meeting five times each year.</p> <p>This report includes reports as follows;</p> <p>Quality & Safety Committee - November 2019 & January 2020 Education & Workforce Committee - December 2019 (<i>meeting held in January 2020</i>) Finance & Performance Committee - December 2019 (<i>meeting held in January 2020</i>) Audit Committee - December 2019</p> <p>The report from the Informal Board meeting summarises the key topics discussed in December 2019.</p> <p>There is no report from the Staff Council as the scheduled meeting in December 2019 was postponed due to members' availability.</p>			
Risks and opportunities:			
No risks identified			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached No Equality Impact Assessment completed and attached No The committees receive QI and EI assessments for specific programmes of work or procedural documents as they are presented. There is no assessment associated with these verbal or written updates.			
Financial/resource implications:			
No financial or resource implications identified			

Trust Strategic Objectives

Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.

Our Populations - outstanding, safe care every time	Our People - improving staff engagement	Our Performance - delivering against contracts and financial requirements
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Board of Directors is asked to consider the following item

The Board of Directors is asked to note the contents of the report and be assured by the updates provided.

Report history

Submitted to	Date	Brief summary of outcome
Board of Directors	Bi-monthly regular report to public Board of Directors	The report is received for information and assurance purposes.

Briefing from Informal Board Session - February 2020

Purpose

1. This is a brief report to record the key topics discussed and the information shared at a Board development session held on 4 December 2019.
2. The Board of Directors meets on a bi-monthly basis for dedicated development time to consider key strategic items and support organisational planning. The Chairman of the Board will call further development sessions if and when required.

Key Topics discussed

3. The Director of Corporate Affairs and Deputy Chair welcomed the Head of Corporate Governance to provide the members of the Board with an initial briefing and summary of key findings following the developmental well-led review. The Board acknowledged the support and involvement of all those who participated in interviews and focus groups and welcomed the opportunity to consider the areas identified for further development and recognised the areas of good practice. It was noted that a summary paper would be presented to the Board in February 2020 and further action planning would take place at the next informal board session in March 2020.
4. The Non-Executive Directors shared their reflections and learning from the SAFE focus groups that have been taking place across teams and services in the Trust. The focus groups, facilitated by NEDs have been well received by all involved and have provided a valuable opportunity for teams and services to showcase their areas of good and outstanding practice and also talk with honesty about areas for further development and improvement. The NEDs reflected on the support and care seen amongst teams for each other, the enthusiasm and commitment to deliver to the highest of standards and the willingness to improve and share new ideas. The Director of Nursing reflected that the summary reports from the SAFE focus groups were shared with the teams and would be presented to the SAFE meeting for further assurance.
5. The lunch & learn session in December 2019 was extended to a celebratory lunch, with all of the winners of HEART awards in 2019 invited to join the members of the Board. This was a great opportunity to catch up with colleagues and recognise the amazing work delivered by our teams, clinical and non-clinical.
6. The Director of HR & Organisational Development provided the Board with an update on the progress to deliver on the HR Transformation Plan. It was noted that the action plan was tracked through Executive Leadership Team meetings but an update was provided for further assurance.
7. The Accountable Officer of the CCG, Simon Banks joined the members of the Board to provide a briefing on the review of the 5-year plan for the Healthy Wirral programme. This was an informative and productive sessions with some interesting discussion and debate; the Board of Directors confirmed that comments on the draft strategy had been share with the CCG for consideration. Overall the plan was considered to be inspirational with opportunity to consider more specific targets and ambitions for the population of Wirral.

8. Finally, the members of the Board completed some group work looking at evidence in relation to the CQC fundamental standards; safe & care treatment (reg 12) and Duty of Candour (reg 20). It was noted that this had been agreed through the SAFE group and Quality & Safety Committee to provide an opportunity for members of the Board to review evidence and compliance against each of the regulations.
9. The Chair summarised the key topics covered during the day, specifically noting any items requiring further action.

Alison Hughes
Director of Corporate Affairs

27 January 2020