

## **Chair's Report - October 2021**

I am pleased to provide a written report to the Board of Directors which covers some key updates for members' attention and assurance.

### **Resetting governance arrangements**

The reset and restart of our governance arrangements has continued with the inaugural meeting of the Integrated Performance Board taking place on 29 September supported by a refreshed performance dashboard in the Trust Integrated Gateway (TIG). The IPB will provide an important information flow and source of assurance for the committees of the Board to discharge their duties effectively.

Each of the committees of the Board has reviewed and refreshed their Terms of Reference to reflect new reporting lines within the governance structure; these will be received on today's agenda. The Chairs of each committee will also provide an update on the meetings during August and September on today's agenda.

The arrangements at local level are also being refreshed to provide greater clarity and consistency on reporting, oversight and escalation, supported by the Trust Information Gateway (TIG) and relevant policies.

The transition from emergency governance arrangements to the new structure has provided an opportunity to refine and strengthen processes across the Trust and in the context of continuous improvement these arrangements will be tested robustly over the next 6 months to identify any gaps or further opportunities to improve.

### **External well-led developmental review**

An important test of governance arrangements across the Trust will be a forthcoming external well-led developmental review, commissioned from Mersey Internal Audit Agency. Further information on this review is included on the agenda for Board assurance.

We look forward to revisiting the work completed internally pre-pandemic and having an opportunity to test this through an independent and external review against the NHSE/I and CQC well-led framework.

This piece of work will commence during October and is anticipated to conclude by the end of the calendar year.

### **Council of Governors**

The Council of Governors met formally on 30 September 2021 with items including the new Community Intermediate Care Centre (CICC), the reset of services across the Trust, staffing updates and a report from the Chair of the Governor Quality Forum.

The meeting also received an update on the work of the governor Audit sub-group which is taking forward the appointment of external auditors for the Trust, and an update from the Chair of the Audit Committee on the Annual Report and Accounts for 2020-21 was provided.

A briefing on the forthcoming governor elections was shared with confirmation that 6 seats are up for re-election across the constituencies as follows;

- Wallasey x 2 public governors

- Birkenhead x 2 public governors
- Wirral South & Neston x 1 public governor
- Staff x 1 governor

I would like to extend my sincere thanks to those governors who are reaching the end of their current terms of office. I hope that they may be willing to stand for re-election and continue to support the work of the Trust.

The election process will commence on 4 October 2021 with declaration of results on 13 December 2021.

I note, in particular, thanks to Bill Wyllie who has confirmed his intention not to stand for re-election as public governor for Wallasey. Bill has been the Lead Governor for the last 2 years and informed me of his decision to stand down from this role with effect from 30 September 2021 to allow time to support a new Lead Governor before he formally leaves his seat at the end of his current term of office.

The important matter of electing a new Lead Governor has therefore been concluded with all members of the Council of Governors. Following an invitation for expressions of interest, I am pleased to confirm that Lynn Collins has been duly elected as the new Lead Governor and I very much look forward to working with her.

### **Non-Executive Director appraisals**

I would like to report that I have completed appraisals of all Non-Executive Directors (NEDs), and my appraisal as the Chair of the Trust has been completed by our Senior Independent Director, Brian Simmons. In completing my appraisal, we adopted the NHSE/I framework for Chair appraisals which has included feedback from external stakeholders and peers using the key competence areas within the national framework. The outcome has also been reported to, and approved by, the NHS Regional Director for the North West Region and noted by NHSE/I. We also considered relevant competences from this framework in the NED appraisals.

A summary of NED appraisals will be reported to the Remuneration & Nomination subgroup of the Council of Governors.

I am also pleased to report that all NEDs have completed and remain compliant with all mandatory training requirements and through their appraisals have completed annual declarations in respect of Fit and Proper Persons. The NED portfolios have been reviewed and refreshed and virtual buddying arrangements are on-going.

### **Emergency Preparedness, Resilience and Response (EPRR) Core Standards Self-Assessment**

I confirm that since the last formal meeting of the Board of Directors, we received the EPRR core standards self-assessment for 2021 and the statement of compliance for virtual approval (in accordance with terms of reference). The statement of compliance required Board of Directors approval prior to submission to NHSE/I by 1 October 2021 and therefore outside of the formal board timetable.

Of the 37 standards included, the self-assessment identified that the Trust is fully compliant in 35 of the standards and partially compliant in two of the standards providing an overall assessment of 'Substantially Compliant'. The annual process also identified an area called a 'Deep Dive' where Trusts are asked to look at a specific area that is not included in the set annual process. The Deep Dive for 2021 focused on piped oxygen and given that the Trust does not have access or control of any piped oxygen a 'not applicable' response was provided to this element of the return.

The evidence and action plans to address the two standards marked as partially compliant were shared with the Board of Directors.

The members of the Board approved the Statement of Compliance also noting that the position reported, together with the annual EPRR report and the reviewed Major Incident Plan would be presented to the Quality & Safety Committee.

This is also noted in the EPRR Annual Report on today's agenda.

### **Healthy Wirral Partners Board**

I continue to participate actively and represent the Trust in the Healthy Wirral programme of work and in a range of regional and national fora. I appreciate valuable and productive discussions with Chair colleagues across the system. I have also accepted an invitation to join the Wirral Health and Wellbeing Board.

It is a challenging and interesting "planning" environment to try within which to make progress. We have a "shadow" Integrated Care System (ICS) for Cheshire and Merseyside, now operating with an interim Chair and an interim CEO that has to develop itself into a corporate body with full functionality by April 2022. This assumes the Act of Parliament which will create this body is fully enacted: currently the Bill has been given a parliamentary second reading and Royal Assent is not anticipated until February 2022. During this period of formal political uncertainty, the way in which the new system will operate "emerge" in small pieces of guidance, which allow you to confirm or otherwise whether your working assumptions were correct.

At a Wirral level a lot of collaborative work to bring all partners together to establish a local Integrated Collaborative Partnership (ICP) is moving forward, although not helped by continuing uncertainty about the likely level of delegations from the ICS and the rules of engagement. The approach being adopted is to agree ideal arrangements to serve the residents of the Wirral in dealing with the delivery of integrated services and tackling health inequalities, whilst recognising that these arrangements might need to be adjusted at a later stage when firm regulation and authority mechanisms are fully defined. The Healthy Wirral Partnership Board has not renewed the contract for its Independent Chair on the basis that it was confident that it could make the required progress by chairing its own processes up until 1 April 2022 when the new system will be in place.

In the remaining six-month period, the first three months will be jointly chaired by myself with Cllr Yvonne Nolan and the second six months by Dr Paula Cowan and Sir David Henshaw jointly. The Partnership continues to work jointly on developing plans and holding workshops to determine the best way to operate on the Wirral, again working in a period of some uncertainty. In the meantime, work continues to refine treatment pathways across the Wirral systems to the benefit of Wirral residents and work to tackle health inequalities progresses, recently aided by a grant for enhanced IT facilities to enable data capture and analysis to guide focus on need.

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

**Professor Michael Brown CBE DL**  
**Chair**

30 September 2021

## **Lead Governor Report**

Since the last meeting of the Board of Directors, the Council of Governors met formally on 30 September 2021.

I therefore provide a summary of the items discussed at this meeting for Board noting.

### **Formal Council of Governors meeting - 30 September 2021**

The governors came together with members of the Board of Directors to consider a lengthy agenda providing important updates on both national, regional and local developments.

The first half of the agenda included business items focused on service and staffing updates and service user engagement with updates provided, at the request of governors, on the restart of services, the opening of further wards at the Community Intermediate Care Centre (CICC), the long-COVID service and the expansion of the patient and service user engagement platform. The Deputy Chief Operating Officer, the Director of Corporate Affairs and one of the Trust's Quality Leads provided these updates to the CoG.

The second half of the agenda included a number of important governance updates including a briefing from the Director of Corporate Affairs on the forthcoming Council of Governor election timetable (as described in the Chair's report), the work of the external audit sub-group (see separate update below), and the Annual Accounts and Report for 2020-21 and the Annual Members Meeting.

The important business of appointing a new Lead Governor was also considered and following an invitation for Expressions of Interest from the Chairman, submitted in advance of the meeting, the Council of Governors unanimously agreed, and Lynn Collins was duly appointed.

Each of the Non-Executive Directors of the Board provided a useful update on the business of their committees reflecting the transition from emergency to extant governance arrangements across the Trust. The Chair of the Governor Quality Forum, Veronica Cuthbert, public governor for Wirral South also provided an assurance report following a briefing from the Chair of the Trust's Quality & Safety Committee, Professor Chris Bentley.

### **Appointment of External Auditors - governor subgroup**

As reported to the Council of Governors in July 2021, a sub-group of the Council of Governors has been established to support the Trust and lead the process to appoint new external auditors. The sub-group including both public and staff governor representatives, met for the first time in mid-September to agree the process and timeline. Following agreement by the Council of Governors in January 2021, the Trust's current external auditors, Ernst & Young will remain in contract up to and including the audit of the financial year 2021-22. The procurement exercise will therefore seek to appoint auditors during 2022 in readiness for the audit of the financial year 2022-23.

The members of the sub-group met with Trust representatives from finance and procurement, chaired by the Director of Corporate Affairs to review the scope and the process. This work will continue early in the New Year following agreement from the group on next steps.

### **Remuneration & Nomination subgroup**

The RemNom subgroup of the Council of Governors, chaired by Lynn Collins, will begin a programme of work shortly to receive the outcome of the recent Non-Executive Director appraisals and to start the reappointment and recruitment process for three of the Trust's Non-Executive Directors.

Further updates will be provided by Lynn Collins in due course but thanks in advance to all Trust officers who support this important work.

### **Your Voice Group**

The Your Voice group met virtually on 21 September 2021 with governor colleagues in attendance. The focus of the agenda was on the future direction of the group supporting the delivery of the Trust's Quality Strategy and particularly the priority focused on engaged populations. The group discussed the importance of the Your Voice group providing a forum for governors to engage with members (and vice versa) whilst also providing an opportunity for services to seek input, advice and feedback from Trust members and the wider local community.

In this respect, the group agreed that Julia Bryant, Quality Lead would co-chair the meetings with Alison Hughes, Director of Corporate Affairs, thereby providing a more direct link to the work of services in respect of service user experience, co-production and quality improvement. The group agreed that a recruitment campaign to increase membership would also be launched recognising communities across Cheshire East, St Helens and Knowsley.

The meeting also included an update on the restart of services and a very useful update on the new patient experience volunteer role.

The next meeting of the Your Voice group will be in November 2021.

### **Council of Governor elections**

As reported at the formal meeting of the CoG on 30 September, the elections for a number of governor seats will commence on 4 October 2021. I would like to take this opportunity to confirm that I will not be standing for re-election and, as previously confirmed, I have formally stood down as Lead Governor. I am delighted to be able to support Lynn Collins over the coming months as she starts in post and until my current term of office formally ends.

I have been with the Trust since before its authorisation as a Foundation Trust in 2016 (during the period of the "Shadow Council of Governors") and latterly I have been the Lead Governor for the Trust. I would like to extend my thanks to all my governor colleagues both past and present, and to the Trust's executive and non-executive directors, managers and officers who have given their time, expertise, commitment and enthusiasm to the governors. I particularly wish to note my debt of gratitude to Ali Hughes, who has been untiring and unfailing in her support for my role.

I wish the Trust and all its employees the very best for the future as they devote their dedication and professionalism to the health and welfare of our community.



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

I provide this report to the Board of Directors for noting and assurance on the work of the Council of Governors.

**Bill Wyllie**  
**Lead Governor (public governor, Wallasey)**

30 September 2021

<b>Chief Executive Report</b>		
<b>Meeting</b>	Board of Directors	
<b>Date</b>	06/10/2021	<b>Agenda item</b> 8
<b>Lead Director</b>	Karen Howell, Chief Executive	
<b>Author(s)</b>	Alison Hughes, Director of Corporate Affairs	
<b>Action required</b> (please tick the appropriate box)		
<b>To Approve</b> <input type="checkbox"/>	<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>
<b>Purpose</b>		
<p>The purpose of this 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>		
<b>Executive Summary</b>		
<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>		
<b>Risks and opportunities:</b>		
No risks identified		
<b>Quality/inclusion considerations:</b>		
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No 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		
<b>Financial/resource implications:</b>		
No financial or resource implications.		
<b>Trust Strategic Objectives</b>		
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 - growing community services across Wirral, Cheshire & Merseyside
<b>Board of Directors is asked to consider the following action</b>		
The Board is asked to note the contents of the report and be assured by the updates provided		
<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
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 - October 2021**

1. I present this report to the Board of Directors providing an update on regional and local news and developments including important updates from across the Trust and an overview of the work considered by the Executive Leadership Team. I also highlight some key national updates for information.

### **Regional and local news and developments**

#### **Providing high quality and specialist support for more children and young people across Cheshire & Merseyside**

##### ***Knowsley 0-25 Healthy Child Programme***

2. I am delighted to confirm that following a competitive tender process, Wirral Community Health and Care NHS Foundation Trust (WCHC) has been awarded the 0-25 Healthy Child Programme for Knowsley.
3. This is a great achievement for the organisation and a reflection of the excellent work we deliver in Wirral and Cheshire East with children, young people, and their families, and follows the recent contract award for the Trust to deliver the 0-19+ Healthy Child Programme in St Helens from Wednesday 1 September 2021.
4. We are extremely proud of our existing and new 0-19 and 0-19+ Health and Wellbeing Services across Wirral, Cheshire East, and St Helens and with our specialist and growing workforce we are committed to providing high quality support to families and young people.
5. We now look forward to starting to deliver the 0-25 Healthy Child Programme across Knowsley from Tuesday 1 February 2022 and will be working closely with the current provider Mersey Care NHS Foundation Trust to ensure the transfer of these services to WCHC is as smooth as possible for staff, families and young people.
6. This is an exciting development for the Trust, enabling us to give more families the best possible start in life and have a positive impact on the long-term health of young people and children across Cheshire and Merseyside.

##### ***St Helens 0-19+ Healthy Child Programme***

7. On 1 September 2021, we were delighted to welcome our new colleagues from St Helens, and I have personally been so pleased to receive such warm and positive feedback about their introduction to our Trust. We look forward to working with the teams in St Helens and I would also like to extend my thanks to everyone in the Trust that worked so hard to smoothly transfer the service and to make our new colleagues feel so welcome.

### **Cheshire & Merseyside Health and Care Partnership**

8. David Flory has commenced in post as the Acting Chair for the ICS whilst a permanent appointment is secured as part of the national recruitment process, and Sheena Cumiskey has taken up the Chief Officer role for the next 3 months. Both David and Sheena have already spent time with system leaders to determine local plans and their



maturity to support the formal establishment of the ICS from April 2022.

### **Wirral - Integrated Care Partnership**

9. The meeting with David Flory and Sheena Cumiskey took place in Wirral on 17 September 2021 with members of the local Integrated Care Partnership (ICP) delivery group providing an update on the progress made. The feedback received was overall positive with recognition of the level of partnership working established in Wirral. The challenges set by the system were related to specific details of governance in respect of system level decision making and the inevitable tensions for individual and sovereign organisations, separate provider and commissioning boards and ensuring the voice of the population can and is heard.
10. The ICP delivery group continues to work effectively and efficiently with regular reporting to myself and Janelle Holmes, WUTH CEO as joint SROs. The Local Authority including elected members are engaged in this work and on 8 October 2021 a place governance workshop will take place.

### **Special Educational Needs and Disability (SEND) Inspection**

11. On Monday 27 September we welcomed inspection teams from both the Care Quality Commission (CQC) and Ofsted for a Special Educational Needs and Disability (SEND) Inspection across the Wirral health and care system.
12. The inspection focused on the provision for children, young people and young adults with special educational needs and disabilities in Wirral. As an integrated health and care trust we provide a range of outstanding, responsive, and innovative services and work closely with partners to support local children, young people and young adults with special educational needs and disabilities with dedicated support extending to their parents, carers, and family network.
13. Together with system partners we welcomed this inspection and look forward to receiving feedback in due course.



### **Shaping Our Future - Inviting you to get involved**

14. Following the launch of our Workplan for 2021-22 and the development of Plans on a Page across our services, we are now pleased to be launching the development of our five year strategy and we are seeking to engage with our staff, our local stakeholders, our patients and service users and our communities to shape this strategy for the future.
15. We have recently invited involvement in this important piece of work as we want to shape a future for the Trust that includes insight and contributions from every corner of our communities.

16. We have started a series of focus groups with staff and in early September we held the first two which focused on;
  - Improving population health and reducing health inequalities
  - Digital and Innovation Strategy - making better use of digital technology
17. The contribution from staff across the organisation who were able to attend was welcome and insightful and we look forward to announcing the topics and dates of the next focus groups.
18. We have also developed a short document which describes our high-level strategic intentions focusing on our priorities and ambitions around the themes of People, Quality, Digital and wider service developments. The COVID-19 pandemic has shown the vital importance of collaborative working, and with the NHS reforms progressing through Parliament this will be more important than ever.
19. You can access an electronic copy of this document on our website via the following link - <https://www.wchc.nhs.uk/about/trust/strategy-ambitions/> and a further update is also provided at agenda item 13.
20. We look forward to engaging with as many people as possible as we develop our long- term strategy. Together we will build strong and sustainable community health and care services for all our shared communities.

### **Our response to COVID-19 and service recovery**

21. As a Trust we continue to respond to the challenges of the COVID-19 pandemic supporting our patients and service users to access the services they need where and when they need them. Whilst our primary focus continues to be on the restoration of our services, we continue to support the local hospital with discharges to ensure it maintains capacity for those most vulnerable in our community and that people receive the care they need.
22. The full recovery and restart of services to a business as usual state has been completed and consequently, we are actively managing extended waiting lists to ensure clinically prioritised and appropriate access to front-line services. This challenge is not unique to our organisation and our priority remains to ensure our services are restored equitably whilst also responding to the inevitable health inequalities that have emerged as a result of the pandemic.
23. The Integrated Performance Report later on the agenda provides further detail and assurance on performance across the Trust in respect of regional and local operational measures, quality metrics, workforce metrics and finance.
24. We are supporting our staff to carry on following the guidance, to ensure a safer environment for everyone and to reduce the risk of infection. Our staff right across the Trust are continuing to observe all existing safety measures; wearing face masks in all areas around the Trust, maintaining 2 metre social distancing, wearing PPE when needed, washing hands thoroughly and more often, and continuing to Lateral Flow Test.
25. From mid-August 2021 and following the government changing the requirements to self-isolate following a positive COVID-19 contact, the Trust has been following the most up to date PHE guidance applicable to all staff and students working in the NHS.

26. We are asking our patients and service users to also continue to follow all existing safety measures when accessing our services across our estate. Our priority is to keep each other, our patients and service users safe and we thank our local communities for their support.
27. Our duty of care to our staff remains a priority and their individual and collective health and wellbeing of our staff has been an important focus over the last 12 months. The new monthly NHS People Pulse survey provides an opportunity for a regular temperature check with our workforce to determine where extra support might be required. In the last People Pulse survey, there were important feature questions on health and wellbeing, and I was pleased to see that staff who responded reported that they have confidence in accessing the health & wellbeing support available across the Trust, they are encouraged by team leaders to access support and they have regular conversations with their manager about health, wellbeing and available support.
28. The Trust continues to operate within the national emergency funding arrangements and remains on track to achieve the H1 plan previously approved by the Board of Directors. Guidance on H2 funding arrangements are yet to be finalised, although the Trust is already planning for an increased waste reduction requirement (previously referred to as the efficiency requirement) in the second half of the current financial year.
29. We are not currently being assessed against the Use of Resources performance requirements by NHS Improvement and as a result of COVID-19 our Cost Improvement Programme savings plans remain on hold and under review.

#### **National two-hour crisis response standard**

30. By April 2022, everyone over the age of 18 in England will have access to crisis response care in their homes or usual place of residence within two hours, 8.00am-8.00pm, seven days a week.
31. The clock starts ticking once a referral has been received, and a sudden deterioration in health and wellbeing has been identified. If urgent treatment can be safely delivered in the home setting, then the crisis response is deployed, often ensuring that the patient can remain at home without the need for avoidable hospital admission.
32. I am proud to report that the Trust is tracking and meeting this new standard thanks to the hard work and dedication of our Community Integrated Response Team (CIRT).

#### **Resetting our governance arrangements**

33. As updated at the Board of Directors in August 2021, the Trust has re-established governance arrangements following emergency arrangements in place during 2020-21. Each of the committees of the Board have re-established and reviewed their Terms of Reference and at the end of September the inaugural Integrated Performance Board was held providing a forum for oversight and monitoring of integrated performance across the Trust.
34. The supporting performance framework managed through the Trust Information Gateway has been refined and strengthened including at divisional and locality level.

35. The governance arrangements at local level have also been reviewed to provide consistency and clarity in reporting routes, oversight and escalation. This has included the development of a local governance pack for clinical, professional and corporate areas with consistent Terms of Reference, agendas and meeting cycles based on data availability.

### **Community Intermediate Care Centre**

36. The Trust secured a two-year contract for the Community Intermediate Care Centre (CICC) on the Clatterbridge Hospital site, and during September we have taken a phased approach to the opening of the Iris Ward. Both Bluebell and Iris Wards are now open.

37. The wards provide therapy rehabilitation for patients who no longer need to remain in hospital, however, cannot immediately return home. Work is currently underway to open a third ward, Aster.

38. The health and care needs of patients are met by an integrated team, consisting of nurses, health care assistants, social workers, therapists and admin. Thanks to all staff including corporate teams who have supported in opening the wards.

### **Recognising World Patient Safety Day**

39. Every day is patient safety day, but on 17 September 2021 we recognised and celebrated World Patient Safety Day and the ongoing commitment to patient safety across the NHS.

40. Across the NHS and in our Trust throughout the pandemic, patient safety has been and continues to be paramount. Every decision and every change has safety at the forefront - not just for our patients, service users and their families, but our staff too.

41. It was wonderful to see St Catherine's Health Centre lit up orange to recognise and celebrate World Patient Safety Day 2021.

42. The week also marked World Sepsis Day, promoting the importance of knowing and recognising the signs and symptoms of sepsis, which could help save someone's life.

### **Freedom To Speak Up Month - October 2021**

43. October is Freedom To Speak Up Month and we will be running a campaign and various activities throughout the month shaped by the contributions and ideas from our staff. It is a chance to raise awareness of Freedom To Speak Up and the work going on across the Trust to make speaking up business as usual.

### **Pride in the NHS Week - 6-10 September 2021**



44. In early September we marked Pride in the NHS Week, the first of its kind.
45. Each day of the week was dedicated to LGBT+ NHS colleagues, covering multiple topics, welcoming speakers and starting a conversation, culminating in the NHS Virtual Pride finale on Friday 10 September.
46. The theme for the week was - Elevate, Educate, Celebrate - which reminded us of our active role as NHS colleagues in creating an inclusive NHS.
47. My thanks to all those who helped us mark this important week in the NHS calendar.

### **Celebrating Inclusion Week**



48. From Monday 27 September to Friday 1 October 2021, we celebration National Inclusion Week with all our Staff Networks (Ability, BAME, LGBTQ+ and Working Staff Carers) coming together for the first time in a celebration event.
49. All staff were invited to join on MS Teams to help play a role in promoting an inclusive workplace culture. The meeting was a great opportunity for members of the networks and inclusion champions to talk about their achievements and challenges over the last year, to share their personal reflections and identify key priorities for inclusion within our Trust.

### **Preparing for winter - staff vaccination programmes**

50. One of the most important ways we can all look after our health and wellbeing this year is by getting vaccinated.
51. We are working with partners across the system to deliver the COVID-19 booster programme for our staff.
52. We will be launching our annual staff flu vaccination campaign on 4 October 2021 encouraging all staff to protect themselves, their patients and their families. Over the last few months we have all been so careful to protect and look after each other; we don't want to stop now.

Get your flu vaccination  
**BOOST YOUR IMMUNITY**

### **COVID-19 vaccination programme for 12-15-year olds**

53. With effect from 30 September 2021, our school immunising teams across Wirral and Cheshire East have been delivering the COVID-19 vaccine to all (consented) children aged 12 to 15.

54. This has been a complex programme to mobilise at pace across a wide and diverse geography working with local health partners, schools and most importantly parents. My thanks to every member of our team who has and continues to work tirelessly to deliver this programme to our children as efficiently as possible.
55. More information on the COVID-19 vaccination for children and young people is available on the government website  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1020600/PHE\\_12073\\_COVID-19\\_guide\\_for\\_all\\_CYP.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1020600/PHE_12073_COVID-19_guide_for_all_CYP.pdf)

### **UNICEF Baby Friendly Accreditation**

56. Following a thorough reassessment process during August 2021, I am delighted that the UNICEF Designation Committee has re-accredited the Trust as Baby Friendly.
57. The report received sets out some important areas for further development over the coming months, all of which we have accepted but the positive feedback and assessment of Trust staff in their support of mothers is wonderful. The report states, *“It was clear to the assessment team, that in many areas pregnant women and new mothers receive a very high standard of care. The service is commended for progressing to assessment at this difficult time with the impact of the Covid-19 pandemic still being felt by services. The programme benefits from excellent leadership... Staff knowledge and ability to articulate sensitively was strong and this was reflected in the feedback from mothers...”*
58. My thanks and congratulations to all members of staff who were involved in the assessment but also, to every member of staff that supports mothers and families so well.

### **Team Time Schwartz Rounds**

59. In my report to the Board in August 2021, I noted the launch of the first in a series of team time Schwartz Rounds working with the ‘Point of Care Foundation’.
60. The theme of the first team time Schwartz Round was ‘COVID and Me’ and at the recent Education & Workforce Committee a briefing was provided advising that it had been a great success with over 30 participants in attendance. I am delighted that the feedback from staff has been very positive with staff feeling supported. It was felt, unanimously that the initiative provided a safe place and supported the psychological safety of staff.
61. The next Schwartz round will be scheduled in be October 2021 with a focus on *‘the day I made a difference’*. I look forward to sharing more feedback with you in due course.

### **Three Conversations**



62. The Trust has been working in partnership with Wirral Council and Partners 4 Change to pilot an innovative new approach in Adult Social Care - **The Three Conversations** - in two localities, West Wirral and Birkenhead.
63. The Three Conversations approach takes a step away from the traditional Adult Social Care assessment model, cutting the red tape and reducing process driven assessments to a more personalised, person-centered approach; allowing staff to have open conversations with the person and their family to find out what is important to them.
64. The conversations help us to understand what the individual would like to achieve and how they can be supported to build a good life without handoffs, referrals, triage, or screening processes.
65. There are three stages to the conversations
- Conversation one: Listen and connect (to understand what's important)
  - Conversation two: Work intensively with people in crisis (to put together an 'emergency plan' and support them to make it work)
  - Conversation three: Build a good life (to understand what a 'good life' looks like for them)
66. The teams have made fantastic progress, supporting over 80 people so far, through a conversations-based approach. The feedback from service users involved has also been extremely positive.
67. The Social Care staff involved in the process have been participating in regular team huddles to provide a valuable support mechanism whilst adopting the new approach. These have allowed colleagues to share how they have used the new approach to support their service users and the third sector community support that has been identified.
68. Effective collaboration with local health and social care providers to proactively support service users also plays a key role in supporting the service users in the long term. In particular, the third sector community connections have been great for strengthening connections into the community for individuals experiencing loneliness.
69. I look forward to this exciting pilot providing more valuable insight to our services and my thanks to all those social care colleagues who are participating in this innovative new approach.

### **NHS Cadets Programme**

70. The NHS Cadet Programme, which began in October 2020, is a 12-month course designed to engage with young people who would not normally get the opportunity to work or volunteer within the NHS.
71. In Wirral the programme is delivered as a joint initiative between the Trust, The Hive Youth Zone and St John Ambulance.
72. As I have mentioned previously, we are extremely proud to be the first Community Trust in the country to be involved in this innovative pilot programme and although the pandemic meant that the programme had to be delivered differently this did not stop the team at The Hive providing an interactive and engaging experience for young people

73. On 28 September 2021, I was privileged to attend a well-planned and safe event at The Hive to celebrate the achievements of our young people and award them with their certificates for completing Wirral's first NHS Cadets Programme, and what an honour it truly was.
74. The pandemic and lockdown have affected us all in many ways, but the younger generation have felt an enormous impact over the last 18 months and to say I am proud of what our young NHS Cadets have achieved is an understatement. It has been a great pleasure for me following their journey.
75. They have embraced virtual ways of working, with the dedicated and passionate team at The Hive continuing the programme throughout lockdown to ensure that young residents across Wirral could access this exciting programme remotely during lockdown. The determination, commitment, and resilience of our NHS Cadets throughout the programme has shone through week after week.
76. They have been such a privilege to work with and are an absolute credit to ourselves, their family, and friends.
77. Throughout their journey, our Cadets have excelled in so many ways – they have engaged in sessions on transferable skills such as communication and teamwork and participated in workshops on mental wellbeing and infection prevention and control – paramount lessons in the challenging times we have found ourselves in recently.
78. Experiencing new opportunities to grow and develop is what being an NHS Cadet is all about. Of course, what makes the NHS so remarkable is its people, and as part of that family, the cadets have been given experiences to shape their future. They have also developed new friendships and set up a social media group, which has given them a sense of belonging and community
79. To work alongside our partners at The Hive and St John Ambulance to deliver this programme is something that I and all my colleagues here at the Trust are truly proud of. We are looking forward to the supporting our next group of young people who embark on the second NHS Cadet Programme this month.

### **Congratulations!**

#### ***Infection Prevention Society (IPS) - 'Team of the Year 2021' Award Winners!***



80. Many congratulations to our Infection Prevention & Control Team who won the Infection Prevention Society (IPS) Team of the Year Award 2021, for the IPC Care Home Project.



81. This is truly wonderful recognition for a team that has worked with such commitment and compassion to support our local health and care system through the challenges of the COVID-19 pandemic. My sincere congratulations to every member of the team.

### ***HSJ Patient Safety Awards***

82. Congratulations to The Integrated Therapy Review Initiative and Infection Prevention and Control (IPC) Care Home Project; both teams were shortlisted and attended the HSJ Patient Safety Awards on Monday 20 September.

### ***World Federation of Occupational Therapists***

83. Congratulations to Sharon Davenport, Occupational Therapist and member of RCOT, who has had an abstract for the World Federation of Occupational Therapists 18<sup>th</sup> Congress accepted as a poster. This is a joint submission with Professor Pam Enderby, author of TOMs (Therapy Outcome Measures) and the poster is titled “An introduction to the use of the Therapy Outcome Measures”.

84. Sharon has also written an academic research paper on TOMs which has been accepted for publication in the Journal of Integrated Care, and Sharon was also invited to speak to the new CEO of the Royal College of Occupational Therapists as part of a small national group of OTs from Adult Social Care and Housing.

85. I know Sharon has worked exceptionally hard on these projects, whilst also delivering essential care and support to her service users here at the Trust. Well done and congratulations Sharon.

### **National news and developments**

#### **Health and Care Bill**

86. The NHS is actively preparing for the establishment of statutory Integrated Care Systems (ICS). These arrangements are designed to strengthen and support the local partnership working that will be essential as we re-build from the Covid-19 pandemic.

87. In June 2021, NHSE/I published the ICS Design Framework, providing a broad overview of the future role; functions and governance arrangements for the proposed NHS Integrated Care Boards (ICB), their relationships with ICS partners and anticipated timetable for their establishment.

88. In August 2021, NHSE/I published [‘Working together at scale: guidance on Provider Collaboratives’](#). Provider collaboratives are a key component of system working, with opportunities to tackle unwarranted variation in standards of care and health inequalities, and to build resilience across systems to support staff more effectively.

89. The guidance sets out the minimum expectations for how providers should work together to deliver benefits for patients, staff and communities. It offers principles to support local decision-making and suggest the functions and forms that systems and providers may wish to consider.

### **The King's Fund - Understanding integration: how to listen to and learn from people and communities**

90. The move towards integrated care has been the defining policy in health and care over the past decade and will continue to gather pace with the development of integrated care systems (ICSs). The aim of integrated care is to improve people's outcomes and experiences of care by bringing services together around people and communities. This means addressing the fragmentation of services and lack of co-ordination that people often experience by providing person-centered, joined-up care.
91. The King's Fund and Picker, on behalf of NHSE/I have created a guide with input from ICSs, patient leaders, and engagement and experience experts. It is a practical guide to support systems as they develop particularly as they work to co-ordinate services around what matters to people and communities. There is no one-size-fits-all solution. The guide includes a set of principles for systems to adopt to ensure that the voices of people and communities are at the heart of partnership working.
92. The guide can be accessed via the following link - <https://www.kingsfund.org.uk/publications/understanding-integration-listen-people-communities>

### **Operational planning guidance for the remainder of 2021-22**

93. NHSE/I has published priorities and operational planning guidance for the remainder of 2021-22. This follows the recent funding announcement of an additional £5.4bn for the NHS in the second half of this financial year, to cover a rise in costs directly attributable to dealing with COVID-19 and supporting elective recovery. The document reiterates the six priority areas for the first part of the year, published in March 2021.
94. The six priority areas are as follows:
- supporting the health and wellbeing of staff and taking action on recruitment and retention
  - delivering the NHS COVID vaccination programme and continuing to meet the needs of patients with COVID-19
  - building on what we have learned during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
  - expanding primary care capacity to improve access, local health outcomes and address health inequalities
  - transforming community and urgent and emergency care to prevent inappropriate attendance at emergency departments (EDs), improve timely admission to hospital for ED patients and reduce length of stay
  - working collaboratively across systems to deliver on these priorities.
95. In addition, there continues to be a focus on tackling health inequalities and delivering sustained progress against the ambitions of the NHS long term plan.
96. The guidance outlines financial arrangements which are broadly consistent with those for the first half of the financial year, although there is an increased efficiency requirement.

97. A useful briefing on [the latest guidance has been produced by NHS Providers](#).

### **NHS provider selection regime: response to consultation**

98. In September 2019, NHS England and NHS Improvement set out their recommendations to government for an NHS Bill, the aim of which is to remove barriers and promote collaboration between NHS organisations and their partners to help speed the implementation of the NHS Long Term Plan. This included proposals to revoke the procurement and competition requirements under section 75 of the Health and Social Care Act 2012 (the PPCCR) and remove arrangements for healthcare services between NHS commissioners and providers from the scope of the Public Contracts Regulations 2015 (the PCR), to be replaced by a new regime.

99. The engagement exercise in early 2019 collected views from across the health with 79% of respondents agreeing or agreeing strongly with them.

100. From February to April 2021, NHSE/I consulted on further detail of the proposed regime that should apply when healthcare services are arranged in future, following removal of the current requirements. The response to the consultation has now been published and sets out the finding and the direction of future work.

101. The response to the consultation can be accessed via the following link - <https://www.england.nhs.uk/wp-content/uploads/2021/02/B0706-NHS-Provider-Selection-regime-response-to-consultation.pdf>

### **2021-22 Better Care Fund: policy framework**

102. The Better Care Fund (BCF) is one of the government's national vehicles for driving health and social care integration. It requires clinical commissioning groups (CCGs) and local government to agree a joint plan, owned by the Health and Wellbeing Board (HWPB). These are joint plans for using pooled budgets to support integration, governed by an agreement under section 75 of the NHS Act (2006).

103. DHSC's 2021-22 Better Care Fund policy framework sets out the national conditions, metrics and funding arrangements for the Better Care Fund (BCF) in 2021-22.

<https://www.gov.uk/government/publications/better-care-fund-policy-framework-2021-to-2022/2021-to-2022-better-care-fund-policy-framework>

## **Communications and Engagement**

### **Get Together - Team WCHC Briefing**



104. The Get Together is an on-line event open to every member of staff across the Trust. We are delighted that since its relaunch in July 2021 we have regularly seen over 100 members of staff join us to listen to news and updates from across the Trust but also to participate in a live and interactive poll using Sli.do.
105. We are eager to use this engagement forum as an opportunity to understand feedback from the monthly NHS People Pulse survey and the response we have received thus far, has been not only encouraging but also very useful.
106. I really look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
107. During August and September 2021, I have continued to represent the Trust at regular system meetings including North West Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Providers Out of Hospital Chief Executives. The Healthy Wirral Partners Board has continued to meet bi-weekly and together with the Chair and Deputy Chief Executive/Chief Finance Officer we have attended and remain committed with our partners to developing plans for the local health and care system and the Wirral place.

#### **Summary of Executive Leadership Team (ELT) business**

108. Following the standing down of the Strategic Command Group as part of the Trust's local command structure, ELT has continued to receive a weekly update on the epidemiological position in Wirral from the Chief Nurse, a monthly update from the Chief Operating Officer on ED attendances, hospital occupancy and discharges and emergency beds capacity and has recently reinstated a monthly update from the Director of HR & OD on COVID-19 absence rates among staff.
109. In addition, ELT has continued to receive regular updates on the following:
  - The work of the ICP Delivery Group which had been established to oversee the reviews of the Health and Wellbeing Board and the Integrated Commissioning Group and agree the form/function, enabling functions and opportunities for integration of the Provider Collaborative in Wirral
  - Developments across the national, regional and Wirral health and care systems including the development of the Cheshire & Mersey ICS
  - Developments relating to the Community Integrated Care Centre including the development of two further wards managed by the Trust to support Discharge to Assess provision
  - The Trust's organisational design process, including implementation and the appointment of Service Directors
  - All high-level organisational risks with a rating of 15 or above, which are reviewed by ELT until such time as the Integrated Performance Board is fully established.
  - The Trust's results in the monthly NHS People Pulse Survey
  - The upcoming inspection of SEND (Special Educational Needs & Disabilities) services in Wirral
  - The mobilisation of the 0-19 service in St Helens
  - The work of the various UECUP (Urgent & Emergency Care Upgrade Programme) committees and workstreams.
  - The Trust's regulatory compliance programme

110. In accordance with the emergency governance arrangements established in March 2020, ELT has continued to receive capital business cases for approval until such time as the Programme Management Group is fully established.
111. During August and September 2021, the following were presented to ELT for approval:
- Procurement of a development programme for senior leaders in the organisation
  - Changes to the monitoring process for risk action plans
  - The Trust's revised Standing Financial Instructions prior to submission to Finance & Performance Committee for final approval
  - The terms of reference and agenda for the inaugural Integrated Performance Board.
112. Additional items were also presented to ELT for assurance or discussion including:
- An update on the Trust's cyber security compliance in terms of back-up of critical systems, removal of unsupported systems and response to high severity alerts
  - An update on the development of the new Integrated Performance Dashboard in preparation for the establishment of the Integrated Performance Board on 29 September.
  - The results of the review of the Trust's programme and project management functions, ahead of submission to the newly established Programme Management Group on 28 September for agreement and implementation
  - An update on the Staff Influenza Programme for 2021/22
  - The expansion of the Trust's current Telehealth function in collaboration with Wirral Council by providing a Telehealth and Telecare monitoring hub
  - An update on the monitoring of waiting lists in services which had been stepped down as a result of national directives or COVID-19 pressures
  - Assurance on the implementation of the innovation and quality improvement elements of the Trust's Quality Strategy.

## **Conclusion**

113. I hope you find this report interesting and helpful and it provides a clear description of the current priorities for the Trust and the key activities underway to address them.

**Karen Howell**  
**Chief Executive**

Alison Hughes  
Director of Corporate Affairs

30 September 2021

<b>Reports from the sub committees of the Board and Informal Board - August - September 2021</b>			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	06/10/2021	<b>Agenda item</b>	9
<b>Lead Director</b>	Karen Howell, Chief Executive		
<b>Author(s)</b>	Non-Executive Chairs of the committees		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input type="checkbox"/>	<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>	
<b>Purpose</b>			
<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>			
<b>Executive Summary</b>			
<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:            Finance &amp; Performance Committee - August 2021            Education &amp; Workforce Committee - August 2021            Quality &amp; Safety Committee - September 2021            Audit Committee - September 2021            Staff Council - September 2021</p> <p>The report from the Informal Board meeting summarises the key topics discussed in September 2021.</p>			
<b>Risks and opportunities:</b>			
No risks identified.			
<b>Quality/inclusion considerations:</b>			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No 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.			
<b>Financial/resource implications:</b>			
No financial or resource implications identified.			
<b>Trust Strategic Objectives</b>			
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 action**

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 - September 2021**

### **Purpose**

1. This is a brief report to record the key topics discussed and the information shared at an informal board session held on 1 September 2021.

### **Key topics discussed**

2. The board session included a variety of relevant topics for discussion.
3. The Chief Strategy Officer provided members of the Board with an update on the process to develop the Trust's 5-year strategy. The workplan developed for 2021-22 was acknowledged and local implementation through Plans on Page recognised, with members of the Board acknowledging how this would support further engagement across the Trust on the longer-term strategy for the organisation. The Chief Strategy Officer outlined the proposed timetable including both staff and stakeholder engagement sessions.
4. The Chief Nurse led a session on regulatory compliance providing an update on recent assurance reviews on regulatory compliance across the Trust. The Director of Corporate Affairs also provided an overview on key communication channels for staff to receive information, share ideas and seek support on all regulatory matters. At the request of the Board, a discussion also took place on the evolution of communications channels across the Trust to support effective staff engagement; it was recognised that staff were accessing information and sharing messages via multiple platforms and channels with the Director of Corporate Affairs describing further innovation locally and nationally across the NHS community.
5. An update was provided by the Chairman and the Director of Corporate Affairs on the Trust's well-led journey noting that a procurement exercise was underway to identify an external supplier to support the organisation and particularly take learning from the internal well-led review conducted in 2019/early 2020 and pre-COVID-19 response.
6. The members of the Board welcomed a guest speak, Steve Fogg from The Hive Youth Zone to talk about the partnership with the Trust in the delivery of the NHS Cadets programme. The positive impact of the programme and the opportunities for more joint working, beyond the NHS Cadets were recognised and celebrated. The Chief Executive reflected on the successful celebration event for the first cohort of NHS Cadets which had taken place (the previous weekend) at The Hive. All members of the Board welcomed the opportunity to engage with Steve and looked forward to future collaborations.
7. The Chief Strategy Officer provided a live demonstration of the new Integrated Performance dashboard in the Trust Information Gateway (TIG). It was recognised that this forms the basis of the new performance framework reflecting national, regional and local metrics and other regulatory standards tracked through the Trust's governance structure.





**Wirral Community  
Health and Care**

**NHS Foundation Trust**

8. The Chief Nurse and Director of HR & OD concluded the informal session with a presentation and discussion on the Trust's approach to Just & Learning Culture including people processes and learning from incidents across the Trust.
9. There were no formal recommendations and no decisions taken at the informal session. This report is provided for information.
10. The members of the Board will meet again in informal session in November 2021.

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

20 September 2021