

Accountability Report

The Directors' Report

The Board of Directors

Wirral Community Health and Care NHS Foundation Trust is headed by a Board of Directors with overall responsibility for the exercise of the powers and performance of the NHS Foundation Trust.

The Board is made up of the Chairman, Non-Executive Directors, Chief Executive and other Executive Directors. The Chief Executive and Executive Directors bring skills and expertise from their positions in key areas of the Trust. The Chairman and Non-Executive Directors work part-time. They each bring insight and experience from a range of professional backgrounds. They are not involved in the day-to-day running of the organisation but offer an independent view which both constructively challenges and contributes to the strategic development, performance and management of the Trust.

The Trust's Establishment Order reflects its composition;

- Non-Executive Chairman
- 4 Non-Executive Directors (all considered independent)
- 4 Executive Directors

There are a further 4 non-voting Directors.

The board structure for 2020-21 comprised of;

- Chairman
- Chief Executive
- Chief Finance Officer/Deputy Chief Executive
- Medical Director
- Chief Nurse
- Director of Human Resources & Organisational Development (non-voting)
- Director of Corporate Affairs (non-voting)
- Chief Operating Officer (non-voting)
- Chief Strategy Office (non-voting)
- 4 x Non-Executive Directors (including Senior Independent Director)

The Associate Director of Adult Social Care provides specialist advice and guidance to the Board of Directors on the social care profession and attends both public and private Board meetings in the capacity as specialist advisor.

No member of the Board of Directors holds the position of Director or Governor of any other NHS Foundation Trust.

The Chairman of the Board of Directors is also the Chairman of the Council of Governors.

Non-Executive Directors

Professor Michael Brown, CBE DL Chair

Professor Brown joined the Trust as Chair in September 2017.

Professor Brown is the independent Chair of Procure Plus Holdings Limited and previously served as Chair of Alder Hey Children's Charity.

Previously the Vice-Chancellor, CEO and Board Member of Liverpool John Moores University, Michael served as Chair of the Strategy Committee of the Merseyside European Union Objective One Funding, the Liverpool Democracy Commission, Liverpool Strategic Improvement and Innovation Programme and the Liverpool and Merseyside Theatres Trust (Everyman and Playhouse Theatres).

Brian Simmons Non-Executive Director and Chair of Audit Committee Appointed Senior Independent Director in February 2019

Brian has been a Non-Executive Director with Wirral Community and Health and Care Trust since 2011. Before retiring in 2013, he was the Assistant Chief Officer and Finance Director for the Cheshire Constabulary.

Brian joined the Civil Service in 1972 working in accounts and audit roles for the Property Service Agency. Prior to joining Cheshire Constabulary in 2000, he worked as a Senior Civil Servant Finance and Business Services Director for a Ministry of Agriculture Research Laboratory.

Brian is a fellow of the Chartered Institute of Management Accountants.

Brian is the Non-Executive Director 'Freedom To Speak Up Guardian' for the Trust.

Beverley Jordan Non-Executive Director Appointed Deputy Chair in February 2019.

Beverley joined the Trust as a Non-Executive Director in September 2017 and Chair of the Finance & Performance Committee
Former Vice President and Head of Operations, Global Medicines Development, Astra Zeneca.

Beverley is a Chartered Accountant (trained with Coopers & Lybrand) with over twenty years in financial and broader corporate leadership roles across different business divisions at AstraZeneca, the FTSE-100 multi-national pharmaceutical company.

She was latterly (2013-16) Vice-President and Head of Operations for the Global Medicines Development Group, the business division responsible for the clinical development and regulatory approval of new medicines globally. She is currently a Trustee and Honorary Treasurer for Wigan Borough Citizens' Advice and a student mentor for Manchester Business School.

Professor Chris Bentley
Non-Executive Director

Chris joined the Trust as a Non-Executive Director and Chair of the Quality & Safety Committee in February 2019.

Chris has worked at Board level in the NHS for 22 years. He was Director of Policy and Public Health in Health Authorities in West Sussex and then Sheffield, and subsequently for the Strategic Health Authority of South Yorkshire.

Chris was a clinical Non-Executive Director on the Board of Derbyshire Community Health Service NHS Trust for 7 years during which time the Trust was awarded Foundation Trust status.

Chris is a well-known figure in population health and healthcare circles, primarily through his work as Head of the Health Inequalities National Support Team but also more recently as an independent consultant providing advisory support to the Integrated Care Systems (ICSs) agenda.

Currently Chris provides consultancy support to the Equity and Health Inequalities Teams of Public Health England and NHS England / Improvement.

Gerald Meehan
Non-Executive Director

Gerald joined the Trust as a Non-Executive Director and Chair of the Education & Workforce Committee in February 2019 and is also employed by Cheshire and Merseyside Health and Care Partnership (STP) as the Local Government Advisor.

Gerald has over 35 years' experience in Local Government and the operation of local democracy with a track record of successfully delivering major change programmes in a range of settings including county, city, metropolitan, unitary and combined authorities.

Gerald has a broad set of leadership experiences with a strong emphasis on partnership working and innovative models of service. He is personally driven by a strong public sector ethos and progressive local democracy.

Most recently Gerald was the Chief Executive of Cheshire West and Chester Council (CWAC) and the sub-regional lead for Cheshire & Warrington. Gerald is a Registered Social Worker, and specialist in Child Protection and Children's services.

Non-Executive Director Terms of Office and re-appointments

The table below sets out the Non-Executive Director terms of office and the timetable for re-appointments to be led by the Council of Governors.

During 2020-21 the Council of Governors led the process to reappoint the Chair, Professor Michael Brown and one NED, Beverley Jordan. Both were reappointed for a further term of 3 years as below.

Non-Executive Director	Term	Term expiry
Michael Brown	3 years	September 2023
Brian Simmons	2 years	May 2022
Beverley Jordan	3 years	September 2023
Chris Bentley	3 years	February 2022
Gerald Meehan	3 years	February 2022

Executive Directors

The Executive Team is led by the Chief Executive and collectively meets weekly as the Executive Leadership Team (ELT) which reports key decisions and recommendations to the Board of Directors.

Karen Howell

Chief Executive

Voting member of the Board of Directors

Karen grew up in Wirral where she also trained and worked as a nurse in her early career. She is a highly experienced regional and national health leader with over 25 years at board level.

Prior to joining Wirral Community Health & Care NHS Foundation Trust, her previous roles included: Managing Director for Specialised and Tertiary Commissioning for NHS Wales, Interim Chief Executive at Hywel Dda University Health Board, NHS Wales Mental Health Lead, Northwest Regional Clinical Director for Prison Health, Department of Health National Director High Secure Services, Department of Health National Policy Lead Medium Secure Services, Director of Forensic Services at MerseyCare NHS Trust and Director of Nursing/Deputy CEO at Halton & St Helens Primary Care Trust.

Karen is a Registered Nurse and has a MSc in Law and Biomedical Ethics from The University of Liverpool.

Mark Greatrex

Chief Finance Officer and Deputy Chief Executive

Voting member of the Board of Directors

Mark has over 28 years NHS experience and prior to joining Wirral Community Health & Care NHS Foundation Trust has worked as Deputy Director of Finance at Liverpool Heart & Chest NHS Foundation Trust, the Walton Centre NHS Foundation Trust and Mersey Regional Ambulance Service. Previous to this Mark spent 12 years at St. Helens & Knowsley Hospitals NHS Trust in various financial and non-financial roles.

Mark is a member of the Chartered Institute of Management Accountants (CIMA) and is a keen advocate of the Healthcare Financial Management Association, where he has served on its North West Branch Committee.

Mark leads the Finance portfolio which includes Information, IT (until February 2020 when the responsibility moved to the new Chief Strategy Officer post), Estates, Procurement and Facilities.

Dr Nick Cross

Medical Director

Voting member of the Board of Directors

Nick has close links with Wirral as a graduate of Liverpool University Medical School. Initially embarking on a career in anaesthetics and intensive care, Nick became attracted to a career in general practice and was a partner in a Wigan practice before moving to a practice in East Yorkshire, where he was until 2016.

Alongside his role in the Trust, Nick was the Associate Medical Director for a large, mental health, community and primary care trust in East Yorkshire. This ended in September 2018 following his substantive appointment to the Medical Director role.

Nick, a qualified GP, continues to keep abreast of the day-to-day challenges and opportunities facing general practice whilst also keeping abreast of new and exciting clinical developments.

Nick has a strong desire to ensure that general practice and community service thrive and is keen to share his experience and leadership to achieve this aim.

Paula Simpson

Chief Nurse

Voting member of the Board of Directors

Appointed in 2018 Paula is a committed nurse with 30 years' experience in the NHS, passionate about providing high-quality, person-centered care.

Paula graduated with a Bachelor's Degree in Nursing from the University of Liverpool in 1992 after which she embarked on a career in Health Visiting within Wirral.

Over time Paula developed a keen interest in quality improvement, population health and health protection. This led her to complete a Master's Degree in Applied Public Health, during which she undertook a variety of system-wide commissioning and professional leadership roles across the Merseyside Health and Care System.

Her passion for nursing leadership brought her back to Wirral in 2014 to undertake the role of Deputy Director of Nursing. Since then, Paula has been awarded a Florence Nightingale Scholarship and works at a national level to influence nursing workforce development.

Jo Shepherd (nee Harvey)

Director of Human Resources & Organisational Development

Non-voting member of the Board of Directors

Jo is a member of the Chartered Institute of Personnel and Development and has over 15 years' experience as a Human Resources professional. Jo has worked in the NHS since

2002 and prior to the role of Director of Human Resources at Wirral Community Health and Care NHS Trust, Jo was Human Resources Director for NHS Wirral and before that the Assistant Director of Human Resources at United Lincolnshire Hospitals NHS Trust. Previously Jo worked for ten years in both managerial and HR roles in the Civil Service, at the Lord Chancellor's Department and OFSTED.

Jo leads the organisation's workforce and Organisational Development agenda ensuring the effective planning, development and management of the Trust's workforce, and leads on Equality and Human Rights.

Val McGee
Chief Operating Officer
Non-voting member of the Board of Directors

Val is the Chief Operating Officer for the Trust.

Val has over 36 years' experience in the NHS, the majority of which has been in operational management.

Val joined Wirral Community NHS Foundation Trust in January 2015 as Director of Integration and Partnerships before appointment to her current role as Chief Operating Officer.

Val was Service Director and Deputy Director of Operations for Cheshire & Wirral Partnership Trust, working across a wide geographical area. Prior to working with Cheshire & Wirral she worked in the acute sector as Hospital Manager in Wigan, followed by an operational role in mental health.

She commenced her career at Leighton Hospital, Crewe as General Manager for Surgical specialities including A&E.

Alison Hughes
Director of Corporate Affairs
Non-voting member of the Board of Directors

Alison has worked in the NHS for over 9 years providing leadership and advice to NHS Board of Directors on all matters associated with corporate governance.

She has a sound understanding of the regulatory and political environment in which NHS organisations operate and provides leadership on all matters of corporate governance ensuring all statutory duties are met.

Alison is also responsible for the Communications & Marketing strategies for the Trust.

Alison has worked closely with our Board of Directors for a number of years and played a key role in leading the Trust to achieve Foundation Trust status in May 2016. As such, Alison provides advice and regulatory guidance to our Trust Council of Governors. Alison previously worked in the pharmaceutical industry and brings a sound understanding and almost 10 years' experience working in the commercial healthcare sector. Ali is the Senior Information Risk Officer (SIRO) for the organisation.

Tony Bennett
Chief Strategy Officer
Non-voting member of the Board of Directors

Tony joined the Trust in February 2020 having worked in the NHS for 23 years. He started his career at Royal Liverpool & Broadgreen University NHS Trust in 1996 before moving to Liverpool Heart & Chest NHS Foundation Trust in 2001.

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.

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. His key areas of expertise include strategy, service redesign, quality improvement and business development with a successful track record delivering transformational change within healthcare.

Additional governance roles are undertaken by members of the executive team as outlined in the table below;

Post	Governance roles	Responsible for
Director of Nursing	Director of Infection Prevention & Control (DIPC)	Infection Prevention & Control Service and related policies. Publishing an annual IPC report.
	Safeguarding Lead Officer	Ensuring best practice principles are followed, appropriate recruitment processes followed, and job-specific training provided. Attends partnership boards. Publishing an annual safeguarding report.
	Executive Nurse	Helps the board make strategic decisions in view of their effect on the quality and safety of patient care.
	Nominated Individual (CQC)	Overseeing compliance with the CQC regulatory framework
Medical Director	Caldicott Guardian	Protecting the confidentiality of service-user information, enabling and applying the highest standards for appropriate information sharing.
	Accountable Officer for Controlled Drugs	Ensures all incidents involving controlled drugs are reported correctly, communication with Local Intelligence Network.
	Responsible Officer (RO) for Medical Registrations & Revalidation	Provides local leadership in developing systems of appraisal and clinical governance; lead for End of Life Care.
Chief Finance Officer & Deputy Chief Executive	Security Management Director	Overseeing and providing strategic management and support for all security management work within the organisation
Chief Operating Officer	Accountable Emergency Officer	Ensuring that the NHS England core standards for Emergency Planning Resilience and Response are met
Director of HR & OD	Executive Lead for Freedom To Speak Up	Supporting the board reflection, and leading the organisation's approach to FTSU
Director of Corporate Affairs	Senior Information Risk Owner	Managing information risks to the organisation; oversight of information security incident reporting and response.

Post	Governance roles	Responsible for
Associate Director of Adult Social Care	Freedom To Speak Up Guardian	Ensuring that colleagues can speak up about anything that might affect the quality of staff experience or patient care

The Board of Directors completes annual self-declarations to demonstrate compliance with the Fit and Proper Persons Regulations (Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, Regulation 5). During 2019-20, the Trust reviewed and included detailed processes in the existing Trust Fit and Proper Persons Policy, to further strengthen its processes in relation to the Fit and Proper Persons Test for all directors, including Associate Directors. The policy sets out the requirements of the test, the checks and evidence to be collected on an annual basis, the monitoring of compliance through annual declarations and testing at appraisal and the consequences of non-compliance.

The pre-employment checks for the new Chief Strategy Officer position were conducted in accordance with the Trust's Fit and Proper Persons Policy.

Declaration of Interests of the Board of Directors

The Board of Directors undertakes an annual review of its Registers of Declared Interests. At each meeting of the Board of Directors and at each committee of the Board, there is a standing agenda item which requires all Executive and Non-Executive Directors to make known any interest in relation to the agenda, and any changes to their declared interests, and any actions to be taken in response to these for the meeting are noted in the meeting minutes.

During 2020-21, the Trust further strengthened processes in relation to the management of conflicts of interest including flow charts to more clearly demonstrate why and how to make a declaration of interest, and the processes for the Trust's consideration and approval process for sponsored posts. These changes were reviewed by the Audit Committee.

The Register of Interests is available to the public via the [Trust's website](#).

Statutory statements required within the Directors report

Wirral Community Health and Care NHS Foundation Trust has complied with the cost allocation and charging requirements set out in HM Treasury and Office of Public Sector Information guidance.

The Trust aims to pay all undisputed invoices efficiently and within 30 days of receipt of goods or a valid invoice during normal operations. During 2020-21, where possible, the Trust paid suppliers within seven days. The table below summarises our performance for 2020/21 against the Better Payment Practice Code.

Better Payment Practice Code - Compliance 2020-21		
Payables	Number	£'000
Non-NHS		
Total invoices paid in the year	9,194	19,608
Total paid within the 30-day target	8,501	17,093
Percentage paid within the target	92.5%	87.2%

NHS		
Total invoices paid in the year	581	7,703
Total paid within the 30-day target	483	6,212
Percentage paid within the target	83.1%	80.6%

During 2020-21 the Trust paid £3,553 in late payment charges due to late payment of 25 invoices. The fees and charges/income disclosures are unchanged from last year.

The Trust has met the requirement of section 43(2A) of the NHS Act 2006 (as amended by the Health and Social Care Act 2012) in so far as the income from the provision of goods and services for the purposes of the health service in England is greater than its income from the provision of goods and services for any other purpose.

So far as each member of the Board of Directors of Wirral Community Health and Care NHS Foundation Trust is aware, there is no relevant audit information of which the NHS Foundation Trust's auditor is unaware. The Directors have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the NHS Foundation Trust's auditor is aware of that information.

The Trust has not been in receipt of any political donations.

The Trust has complied with the cost allocation and charging guidance issued by HM Treasury.

Disclosures relating to NHS Improvement's well-led framework

The Board of Directors has regard to the well-led framework and tests performance against the Key Lines of Enquiry that constitute the framework. The Trust was last inspected by the CQC in 2018.

The feedback and actions from the 2018 CQC inspection report were incorporated into robust action plans to address all MUST DO and SHOULD DO actions. The progress against these action plans has subsequently been tracked through the Quality & Safety Committee, with the committee receiving assurance on the action taken but also the evidence to demonstrate on-going compliance. All actions have been completed.

The Trust was due to be re-inspected by the CQC in 2020, however this was paused by the CQC due to the COVID-19 pandemic. The Trust has maintained regular communication with the inspection team during 2020-21.

During 2020-21 and in response to the NHS national emergency response to COVID-19, the Trust operated under emergency governance arrangements. These arrangements outlined the principles of Board assurance and governance the Trust would follow. An overall streamlined approach to existing governance was adopted together with increased risk appetite and risk tolerance to support the Trust's response. The Terms of Reference, quorum and membership of existing sub-committees of the Board were temporarily suspended and COVID-19 specific arrangements established. A weekly Non-Executive Directors assurance meeting with the Chief Executive Officer, Chief Finance Officer and Director of Corporate Affairs was established to report on the impact of the measures being taken in response to COVID-19 and the management of the Level 4 incident.

Under these arrangements, the quality governance framework remained in place across the Trust and continued to monitor performance in respect of regulatory compliance and the delivery of safe services. Further information on the emergency governance arrangements

established by the Trust is included in the Annual Governance Statement and Code of Governance compliance statements.

To test compliance across a number of areas, the Standards Assurance Framework for Excellence (SAFE) system continued to be applied across the Trust by both clinical, professional and non-clinical services. The system provides teams with a single on-line tool to store, access and present information about their service, relating to the Key Lines of Enquiry, including Well-Led, used by CQC and NHS Improvement in their reviews. The SAFE system was also expanded in 2020-21 to reflect COVID-19 specific requirements and national guidance to ensure services were able to check and effectively evidence compliance. More recently the system also supported the safe restart of services across the organisation.

- The Board of Directors continued to meet, albeit virtually, during 2020-21 to provide strategic direction and seek assurance on the Trust's response to COVID-19.
- The local command structure established to support the Trust's response to COVID-19 ensured **a robust control framework remained in place**. This included daily oversight and monitoring of organisational risks with assurance provided through the established emergency governance arrangements to a weekly Non-Executive Director (NED) assurance meeting, the bi-monthly Quality & Safety Committee and the Audit Committee, both of which remained in place throughout the financial year.
- The **Quality & Safety Committee** and the **SAFE Steering Group** remained in place during 2020-21 to ensure standards of compliance and assurance.
- The **Team Leader checklist** remained in place to ensure discussion on risks and the management of risks included on the agenda for all team meetings. Whilst this presented some challenges during the year, with many staff reassigned to different services to support the response to COVID-19, the daily **Tactical Command Group** established as part of the local command structure and its supporting cells, **Workforce, Clinical and Operations** all maintained oversight of new, existing and emerging organisational risks. The local command structure also ensured that decisions taken were considered in the context of service delivery, staff availability and skills, safety, quality and equity.
- The live risk module in the **Trust Information Gateway (TIG)** allowing scrutiny of risks by risk score, age of reporting and type continued to be utilised particularly by the Audit Committee to provide a full overview of all organisational risks and themes.
- The Trust's **Risk Management Policy** was updated during 2020-21 to reflect the arrangements for risk monitoring and escalation under emergency governance arrangements. A systematic approach to the identification, management and escalation of risks within the Trust remained in place with an Internal Audit review of Risk Management processes providing Substantial Assurance.
- The **Board Assurance Framework** was reviewed and updated at every Board meeting and during 2020-21 it reflected the requirements of the NHS response to COVID-19. The Audit Committee maintained oversight of the principal risks and supported the implementation of a new, more outcome-focused structure to the BAF.
- All **procedural documents** were monitored with some, particularly HR policies, having extended review deadlines agreed in line with national guidance.
- All **internal communication channels** were maximised, with new channels added during 2020-21 to ensure regular, effective and supportive communication to the entire workforce. This included daily COVID-19 bulletins providing important information and updates to staff on national, regional and local guidance, Personal Protective Equipment (PPE) requirements, workforce guidance and advice and support for staff health and wellbeing. An all staff WhatsApp group and a closed Facebook Group were both launched to provide an alternative channel for trust-wide messages and updates to be shared and for staff to engage with each other and share stories and news. The impact of internal communications has been positive and **daily**

Shout Outs to staff have also been very successful to recognise the achievements and support staff have shown to each other.

- **Managers' briefings** were established both virtually and electronically, providing a forum for the sharing of important messages and updates related to the Trust's response to COVID-19 and support to the workforce.
- The **virtual HEART awards** held in July/August 2020 were a highlight to recognise staff achievements.
- The Trust's intranet, **Staff Zone**, has remained a vital resource for staff and has been updated as frequently as daily with the latest guidance and advice for staff. All procedural documents are available for staff to access and specific **Action Cards** to support the implementation of Infection, Prevention & Control guidance were crucial to support staff in the response to COVID-19.
- A number of staff network groups were established to support staff, and these have grown in participation and involvement during the financial year. The groups include; LGBTQ+, BAME, Carers and DisAbility. These network groups further support the Trust's Inclusion strategy and objectives, and further details are included in the Performance Analysis.
- All arrangements to support staff in raising concerns through **Freedom To Speak Up**, have remained in place and been important during the response to COVID-19. The FTSU Annual Report was presented to the Board of Directors for assurance.
- The **Informal Board Programme for 2020-21** was temporarily suspended in line with emergency governance arrangements but was restarted in January 2021 with a forward programme for 2021-22 in place.
- A structured **Board Development Programme** was commenced in 2020-21 with external support from Gatenby Sanderson. The programme remains on-going.

The Trust conducted a self-assessment against the NHSI well-led framework for developmental reviews during 2019-20. This identified areas of good practice and areas where the Trust could further develop. The key findings were shared with the Board of Directors in December 2019, and an action plan in response to the areas for development was prepared, although this was paused while the Trust focused its efforts on the response to the COVID-19 health emergency. The Trust will resume the delivery of the action plan, and refine this if necessary in light of the new ways of working in response to the COVID-19 pandemic. The Trust will seek external support to complete and further test this work in 2021-22.

There are no material inconsistencies between the Annual Governance Statement, Corporate Governance Statement, and the Annual Report or reports arising from the CQC planned and responsive reviews of the Trust and any consequent action plans developed by Wirral Community Health and Care NHS Foundation Trust.

Quality governance

The Board of Directors recognises that quality is not just a programme or a project within the organisation and it is not the responsibility of any one individual to implement the quality agenda.

The quality governance structures and processes in place across the organisation aim to ensure that arrangements are fit for purpose and the highest standards of quality and safety are maintained. These are described in more detail in the Annual Governance Statement. In line with national guidance from NHS Improvement, the Trust prepared its annual Quality Report which was submitted on 30 June 2021. The Trust has included a summary of the quality achievements in the Performance Analysis section and is expanded in greater detail in

the Quality Report when published.

The principal committee for maintaining the oversight of quality governance is the Quality & Safety Committee which reports directly to the Board of Directors and meets on a bi-monthly basis.

The Trust gains assurance on the quality governance arrangements in place as part of the annual internal audit plan and the annual clinical audit and quality improvement programme.

The Trust has successfully embedded the electronic solution single assurance framework (SAFE system) which is used as the comprehensive repository for evidence against the regulatory frameworks governing the Trust. The system brings the available information together, allowing the rapid identification of areas of outstanding practice and areas for further development.

The system enables staff to have a single on-line tool to store, access and present information about their service and therefore enhance assurance against regulatory compliance.

There are a number of modules across the system which are monitored through various committees:

- **CQC module:** This includes individual team's CQC self-assessments and divisional review section, the Trust's SHOULD DO and MUST DO action plans, following the inspection in 2018 and the CQC fundamental standards.
- **NHSI Well-Led Framework:** This provides a framework for Corporate services to self-assess against the standards for Well-Led.
- **Procedural Documents Module:** This includes information on Policies, Standard Operating Procedures (SOP) and Patient Group Directions (PGD). The information is displayed as a schedule providing information on the lead author, last review date and expiry date allowing a simple search to identify the status of documents. The status is RAG-rated and enables clear identification of when documents are due for review and a clear way to alert authors. Full versions of the documents are stored securely on Datix to maintain a document archive. Staff can access all procedural documents via StaffZone.
- **Inspection module:** This includes information on inspections that will reoccur: Hand hygiene, Environmental Audits (Quarterly) and Team Leader Checklist and medicine management inspections (Monthly). SAFE will hold information from a given time period and then refresh in the next time period to allow new data to be entered. Performance over time can be tracked.
- **Health and care audit module:** The information is displayed as a schedule providing information on the status of audits and assurance levels. Full versions of the completed audits will be stored on SAFE.
- **NICE guidance module:** Nice Guidance and Quality Standards upload onto SAFE on a monthly basis. They are reviewed by the Trust NICE group and applicability noted. Compliance against each applicable standard is tracked and monitored on SAFE.
- **COVID-19 module:** This includes specific COVID-19 procedural documents, service restoration plans including COVID-19 checklists, a quality framework and quality & audit assurances.

Patient care

The Annual Quality Account 2020-21 was submitted to NHS Improvement by the national submission date of 30 June 2021 and describes quality improvements and quality governance in more detail including patient care.

The Performance Analysis section of this Annual Report includes a summary of the progress with the Trust's quality goals, local and national targets, and the improvement of care provided to patients and service users through the enhancement of existing services and the introduction of new services.

Stakeholder relations

The Performance Report describes the stakeholder relationships developed and progressed during 2020-21 to facilitate the delivery of improved healthcare, including the partnership and system-wide working at local, regional and national level in response to the COVID-19 health emergency.



Karen Howell

Chief Executive

21 October 2021

