

12-month workplan 2021-22 - Progress Report

Meeting	Board of Directors		
Date	09/02/2022	Agenda item	12
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	David Hammond, Deputy Director of Strategy		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
To assure the Board of Directors that the Trust has identified, and is progressing, key activities as outlined in the 12-month workplan for 2021-22.			
Executive Summary			
<p>The 12-month workplan was developed to provide clarity and structure and maintain focus on key priorities for 2021-22 due to the development of a longer-term strategy being delayed as a result of the response to the COVID-19 pandemic.</p> <p>The Trust's 5-year strategy is in development and is due to be presented to Board in April 2022.</p> <p>The attached presentation provides an update on the progress against each of the identified activities.</p> <p>One activity has been added to the workplan: the mobilisation of Knowsley 0-25 service; a successful bid for this service was submitted after the original workplan was created.</p>			
Risks and opportunities:			
<p>There are no risks identified in the paper. Any risks related to the delivery of priorities in the workplan are managed through the Trust's organisational risk register and monitored through the governance structure.</p> <p>The key priorities described in the workplan are also reflected in the Board Assurance Framework which tracks controls and mitigations in relation to strategic risks.</p>			
Quality/inclusion considerations:			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>All QIA and EIAs are completed for individual projects and pieces of work identified in the workplan.</p>			
Financial/resource implications:			
There are no financial/resource implications of the development of the workplan itself. Financial implications of the individual projects and pieces of work are overseen by the groups identified in the workplan.			
Trust Strategic Objectives			
<i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</i>			
<input type="checkbox"/> Our Populations - outstanding, safe care every time	<input type="checkbox"/> Our People - improving staff engagement	<input type="checkbox"/> Our Performance - delivering against contracts and financial requirements	
Board of Directors is asked to consider the following action			
To be assured that the Trust has an Organisational Workplan to provide focus for key activities during 2021/22 and is making progress against this plan.			

Report history		
Submitted to	Date	Brief summary of outcome
Board	03/06/2021	The Board of Directors was assured that the Trust had a workplan which would provide focus for key activities during 2021-22

12 Month Workplan 2021/22

Progress Report, February 2022
Board of Directors

Context

The pandemic has affected every aspect of organisational, place-based and national planning and provision. In some cases it has greatly accelerated change, in others it has led to delay.

The contents of this workplan demonstrates our aspiration to ensure our key priorities support the “Building Integrated Care Systems” circulated November 2020 as well as the Integration and Innovation: working together to improve health and social care for all ‘aka the White Paper’ published February 2021.

This ambitious workplan demonstrates the key priorities over the next 12 months. These programmes of work will inform our strategic direction with a key focus on ensuring we have the right workforce and infrastructure to focus on population health and health inequality.

Whilst the timeframe for some schemes are greater than 12 months they will be key areas of focus, time and resource during the next year ensuring we are well placed to meet the needs of the people we serve.

 **Strategy**

 **Operations**

 **Quality**

 **People**

 **Mobilisation**

 **IM & T**

 **Capital**

 **Social Value**

Strategy

Task	Aim	Description	Assurance and governance	Timeframe	Update
Revise Trust strategy and Values	<p>Develop a fully engaged, collaborative 5 year Organisational strategy which complements and supports Local and System strategies. It will ensure we consider the population health needs and address health inequality.</p> <p>We also aim to ensure we build upon the digital advancements already made and use data to identify our priority areas and service redesign.</p> <p>Following full workforce engagement launch new Values for our Organisation</p>	<p>Aligned to the evolving strategies in Cheshire & Merseyside and Wirral, develop the Trust's 5-year strategic direction aligned to recently published White Paper.</p> <p>We will ensure we work with our partners across the system.</p>	Executive Leadership Team (ELT) & Board	Complete March 2022	<p>Extensive engagement across Cheshire & Merseyside health system</p> <p>20 focus group discussions</p> <p>Draft planned for informal Board, March 2022</p> <p>Communications team designing document</p> <p>Planned sign off by Board, April 2022</p>

Operations

Task	Aim	Description	Assurance and governance	Timeframe	Update
Organisational Design 2021	Align the Trust's structure with current national policy direction incorporating Population Health, Integration and Health inequalities	To implement a new organisational operating model delivered through four locality-based, all-age multidisciplinary teams with an integrated management structure, plus a system wide team	Programme Management Board (PMB)	Initial phases, March 2022	Phase 1 (portfolio, electronic systems and governance changes) planned for 1 April 2022, subject to capacity due to Level 4 response.
Urgent care model development	Provide a modern urgent care facility for the people of Wirral	Work with partners to redesign UTC and A&E model and associated pathways	Managed externally – updates reported to ELT and on to Board	Early 2023	System Business Case now submitted for final approval. Pillar 1 within the Healthy Wirral Programme Board to track the next elements of the project.
Partners for Change: 3 Conversations Transformation programme ASC	Work with Wirral Borough Council and Partners for Change to co design, implement and evaluate innovation sites aimed at delivering more personalised support and reduction in the number of times individuals need to re-refer for help	Testing new, person-focused approaches to adult social care delivery	Managed externally – updates reported to Executive Leadership Team	March 2022	Phase 1 complete in November 2021. Phase 2 due to commence Feb 2022, comprising expansion of 3Cs model to whole Birkenhead and West Wirral social care teams, plus intermediate care.

Quality

Task	Aim	Description	Assurance and governance	Timeframe	Update
Quality Strategy Plan	<p>Involve people as active partners in their wellbeing and safety, promoting independence and choice</p> <p>Nurture an improvement culture focused on consistently delivering effective, efficient care</p> <p>Further strengthen our positive safety culture, promoting psychological safety and supporting reflection</p>	<p>Deliver the plan under the themes of:</p> <ul style="list-style-type: none"> • Engaged Populations • Effective and Innovative • Safe care every time 	Quality & Safety Committee	March 2022	<p>Focus groups held as part of wider strategy development.</p> <p>Briefing to QSC, March 2022</p> <p>Quality Strategy, planned sign off by Board, April 2022</p>
Regulatory preparedness	<p>For Organisation to move out of Requires Improvement rating</p> <p>Ensure WCHC is prepared for proposed changes to Adult Social Care regulation</p>	Ensure WCHC staff are supported in preparation for CQC inspection	Executive Leadership Team	March 2022	Preparation for inspection has continued, adapting to Covid pressures

People

Task	Aim	Description	Assurance and governance	Timeframe	Update
People Strategy Plan	<p>Support our people’s health, wellbeing and recovery from the pandemic to allow them to perform at their best</p> <p>A compassionate and inclusive culture, where our people can thrive at work</p> <p>Outstanding opportunities for our people and communities to develop their skills and experience as our employees</p> <p>Modern, agile, integrated working practices, to meet changing population needs</p>	<p>Deliver the People Strategy Plan under the themes of:</p> <ul style="list-style-type: none"> • Wellbeing & Recovery • Culture • Developing Capability and Talent • Transformation of the Organisation 	Education and Workforce Committee	March 2022	<p>Focus groups held as part of wider strategy development.</p> <p>Briefing to EWC, February 2022</p> <p>People Strategy, planned sign off by Board, April 2022</p>

Mobilisation

Task	Aim	Description	Assurance and governance	Timeframe	Update
St Helens 0-19	Deliver a high performing quality effective service to the young people of St Helens	Mobilise St Helens 0-19 service	Programme Management Board	September 2021	Successfully mobilised to schedule
Knowsley 0-25 (Additional to original workplan)	Deliver a high performing quality effective service to the young people of Knowsley	Mobilise Knowsley 0-25 service	Programme Management Board	February 2022	Successfully mobilised to schedule

IM & T

Task	Aim	Description	Assurance and governance	Timeframe	Update
IM&T infrastructure improvement	To ensure core infrastructure is performant, resilient and complies with relevant cyber standards	Improve core IM&T network infrastructure to agreed plan	Finance and Performance Committee	Q2 2021/22	Network improvement plan completed. All works delivered successfully and signed off.
Electronic Patient Record	To support the complete and effective digitisation of clinical workflow	Plan procurement exercise for the Trust's EPR	Digital Enablement Group	Q4 2021/22	EPR Project to commence in March in accordance with digital strategy.
Digital Strategy	To ensure we have a 3 year digital strategy which complements our strategic direction	Working with Staff and colleagues both internally and across our Integrated Care Partnerships and Cheshire & Merseyside to develop a strong digital offer supporting effective working and improved access for service users	Finance and Performance Committee Executive Leadership Team & Board	Q3 2021/22	Focus groups held as part of wider strategy development. Shared and approved at FPC, Feb 2022 Digital Strategy, planned sign off by Board, February 2022 Delayed due to prioritisation of pandemic activity

£ Capital

Task	Aim	Description	Assurance and governance	Timeframe	Update
Marine Lake Health & Wellbeing Centre	To ensure a fit for purpose accommodation for health and care staff and collaboration with primary care and third sector.	Deliver new build health and wellbeing centre in West Kirby	Programme Management Board	2023	Contractors on site and broken ground, January 2022



Social Value

Task	Aim	Description	Assurance and governance	Timeframe	Update
Social Value Award	Be the exemplar for social value in Cheshire and Mersey	Undertake seven steps to successfully apply for Cheshire & Merseyside Social Value Level 1 Quality Mark	Executive Leadership Team	July 2021	<p>Level 1 Quality Mark successfully secured November 2021 – first NHS organisation to do so</p> <p>National and local communications planned for February 2022</p> <p>Key value Indicators and social value reporting due to begin in new financial year 2022/23</p>

Communications, Marketing and Engagement Activity Update Report for Quarter 3 - 2021-22

Meeting	Board of Directors		
Date	09/02/2022	Agenda item	13
Lead Director	Alison Hughes, Director of Corporate Affairs		
Author(s)	Fiona Fleming, Head of Communications and Marketing		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<p>The purpose of this paper is to provide the Board of Directors with assurance on the implementation of communications, marketing and engagement priorities as set out in the strategy 2018-21.</p>			
Executive Summary			
<p>Due to the response to COVID-19, the communications, marketing and engagement strategy and subsequent actions and campaigns have been focused on the NHS response to the pandemic.</p> <p>Q3 (October - December 2021) presented a diverse range of campaigns and a great opportunity for the team to support the changing needs of staff, patients and service users, explore new ways of engaging with the workforce, raise the profile of the Trust and maintain the necessary communications relating to COVID-19.</p> <p>The report details Q3 activity against the communications goals: Brand Management External Communications Internal Communications System Support Crisis Management and Sustainability</p> <p>These goals are aligned to the Trust's strategic themes.</p>			
Risks and opportunities:			
<p>No risks identified in this report.</p> <p>The risk in failing to have effective communication and engagement across the workforce and with the local population is mitigated by the numerous campaigns and priorities delivered.</p> <p>The opportunity to employ new ways of engaging and communicating has been realised during Covid-19 and will provide learning for the future.</p>			
Quality/inclusion considerations:			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>All communications and engagement activity aims to positively impact on Trust staff and those who access our services.</p>			
Financial/resource implications:			
<p>There are no financial/resources implications for consideration within the report.</p>			

Trust Strategic Objectives

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

Our Populations - outstanding, safe care every time	Our People - improving staff engagement	Our People - advancing staff wellbeing
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Board of Directors is asked to consider the following action

To be assured that the communications, marketing and engagement activity evidenced in this report for Q3 meets the aims of the Trust.

Report history

Submitted to	Date	Brief summary of outcome
No previous reporting history.	N/A	N/A

Communications & Marketing Board Report Q3

Date: 9 February 2022

Name: Alison Hughes, Director of Corporate Affairs

Overview of Quarters 3 (October, November, December)

Business as usual

- 26 editions of The Update
- 6 Special Edition Updates: **Engagement - AHP Week – Flu - Health & Safety - Covid-19 - Wellbeing**
- 120 Shout-outs published
- 10 CEO blogs, 2 guest blogs, 8 vlogs
- 52 screensavers across all WCHC network
- 1,655 emails received to communications mailbox. Average of 22 requests per day

Digital Summary

Quarter 3

- StaffZone page views = 177,260
- Website page views = 206,300
- Twitter account @wirralct Total followers = 3,755 (increase of 89)
- Tweet impressions = 51.3k (21.7k October, 13.2 November, 16.4k December)
- Facebook page reach = 15,375

Top Tweet earned 2,766 impressions

Eastham Walk-in Centre will be closed Saturday 23 - Sunday 24 October. Victoria Central Walk-in Centre & Minor Injuries, & Arrowe Park Urgent Treatment Centre will be open as normal. If you need urgent care that isn't an emergency please call 111 or visit 111.nhs.uk pic.twitter.com/m5t7NVQJ6K



Oct 18, 2021
Eastham Walk-in Centre ...
 Post
 Reach 3.3K

Top Tweet earned 1,605 impressions

Our school age immunisation team is delivering the national COVID-19 vaccination programme in schools in Wirral for 12-15-year-olds.

If your child has missed the opportunity to receive their vaccination parents and carers can book an appointment online: nhs.uk/CovidVaccine pic.twitter.com/MUI5EaVyyq



Nov 8, 2021
COVID-19 vaccination for...
 Post
 Reach 1.4K

Dec 23, 2021
Our Walk-in Centres, and ...
 Post
 Reach 4.1K

Wirral Globe Column

- Top tips ahead of International Infection Prevention Week
- Help influence how the NHS works
- Keep antibiotics working
- The importance of feedback
- Keep well this Christmastime
- We must all do our best to look after our health and wellbeing

We must all do our best to look after our health and wellbeing



CHRISTMAS can bring with it some additional challenges

WITH Christmas just days away, we find ourselves asking "Where does the time go?" 2021 does feel like it has flown by and as we reflect on this time last year, in many ways a lot has changed.

Covid-19 vaccinations are the key difference and what an impact they have made. If you haven't had your vaccinations or booster jab yet, there are lots of opportunities to get protected.

Visit the national booking website via nhs.uk or Wirral CCG's website for Covid-19 vaccination walk-in clinics, wirralccg.nhs.uk.

We must continue to make our best efforts to look after the health and wellbeing of ourselves and our loved ones so that we can all enjoy Christmas and the months ahead as healthily as possible.

Self-care is the first step to staying well this winter, such as keeping active and warm, eating well and staying hydrated, taking up your flu vaccine and ensuring you have over the counter medicines in your medicine cabinet to aid self-care at home.

If you do feel unwell, visit your local



Karen Howell Wirral CHC NHS Foundation Trust

pharmacist who can advise on how to treat minor illnesses. You can find your local GP or visit nhs.uk for more information. You can also visit www.nhs.uk for more information on how to stay well this winter.

Wednesday December 8, 2021

and face-to-face appointments remain available to all patients where there is a clinical need.

Christmas isn't necessarily a joyful time for everyone and can for some people bring additional challenges.

It's important to remember that if it's OK not to be OK, and help is here for you, your mental or emotional state quickly gets worse, you can call the free mental health crisis line 24/7 on 0800 145 6455.

If you experience domestic abuse this Christmas, there is someone you can talk

Use antibiotics in the right way

By Karen Howell
Chief executive of Wirral Community Health and Care NHS Foundation Trust.

ANTIBIOTICS are some of our most precious medicines. They can treat and even prevent infection and are invaluable for those particularly vulnerable to infection. We must ensure we keep them working.

Next week is World Antibiotic Awareness Week, held to raise awareness of global antibiotic resistance.

Without effective antibiotics, many routine day-to-day treatments and procedures will become increasingly dangerous. Antibiotics are also essential to treat serious bacterial infections, such as meningitis, pneumonia and sepsis. Antibiotics do not work for everything, so we must ensure we use them in the right way.

Take your doctor, nurse or pharmacist's advice on whether you need them or not - taking antibiotics

when you do not need them can mean they will not work for you in the future, putting you and your family at risk.

According to the World Health Organisation, a growing number of infections - such as pneumonia and tuberculosis - are becoming harder to treat as antibiotics used to treat them become less effective. The more we can all do to help reduce this risk, the better for us all.

Now more than ever, we need to continue to work together to prevent serious infections, including Covid-19, whilst reducing inappropriate antibiotic use. We all have a role to play.

Our medicines management team, together with our local pharmacist and medicines safety officer, are sharing advice to help you keep well.

Remember, antibiotics will not help you to feel better if you have a cold, flu or Covid-19. Antibiotics are not effective against viruses - only if you have symptoms of a



Antibiotics treat and prevent infection - but only use them if you need them

By Karen Howell
Head of NHS Trust

CHRISTMAS is around the corner and winter is well and truly here. Wintry cold, damp weather can be bad for our health and make us more vulnerable to winter illnesses, but there are plenty of things we can do to help protect ourselves. Self-care is the first step to staying well this winter.

Keep warm and hydrated, stay active, eat well and get your flu and Covid-19 vaccines - by following these simple steps you are helping yourself and others stay well this winter.

Plan how to keep warm by layering up, having hot drinks and staying active.

Try to eat a variety of food to get the nutrients you need - including fresh fruit and vegetables. Likewise, keep your medicines box or cabinet well stocked to aid self-care at home.



If you do feel unwell this winter, visit your local pharmacist who can give you fast, effective advice on how to best treat minor illnesses, without having to seek further care.

If you need medical help, please consider where best to get help and avoid an unnecessary visit to A&E.

There are many options for minor illnesses and injuries that are more appropriate and convenient. Being proactive and accessing the right services is what will get us all, including the NHS, through

this winter.

For many common illnesses that are not Covid-19 related, a pharmacist or NHS 111 can offer advice. If it's not an emergency, we are asking people visit www.111.nhs.uk or call 111 in the first instance where they have access to a range of local health services.

These include an appointment at one of our Walk-in Centres and Urgent Treatment Centres, GP out-of-hours service or a telephone consultation with a healthcare specialist - allowing you to receive the care and advice you need at home.

One of the important things you can do to protect yourself and your loved ones this winter is having the Covid-19 vaccine.

The vaccines are safe and effective and give you the best protection against the virus.

If you haven't had your first or second dose of the vaccine or your booster yet there are different ways you can do so:

You can book online via the national booking system - visit www.nhs.uk and search coronavirus vaccine. If you cannot book appointments online, you can call 119 free of charge.

Find a walk-in Covid-19 vaccination site to get vaccinated without needing an appointment - visit www.nhs.uk and search coronavirus vaccines.

If you have your first dose through your GP surgery, you'll be contacted when it's time to book your second dose.

Did you know all eligible people can use the NHS online walk-in finder www.nhs.uk/gp-a-jab to find the most convenient site to get their top-up without an appointment?

Here at the Trust, we want to ensure that people feel confident about accessing our clinics and services safely.

When attending your appointment please continue to follow these steps:

Wear a face covering when entering any of our clinic buildings - Get your hands upon on arrival and on arrival in the clinic waiting room.

Keep a two-metre distance from other people in the building - Come on your own (visit our website for exemptions)

If you have any symptoms of Covid-19 please do not attend your appointment. If you have any of the main symptoms, even if they're mild please:

Get a PCR test to check if you have Covid-19 as soon as possible.

Stay at home and do not have visitors (self-isolate) until you get your test result - only leave your home to have a test.

There is still help here for you this winter - as always.

For more information about the services we provide please visit www.wirral.nhs.uk

Wishing you a happy, healthy Christmas.

Karen Howell's health column: 'Keep well this Christmastime'

Project highlights – Quarter 3

Staff Influenza campaign	Covid-19	Freedom to Speak Up	Infection Prevention Week
Governor Elections	Black History Month	CQC Guide e-edition	AHP Week
IT Outage comms	Health & Safety Inspection	Staff Survey	Three Conversations
Your Experience	AMM & Member Comms	IPC Bid	Supervision
Wagestream	Virtual Christmas Show	Winter System Comms	Awareness Days various

Staff Influenza campaign

- Videos from Chief Nurse, Paula Simpson and Chief Medical Officer, Dr Nick Cross
- Integrated mix of digital channels
- Focused on the benefits and reasons to get a flu vaccine, alongside the Covid-19 vaccines
- PHE 'Boost your immunity' message and incorporating this into our incentive too (give a charity a boost!)

Get your flu vaccination
BOOST YOUR IMMUNITY

Why should you get your flu vaccine?

- ✓ Protect others
- ✓ Reassure patients
- ✓ Boost your immunity
- ✓ Protect the NHS
- ✓ Raise money for charity

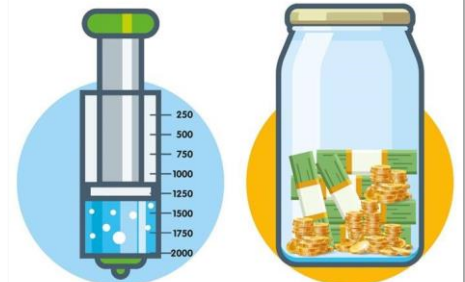
Get your flu vaccine today!



Flu-ometer BOOST

1,346 flu vaccinations

£1,346 for charities



Staff Influenza campaign

- The campaign has featured messages from staff as to why they are proud to get their flu vaccine
- Drop-in and bookable flu clinics are advertised daily, with availability across all areas, 7 days a week and outside working hours
- A flu vaccine special edition Update was sent to all staff

FLU IS SERIOUS Know the facts.

- Being fit, healthy or young does not make you less likely to get flu
- The flu vaccine cannot give you flu
- Flu has not gone away - it is still a threat
- PPE is not a substitute for a vaccine

Get your flu vaccine.



Proud to have the flu vaccine!

"I get my flu vaccine every year. It gives peace of mind as we face the challenges of winter."
Helen Wilcox, Interim Head of Infection Prevention and Control

"I am proud to have my flu vaccine as I am protecting me, my unborn baby and my family."
Jess Thompson, End of Life Care Lead Practitioner

"Having my flu vaccine means I am helping to protect those I care for - something to be very proud of."
Andrew Gifford, Team Leader, South Wirral Community Nursing

Get your flu vaccine... see StaffZone for clinics.



Listen to your fantastic INFLUENCERS answering your questions.

Don't miss Paula and Nick's videos on StaffZone.



Get your flu vaccine and Covid-19 booster



Paula Simpson
Chief Nurse and Director of Infection Prevention and Control
"If you are unsure about getting the vaccines, then do it for those you care about - by getting vaccinated, you are protecting them."



Dr Nick Cross
Executive Medical Director
"With the twin threat of flu and Covid viruses, we face a winter like no other and so it is even more important to get your jabs."

THE UPDATE
FLU VACCINE SPECIAL

NHS Wirral Community Health and Care NHS Foundation Trust

Covid-19 communications

Covid-19 continued to be a key campaign:

- Vaccines, testing, isolation, boosters, risk assessments, Omicron variant
- We circulated updated guidance via The Update each week, as well as a dedicated special edition of The Update and Managers' Brief
- Adapting national information - easy to understand and accessible



Freedom to Speak Up Month

- The campaign was wrapped around three key messages: Speak Up, Listen Up, Follow Up
- Virtual 'In the Know' drop-in sessions with the FTSU Guardian - encouraging colleagues to find out more about WCHC 'Speaking Up' processes
- Guardian vlog
- Staff pledges on how they are inspired to support 'Speaking Up'



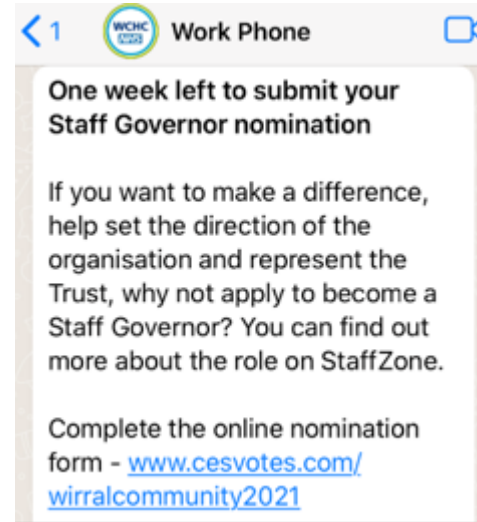
Infection Prevention Week

- We produced a video and poster for care homes, external stakeholders and staff
- The message was 'Make infection prevention your winter intention'
- Resources to explain the steps we can all take to keep ourselves and others safe and well this winter
- Copies of all communications were shared with NW NHSEI



Governor Elections

- Regular feature pieces in The Update
- Support with Civica email to all WCHC Members
- Regular WhatsApp messages to encourage staff nominations
- Vlog from a staff Governor
- Screensavers and StaffZone content
- WhatsApp messages to encourage colleagues to submit a nomination



Could you be our next Staff Governor?

- Represent the interests of colleagues across the Trust
- Work with the Trust Board
- Actively contribute to the future development of the organisation

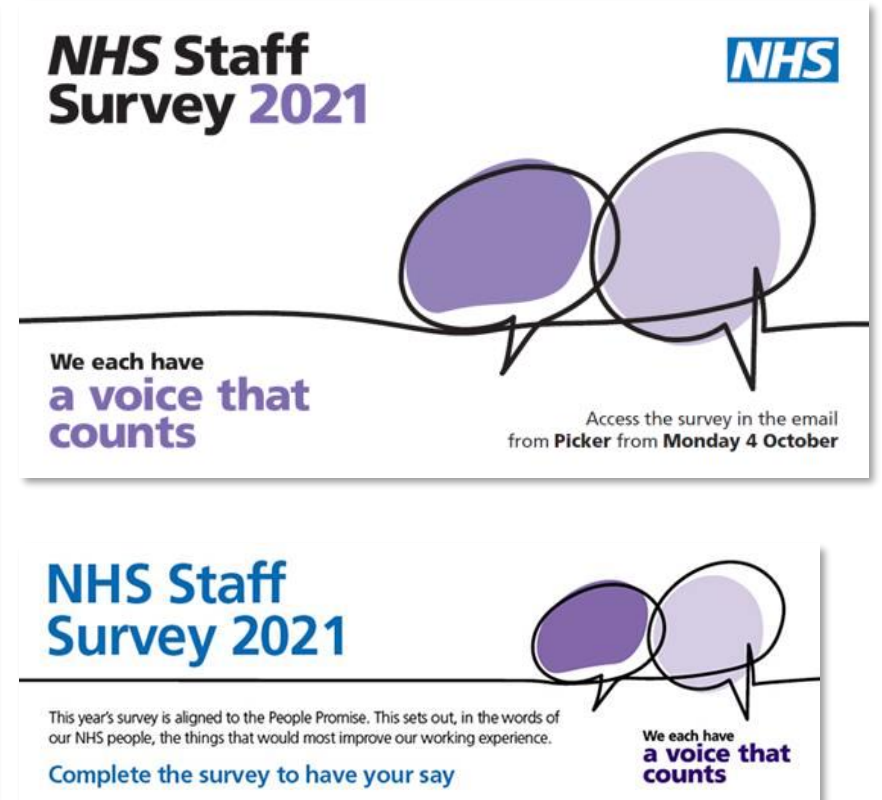
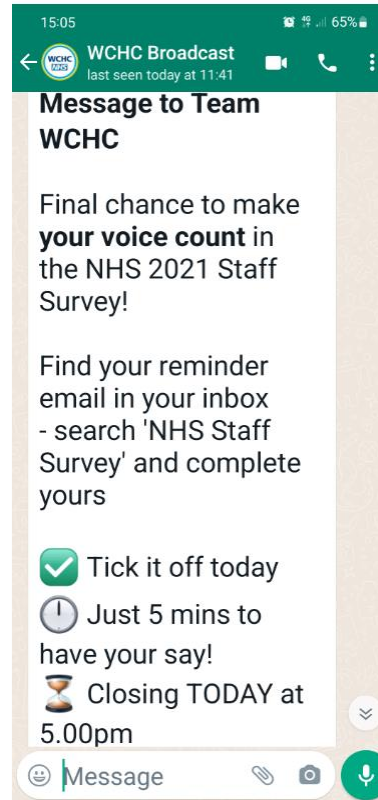
Nominations close:
5.00pm - Monday 1 November.

Visit **StaffZone** for more details.



National Staff Survey

- Promotion of Staff Survey throughout October and November
- Internal campaign utilising all channels – screensavers, regular features in The Update, Whatsapp, Facebook, Teams background, email signatures, blogs and vlogs
- Met the target of **52%** of staff completing the survey
- Actual numbers of staff completing survey – up by approx. 120 on previous year



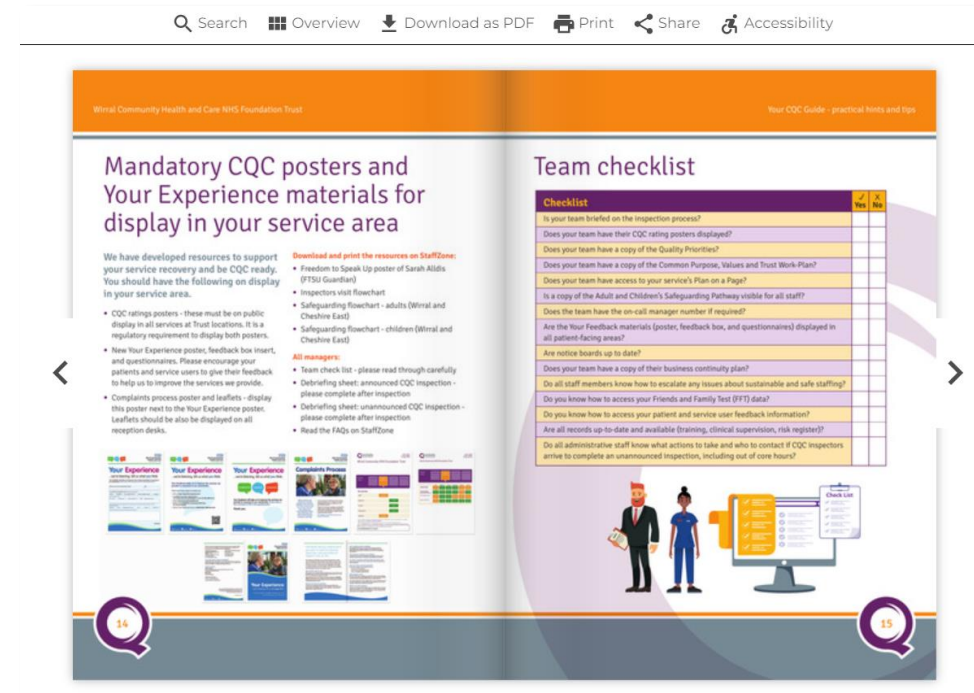
Black History Month

- Screensaver, campaign slider on StaffZone signposting to newsitem
- Regular features in The Update
- Promotion of local and national virtual events and Podcasts via the Black History Month calendar
- Encouraging colleagues to make a commitment to inclusion during Black History Month, either as an individual or as a department
- Reflections from Black History Month 2020



CQC Guide e-edition

- Access the guide at a click of a button - no need for staff to log in to StaffZone
- Access the guide on any device with lots of accessibility features
- Communication channels included: WhatsApp messages, The Update, StaffZone news item, screensaver, Manager’s Briefing



Allied Health Professional Week

- Week long campaign to celebrate and raise awareness of Allied Health Professional colleagues and their roles
- Special Edition of The Update
- Videos and case studies from AHP staff developed and shared
- Promotion of Beyond Boundaries case studies
- Lots of social media activity featuring 'knitted AHP figures' to celebrate diversity of AHP professions



Allied Health Professional Week

Celebrate | Inspire | Connect | Appreciate

#AHPsDay #AHPsWeek



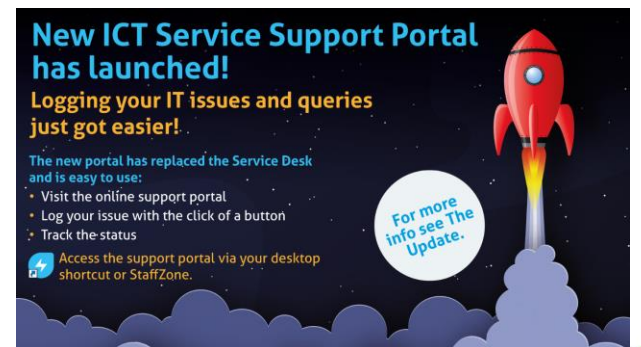
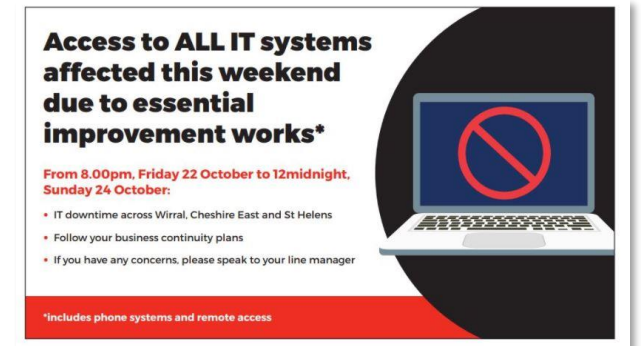
Support for IT Services

IT Outage

- Supported the cascade of key IT messages to prepare all staff and the public for the 2-day IT outage
- The campaign utilised screensavers, the staff Facebook group, The Update, WhatsApp, Trust social media pages, our website and StaffZone

Launch of ICT self-service portal

- Supporting colleagues to manage their managing your IT service requests via an online portal
- Campaign activity included; screensaver, user guide, StaffZone section, Facebook messages



Health and Safety Inspection

- To support and prepare managers for the HSE Inspection in November
- Internal campaign across all channels
- Special Edition of The Update focusing on key messages and reminders for staff
- Screensavers to raise awareness
- Enhanced StaffZone content including a Who's who

Health and Safety Poster...

This poster is required in all buildings. Is there one in yours?

To request a poster email the Communications Team - wcmt.communications@nhs.net

*It is a regulatory requirement to display this poster.

Stay safe. Stay well.

Your Health and Safety Refresher...

- ▶ Do you know your health and safety facts?
- ▶ Refresher articles in The Update
- ▶ Handy team checklist
- ▶ It's everyone's responsibility

Stay safe. Stay well.

StaffZone > Our Standards > Health, Safety and Security

Health, Safety and Security

This is the hub for all health, safety and security standards information, including COSHH, electrical and fire safety, workplace and personal safety, and risk assessments.

<p>▶ Our approach</p> <p>In order to create a positive and effective culture in regard to Health & Safety it is vital that all employees of the Trust contribute positively to the successful management of health, safety and care.</p>	<p>▶ COSHH</p> <p>COSHH is the law that requires employers to control substances that are hazardous to health.</p>	<p>▶ Protecting your possessions</p> <p>Your property and Trust property is your responsibility - make sure you take the necessary steps to protect it.</p>
<p>▶ Electrical safety</p> <p>You can help ensure the safety of your electrical equipment by following the user checks regularly every six months is sufficient</p>	<p>▶ Fire safety</p> <p>Fire Wardens have an essential role to play if a fire is discovered.</p>	<p>▶ Workplace and personal safety</p> <p>We have an obligation under the Health and Safety at Work Act 1974, and the Management of Health and Safety Regulations 1999 for the health, safety and welfare at work of staff.</p>
<p>▶ Maintaining a safe and secure environment</p> <p>Ensuring that everyone who works in or uses WCHC does so in a safe and secure environment.</p>	<p>▶ Risk Assessments</p> <p>This is a sub-section of Health and Safety where you can find information on the importance of risk management and monitoring, as well as risk assessments and the risk register.</p>	<p>▶ Health and Safety Team Checklist</p> <p>Handy team checklist to support you with all things health and safety.</p>

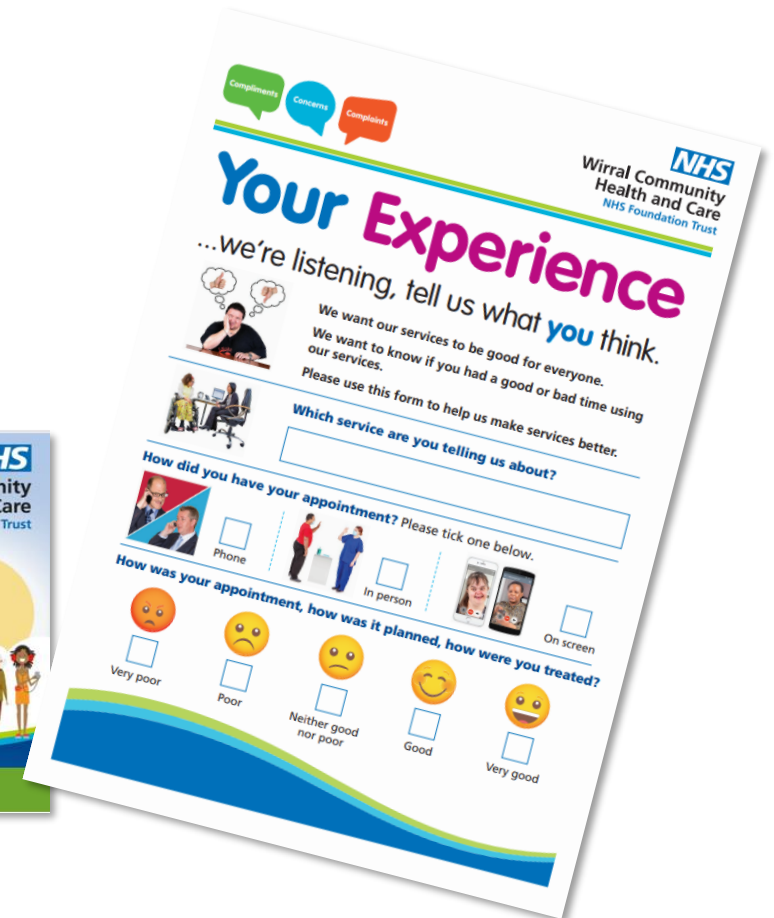
Three Conversations

- Campaign to raise awareness and share best practice on the Three Conversations Project (3Cs)
- Informing staff of the 3Cs and signposting to additional resources
- Sharing the 5 key messages from the two innovation sites each week
- Dedicated section on StaffZone for 3Cs
- News item informing staff of the 3Cs and support their understanding of the new approach in Adult Social Care (ASC)
- Six videos from staff participating in the project
- Shared with ASC staff and the Making It Happen Board



Your Experience / Engagement Special

- Launch of Easy Read version of 'Your Experience' questionnaire
- Production of an Engagement Special Edition of The Update
- Showcasing all the opportunities for engagement and feedback
- Promotion:
 - Patient / service user feedback
 - Engagement Groups - Your Voice / INVOLVE
 - Quality Champions



Annual Members' Meeting and communications

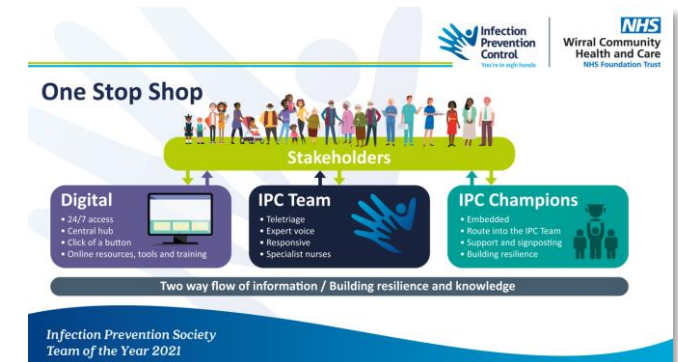
- Planning and delivery of the Annual Members' Meeting
- Microsoft Teams event open to all Trust Members and Staff
- Development of presentations for the Board
- Production and distribution of two editions of Members' Update
- Member engagement on Shaping our Future
- Governor Elections
- Recruitment to Your Voice group



Infection Prevention & Control Bid

Communications support for the Infection Prevention and Control bid

- CEO introductory video
- Design of ICP logo: Infection Prevention Control, *You're in the right hands*
- Recording and editing of stakeholder video testimonials
- Written response for engagement and communication question within the bid
- Design of infographics to support bid and presentation
- Member of the presentation team



Wagestream

- Integrated internal campaign targeted at Bank Staff to promote the benefits of Wagestream and encourage sign up and to download the app
- Pre-launch, launch and Christmas messages
- Dedicated section on StaffZone with helpful guides
- The Update and Manager’s Briefing informing the benefits
- Promotion of training sessions
- Featured at Get Together

Feedback from HR: Martin Godfrey

“Thank you for your support with launching Wagestream. We now have 9.9% of bank worker usage after 1 month which is ahead of the curve compared to other Trusts. 30% of people who have signed up are also putting savings away which is excellent (above average as well).”

Wagestream is now live!

Track, save and instantly access your bank pay.

Scan the QR Code to download the app today.



You can find out more about Wagestream in the Update and on StaffZone.



Wagestream for bank staff...

coming Monday 6 December.

Track, save and instantly access your bank pay.

Want to find out more?
Come and join the training session on Wednesday 1 December, 2.00pm – 2.30pm.

Details on how to join are on StaffZone and in the Update.



Sign up to Wagestream in time for Christmas...

With Wagestream you can access a percentage of your bank pay as you earn it, helping cover the cost of Christmas.

Scan the QR code to download the app.



Virtual Christmas Show

- Following success of 2020 – refreshed online event to support staff wellbeing at Christmas time
- Partnership working with St Catherine’s Church and Foxfield Special School
- Led by Karen Howell – featuring songs from Foxfield School Choir and Reverend James Terry
- Trust staff contributed their Christmas light switch-ons from home and festive pet photos
- ...also created a Christmas gif for staff to share



Winter system communications

- System partnership approach
- Design of z-card to support Wirral residents to make the right health and care choices in Winter
- Design of a series of social media assets to support key messages
- Social media posts / tweets scheduled across all relevant Trust platforms
- CEO column in Wirral Globe
- Website content



Awareness Campaigns

- Fraud awareness
- Infant Safe Sleep Week
- World AIDS Day
- Carers Rights Day
- Disability History Month
- Antibiotic Awareness Week
- Mouth Cancer Action
- National Safeguarding Adults Week
- Stop the Pressure Week
- Cyber Security Month
- It's Infection Prevention Week!
- National Work Life Week



Priorities for Quarter 4

Staff Seasonal Flu campaign 2021/22 programme	Covid-19 vaccinations / VCOD
Pulse Survey	Infection Prevention Control (IPC) Service launch
Launch of refreshed Recognition Scheme	Recruitment
Knowsley 0-19 mobilisation	CICC internal and external communications
St Helens roll out of communications plan	Design and launch of Organisational Strategies
12-15yrs Covid-19 vaccination programme	IG Priorities
Marine Lake	Winter and system communications

Digital Strategy 2022-25			
Meeting	Board of Directors		
Date	09/02/2022	Agenda item	14
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	Dave Murphy, Chief Information Officer		
Action required (please tick the appropriate box)			
To Approve <input checked="" type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input type="checkbox"/>	
Purpose			
To present the Digital Strategy 2022 - 25 to the Board of Directors for approval.			
The Digital Strategy was presented and duly approved at the meeting of the Finance and Performance Committee on 2 February 2022			
Executive Summary			
<p>The Digital Strategy seeks to define an ambitious and aspirational journey to achieving the highest standards of digitally enabled healthcare over the next 3 years.</p> <p>The strategy will ensure the Trust:</p> <ul style="list-style-type: none"> • supports teams to deliver efficient, safe, high-quality care • helps people access services easily and manage their own health and wellbeing • improves wider population health • improves the working environment for our workforce <p>In developing the strategy, we have received robust and enthusiastic engagement from key stakeholders within our organisation and from digital leads within the wider health system.</p> <p>Feedback on the draft strategy through progressive stages of development has been received from:</p> <ul style="list-style-type: none"> - The Executive Leadership Team - Non-Executive Directors - Staff focus groups - Wirral Digital Leads (Healthy Wirral Partnership and Local Authority) <p>The strategy will be delivered through annual business / operational plans and through established organisational governance.</p>			
Risks and opportunities:			
To be identified within business plans and project workstreams			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No			
Equality Impact Assessment completed and attached <input type="checkbox"/> Yes			
The Digital Strategy is positioned alongside the Quality Strategy and will fully complement, support these aims and deliverables.			
Financial/resource implications:			
The Digital Strategy does not seek additional investment over and above current funding levels for IM&T. A core principle of the strategy is to drive value for money, reduce operating costs,			

improve efficiency etc. To achieve this, the strategy and its supporting plans will aim to reinvest or use existing money in the best way possible.

Any requirement for additional funding will be supported by appropriate business case

Trust Strategic Objectives

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

Our Performance - growing community services across Wirral, Cheshire & Merseyside	Our Performance - increase efficiency of all services	Our Populations - improving services through integration and better coordination
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Board of Directors is asked to consider the following action

The Board of Directors is asked to approve the contents of the Digital Strategy 2022-25. Delivery will be owned and driven by the Digital Enablement Group with control and oversight of the Finance & Performance Committee.

The Board will receive regular assurance reports to demonstrate delivery against plan.

Report history

Submitted to:	Date	Brief summary of outcome
Executive Leadership Team	21/12/2021	Draft received for comment
Non-Executive Directors <i>(via NED check-in forum)</i>	19/01/2022	Comments received and incorporated.
Finance & Performance Committee	02/02/2022	Approved



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

Digital Strategy

2022 - 2025

SHAPING
OUR
FUTURE

Introduction

A digital strategy is as much about business transformation as it is adopting new technology, with the ultimate aims of:

- supporting teams to deliver efficient, safe, high quality care
- helping people access services easily and manage their own health and wellbeing
- improving wider population health
- improving the working environment for our workforce

Our Vision is...

to drive the highest standards of digital maturity so we can provide a workplace that enables our staff to deliver the safest and best possible care to our population and improve health outcomes throughout the communities we serve.

WCHC already invests over 5% of its annual turnover in digital infrastructure, contracts, and workforce. Therefore, this strategy is about building on our existing commitment and expertise, aligning with local, regional, and national plans and best practice.

While creating a digital organisation requires investment, this investment can lead to reduced running costs through reducing duplication, building capacity to meet increasing demands, improving the working environment for employees, and most importantly enabling the delivery of safer care, reducing errors and variation.

A mature digital environment should also be where people want to work. With the competition for health and social care workers so high, those organisations and systems with a great digital first experience will be able to attract the brightest talent.

Learning from Covid

The Covid-19 pandemic has highlighted the need to achieve a high level of digital maturity across the health and social care system.

During these challenging times, the Trust has mobilised and accelerated a digital work plan associated with the stabilisation of core ICT infrastructure, assets and workforce.

Crucially, this has mitigated risks in service continuity whilst enabling different ways of working, eg, staff





A new way of working

This strategy complements other Trust strategies and plans to deliver safe, high quality care to our population and create an inspiring workplace for employees.

To achieve our aspirations, all our Trust employees will need to embrace a digital first approach that enables people in the communities we serve to lead this change.

This will require significant courage and resilience but will also lead to huge benefits. Delivering a digital first strategy and sustained digital transformation at all levels will enable the

organisation to better meet its objectives and improve the safety and quality of care.

This Digital Strategy's ambition is that we will transform our health service through the integration of digital technologies across WCHC through collaboration with our partners, delivering high quality care using innovative care models, supported by cutting edge technology.

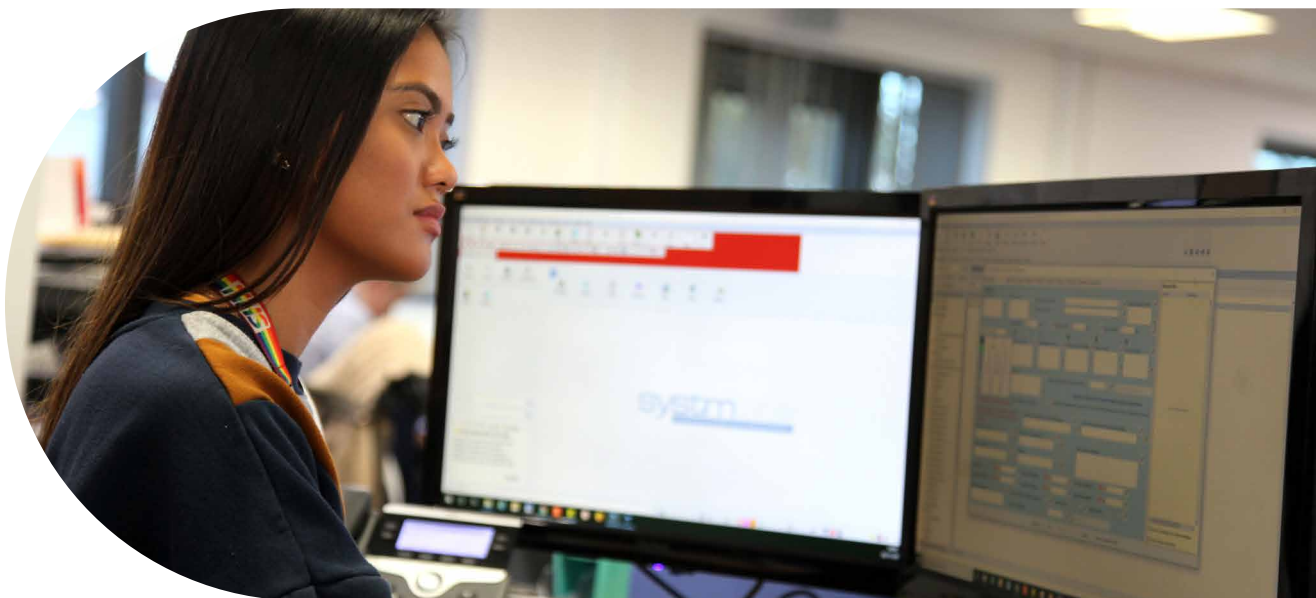
We will achieve this through the power of teamwork of our workforce at all levels and their drive for excellence.

working from home, virtual meetings, virtual consultations etc. It has put in place solid foundations upon which to build the future state of our digital landscape and take the next steps in our journey of digitally enabled healthcare.

A positive effect of Covid-19 is the acceleration of collaboration and system wide working. This cultural shift has been championed by leaders in the healthcare sector and these opportunities must continue to be capitalised.

Narrowing digital inequality

The pandemic has also highlighted how health inequalities and inequality of access to health and care services can be affected by new technologies. Supporting people to become digitally skilled will be important, alongside ensuring that digital inclusion is considered at every step, to deliver the benefits that digital usage can achieve on a broader scale.



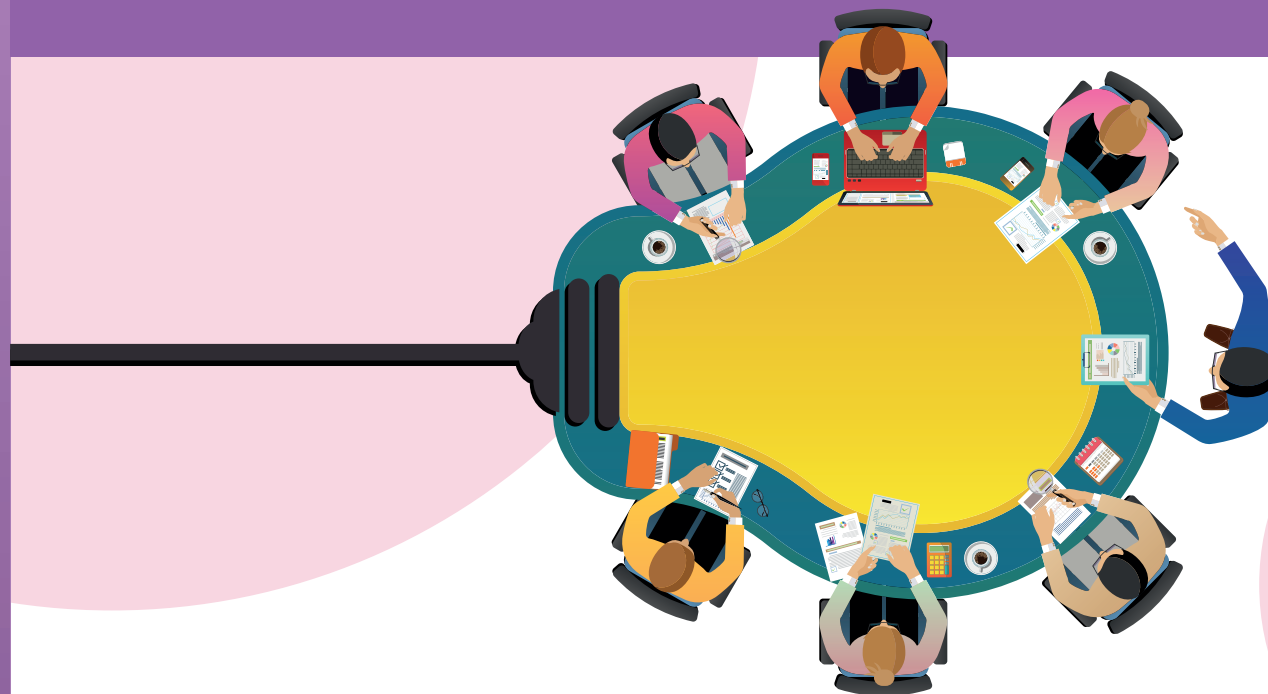
Engagement

A cross section of staff from within WCHC and wider local region participated in the development of this strategy to ensure it reflects the thoughts, needs and ambitions of those it will serve.

We gathered input through a series of engagement activities and facilitated virtual workshops. Feedback was invited from clinical and corporate services across WCHC, as well as representation from community organisations, regional local authorities, and ICS representatives.

Engagement with Trust staff highlighted an overwhelming desire for a clear focus on quality and safety in the provision of care.

People recognised the role digital could play in achieving this, as well as a need to modernise the Trust's digital foundations and empower staff to explore new ways of working and doing things.



People told us that any digital tools and systems introduced or reviewed need to:

- Be reliable and effective
- Support systems Integration and joined up clinical workflow
- Support efficient and collaborative working and
- Empower service users to better self-manage their wellbeing needs

Alignment

This strategy aligns with and fully supports those across the Cheshire and Mersey Healthcare Partnership whilst aligning with deliverables being set by NHS England / Improvement and NHSX plans.

These documents were reviewed to ensure alignment and are listed in the reference section of this strategy.

There are common threads across all these plans and strategies:

- Digital decisions must be made so that access to information for care providers and citizens is as seamless and as easy as possible
- A digital first mind-set from leadership and governance must underpin future planning that improves on the health and care outcomes for people

- Our engagement and focus groups outlined a desire to embrace and use digital solutions and technologies in a spirit of **doing things differently** and not being shy of innovation
- Build on the collaborative spirit that currently exists and leverage system solutions where many can benefit

There are many service developments identified in our own organisational strategies that rely upon effective digital developments.

In WCHC, as described in our Organisational Strategy, we will soon deliver operational services in Wirral through a locality model that supports more coordinated working with primary and community care partners.

Part of these teams' remit will be the proactive implementation of population health management, based on understanding which people benefit from proactive, holistic assessment and care planning will most.

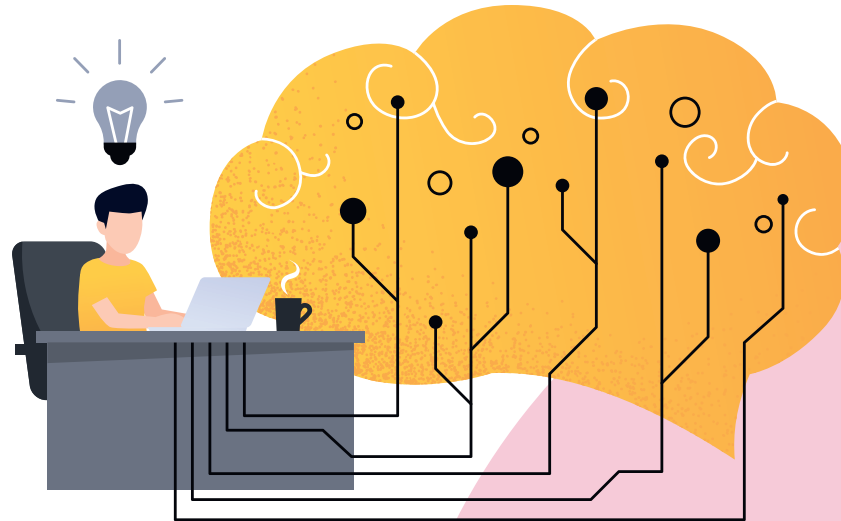
This model will also enable us to respond to the Core20 PLUS 5 approach to addressing Health Inequalities and create better connections between teams and communities, essential to deliver our Inclusion & Health Inequalities strategy.

These priorities rely on more effective information sharing across electronic systems and use of data analysis and risk stratification, all dependent on digital and operational pathway developments.

Similarly, both locally and nationally, an increase in Virtual Ward models will depend on having accessible information for mobile teams plus remote monitoring, to keep people at home and independent for as long as possible.

In Cheshire and Merseyside ICS, the digital strategy is likely to lead to the development of a combined Shared Cared Record, Person Held Record and Population Health platform across the ICS.

Regardless of the specific tools identified, WCHC supports and will influence the introduction and development of these tools, which offer so many benefits in providing joined up care and proactive population health planning.



Five core principles of our digital journey

People first

While a digital strategy is about the business, it is equally about patients, staff and culture. We recognise this and will ensure our workforce is empowered to lead and model the behaviours of a **digitally enabled healthcare environment** to improve patient confidence and outcomes and the working environment for staff.

Solutions will be explored from the human perspective first, then prototype, learn, and iterate. We will aim to make life easy!

Inclusion and engagement

We will work to better understand people's digital literacy, and attitude towards digital readiness. This will help ways to educate and help people, where appropriate, to use digital tools to support the management of their health and wellness journey. This requires a collaborative approach among all sectors, e.g., health and care partners, local authority, private and charitable enterprise.

Quality and safe care

We will ensure that technological developments improve the safety and quality of care for service users. This will span the design of systems and the overarching consideration of system appropriateness.

Sustainability

Leading healthcare providers that have embraced technology are realising efficiencies in administrative processes, safer care delivery and improved quality of care and outcomes for service users.

We will gain efficiency by not duplicating processes and making best use of shared service platforms. We will be clear on what digital tools WCHC will use and what will be enabled with digital. This will be done together with the right people to manage, not avoid, risk.

Innovation and collaboration

With enabling infrastructure works nearing completion, we can introduce innovative solutions such as Artificial Intelligence and robotic automation, and recommend apps that provide more personalised choice and access to health and care information. By driving a shift to work more collaboratively across organisations this will support teams to capitalise on shared funding opportunities, and to share successes, innovation, and best practice across Cheshire and Merseyside.



Digitally enabled care, ten steps for the next 3 years

Investment in infrastructure and systems
A sustainable and continued investment to improve existing digital infrastructure will ensure staff have the right tools and equipment for the job wherever they are, improving decision-making, and so quality and safety of care.

This will include new hardware and devices that enable working **on the go**, updated networks, improved remote working capabilities, and effective document management systems.

We will rationalise systems to improve efficiency and decommission systems that are not able to meet current operating standards for security and interoperability.



1. Real time, accessible information

Moving to a **system of systems**, where health and care information can be accessed across a range of health and care provider settings will support collaborative working and care delivery.

Collaborative working and access to **one person one record** will reduce duplication and improve communication thereby reduce untoward incidents. This means someone only has to tell their story once and is able to view and contribute to their own health record.

We will create secure access to real-time information with a single source of truth will enable a seamless digital health record with pathways for people from birth to end of life care.

2. Digital records and interoperability

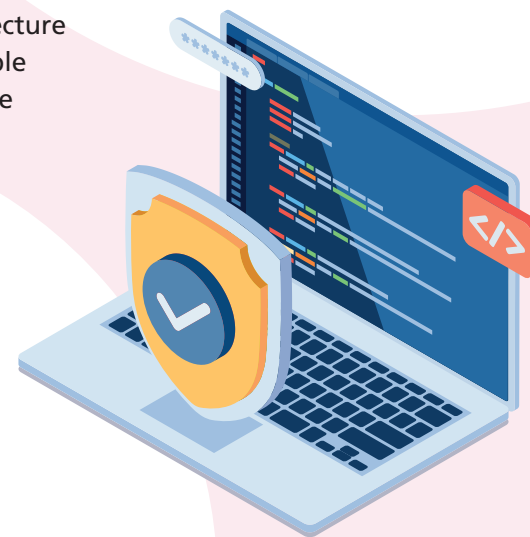
Having all information in paperless digital format which can be easily located in one place will streamline processes and reduce duplication. Providers will be able to access clinical records stored across multiple health service providers to provide better, safer, faster care. This will require an enterprise information platform that allows capturing and managing clinical and business documents and connecting them to core applications to streamline access and work flows.

We will use cloud services where appropriate, moving architecture toward Application Processing Interfaces (APIs) that will enable interfacing with a network of providers and gain access to the data that is in legacy systems.

3. Reliability and security

As the organisation is becoming more dependent on technology, it will become even more important that the technology used is reliable, resilient, and robust.

We will maintain our Data Security and Protection Toolkit Standards (DSPT), continuing to protect our infrastructure against a constantly evolving security threat.



Digital tools for access and independence

Realising the benefit of digital communication and technology-enabled care offers the ability for step-change improvement in people's care and ability to manage independently, both in their own homes within the community or in specialist settings.



4. Easier digital communication

Easier digital communication will allow people to make and track healthcare requests, including appointment bookings and reminders, prescriptions requests, and test results.



We will expand the availability of digital communication channels and enable other virtual care tools such as secure messaging and electronic reminders.

5. More virtual care options

Video consultations and remote monitoring devices will enable remote care delivery and broader reach within the community as part of virtual wards. Wearable technologies for self-monitoring, will reduce the need for service users to visit hospital and provider sites.



We will develop technologically enabled virtual ward models.

6. Empowering service users to manage their own health

Giving patients access to their own health record will create a two-way relationship in managing individual health care, alongside improved access to verified apps, online services and wellbeing information.

We will enable access to records for service users and develop a library of wellbeing apps and online services.



Data and predictive analytics

Vast amounts of data are currently collected within WCHC and the wider health and care system. By harnessing technology, this data can provide insight-driven information. Providers will face fewer barriers to integrating and using secure health information to manage health resources and improve patient care.



7. Data integration and predictive analytics

Earlier intervention and better management of chronic disease through using clinical and sub-clinical data (eg, from telecare) enables people at higher risk to be offered tailored interventions and care designed to minimise the impact of severe disease in the future.

We will develop digital and operational models that make effective use of population health data to target proactive and holistic care for those who will most benefit.

8. Using 'big data' to reduce health inequalities

Alongside using data to improve care for individuals, using data effectively at service and population level will support planning and quality improvement methodology and projects. This will enable us to identify health inequalities and improve health outcomes.

We will develop accurate real-time information and predictive algorithms to identify and address health inequalities.



A digital first culture as... 'Business as Usual'

Developing a digital first culture within the Trust will ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation.



9. Digital workforce

Digital leadership through a Chief Information Officer (CIO) / Chief Nursing Information Officer (CNIO) will help with targeting where digital skills need to be focused for employees and will support embedding of digital literacy within the organisation.

This includes education and training to increase the digital literacy across the organisation and within the community.

We will upskill current staff in digital skills and build a digitally literate workforce able to champion innovation and drive through digital initiatives, as well as attracting digital talent.



10. Innovation

Digital initiatives championed and owned by clinicians will be identified and implemented to create a more user-friendly experience. This will help care providers better manage patient pathways and improve quality of work life for employees.

We will ensure that digital initiatives are supported by dedicated implementation and change management teams.

Digital strategic roadmap

High Level Objectives		Year 1 - 2022/23	Year 2 - 2023/24	Year 3 - 2024/25
Innovation	Interface with Quality Strategy deliverables	Supporting and enabling innovation to explore new ways of working.		
Building the IT Core	Interface with Quality Strategy deliverables	Move to cloud, network infrastructure LAN, WAN and WiFi		
Telehealth/Telemonitoring	Provision of convenient and effective solutions to support different models of care	Evaluate current tactical solutions	Define and embed strategic model	
Promote and enable digital culture	Adopt a digital first approach to optimising workflow, driving adoption and meaningful use	Adopt a digital first approach to the optimisation of work flow, driving adoption and meaningful use.		
Developing the Electronic Patient Record	Full digitisation/optimisation of clinical workflow, inc. systems integration, interoperability at local and place level	Current state diagnostic; procurement	Future state design and implementation	Assessment, benchmarking, accreditation
Single Source of the Truth	Developing Business Intelligence and data analytics at place level	Use cases, review existing resources / tools	Collaborate to scale up offer	
Population Health - addressing health inequalities	Working with system and internal colleagues to develop data to support strategic transformation and delivery of services and reduce health inequalities	Review against Health Inequalities strategy	Support NHSE Anticipatory care model	
Digital Maturity	Striving for the highest standards of digital maturity, underpinned by benchmarking and accreditation	Ongoing development, adoption of HiMSS model where relevant to Community and Social Care		
Cyber Security	Maintaining the highest standards of cyber security and compliance in accordance with relevant standards	Continuous improvement		

EQUALITY, HEALTH INEQUALITY IMPACT AND RISK ASSESSMENT – STAGE 2

Please complete all sections
Guidance documents available

Name of Service/Organisation:
Information Management and Technology (IM&T)

Assessment Lead:
Dave Murphy – Chief Information Officer (CIO)

Service Director Lead for the assessment:
Dave Murphy

Who is involved in undertaking this assessment: *(please list all involved excluding assessment lead)*
Tony Bennett, Neil Perris

Start date: DD/MM/YYYY 04/02/2022	Completed date: DD/MM/YYYY 04/02/2022
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Who is impacted by the service / project / change?	Yes	No	Indirectly / Possibly
Patients, Service Users	X		
Carers or Family	X		
General Public	X		
Staff	X		
Partner Organisations	X		

Summary information of the service / policy / function being assessed:

Digital Strategy 2022 -2025

The Digital Strategy sets the direction of travel for all digital related services and functions over the next 3 years. This includes engagement and collaboration at local, regional and national level.

Aims and objectives of service / policy / function:

The strategy will enable and support an organisational response to population health management, digital inclusion, digitisation of clinical, operational and corporate workflow. Clinical records sharing, data management and performance dashboards.

If this assessment relates to a review / current service or policy, what are the main changes proposed and reason why:

This is a new strategy for digital and does not replace or supersede any existing strategies or policies.

What engagement work is planned / or carried out and how will you involve people from equality groups to ensure that their views inform decision making:

Delivery of the digital strategy will be overseen by the digital enablement group, with ultimate accountability and assurance via Finance and Performance Committee, in full accordance with established governance structures and processes.

Enabling workstreams will be defined through annual planning and mobilised through engagement with relevant stakeholders as appropriate. It is the desire of the IM&T team to engage as broadly and widely as possible across all groups using Co-production and or Co-design, to ensure Digital inclusion

Does the proposal or change help to reduce health inequalities? YES

If yes, please summarise these:

Full integration and interoperability of clinical records available in the right place at the right time.

Development of service user facing portals to view and input to summary care records.

Active participation in economy wide workstreams for digital inclusion / exclusion, tackling digital inequality.

Seek to embed service user engagement and oversight in all relevant digital activity supported and facilitated by the Quality and Inclusion Team.

Does the proposal relate to impacts due to COVID-19? YES

If yes, please summarise these:

The strategy takes into account lessons learned from the pandemic, i.e. supporting remote working, adoption of new and amendment to existing digital clinical, operational and corporate workflows.

Evidence section

What evidence have you considered within this assessment? (this can include NICE / research / engagement work / demographics / service data)

The digital strategy has been developed through extensive engagement and dialogue with key stakeholders at all levels of the organisation, as well as digital leads from the wider health system, i.e. Healthy Wirral Partners and Cheshire and Merseyside Healthcare Partnership, Primary Care and Local Authority.

Furthermore the document has taken on board lessons learned from digital blueprints from Global Digital Exemplar healthcare organisations within the UK.

<p>If this assessment relates to a policy / strategy, has an equality statement been added or planned to be added? If no, please state why not:</p>	<p>Yes</p>
--	------------

IMPACT ASSESSMENT:

This section should record any known or potential impacts on equality groups and other groups at risk of poorer health outcomes. Impacts may be both negative and positive. Think about barriers to access and how different groups may be disproportionately impacted. You can copy and paste this tick: ✓

Age	Positive effect	Negative effect	Neutral
	✓		

Explanation:
 Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use.
 Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations.
 To ensure that there is no detriment relating to older age accessible information and alternative access to care alongside digital access will be made available.

Disability	Positive effect	Negative effect	Neutral
	✓		

Explanation:
 Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use.
 Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations.
 The impact of the digital strategy will be positive for people with physical and mental disabilities as digital technology will enable easier access to care. There is a potential for a negative impact for people with learning disabilities. This will be mitigated by appropriate use of technology within a personalised care plan.

Sexual Orientation	Positive effect	Negative effect	Neutral
			✓

Explanation:
 Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use.
 Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations.
 The impact for this group is considered to be neutral.

Gender Reassignment	Positive effect	Negative effect	Neutral
			✓

<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			
Sex	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			
Race	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			
Religion and Belief	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			
Pregnancy and Maternity	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			

Marriage and Civil Partnership	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			
Other groups at risk of poorer health outcomes:			
Carers	Positive effect	Negative effect	Neutral
	✓		
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. Digital strategy will have a positive impact for this group as it will enable easier access to care and will support better co-ordination of care across the system.</p>			
Socio-economic deprivation	Positive effect	Negative effect	Neutral
		✓	
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The digital strategy has potential to have a negative impact for people of lower socio-economic groups if digital devices are not affordable. This is mitigated by digital inclusion strategies across Cheshire and Merseyside.</p>			
Other groups e.g. Asylum Seekers, Homeless, Sex Workers, Military Veterans, Rural communities – please state	Positive effect	Negative effect	Neutral
			✓
<p>Explanation: Core elements of the strategy are focussed on the need to address health inequalities, digital inclusion, access / ease of use. Individual workstreams will consider impact for all protected characteristics and identify risks and mitigations. The impact for this group is considered to be neutral.</p>			

Equality Legal Duties – compliance					
Has WCHC given due regard and given consideration for the following:					
Eliminating unlawful discrimination, harassment, and victimisation <i>Unlawful discrimination takes place when people are treated 'less favourably' as a result of having a protected characteristic</i>					Yes
Advancing equality of opportunity between people who share a protected characteristic and those who do not <i>Making sure that people are treated fairly and given equal access to opportunities and resources</i>					Yes
Fostering good relations between people who share a protected characteristic and those who do not <i>Creating a cohesive and inclusive environment for all by tackling prejudice and promoting understanding of difference</i>					Yes
Are there any potential Human Rights concerns If yes – please seek advice from the E&I team to discuss carrying out specific human rights assessment					No
Compliance to the NHS Contract In relation to Service Conditions (SC13) which includes Accessible Information Standard (AIS) – see staffzone for further info on AIS					Yes
Supporting narrative to support the above responses: <i>This section must be completed</i> The digital strategy is aimed to bring positive impact across all areas either directly or indirectly and this principle will be underpinned by strong governance to ensure oversight from all key areas.					
Equality Related Risk Assessment Section					
If you have identified an equality risk, please use the table below to work out the risk score. If you have a score of 9 and above you should escalate to risk management procedures.					
	Level of risk				
Level of consequence	RARE: 1	UNLIKELY: 2	POSSIBLE: 3	LIKELY: 4	VERY LIKELY:5
1. Negligible	1	2	3	4	5
2.Minor	2	4	6	8	10
3.Moderate	3	6	9	12	15
4.Major	4	8	12	16	20
4.Catastrophic	5	10	15	20	25
If you have identified an equality risk: What is the consequence? 2 What is the likelihood? 3 Risk score = consequence x likelihood			Risk Score = 6		
Any narrative relating to risk score: If in the event a person does not have access to or is unable to use digital devices alternative options for care and support would be provided.					
Equality Action Plan with target dates					
Please include any related recommendations arising from this assessment. <u>A target date is required for all actions</u>					
Action required	Lead person	Target date	Further comments		

Date for this assessment to be shared with governance processes: **DD/MM/YYYY**
 (All assessments should have governance oversight)

Final Section: Approval from Equality and Inclusion Team

Date received by E&I Team for assurance check: 04/02/2022

Person completing the assessment template: Dave Murphy - CIO

Date and E&I Team member completing assurance check: Neil Perris 04/02/2022

What next?

1. Regularly review the action plan and update EHIRA accordingly
2. Save a finalised copy for your records and share with your Divisional SAFE meeting and the E&I Team and upload to SAFE
3. Follow any internal advice from the E&I Team – if provided

Green Plan 2022-2025			
Meeting	Board of Directors		
Date	09/02/2022	Agenda item	15
Lead Director	Mark Greatrex, Chief Finance Officer/Deputy Chief Executive		
Author(s)	Dawn Williams, Head of Facilities & Estates		
Action required (please tick the appropriate box)			
To Approve <input checked="" type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input type="checkbox"/>	
Purpose			
The purpose of this report is to present the Trust's Green Plan to the Board of Directors for formal approval. The Green Plan replaces the old Sustainable Development Management Plan and was reviewed by the Finance & Performance Committee on 1 February 2022 with a recommendation for Board approval.			
Executive Summary			
<p>A Board approved Green Plan (and an annual summary of progress towards net zero carbon) is a requirement of the NHS Standard Contract 2020-21 and a key tool for embedding sustainability across the NHS and Delivering a 'Net Zero' National Health Service. This document is the WCHC Green Plan.</p> <p>The Trust has welcomed the requirement to develop and implement this Green Plan which builds on the progress already achieved in our previous Sustainable Development Management Plan (SDMP).</p> <p>The Green Plans outline progress so far and shows how the Trust will meet the national net zero targets and interim 80% carbon reduction goals. Progress towards the net zero targets will be reported to the Board twice yearly. The Integrated Care System (ICS) will hold Trusts to account on the delivery of the Green Plan and regional teams will hold the Integrated Care Systems to account on the delivery of an ICS Green Plan.</p>			
Risks and opportunities:			
The Green Plan presents an opportunity for the Trust to demonstrated progress toward key sustainability targets. Any risks associated with key programmes of work will be managed through the Trust's organisational risk register and highlighted in twice yearly reports to the Board of Directors.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No Stage 2 EIA underway			
Financial/resource implications:			
There are no adverse financial implications related to the delivery of the Green Plan.			
Trust Strategic Objectives			
<i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</i>			
Our Populations - improving services through integration and better coordination	Our People - advancing staff wellbeing	Our Performance - increase efficiency of all services	

Board of Directors is asked to consider the following action

To receive and formally approval the Trust's Green Plan noting it as a requirement of the NHS standard contract. The Board is also asked to support twice yearly reporting on progress.

Report history

Submitted to	Date	Brief summary of outcome
Executive Leadership Team	04/01/2022	Minor amendments requested.
Executive Leadership Team	01/02/2022	Approved
Finance & Performance Committee	02/02/2022	Approved



Wirral Community
Health and Care
NHS Foundation Trust



The Green Plan **2022/25**



Our Trust has welcomed the requirement to develop and implement this Green Plan which will build on the progress already achieved in our previous Sustainable Development Management Plan (SDMP).

Climate change represents a significant health challenge for the 21st century and this Green Plan details a proactive approach that our Trust can take to do our part to reduce the impact that climate change will have on the people of Wirral, Cheshire East, St Helens and Knowsley. We firmly believe that making our Trust as environmentally, economically and socially sustainable as possible helps us to fulfil this aim. Implementing the actions presented within this Green Plan will help ensure that the Trust is creating the best environment for our staff and patients.

We need to embed sustainability within our organisations and must work together with our partners across the North West and the NHS to improve sustainability. We will collaborate with our partners to help meet our own internal objectives and the wider regional level and national level objectives. For our Trust to be a truly sustainable organisation, we need all our staff to play their part in delivering this Green Plan and we strongly encourage all our colleagues to work together to achieve these aims.

Please note that all photography used in this document was taken before Covid-19 restrictions came into place.



Introduction

Wirral Community Health and Care NHS Foundation Trust aspires to be a truly environmentally sustainable NHS Trust, ready to contribute to the ambitious objective of a Net Zero NHS by 2040. This Green Plan sets out the organisation wide approach, from the Trust's strategic objectives, to the S.M.A.R.T targets and environmental improvements already taking place which the success of the plan depends on. This Green Plan will guide the Trust's sustainability journey over the next 3 years (2022/23-2024/25).

Wirral Community Health and Care NHS Foundation Trust recognises this Green Plan can only be successful if it places the Trust's workforce and local community at the heart of the strategy.

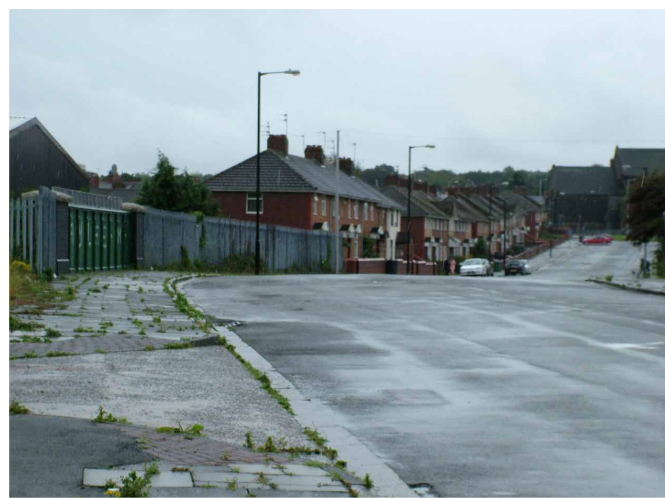
With over 2,000 employees providing a diverse range of community health services, the workforce is the Trust's most important and valued resource. This plan will set out how the

Trust will engage with staff to tap into their potential and empower them to make a valuable contribution towards the NHS journey to Net Zero.

Wirral Community Health and Care NHS Foundation Trust faces unique challenges due to the demographic make up and socio-economic conditions of the local populations we serve across Wirral, Cheshire East, St. Helens and Knowsley. 32% of Wirral's population live in the top 20% most deprived areas in England, while the community performs worse than the national average in terms of both fuel, poverty and respiratory deaths under the age of 75 (<https://www.wirralintelligenceservice.org/this-is-wirral/wirral-population/>).

Our organisation reaches into Cheshire East, St. Helens and Knowsley and we work collectively at local level here, as we do in Wirral, using an Assets Based approach to bring together our buildings, places, people, knowledge and





enthusiasm to drive our green agenda forward. Working with our staff and the local communities we serve, encouraging involvement for regeneration processes as well as creating strong, sustainable and cohesive communities.

Our approach builds on a 'done with' methodology ensuring staff and communities feel empowered to ensure sustainability and a strengths-based, needs-led approach. Our commitment is to continue taking social value and net zero beyond scope and to develop value at the centre of our communities driven by our people.

Demographics in Cheshire East vary from the very affluent areas to wards similar to those deprived areas in Wirral. St Helens is the 26th most deprived Local Authority in England out of 317, with Knowsley being the 2nd most deprived borough in England.

We promote good health and care across our communities, recognising the vision for our staff and communities is to have a **thriving community where health and wellbeing is part of a borough that is well, economically, socially and environmentally**. The stark differences in health inequalities between wards in St Helens compared (not too dissimilar to Wirral) to other areas within Cheshire and Merseyside, we can bring our social value expertise and recognition to drive social value excellence and net zero carbon into all geographical locations of our business.

As such, when defining the objectives and targets of this Green Plan, the trust has taken a triple bottom line approach, taking into account economic and social benefits as well as environmental performance, in an effort to maximise the benefits to the local community.



Sustainability at the Trust

The Trust has long since recognised the importance of incorporating sustainability into operations, and the Green Plan will build on the previous successes of the Trust's Carbon Reduction Strategy (2009) and Sustainable Development Management Plan (SDMP). Through a consolidation of the Trust's estates, investment in energy efficiency measures and installation of Solar PV at 2 sites the Trust has already made significant reductions in carbon dioxide equivalent (CO₂e) emissions, with a 44.7% reduction between 2013 and 2018.

While this represents a significant achievement, like Greener NHS, the Trust recognises the importance of increasing ambition to ensure

the NHS can meet the 2040 Net Zero target and make a significant contribution to the UK and wider global climate change agenda.

The Trust has also successfully implemented and maintained an Environmental Management System (EMS) to manage the most significant environmental impacts of its operations. The EMS has put in place a framework for managing the Trust's environmental data and introduced a standardised approach to managing environmental risks. This continues to drive continuous environmental improvement across the Trust and has been certified to the prestigious ISO14001:2015 standard since 2017.





Sustainability across NHS England

While the plan is focused on the Trust's own objectives, targets and actions, the Green Plan has incorporated the requirements of national commitments, including 2021/22 NHS Standard Contract, Delivering a Net Zero National Health Service and 2021/22 NHS Planning Guidance. Key national commitments include:

As per the NHS Standard Contract 2021/22

- Every trust to ensure a Board member is responsible for their net zero targets and their Green Plan. Similarly, every ICS is asked to designate a Board-level lead to oversee development of their Green Plan.
- Every trust to procure 100% renewable energy from April 2021, with supply contracts changing as soon as possible.

As per Delivering a Net Zero NHS

- Ensure that, for new purchases and lease arrangements, systems and trusts solely purchase and lease cars that are ultra-low emissions vehicles (ULEVs) or zero emissions vehicles (ZEVs).

- Develop a green travel plan to support active travel and public transport use for staff, patients and visitors.

As per NHS Operational Contracting and Planning Guidance 2021/22

- Where outpatient attendances are clinically necessary, at least 25% of outpatient activity should be delivered remotely, resulting in direct and tangible carbon reductions.



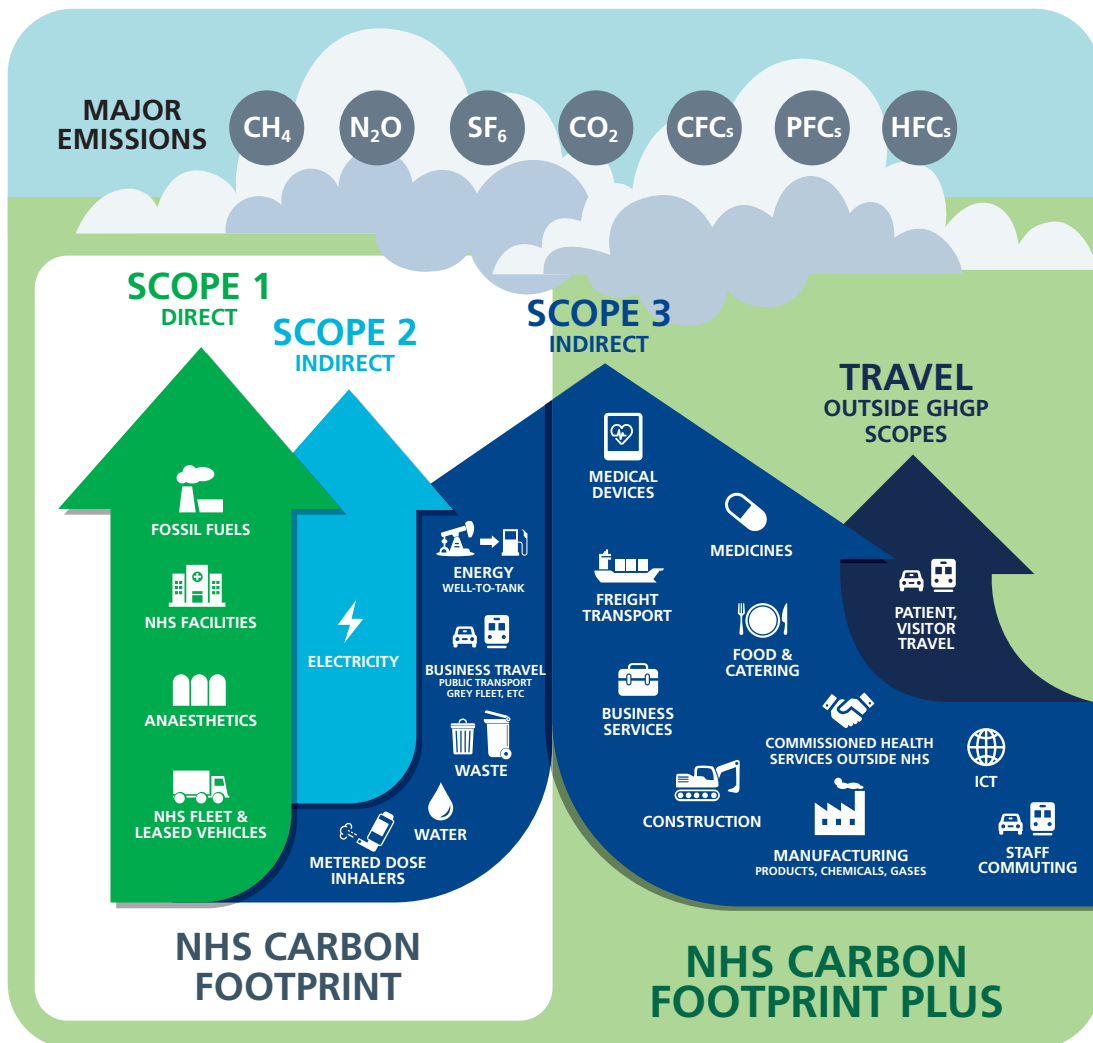
NHS



1. Organisational Vision

As the previous section demonstrates, the Trust has established an effective approach to managing its environmental impacts across operations. While the Trust is proud of its achievements to date, it recognises there is still more to be done particularly in light of Greener NHS' commitments to be net zero in its own operations by 2040, and throughout the value chain by 2045 (NHS carbon footprint plus), and the renewed focus on reducing greenhouse gas emissions.

As such, the Trust looking to build on past successes, has taken into account the interventions which are most likely to benefit the local community while meeting the requirements of national commitments, in forming the following objectives and targets. These Objectives and targets are designed to guide the Trust on its sustainability journey over the next 3 years (2022/23 to 2024/25).



1.1 Objectives and Targets

While the Green Plan is designed to cover a three year period, the Trust recognises this is a live document and these objectives and targets are subject to change, as priorities shift both in the global and local climate change agenda. As such, these targets will be reviewed, and if necessary updated, on an annual basis.

1. Maintain and improve processes for the effective management of the Trust's environmental impacts, while increasing engagement with employees.

- a. Set up a "Sustainability Champions" working group to influence environmental decisions made within the trust, with representation from all relevant departments
- b. Highlight sustainability learning opportunities throughout the workforce
- c. Maintain EMS ISO 14001 accreditation

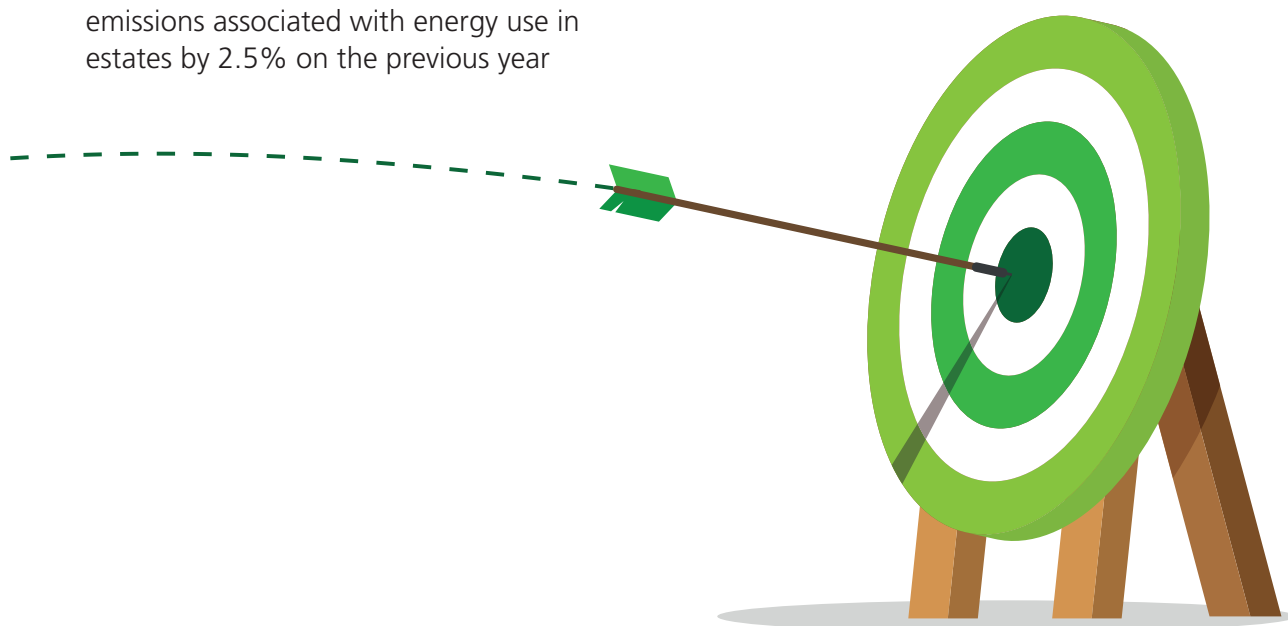
2. Reduce direct emissions resulting from the Trust's own operations

- a. Continue to meet the Trust's long-standing target to reduce the greenhouse gas emissions associated with energy use in estates by 2.5% on the previous year

- b. Procure only ultra-low or zero emissions when purchasing or leasing new vehicles
- c. Promote digital technology as a low carbon alternative to face-to-face meetings

3. Work with suppliers, employees and service users to reduce greenhouse gas emissions throughout, and beyond, the Trust's direct value chain

- a. Maintain and improve procurement policy and decisions to better integrate environmental concerns
- b. Raise awareness of low carbon travel opportunities including the availability of tax exemptions and government grants among staff, as part of a wider green travel plan to support active travel and public transport use for staff, patients and visitors
- c. Increase electric vehicle charging infrastructure at Trust sites.





2. Areas of focus

As part of the Green Plan, the Trust has identified eight areas of focus to be included. The plan will hereby identify the actions already taken within these key areas, and the actions the Trust is taking to continue making improvements over the term of the plan.

2.1 Workforce and System Leadership

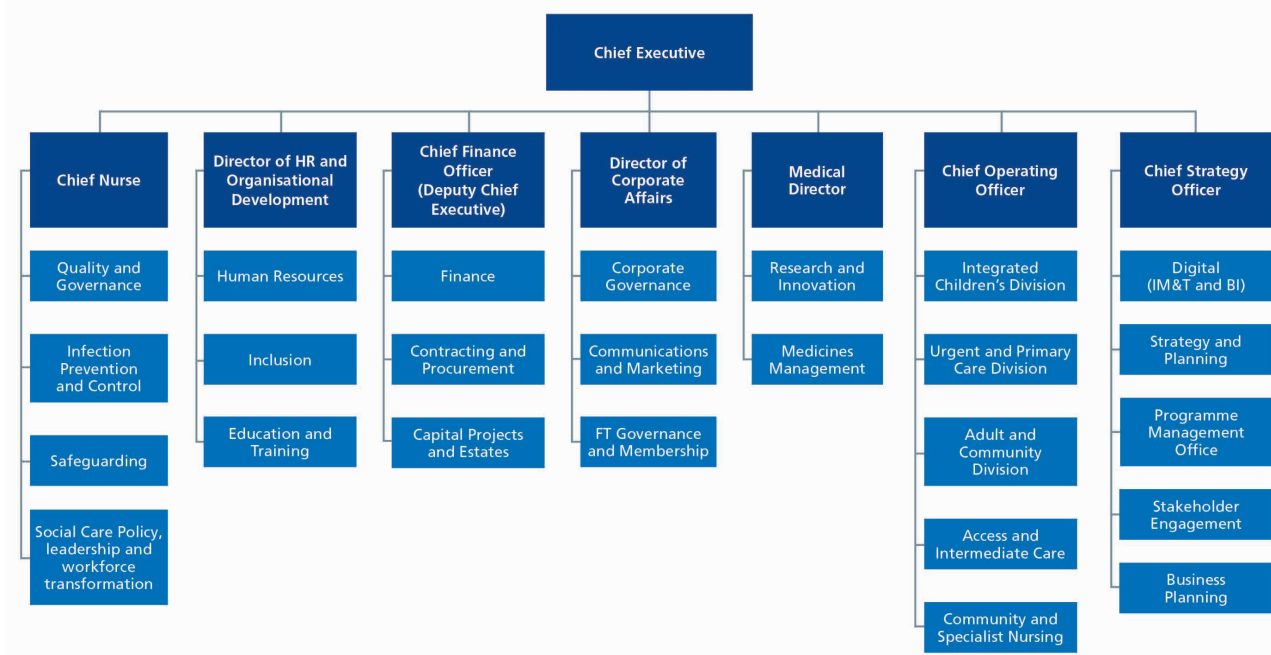
The Trust understands that effective environmental intervention and decisions can only be brought about through strong leadership and accountability, combined with an approach which engages and empowers the entire workforce to contribute to improved environmental performance.

Where we are

The Trust has implemented a rigorous structure for environmental decision making across the business, ensuring there is accountability at senior level and opportunities for engagement

and development with the Trust's environmental impacts across the workforce.

Sustainability is overseen at Board level, with the Chief Financial Officer/ Deputy Chief Executive the Board level lead responsible for net zero commitments and this Green Plan. Sustainability decisions are supported by the Estates Management Group and the Health, Safety, Security and Resilience Group. Both groups meet remotely, on a quarterly basis, to discuss sustainability ideas and to develop business cases for Board approval.



Engagement with environmental issues has been encouraged throughout the workforce through the implementation of environmental awareness and recycling initiatives across the Trust.

Environmental awareness has been raised among staff via screen savers on organisation PCs, Staffzone and staff bulletins. The Trust has also introduced recycling initiatives targeting difficult to recycle items including used batteries, cardboard, toner and printer cartridges and plastics from goods delivered.

System leadership is further supported by the Trust's ISO 14001 accredited EMS. The EMS puts in place a standardised approach for managing the Trust's significant environmental impacts and the collection of environmental data to support decision making. The EMS has supported the Trust to develop and continuously improve processes to manage environmental risks and opportunities, which have helped improve energy efficiency and reduce waste to landfill across their Estate. Furthermore, the EMS has introduced processes for the distribution of environmental information throughout the Trust, encouraging further engagement from the workforce.

Going forward

The Trust is implementing plans to further engage the workforce in environmental decision making. Key to this will be the introduction of a group of Sustainability Champions, from a

diverse range of departments across the Trust. Through engaging with a wide variety of business areas, the Trust hopes to identify new and innovative responses to the climate change agenda from a wide variety of perspectives and expertise. The Trust aims to have in place a Sustainability Champions group by the start of 2022/23, with representation from the following departments:

- Estates
- HR
- IT
- Procurement
- Medicines Management
- Clinical/Operations
- Finance
- Transport
- Communications

Furthermore, the Trust plans on fostering greater environmental awareness through identifying and encouraging uptake of sustainability focused learning opportunities within the NHS. A recent example of this would be encouraging staff to complete the 000 Building Net Zero NHS via the ESR E-learning program. Finally, the Trust will continue to maintain ISO 14001 accreditation for its EMS, ensuring the appropriate processes are in place for managing environmental risks and improving performance.



2.2 Sustainable Models of Care

Embedding net zero principles across all clinical services is critical, with this section considering carbon reduction opportunities in the way care is delivered. Examples may include the provision of care closer to home; default preferences for lower-carbon interventions where they are clinically equivalent; and reducing unwarranted variations in care delivery and outcomes that result in unnecessary increases in carbon emissions.

Where we are

We are currently liaising with Quality Leads to establish an action plan to improve the

sustainability of our care models, so we can continue to provide high quality care without having a negative environmental, social or economic impact.

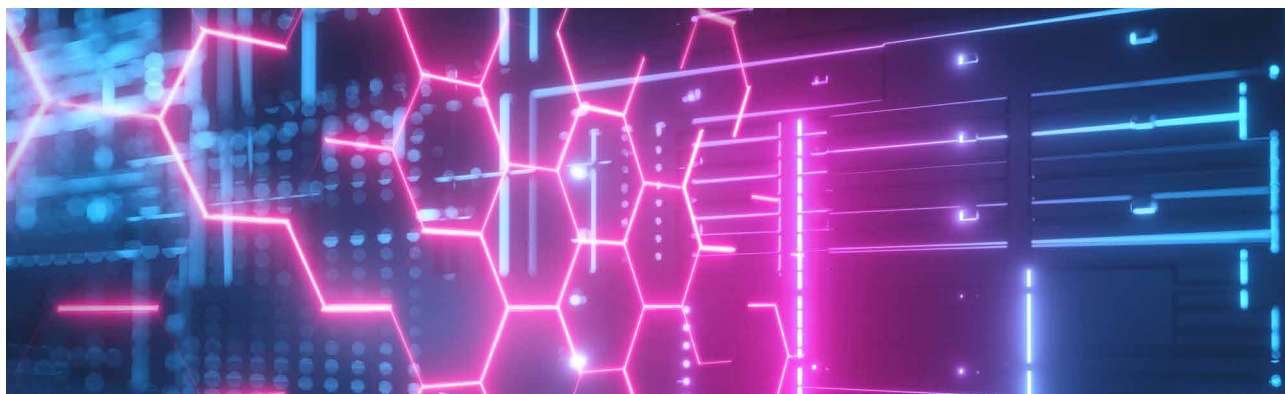
Going forward

The Trust will work closely with Quality Leads to establish a benchmark for the current sustainability of our care models and develop an action plan for reducing the impact of our care delivery going forward.



2.3 Digital Transformation

Throughout the global economy, digital transformation is offering significant opportunities to decarbonise the world of work. The Trust recognises this is also true within the NHS and is exploring opportunities to reduce its carbon footprint through embracing new ways of working.



Where we are

The direct alignments between the digital transformation agenda and a net zero NHS are clear. The Trust has attempted to harness the potential the digital revolution could have in reducing the Trust's carbon footprint through advertising technological alternatives to carbon intensive practices, such as encouraging the use of online video conferencing as opposed to travelling, with subsequent carbon emissions, to attend meetings in person, and discouraging the use of printing, paper records and postage. Examples of this are the Estates Management Group and the Health, Safety, Security and Resilience Group meetings, which are all held remotely rather than in person. Since early 2020 all outgoing mail has been issued electronically rather than in physical copy, reducing carbon emissions associated with printing and mail delivery.

The ongoing Covid-19 pandemic has forced many organisations, including the Trust, to consider their approach to meeting stakeholder demands both internally and externally. Following the introduction of social distancing rules and work from home guidance, the Trust adopted the approach that all meetings should be held over video conferencing unless absolutely

necessary. Following this, the Trust made the decision to reassign over 75% of rooms previously available for meetings to other uses. Since the more recent relaxing of social distancing regulations, the Trust has opted to continue with this allocation of rooms available for meetings and encourage the use of video conferencing unless there are specific benefits to holding a meeting face to face.

Going forward

Wirral Community Health and Care NHS Foundation Trust is a leader in Virtual Ward development where health care professionals can support patients at home by monitoring blood pressure, pulse rate, Oxygen levels and weight by phone. Any concerns can be escalated to the correct pathway of care for example, GP review, Matron visits, rapid response visit or if required Accident and Emergency. This type of health care enables patients to be supported at home reducing their fears and anxiety, empowering them to manage their condition thus reducing hospital visits and improving outcomes and quality of life. Reduction in travelling and home visits will have a positive outcome on the Trust Carbon reduction figures.

2.4 Travel and Transport

The Trust recognises travel and transport as one of its most significant environmental impacts and has been identified as a priority for future management and carbon reduction opportunities. The Trust's environmental impacts includes greenhouse gas emissions arising from:

- Business travel by road
- Staff commuting
- Patient and visitor travel
- Transport of purchased goods and services

Where we are

The Trust has made significant steps to reducing its environmental impacts both in terms of encouraging active travel and investing in low emissions vehicles and infrastructure.

The ongoing Covid-19 pandemic has affected how the Trust communicates with patients, and many clinical services are now subject to a telephone triage communication prior to physical patient appointments, thus minimising the need for patients to travel and be seen at clinics.

The Trust recognises encouraging active travel to staff and patients as an opportunity to reduce carbon emissions, whilst also providing health benefits. Active travel such as walking and

cycling, are a low-cost form of transport, which produce zero emissions while providing commuters with an opportunity to exercise. In order to encourage uptake of active travel among staff and patients, the Trust has focused on installing the infrastructure to enable commuters to engage in active travel comfortably. Key to this is the removal of barriers which would discourage commuters from engaging in active travel. To this end the Trust has:

- Produced and disseminated a Trust walking plan and cycling map, indicating distances and estimated times to popular sites across the region
- Promoted the cycle to work scheme by assisting staff in purchasing a bicycle in the most cost-efficient way
- Invested in secure cycle storage facilities at sites across the Estate
- Installed changing and shower facilities at feasible sites

In line with Delivering a Net Zero NHS, the Trust is committed to ensuring that all new vehicles purchased and leased by the Trust are either ultra-low or zero emissions vehicles. In order to future proof itself from the ongoing shift to



electric vehicles, the Trust has been an early adopter of electric vehicle charging infrastructure, installing six electric vehicle charging points at St Catherine's Health Centre. As well as the Trust's fleet, these charging points are available to both staff and patients for use on their own vehicles, so far servicing up to 20 unique vehicles per month and contributing to a reduction in emissions beyond the Trust's own footprint. Furthermore, the charging station tariffs have been set as to only cover their own costs.

The Trust has also identified the use of public transport as a low carbon alternative to staff and patients travelling to sites in their own vehicles. To this end, the Trust has worked to ensure public transport information, such as bus/train routes and timetables, is available to staff, patients and visitors, helping to make their journeys as efficient and comfortable as possible.

Going forward

To build on much of the good work already completed, the Trust will continue to distribute and update communications encouraging active travel. The Trust will also work to identify any opportunities to improve the active travel infrastructure across the building Estate.

The Trust will continue to expand procurement of either ultra-low or zero emissions vehicles, as well as investing in the required infrastructure. The Trust is committed to meeting the requirements of Delivering a Net Zero NHS and will continue to only procure low emissions vehicles when upgrading the fleet. Furthermore, the Trust is committed to the expansion of electric vehicle infrastructure having recently produced and submitted a business case for the installation of four further charging points at St Catherine's Health Centre, exploring further potential emission reductions and economic gains.

Finally, the Trust has identified an opportunity to reduce emissions from their employee's travel through highlighting government incentives and benefits in kind to staff. The Trust will work to disseminate information to staff of government incentives for the purchase of electric vehicles, such as the plug-in grant, in order to reduce staff's emissions both at work and in their home lives. Furthermore, the Trust will work to raise awareness of benefits in kind encouraging the use of public transport, including season ticket loans reducing the tax paid by employees for public transport.



2.5 Estates and Facilities

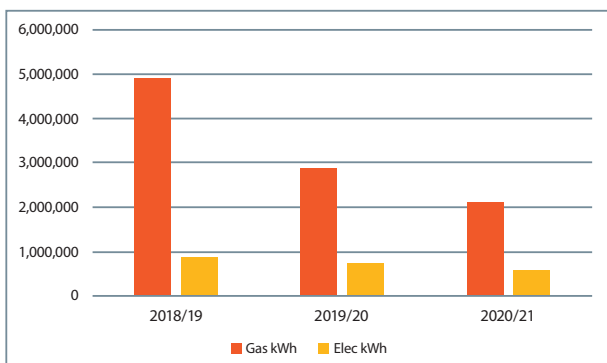
Efficiency savings and technological improvements across the Trust’s estates portfolio, have played a key role in the emissions reductions achieved as part of the SDMP and Carbon Reduction Strategy. This has been achieved through a consistent reduction in energy usage and an expansion of renewable alternatives to fossil fuels for both electricity and heating.

The Trust has also made strides in reducing the environmental impacts of waste produced on site, through embedding the waste hierarchy into operations, diverting waste from landfill and encouraging recycling.

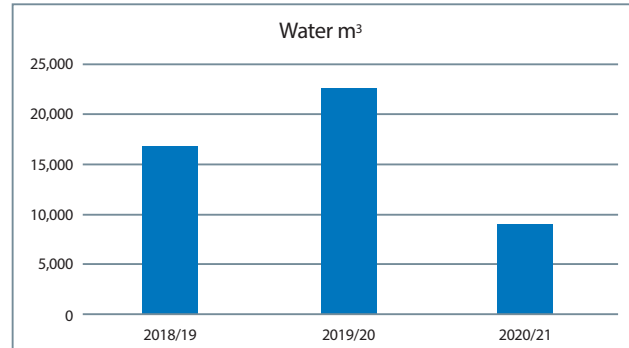
Where we are

The Trust has achieved significant reductions in greenhouse gas emissions as part of Carbon Reduction Strategy first produced in 2009. Recognising the potential long term environmental and cost saving benefits of reducing energy consumption from the National Grid, the Carbon Reduction Strategy first focused on investment in energy efficiency across the estates portfolio through replacing old building stock, improving insulation where feasible in existing properties, installing, and optimising building controls and the installation of efficient LED lighting across all owned properties.

Gas/Electric Usage over the last three years



Water Usage over the last three years



The Trust has also invested heavily in local energy generation at selected sites, having installed a 4kWp solar PV system at Fender Way Health Centre, as early as 2011, and 100kWp solar array at St Catherine’s Health Centre, which has the potential to replace 40% of the electricity supplied to the site by the National Grid. The Trust has also invested in a bio-fuel boiler at St Catherine’s Health Centre, in an effort to decarbonise the energy consumed in heating the building.

The Trust’s Estates and Facilities team have also made great progress in avoiding the environmental impacts of waste generated on site. The Trust is committed to recycling where possible and collection receptacles for waste cardboard, used lead batteries, printer cartridges and aluminum cans are evident at most of our sites.

Through the introduction of waterless urinals at St. Catherine’s Health Centre the Trust has managed to save over one million litres of water annually.

Going forward

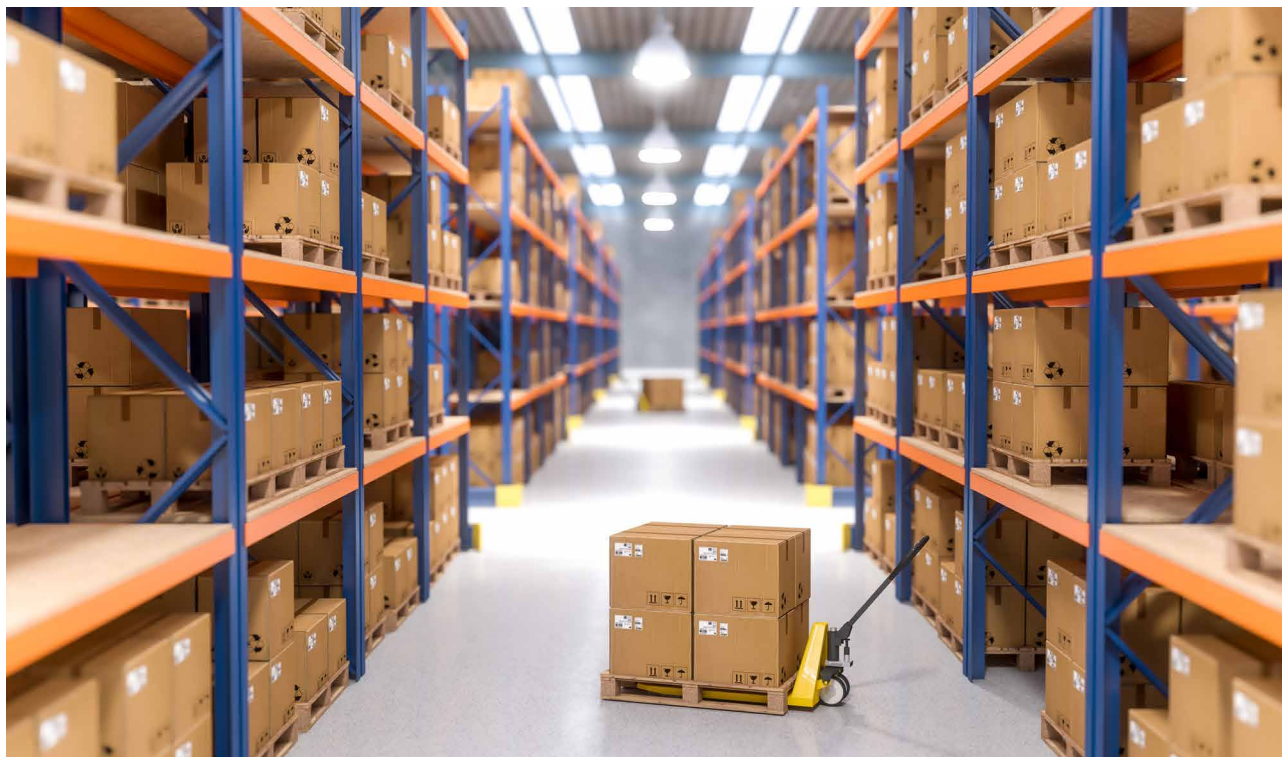
The Estates and Facilities teams will continue to identify energy efficiency measures throughout the portfolio, building on the success of the Carbon Reduction Strategy and SDMP. These measures, combined with the gradual decarbonisation of the National Grid, mean the Trust remain confident in meeting their long-standing target to reduce the greenhouse gas emissions associated with energy use 2.5% year on year. Furthermore, the Trust will continue to seek out opportunities to install low emission alternatives to energy generated from fossil fuels.

During 2022/23 the Trust will commission and undertake energy efficiency audits across the Estate to identify quantified energy reduction and carbon saving opportunities, to feed into the wider Estates Strategy, which also includes plans to dispose of three of the least energy efficient properties in the Estate.

The Trust has embedded sustainability into the construction of a new site to be added to the Estate. As of 2021, work is continuing on the construction of Marine Lake Health and Wellbeing Centre, a new state of the art healthcare development in West Kirby, relocating the Marine Lake Medical Practice and Estuary Medical Practice. The building has been designed to meet a minimum of BREEAM 'Very Good' demonstrating sustainability credentials in new build. The development is also committed to enhancing green space and biodiversity within the local area, through the provision of community owned wellbeing gardens, providing additional social benefits to the wider Wirral community.



2.6 Medicines, Supply Chain and Procurement



The NHS uses products from more than 80,000 suppliers, encompassing medical equipment, food, business and office goods. With more than 60% of the NHS carbon footprint based within the NHS supply chain, we need the support of every supplier if we are to reach net zero by 2045. The Trust recognises the importance of reducing emissions not just from its own operations, but throughout the supply chain.

Where we are

The Trust has introduced a procurement policy, incorporating sustainable procurement into decision making processes. This policy seeks to ensure sustainability considerations are taken into account in all new contracts, as well as value for money. This ensures consideration is given to competitive markets in which to procure:

- Fair Trade products
- Food and beverage that meet recognised industry standard for animal welfare and environmental protection
- Products produced in accordance with environmental factors that aim to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment

Furthermore, the policy looks to:

- Work with local suppliers to reflect the place-based system of Wirral and the
- Work with SMEs to encourage them to address their own environmental impacts and ensure a level playing field

Wirral Community Health and Care NHS Foundation Trust has just become the first NHS organisation to be awarded the Social Value Quality Mark.

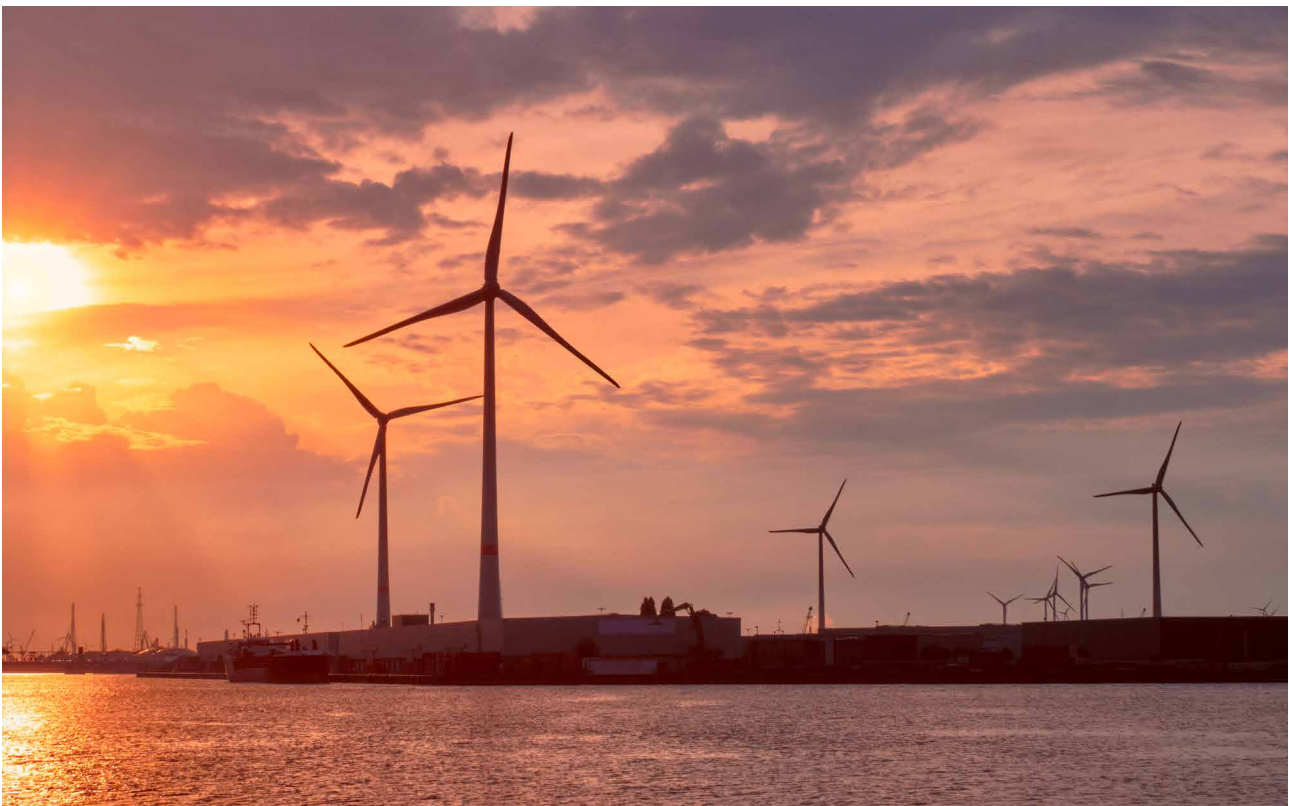


Going Forward

The Trust is committed to meeting the requirement under the NHS Standard Contract 2021/22 to procure 100% renewable energy, with an aim to achieve this by early 2022/23. Despite the current volatility of the UK energy market, the Trust is investigating the most cost-effective way to introduce 100% renewable (REGO backed) energy contracts.

The Trust will explore opportunities to minimize carbon emissions associated with clinical waste generation, transport and disposal as part of the Cheshire and Merseyside Group.

The Trust will continue to review and update its procurement policy and decisions, in order to maintain high environmental standards throughout the supply chain and identify further opportunities for making further carbon reductions.



2.7 Food and Nutrition

The Trust recognises the important role an individual's diets has to play in reducing their carbon footprint. The Trust also understands the multifunctional environmental and health benefits of a locally sourced diet high in fruit and vegetables.



Where we are

Improving the diets of the communities that use NHS services, has long been an ambition across the organisation. Contributing to this drive, the Trust introduced regular fruit and vegetable 'market stall' at St Catherine's Health Centre (situated in Tranmere - an area historically seen as a 'food desert'), providing staff, patients, and visitors with the opportunity to purchase healthy, low carbon food from local suppliers. This initiative has provided environmental, health and economic benefits and opportunities throughout the Wirral community.

Unfortunately, due to the ongoing Covid-19 pandemic the Trust has been forced to suspend the fruit and vegetable market stall at St Catherine's Health Centre in order to protect the health safety of our staff and service users, however it is hoped that this will return as soon as possible and possibly expanded to other sites in the Estate.

Although the provision of in-patient meals is limited across the Trust, catering provision for the

in-patient wards at the Community Intermediate Care Centre (CICC) located at Clatterbridge Hospital is based on an 'order on the day' model which means less food waste and no paper menus/forms to be completed/provided.

Going forward

The Trust will continue to seek opportunities to reduce emissions within its own operations and the local community brought about from food consumed. Discussions are currently underway regarding the introduction of a regular fruit and vegetable delivery to St Catherine's Health Centre which is able to provide the environmental, health and economic benefits of the previous market stall, while ensuring a safe and healthy environment is provided to both employees and service users.

Where catering provision is required, the Trust will adopt best practice to provide patient meals in the most environmentally sustainable way possible.

2.8 Adaptation

The Trust appreciates it is not only important to mitigate the causes of climate change, but also adapt to its risks and effects.

Where we are

The impacts of climate change are wide reaching with the increasing regularity of severe weather events having implications for the Trust's infrastructure, patients and staff. As such, the Trust has published a number of plans detailing their response to extreme weather events, including:

- Cold weather plan
- Heatwave plan

These plans detail processes and responses to expected extreme weather events, ensuring the Trust is able to respond effectively with minimal disruption to services provided and the people who use our services.

Going forward

The Trust will continue to review existing contingency plans and expand the current plans to include flood risk assessment and management plan. The policies currently sit within the Trust's ISO accredited Electronic Management System (EMS) and are reviewed annually and regularly updated. The Trust will continue to develop the extreme weather plans already in place, responding to the latest recommendations and examples of best practice from other Trusts and further afield.

