

## **Chair's Report - February 2022**

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

### **National NHS Level 4 incident - streamlined governance arrangements**

Following the Level 4 incident declared by NHSE/I in December 2021, a streamlined approach to governance across the Trust has been agreed. This approach is aimed at ensuring the appropriate assurances are provided and risks are appropriately escalated, whilst also supporting operational teams and services to respond to the requirements of the Level 4 position.

On 27 December 2021, NHSE/I issued a letter *'Reducing the burden of reporting and releasing capacity to manage the COVID-19 pandemic'*

This letter updated the position on regulatory and reporting requirements for NHS Trusts and Foundation Trusts, including:

- streamlining oversight meetings
- streamlining assurance and reporting requirements
- providing greater flexibility on various year-end submissions
- focusing our improvement resources on COVID-19, vaccination, discharge, UEC and elective recovery priorities
- only maintaining development workstreams that support recovery and safety

This letter was therefore considered in respect of arrangements for Q4 2021/22 and streamlined governance arrangements have been put in place across the Trust.

The sub-committees of the Board continue to meet, albeit with a focused agenda as required, and the quality governance framework across the Trust remains in place to ensure focus on the quality and safety of services. The operational and service delivery priorities have been aligned across Cheshire & Merseyside with a robust command structure established to monitor performance externally and internally within the Trust.

The streamlined arrangements in place remain under regular review to ensure they remain fit for purpose.

### **Non-Executive Director reappointments**

I am delighted to confirm that both Professor Chris Bentley and Mr Gerald Meehan have been re-appointed as Non-Executive Directors of the Trust for a further 3-year term of office, effective from 1 February 2022.

My thanks to the members of the governor Remuneration & Nomination subgroup who led this process and to the full Council of Governors for receiving and supporting the recommendation of the group.

The Remuneration & Nomination subgroup will be leading the process to recruit a new Audit Chair for the Trust, over the coming months.

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

Following an update provided at the Board of Directors meeting in December 2021, our external well-led developmental review with Mersey Internal Audit Agency (MIAA) has commenced with good progress made including desktop research reviews and interviews with board members and senior leaders.

We originally anticipated the work completing by the end of 2021 but due to system and operational pressures and now more recently the declaration of the Level 4 incident this work has been temporarily paused and will conclude in early 2022.

We remain in contact with MIAA and appreciate their support and expertise. We look forward to concluding this programme of work and sharing the key learnings and actions in due course.

### **Council of Governor elections**

In mid-December our governor elections concluded, and we are pleased to welcome new governor colleagues as follows;

Fried Rimmer - public governor, Wirral South & Neston  
Geoffrey Dormand - public governor, Birkenhead  
Lauren Francom, staff governor

We look forward to formally welcoming our new governors to the Trust as soon as possible.

### **Council of Governors**

The Council of Governors have not met formally since the last meeting of the Board of Directors.

A formal induction with new governors scheduled for January 2022 was postponed in light of the NHS Level 4 incident declared in December 2021 and in line with the guidance received from NHSE/I on 27 December 2021. We look forward to being able to reschedule this important session as soon as possible. In the meantime, our Director of Corporate Affairs and Lead Governor had an informal meeting with our new governors to answer any immediate questions and to provide an overview of the current position for the Trust.

Similarly, the formal meeting of the CoG scheduled for January 2022 was postponed with the business of NED reappointments conducted virtually.

We appreciate the support and patience of governor colleagues and look forward to resuming our cycle of business very soon.

### **Wirral Place Partnership: Governance**

The work across the system on place governance arrangements has continued and despite delays to the formal legislation establishing Integrated Care Systems, the ambition in Wirral remains to have a functioning, albeit in shadow form, place-based partnership and a Wirral Integrated Providers Collaborative from April 2022 with future formal arrangements developed throughout 2022-23.

Together with Chair colleagues, we continue to support this important work and remain committed to ensuring the most appropriate place-based partnership governance arrangements for Wirral are achieved to ensure health and care outcomes for the borough are improved.

### **Healthy Wirral Partners Board**

As reported at the last meeting, the Healthy Wirral Partners Board was jointly chaired by myself with Cllr Yvonne Nolan and will pass for the last three months to joint chairing by Dr Paula Cowan and Sir David Henshaw. The Partnership continues to work jointly at pace on developing plans and holding workshops to determine the best way to operate on the Wirral. Two meetings held in the last month have provided updates on the progress of the Wirral Integrated Care Partnership development. We look forward to receiving the detailed proposals at our meeting in March. This work is led by two SROs, again working jointly, (Janelle Holmes and Karen Howell) to bring draft plans and arrangements together for further discussion and determination.

### **HFMA Chair's Conference - April 2022**

Finally, I am pleased to advise that Tony Bennett, Chief Strategy Officer and I have been invited to speak at the forthcoming HFMA Chair's Conference on our social value journey and our aspirations for the future. This follows the Trust receiving the Level 1 Social Value Quality Mark at the end of last year; the first NHS organisation nationally to receive this recognition.

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

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

31 January 2022



## **Lead Governor Report**

Since the last meeting of the Board of Directors, the Council of Governors have not met formally and in response to the streamlined governance arrangements established across the Trust our meetings for January 2022 were postponed.

As governors we fully support the work of the Trust, and we understand the current pressures and demands being felt right across the NHS. As Lead Governor, I remain in close contact with the Chairman and the Director of Corporate Affairs, and I appreciate their time in sharing current information and important updates with me.

### **Non-Executive Director re-appointments**

In January 2022 the formal Council of Governor meeting was moved to a virtual meeting only with members receiving and supporting a formal recommendation from the Remuneration & Nomination subgroup on the re-appointment of two Non-Executive Directors, Professor Chris Bentley and Mr Gerald Meehan.

I would like to extend my thanks to the members of the Remuneration & Nomination subgroup for their work in leading this process and to all governors for their support with this important governor duty.

I would also like to offer my congratulations to both Chris and Gerald on their re-appointments and on behalf of the Council of Governors, we look forward to continuing to work with them.

The Remuneration & Nomination subgroup will shortly be starting the process to recruit a new Audit Chair for the Trust.

### **Council of Governor elections**

The governor elections concluded in December 2021, and we look forward to formally welcoming our new governor colleagues as soon as possible.

I was pleased to have an opportunity to meet with some of our new governors, and the Director of Corporate Affairs informally in January 2022 and they are already engaging in some exciting pieces of work with the Trust.

### **External Audit contract engagement**

A sub-group of the Council of Governors is supporting the Trust in a procurement exercise to appoint a new external auditor for the organisation. This work is being supported by the procurement and finance team and importantly the Trust's Audit Chair who is able to provide helpful independent advice. This work will continue in February and March and into early Spring.

### **Your Voice Group**

The Your Voice group in January 2022 was postponed but we look forward to being able to meet with existing and new members as soon as possible.

Any members interested in joining the group can access further information on the Trust's website - [Engagement Groups - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/engagement-groups).



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

**Lynn Collins**  
**Lead Governor (public governor, Wirral West)**

31 January 2022

## **Chief Executive's Report - February 2022**

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

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

#### **Local response to the national NHS Level 4 incident**

2. Following the declaration of the national NHS Level 4 incident in mid-December we have worked both locally and regionally with colleagues to ensure an appropriate and effective response whilst also supporting our workforce.
3. All areas of the NHS and care system across Cheshire and Merseyside have been under relentless and sustained pressure. Consequently, local and regional system-wide command structures have been established which we have mirrored internally within the Trust. Locally, this has included regular strategic command meetings with CEOs receiving assurance on operational delivery in response to service priorities.
4. In response to unprecedented staff absences due to Covid-19, and to maintain urgent and emergency services for those who need them, we have inevitably had to make some difficult decisions and taken additional actions to make sure we have sufficient staff and resources in the right places.
5. We have worked collaboratively across the Wirral system and the wider Cheshire & Merseyside region to prioritise and focus our efforts and support.

### **Our position**

6. The enormous amount of hard work being undertaken by staff right across the organisation is recognised, and our staff have been outstanding in the way they have worked to treat the populations we serve. Yet again, we have asked our staff to be agile and flexible and respond to change and they have done just that.
  - We have focused our efforts on key priority areas and services and to support our local community with an expansion of our Oximetry @ Home service, strong performance against the urgent community response (2 hours) target and implemented a new neutralising monoclonal antibodies (nMABs) service for COVID patients
  - The Community Intermediate Care Centre (CICC) is a vital service supporting patient flow out of the hospital in Wirral and to ensure it can operate safely, we have temporarily reassigned staff to support the team at the centre
  - We continue to work hard to recruit to our vacancies across all our services and explore ways to work with our partners to maximise resources
  - Our Community Nursing Service is temporarily reduced in order to provide focused care to those who with the greatest clinical need. Referrals into the service are being triaged centrally via our Single Point of Access to support this.
  - We continue to communicate with our patients and partners about any changes we are making to services ensuring information is available to them on how to access care
  - We have made temporary changes to our Service Director alignments to services to allow us to prioritise those areas of most need and support staffing challenges across the Trust

- We have streamlined our governance arrangements to reduce the administrative burden to release capacity to support the frontline service delivery, whilst ensuring the appropriate assurances are provided and risks are appropriately managed and escalated.
7. We continue to experience one of the most difficult periods for the NHS. Both in and out of work, the pandemic has brought service, workforce and financial challenges we thought we would never see. In every division across the Trust, we are expecting more from our staff than ever before, and I would like to **extend my sincere thanks to each and every one.**

### **Streamlined governance arrangements**

8. Following the Level 4 incident declared by NHSE/I in December 2021, a streamlined approach to governance across the Trust has been agreed by the Board. This approach is aimed at ensuring the appropriate assurances are provided and risks are appropriately escalated and mitigated for whilst actively supporting operational teams and services to respond to the requirements of the Level 4 challenge.
9. On 27 December 2021, NHSE/I issued a letter *'Reducing the burden of reporting and releasing capacity to manage the COVID-19 pandemic'*
10. This letter updated the position on regulatory and reporting requirements for NHS Trusts and Foundation Trusts, including:
- streamlining oversight meetings
  - streamlining assurance and reporting requirements
  - providing greater flexibility on various year-end submissions
  - focusing our improvement resources on COVID-19, vaccination, discharge, UEC and elective recovery priorities
  - only maintaining development workstreams that support recovery and safety
11. This letter was therefore considered in respect of arrangements for Q4 2021/22 and streamlined governance arrangements have been put in place across the Trust.
12. The sub-committees of the Board continue to meet, albeit with a focused agenda as required, and the quality governance framework across the Trust remains in place to ensure focus on the quality and safety of services. The operational and service delivery priorities have been aligned across Cheshire & Merseyside with a robust command structure established to monitor performance externally and internally within the Trust.
13. The streamlined arrangements in place remain under regular review to ensure they remain fit for purpose.

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

14. The work to develop and agree the local place-based governance arrangements continues with good progress being made. The ICP delivery group continues to work effectively and efficiently with regular reporting to myself and Janelle Holmes, WUTH CEO as joint SROs.
15. Given the uncertain timeframe for the passage of the Health and Care Bill, the move to placing integrated care systems (ICSs) on a statutory footing has been pushed back to 1 July 2022. However, there remains a strong commitment by partners across Wirral to continue to work together to drive forward integration, joint working and new ways of working to improve outcomes for residents and partners to truly make a sustained

difference.

### **Cheshire & Wirral Partnership - Chief Executive retiring**

16. The chief executive of Cheshire and Wirral Partnership NHS Foundation Trust (CWP), Sheena Cumiskey, has announced she will be retiring in May 2022 after 25 years as an NHS chief executive and 38 years working in the NHS.
17. I would like to extend my personal best wishes to Sheena and offer my support to her successor when appointed.

### **Chief Operating Officer - Val McGee retiring**

18. On behalf of the Executive Team, I would like to extend my congratulations and very best wishes for the future to Val McGee as she retires from the NHS at the end of March 2022. Val has worked for the Trust for over 5 years, but she has enjoyed a long and successful career in the NHS across Cheshire and Merseyside.
19. Val is respected and admired by so many across the Trust for her warmth, her compassion and her knowledge and ability to drive operational delivery and change.
20. Thank you, Val, for your hard work and commitment to the Trust and to the people we serve. You will be missed by so many, but we all wish you the very best for a healthy, happy and well-deserved retirement maximising the joys of your new mobile home and your lovely new K9 companion, Finn.

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

21. In October 2021, I was delighted to confirm that following a competitive tender process, the Trust had been awarded the 0-25 Healthy Child Programme for Knowsley.
22. This was a great achievement for the organisation and a reflection of the excellent work we already deliver in Wirral and Cheshire East with children, young people, and their families, and more recently in St Helens with the 0-19+ Healthy Child Programme.
23. I am now delighted to confirm that we welcomed our new colleagues from Knowsley on 1 February 2022 and we look forward to working with them all.
24. I would also like to extend my thanks to everyone in the Trust that worked so hard to smoothly transfer the service and to make our new colleagues feel so welcome.
25. This is an exciting development for the Trust, enabling us to give more families the best possible start in life and have a positive impact on the long-term health of young people and children across Cheshire and Merseyside.

### **Temporary changes to HR Leadership**

26. Tracy Hill has joined us as Interim Director of HR & OD until March 2022.
27. Tracy is a very experienced leader and human resources/people professional having worked in the NHS for over 29 years, with the last 13 years across Cheshire and Merseyside.
28. I would also like to extend my sincere thanks to Barbara Bridle Jones, Deputy Director of HR & OD who has been providing temporary support to myself and the Executive Leadership Team as Acting Director of HR & OD and leading the HR & OD team during



an extremely busy period. Barbara will be retiring at the end of March and I would like to thank her for her support in the absence of Jo Shepherd our substantive HRD in the few months leading up to Christmas.

### **Annual staff flu vaccination programme**



29. One of the most important ways we can all look after our health and wellbeing this year is by getting vaccinated.
30. We are working with partners across the system to deliver the COVID-19 booster programme for our staff.
31. Our annual staff flu vaccination campaign launched on 4 October 2021 encouraging all staff to protect themselves, their patients and their families; over 73% of eligible staff have already received the vaccine.

### **NHS staff - Vaccination as a condition of deployment (VCOD)**

32. As an organisation, we are fully committed to the COVID-19 vaccination programme, because it reduces hospitalisations and saves lives. COVID-19 vaccines are safe and effective and give people the best protection against the virus.
33. We take our role as a provider of health and care services very seriously, and care for hundreds of thousands of patients every year. COVID-19 vaccines protect our staff, and the communities we serve.
34. Following the Secretary of State's announcement on 31 January 2022 that legislation requiring vaccination as a condition of deployment is being reconsidered, the Trust is following NHS England and Improvement advice to not continue with the implementation of the VCOD guidance.
35. We are supporting any colleagues directly affected and notifying them of this change in policy.
36. As an organisation, our values are **Compassion, Open and Trust** - and these values drive how we interact with patients and members of the public, and how we treat and communicate with our staff.
37. We are encouraging all our staff to get their COVID-19 vaccine because they give people the best protection against the virus.

### **Your Experience - the importance of feedback**

38. Despite the challenges faced right across the in response to the pandemic, I am humbled by the feedback we continue to receive from our patients and service users.
39. We recently launched a new on-line feedback form which is now being rolled out across our services to provide another option for people to share their experiences with us.
40. In December 2021 we received 1,360 responses to our survey with 92% of people

recommending our services, and in January 2022 we received 1,341 responses with 41. over 90% of people reporting a very good or good experience.

42. The top 10 themes from the feedback included staff attitude, the implementation of care, the environment and communication. This is so important to not only ensure we continue to deliver and improve our services for those accessing them, but also for our staff who continue to work incredibly hard and to know that they are appreciated and doing a good job!

### **Wirral Infection Prevention & Control Service - contract award**

43. I am pleased to confirm that the Trust has successfully retained the contract for the Wirral Infection Prevention & Control Service following a competitive tendering process in 2021.

44. We have received confirmation from Wirral Borough Council that the contract has been awarded from 1 April 2022 for 5 years with the option for further extensions.

45. This is a tremendous achievement by everyone involved in the tender process and I would like to extend my congratulations and my sincere thanks to the team who worked so hard to deliver such a high-quality submission, whilst also continuing to deliver business as usual services to the people we serve.

46. This contract award follows the success of the IPC team being recognised as the Infection Prevention Society 'Team of the Year' and further recognises the expertise, the professionalism and the commitment of the team to this Trust and to the Wirral community.

### **Health Education England (HEE) Population Health Fellowship**

47. The Trust has been selected as host organisation for a population health fellow. We are incredibly excited about this opportunity and look forward to supporting our fellow to pursue a population health project with the Trust and our local communities.

### **National Apprenticeship Week - 7-13 February 2022**

48. This week we are celebrating National Apprenticeship Week and shining a light on the positive impact that apprenticeships make to individuals and organisations.

49. The theme for National Apprenticeship Week 2022 is 'build the future'; reflecting on how apprenticeships can help individuals to develop the skills and knowledge required for a rewarding career, and organisations to develop a talented workforce that is equipped with future-ready skills.

50. We are excited to be sharing and celebrating just a few staff experiences of apprenticeships in the Trust from Finance, Nursing to Social Work! Their stories help to shine a light on the development opportunities available in the Trust and to developing the enormous amount of talent we have here in Team WCHC. My thanks to all involved.

### **Congratulations!**

#### **Team WCHC - Queen's Nurse titles**

51. The title is not an award for past service but indicates a commitment to high standards of patient care, learning and leadership. Nurses who hold the title benefit from developmental workshops, bursaries, networking opportunities, and a shared professional identity.



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52. Congratulations to Team WCHC Staff who have been awarded the Queen's Nurse title:

- Jane Fox, Interim Team Leader, Cheshire East 0-19+
- Lynn Heeney, Advanced Practitioner and Sexual Health Team Leader
- Emma Taylor, Nurse Practitioner for Older People
- Kirsty Thomason, FNP Nurse, Cheshire East

53. Congratulations to Sharon Davenport, ASC Occupational Therapist and AHP Workforce Project Support Manager who recently presented her work on TOMs (Therapy Outcome Measures) at the Intermediate Care specialist interest group in a special 'Meet the Authors Journal Club'. Sharon's article was described by the facilitator as 'elegant' and was a fantastic promotion of ASC OT and therapy outcome measures to a global audience. Many congratulations.

## **National news and developments**

### **Preparing the NHS for the potential impact of the Omicron variant and other winter pressures**

54. In mid-December 2021, Amanda Pritchard, NHS Chief Executive and Professor Stephen Powis, Chief Executive of NHS Improvement wrote to Chief Executives of all NHS Trusts and Foundation Trusts to confirm that a Level 4 national incident had been declared, in recognition of the impact on the NHS of both supporting the vital increase in the vaccination programme and preparing for a potentially significant increase in COVID-19 cases.
55. The letter set out important actions for every part of the NHS to prepare for and respond to the Omicron threat. These are to;
- Ensure the successful ramp up of the vital COVID-19 vaccine programme
  - Maximise the availability of COVID-19 treatments for patients at highest risk of severe disease and hospitalisation
  - Maximise capacity across acute and community settings, enabling the maximum number of people to be discharged safely and quickly and supporting people in their own homes
  - Support patient safety in urgent care pathways across all services and manage elective care
  - Support staff, and maximise their availability
  - Ensure surge plans and processes are ready to be implemented if needed

### **2022/23 operational planning guidance**

56. On Friday 24 December, NHS England and NHS Improvement (NHSE/I) published the 2022/23 operational planning guidance. The priorities included in the document set out the task for the next financial year as the provider sector works to restore services, reduce the care backlog, and expand capacity.
57. NHSE/I have acknowledged that the immediate operational focus for trusts should be on delivering on the objectives set out in the recent letter, 'Preparing the NHS for the potential impact of the Omicron variant'.
58. The planning timetable and submission deadlines will therefore be extended to the end of April 2022 and draft plans will be due in mid-March.
59. The priorities set out in the planning guidance are based on COVID-19 activity and disruption returning to early summer 2021 levels.
60. Systems are being asked to deliver on the following ten priorities:
- Investing in the workforce and strengthening a compassionate and inclusive culture
  - Delivering the NHS COVID-19 vaccination programme
  - Tackling the elective backlog
  - Improving the responsiveness of urgent and emergency care and community care
  - Improving timely access to primary care
  - Improving mental health services and services for people with a learning disability and/or autistic people
  - Developing approach to population health management, prevent ill-health, and address health inequalities
  - Exploiting the potential of digital technologies

- Moving back to and beyond pre-pandemic levels of productivity
- Establishing ICBs and enabling collaborative system working

### **Measuring the economic value of community nursing**

61. In 2021, in my temporary role of National Director for Discharge, I was invited to chair a roundtable hosted by the HFMA with a mixed group of directors of nursing, directors of finance and subject matter experts on the economic value of community nursing which asked, '*How do we quantify the difference that a community nurse makes? How do we demonstrate the economic value of community nursing?*'
62. Community nurses are central to the care delivered for many people, across a broad range of conditions and needs. If further proof were needed of the importance of the community sector, the response to Covid-19 has been underpinned by a robust offering by the sector, allowing earlier discharge from acute settings and managing a range of complex conditions which would previously have been unheard of to manage outside of hospital. Community staff, and community nurses, have risen to the challenge and demonstrated their value.
63. The report and briefing from this roundtable have now been published and can be accessed via the following link <https://www.hfma.org.uk/publications/details/measuring-the-economic-value-of-community-nursing>
64. The briefing describes the key points raised at the roundtable and an overview of the challenges identified. It also includes other sources of information identified by the HFMA where they add to the understanding of the topic. The briefing does not present a solution to understanding the economic value of community nursing, rather it is a starting point to scope the challenge ahead.

### **New national Guardian for the NHS appointed**

65. Clinical leader and registered nurse, Dr Jayne Chidgey-Clark, has been appointed as the new National Guardian for Freedom to Speak Up in the NHS in England.
66. Dr Chidgey-Clark has more than 30 years' experience in the NHS, higher education, voluntary and private sectors. Her most recent roles include as non-executive director at NHS Somerset Clinical Commissioning Group (CCG) where she was a Freedom to Speak Up Guardian.
67. Writing to all NHS Trusts, Dr Chidgey-Clark extended thanks to all but especially for the support of Freedom to Speak Up Guardians.

### **Communications and Engagement**

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



68. The monthly on-line Get Together meetings continue to be well attended by staff from right across the Trust and we continue to use this important engagement forum to share news and updates but also to seek feedback from our staff using the on-line platform

Sli.do. At the most recent meeting in January 2022, we used Sli.do to ask our staff for their feedback on;

- Individual health and wellbeing
- Team belonging

69. Based on feedback from colleagues across the Trust we have altered the days of the week and the timing of the Get Together for the next 6 months; we hope this will allow even more colleagues to join these sessions whilst managing other commitments.
70. I really look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
71. During December 2021 and January 2022, I have also continued to represent the Trust at regular system meetings including Northwest Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Providers Out of Hospital Chief Executives.
72. The Healthy Wirral Partners Board has also continued to meet regularly and together with the Chair and Deputy Chief Executive/Chief Finance Officer we have attended and remain committed with our partners to developing plans for the local health and care system and the Wirral place.

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

73. Following the declaration of a Level 4 position for the NHS, a number of extra-ordinary ELT meetings were called in December to review the epidemiological position and updates on ED attendances, hospital occupancy and discharges and emergency bed capacity. From January a Level 4 sitrep has been incorporated into the weekly ELT meeting.
74. ELT has continued to receive regular updates on the following:
- The work of the Place Delivery Group (formerly ICP Delivery Group), established to oversee the reviews of the Health and Wellbeing Board and the Integrated Commissioning Group and agree the form/function, enabling functions and opportunities for integration of the Provider Collaborative in Wirral
  - Developments across the national, regional and Wirral health and care systems including the development of the Cheshire & Mersey ICS
  - The Community Integrated Care Centre as a key enabler and service to support the system
  - The Trust's organisational design process, including timescale for implementation and the appointment of Service Directors
  - The work of the various UECUP (Urgent & Emergency Care Upgrade Programme) committees and workstreams
  - An overview of the Trust's results in the NHS People Pulse Survey
75. During December 2021 and January 2022, the following were also presented to ELT for approval:
- Proposals for streamlining the Trust's governance arrangements in response to the Level 4 position
  - Principles for allocation and delivery of the Cost Improvement Programme in 2022/23
  - Changes to the escalation on-call process in response to the Level 4 position
  - The Trust's Green Plan and Digital Strategy

76. Additional items were also presented to ELT for assurance or discussion including,
- An update on new NHS Covid-19 Infection Prevention & Control guidelines
  - A summary of the outline business case being submitted by Wirral regional funding for the ACE Amity, CIPHA and eXchange platforms for shared personal and population data health and electronic patient records
  - A summary of changes to the NHS Pension Scheme in 2022/23 and implications for Trust staff
  - Regular updates in relation to VCOD (Vaccination as a Condition of Deployment) legislation
  - Review of organisational risks as a result of the standing down of IPB under the streamlined governance arrangements
  - An update on the allocation of the £875k received by Wirral to support the discharge process
  - A presentation by the Deputy Director of Contracts & Commissioning on the implications of the operational planning guidance and next steps for the Trust
  - Arrangements for the appointment of an Interim Director of HR & OD

### **Conclusion**

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

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

Alison Hughes  
Director of Corporate Affairs

3 February 2022