



Chair's Report - April 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 was agreed. This approach was aimed at ensuring the appropriate assurances were provided and risks appropriately escalated, whilst also supporting operational teams and services to respond to the requirements of the Level 4 position.

The sub-committees of the Board have continued to meet, albeit with a focused agenda as required, and the quality governance framework across the Trust has remained in place to ensure focus on the quality and safety of services.

These streamlined arrangements have now been suspended and full extant governance arrangements re-established at local and trust-wide level.

Brian Simmons - Non-Executive Director

I would like to extend my thanks and best wishes to Brian Simmons who will leave the Trust at the end of April 2022 following the end of his current and final term of office.

Brian has been the Audit Chair for the organisation for a number of years having first joined the Trust in 2012 and subsequently supporting the Board of Directors in the journey to achieve Foundation Trust status in May 2016.

Brian has brought invaluable experience and skills to the Non-Executive group and the whole Board of Directors. In recent years, Brian has fulfilled the role of Senior Independent Director and been a key member of the Freedom To Speak Up team. A great advocate of community health and care services, Brian has helped shaped the organisation and all that it offers to local people today.

We wish Brian all the very best for his future and recognise the valuable contribution he has made to this Trust.

Non-Executive Director/ Audit Chair appointment

Following a recruitment process led by the Remuneration & Nomination sub-group of the Council of Governors, we held the final selection process for a new Non-Executive Director/Audit Chair on 4th April 2022. A formal recommendation was made to the full Council of Governors and approved, to appoint Mr Steve Connor as the new Non-Executive Director/Audit Chair for the Trust, with effect from May 2022.

I would like to thank all governor members of the Remuneration & Nomination sub-group for their support with this important appointment.

I would also like to recognise the support of Isla Wilson, Chair of Cheshire & Wirral Partnership NHS Foundation Trust for her independent advice on the interview panel.

We look forward to welcoming Steve to the Trust and working with him.

External well-led developmental review

Following an update provided to the Board of Directors in February 2022 confirming that work with MIAA had been temporarily paused, I can confirm that this work has now recommenced with a staff survey issued to key senior leaders across the Trust and interviews with key stakeholders planned.

As reported in the Lead Governor report, MiAA also facilitated a focus group with governors recently to contribute to the well-led developmental review.

We look forward to this work concluding during Q1, 2022-23.

Council of Governors

The Council of Governors has not met formally since the last meeting of the Board of Directors, however the report from the Lead Governor highlights the activity on-going with governor colleagues. This includes some important work aligned to the statutory duties of governors.

Healthy Wirral Partners Board and Place Based arrangements

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 during Q1, 2022-23 with future formal arrangements developed throughout 2022-23.

We look forward to this work progressing under the new leadership of Simon Banks as the Place-based Lead.

The Healthy Wirral Partners Board continues to meet with a focus on system wide transformation.

Cheshire & Merseyside ICB - Chair appointment confirmed

Following a national recruitment process NHS England and NHS Improvement have recommended, and the Secretary of State has agreed, that Raj Jain will be the new Chair-designate of the NHS Cheshire and Merseyside Integrated Care Board (ICB), ready to take up the post from July 2022 should Parliament confirm the current plans.

The confirmation of Raj in this role is a significant step in the development of integrated care in Cheshire and Merseyside and the establishment of an NHS Integrated Care Board which, subject to legislation, will hold a substantial budget for commissioning high quality patient care and have the authority to establish performance arrangements to ensure this is delivered. Prior to the Government confirming its plans for the formal establishment of ICBs, Raj will join the ICS so he can help with both the establishment of the ICB and ensure the smooth transition from the current system.

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

1 April 2022

Lead Governor Report

In response to the streamlined governance arrangements established following the declaration of the Level 4 incident across the NHS in December 2021, the Council of Governors has not met formally since the last meeting of the Board of Directors in February 2022.

However, as Lead Governor, I remain in close contact with the Chairman and the Director of Corporate Affairs, and as noted below the governors did meet informally in March 2022 and two working groups continue to lead important business on behalf of the full Council of Governors.

Council of Governors development session - March 2022

The full CoG participated in a development session in mid-March providing an opportunity for new and existing governors to come together and meet with key stakeholders from across the Trust.

The agenda included updates on operational service delivery across the Trust, the development of the Trust's 5-year strategy (which governors have previously had an opportunity to contribute to through a workshop session) and a presentation from Hill Dickinson on the role of the Foundation Trust governor. This session provided a useful induction for new governors and a helpful refresh for existing governors.

At the end of the session, the governors present participated in a short focus group with representatives from Mersey Internal Audit Agency (MiAA) as part of the external well-led review they are completing for the Trust. This session invited governors to give feedback on engagement with the Trust.

Recruitment of a Non-Executive Director/Audit Chair,

The members of the Remuneration & Nomination sub-group have been actively supporting the recruitment of a new Non-Executive Director/Audit Chair for the Trust. The final selection process will take place on 4th April 2022 with governors involved in a focus group and the panel interview.

The support and contribution of fellow governors has been invaluable to this work, and we look forward to being able to provide a formal recommendation of appointment to the full Council of Governors in early April 2022.

External Audit contract engagement

A sub-group of the Council of Governors continues to support the Trust in the procurement exercise to appoint a new external auditor for the organisation. This work is being supported by the procurement and finance teams and importantly the Trust's Audit Chair who is able to provide helpful independent advice.

The tender process will formally commence in March 2022 and conclude in July 2022 when a formal recommendation will be put to the full Council of Governors.

It is anticipated that the new contract will commence in August 2022.



Wirral Community Health and Care NHS Foundation Trust

My thanks to governor members of the sub-group that have supported this important work so far; their commitment and focus is highly appreciated for what is a key duty of the Council of Governors and a significant contract for the Trust.

Your Voice Group

The Your Voice group met in March 2022 and the group members were consulted on and invited to get involved in three important projects.

- Accessible Information Standards and reasonable adjustments
- The development of an integrated specialist palliative care patient and family/carer leaflet
- An Always Event® proposed for the Urgent Treatment Centre on dressings

The group also received the Your Experience figures from patients and services users accessing Trust services and noted the increasing number of feedback given and the overwhelmingly positive comments received.

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).

The next meeting of the Your Voice group will take place on 19 May 2022 on MS Teams and following that the group is hoping to be able to meet in person once again.

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)

26 March 2022

Chief Executive's Report - April 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

NHS Standard Contract 2022-23

2. The NHS Standard Contract, Service Conditions and General Conditions applicable to contract between 1 April 2022 and 31 March 2023 have been published.
3. The Trust previously engaged in the national consultation on the standard contract and following publication we have worked closely with local commissioners to agree contracts for the Trust for this financial year. The contracts agreed address the relevant changes to reflect national policy.
4. I would like to extend my thanks to colleagues across the Trust who have led on this important work.

Local response to the national NHS Level 4 incident

5. Following the declaration of the national NHS Level 4 incident in mid-December we have continued to work both locally and regionally with colleagues to ensure an appropriate and effective response whilst also supporting our workforce.
6. All areas of the NHS and care system across Cheshire and Merseyside have been under relentless and sustained pressure.
7. 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. I am pleased to confirm that staff who have been reassigned over recent months to support this effort have now returned to their substantive roles and services.
8. We continue to work collaboratively across the Wirral system and the wider Cheshire & Merseyside region to prioritise and focus our efforts and support.

Our position

9. 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 our local population.
 - We remain focused upon supporting operational requirements in Level 4. However, we are now moving toward re set and recovery to ensure we meet the future needs of our local populations
 - The Community Intermediate Care Centre (CICC) has continued to provide a vital service for patient assessments and rehabilitation during level 4. The recruitment is complete and the wards are now fully established.

- We are now working directly in a provider collaborative position with WUTH leading the discharge agenda and having significant success. Whilst it remains challenging and we still have a long way to go, the CEO SRO collaboration together with the COOs from both organisations are having a direct, positive impact on patient discharge and establishing a productive working practice seeding the new world provider collaborative.
- All staff reassigned during Level 4 have now returned to their substantive posts. They will now use their expertise and knowledge to reduce waiting lists
- As part of re set and recovery all services have now stepped up their pre covid delivery models

Living with COVID

10. We are now living with Covid-19 and following the recent changes to IPC guidance from NHSE nationally, we have provided our staff and managers with the latest information relating to Covid-19, testing, isolation and PPE.
11. It is important that whilst restrictions are lifted in the general population, we continue to follow the guidance in NHS settings that keeps us safe and protects our staff and those we care for.
12. A review of information shared since easing of legal Covid-19 restrictions has been conducted by the Trust's Director of Infection Prevention & Control (DIPC) and Senior leadership IPC team. The review has highlighted that
 - There are **no current changes** to IPC standards for staff when working in frontline facing roles during direct care delivery / interactions
 - There will be an easing of IPC control measures within non-clinical office-based settings (i.e., no face-to-face interaction with members of the public or public access) under the leadership of a task & finish group

Streamlined governance arrangements

13. Following the Level 4 incident declared by NHSE/I in December 2021, a streamlined approach to governance across the Trust was agreed. This approach was aimed at ensuring the appropriate assurances were provided and risks were appropriately escalated, whilst also supporting operational teams and services to respond to the requirements of the Level 4 position.
14. These streamlined arrangements have now been suspended and during March 2022, we have transitioned to full extant governance arrangements at local and trust-wide level.

Wirral - Integrated Care Partnership

15. The work to develop and agree the local place-based governance arrangements continues with good progress being made.
16. There remains a strong commitment from partners across Wirral to continue to drive forward integration, joint working and new ways of working to improve outcomes for residents and partners to truly make a sustained difference.
17. The Place Director for Wirral has also been confirmed as Simon Banks and we have offered our congratulations and support to him in this new role.

18. Working closely with local partners, place directors will play a central role in the future integration of health and care, taking a lead on tackling the health inequalities within our communities.
19. Simon will take up his post on 1 July 2022, when NHS Cheshire and Merseyside Integrated Care Board (ICB) is established; but will become involved from early April so they can contribute to the further design of the integration agenda.

Cheshire East, St Helens and Knowsley - Place Directors announced

20. All Place Directors for the Cheshire & Merseyside Integrated Care Board were announced in March 2022 and recognising the role the Trust plays in the delivery of services across other areas of the region, these appointments are important for our continued partnership working.
21. We look forward to continuing to work with
 - Cheshire East - Mark Wilkinson
 - Knowsley - Alison Lee
 - St Helens - Mark Palethorpe

Mental Health, Learning Disabilities and Community (MHLDC) Provider Collaborative

22. The MHLDC provider collaborative continues to work to identify the recommended resource requirements for the collaborative for discussion with the ICS. These discussions will continue through a workshop taking place on 8 April 2022 which will aim to finalise the appropriate governance arrangements including the scope of future delegated commissioning functions.
23. A further update will be provided at the next meeting of the Board of Directors.

CQC inspection of urgent and emergency care system within the Cheshire & Merseyside ICS

24. We have been advised that the CQC are undertaking coordinated inspection activity of a number of services in Cheshire & Merseyside to understand the patient experience and quality of care delivered across urgent and emergency care.
25. These inspections of registered services will be undertaken with CQC's existing legislation, and will communicate, inspect and report on providers' services using current methodologies. All providers involved will receive inspection reports which will also include system wide findings and a summary to highlight how the service works as part of urgent and emergency care pathways.
26. We understand that providers will come from a range of different services but may include adult social care, emergency departments, 111 and out-of-hours services, GPs and dentists, 999 and ambulance services and community services.

Shaping Our Future - launching our five-year strategy (2022-27)



27. Our strategy for the next five years will be launched in the coming weeks and describes the direction we want this Trust to follow. It explains how we will improve our service offer to support people throughout their lives, from our 0-19 and 0-25 services to urgent care and our integrated neighbourhood services, working in a more coordinated way with primary and community care partners.
28. Our services will continue to be increasingly responsive to local needs; we will continue to support people throughout their lives, caring for the whole person, supporting them to maximise their independence, and reducing demand on secondary care and long-term social care.
29. I would like to extend my thanks to all those who have contributed to the development of this strategy both internally with staff from right across the organisation sharing their views and local partners and stakeholders who have shared insight on the role they believe this Trust does and should continue to play in the local community.
30. Our five-year strategy will be supported by a number of key enabling strategies all of which will launch during April 2022 and quarter 1. These are our Digital Strategy, our Quality Strategy, our Health Inequalities and Inclusion Strategy and our People Strategy.

Organisational design

31. To achieve our strategy, we must change as an organisation, and over the last two years we have been working with our staff to better understand what these changes should look like. Our plans to move to a locality model were shared through Team Tours in 2021, and feedback from them has influenced the first phase of the organisational design which came into effect from Friday 1 April 2022
32. These changes will help improve how we deliver health and care services to our patients, people and populations. Locality-based, all-age multidisciplinary teams and system wide teams will enable us to improve integrated working. It also creates the opportunity for us to reduce some of the inequalities that we know exist in our communities and that have been highlighted during COVID.
33. The first phase has focused on the development of service alignment for new Service Directors. Service Directors have been meeting with Service Leads to support the transition and are now meeting with their services to hear directly from staff.
34. It marks the start of further engagement with our workforce on how we will transform the way we work, become more efficient and deliver what is required of us to support our future sustainability.

Chief Operating Officer - Dr Jo Chwalko

35. I would like to formally acknowledge the appointment of Dr Jo Chwalko as our new Chief Operating Officer with effect from 1 April 2022. Jo has been a member of the team for a number of years and most recently has worked as our Deputy Chief Operating Officer leading operational teams in our response to COVID-19 and delivering on our organisational design model.
36. Jo has 22 years' experience in the NHS, working in clinical and operational roles. Prior to this she worked with homeless young people supporting their health and social care needs.
37. Jo is a registered nurse and has previously worked in the acute sector, specialising in Women's Health. She joined the Primary Care Trust in 2004 as a Health Visitor, subsequently becoming the Named Nurse for Safeguarding and Divisional Manager for Children's Services in 2018.
38. Jo completed her Professional Doctorate in Health and Social Care in 2019. She is a Queens Nurse and Fellow of the Institute of Health Visiting. Jo is also a visiting lecturer at The University of Chester and has previously worked as a specialist advisory for the CQC.

Adult Social Care contract

39. I am pleased to confirm that the Adult Social Care and Public Health Committee of Wirral Borough Council has approved a recommendation to renew and extend the contract for the Trust to deliver Adult Social Care services to the Wirral population until September 2023.
40. The Trust will now enter into a further Section 75 Agreement with the Council.

Social Work Week, 14-18 March 2022

41. We were proud to recognise and celebrate Social Work Week in March 2022, where we turn our focus to the vital role of adult social care so firmly embedded within our organisation.
42. Our newly appointed Deputy Director for Adult Social Care, Simon Garner shared a video with staff, and we published a special edition of The Update celebrating the work of our social care colleagues and the uniqueness the service adds to our Trust.
43. Reflecting on Social Work Week's theme of 'Social work and me', we asked our Adult Social Care colleagues to complete the sentence, 'What social work means to me...'
44. We had an amazing response, and the below quotes capture the essence of what social work is and what it means to be a social worker in Team WCHC

"To inform, empower and support individuals in the community to maintain their independence and choices."

"To have humility, be sincere, be open-minded, and be respectful."

"Supporting vulnerable individuals in their time of need. Being the connector, provider of information, having the difficult conversations that enable individuals and their families to make the right decisions."

"The privilege of working with a diverse range of individuals, families, groups, and

communities to enhance their well-being and protect from injustice.”

Infection Prevention & Control - Enhanced provision to care homes

45. Our Infection Prevention and Control Team will be continuing with the enhanced provision to Care Homes, building on the work of the successful Care Home Improvement Project delivered during 2021-22.
46. I am delighted that commissioners recognised the specialist IPC skills which have been used to maximum effect across the Wirral System, and the positive impact the team have had in care homes, ensuring the safety and care of both residents and staff during the pandemic and beyond

Cheshire East - launching the Contact Hub, *health and wellbeing advice for families and professionals*



Tel: 0300 123 4058	Email: wchc.cehub@nhs.net
www.wchc.nhs.uk/children	Online Referral Form

47. Our colleagues in Cheshire East have launched their innovative Contact Hub model - a centralised contact centre and digital one-stop shop for all things 0-19+.
48. This single point of access model makes it easier for families and health professionals to contact 0-19+ Services in Cheshire East, including Health Visiting, School Nursing, Immunisations and Family Nurse Partnership (FNP).
49. The Contact Hub offers a person-centred approach with service users only telling their story once which reduces stress and anxiety for many people.
50. For more information visit the dedicated section on [our website](#)

Two-hour Crisis Response Service launched

51. This expanded service launched on Friday 1 April 2022 and builds on existing and fantastic relationships with partners across the Wirral system and recognises the work of the Access and Intermediate Care Team over the last few years. Working closely with Primary Care, Northwest Ambulance Service (NWAS), NHS111 and care homes, the service will help prevent unnecessary hospital admissions by providing people with specialist care and treatment in their home or place of residence, as well as supporting their independence.
52. Our multi-skilled team will be supporting patients with urgent assessments within two hours of receiving a referral and providing personalised support and care within two days, although in many cases this will be within 24 hours. We hope this will make a difference to both health and care professionals and patients alike.

Launching our Staff Recognition Programme



53. The Trust's Recognition Scheme is our way of recognising the hard work and dedication of our people who go the extra mile for our communities and colleagues.
54. We were therefore delighted to relaunch the scheme in early March 2022 providing many ways for our staff to get involved and give everyone the opportunity to say thank you and share stories of the amazing work colleagues do every day. Whether it's how they've supported each other or those we care for, the scheme is a celebration of the amazing work that goes on at Team WCHC.
55. From shout outs, thank you cards and monthly stand outs there are lots of opportunities for us to recognise the work of our teams and colleagues.
56. Since 2013 our annual awards have provided an opportunity to reflect, recognise and celebrate the fantastic work that goes on throughout the Trust. From the staff that see and care for patients and service users every day, to those working in our support services.
57. We held our last face to face event back in March 2019 and in 2020 delivered an equally fabulous virtual event due to Covid-19.
58. For 2022 we have re-launched the awards with a new name, a new look and a new time of year. The nomination window is now open across the following 9 categories and we are looking forward to recognising and celebrating together.
 - Excellence in care
 - Excellence in learning
 - Excellence in partnership working
 - Excellence in leadership
 - Excellence in inclusion
 - Excellence in quality improvement
 - Excellence in wellbeing
 - Unsung Hero award
 - Chair and Chief Executive award
 - System partner award (awarded externally)
 - People's choice award (public nominations)

NHS National Staff Survey

59. The NHS national staff survey 2021 was published on 30 March 2022 and the results give a snapshot of how our staff were feeling in the autumn - 18 months into the pandemic, in the middle of recovery work and high demand for non-COVID care, and

as the Omicron variant was starting to emerge.

60. It is clear that the last two years have had a knock-on effect which is reflected in the survey findings nationally and across all NHS provider organisations and we receive these findings honestly.
61. However, the results also show that colleagues are benefiting from more support, encouragement and feedback from their line manager than in previous years, appreciating the opportunity to support each other in teams and discuss their effectiveness and feeling safe to raise concerns.
62. It is important that we do not just focus on the headline figures but take time to explore the richness and wealth of data in the coming weeks. With this annual NHS Staff Survey, the National Quarterly Pulse Survey and our own internal channels of engagement, feedback and recognition we have in place a range of tools to actively seek and listen to the views of our workforce.
63. We are committed to working with our staff to understand the results more deeply and to identify how we can improve things together.

Your Experience - the importance of feedback

64. 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.
65. In February 2022 we received 1,608 responses to our survey with 91.5% of people recommending our services
66. The top 10 themes from the feedback included staff attitude, the implementation of care, communication and the environment. 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!

LGBT+ inclusivity - patient and service user survey

67. We have opened a patient and service user survey so that we can gain valuable insight from the people who use our services. The survey invites people who have received our care in the last 12 months to take part, asking questions about how inclusive they felt their experience was.
68. The feedback we receive will support changes to ensure LGBT+ people feel more visible, valued and represented and will help the Trust gain a rainbow badge charter mark.
69. The survey is open until the end of April 2022 and is also available in easy read and a range of foreign languages. The survey can be accessed via the following link <https://www.smartsurvey.co.uk/s/N0KXAV/>

Cheshire & Merseyside clinical and professional quality improvement

70. The Trust is currently part of a dynamic and innovative Cheshire & Merseyside workstream to develop placed based clinical and professional quality improvement and leadership skills. 10 regional organisations are involved with 3 trusts hosting the pilot

sites, WCHC is proud to be the Wirral place host.

71. The programme aims to empower, support and develop front-line staff to lead quality improvement in practice focusing on patient, service user and community health and care outcomes.
72. Participants from across the 3 pilot places (Wirral, Cheshire East and St. Helen's) benefit from an increased awareness of who they are as a leader; the strengths and values they lead by, be able to develop skills to be able to identify and build a convincing case for change. In addition, gain knowledge, experience and increased confidence of combining leadership skills with quality improvement methodologies and co-produce quality improvement initiatives with our people, centred around what matters most to them.
73. The initiative is driven by what our regional workforce wants, from listening to the voices of nurses, midwives and AHPs about what matters to them and what skills they want to develop. The course aims to equip our workforce to drive forward quality improvement so they can make a real difference to our community. There are very few development courses that combine quality improvement and leadership, and this makes the offer even more attractive to participants.
74. At the height of the Level 4 covid response late in 2021, 15 people from across the 3 places and from 10 different organisations came forward with a quality improvement idea. Although there was a slight pause in the start of the programme, the launch was on the 28th February 2021 with the first workshop being a great success. The ideas that participants have come forward with are in many cases place based priorities. There are so many advantages of working both at and across place and we are seeing the connections that staff across places and within places are making already. We hope this will support a more cohesive and streamlined approach to quality improvement and leadership and be something that continues after the initial pilot.
75. The workstream featured as part of the recent Cheshire & Merseyside celebration event which was held at St. George's Hall in Liverpool. The event saw trusts from across the region come together to celebrate and share best practice.
76. The Trust submitted 2 poster presentations and 3 nominations for awards under the following categories:
 - continual improvement (The 3Cs; Innovation site),
 - workforce development (Manager essential platform)
 - professional practice (Syringe driver initiative in care homes)
77. We were delighted that Jess Thompson, End of Life Care Lead Practitioner received a runner up award for her work with care homes to upskill them with syringe drivers. This enables care home residents to receive the pain relief they need in a more responsive and timely way and creates capacity across the wider community nursing teams to respond to other patient needs. Well done and many congratulations to Jess and everybody involved in this important and exciting work.

Construction begins for new Marine Lake Health and Wellbeing Centre in West Kirby

78. We are thrilled to have marked the start of the development of the Marine Lake Health and Wellbeing Centre in West Kirby - a partnership project with Marine Lake and Estuary Medical Practice and Age UK Wirral. In early March 2022, key stakeholders including

local Councillor Jeff Green, neighbours and local residents, local press, Eric Wright Group and representatives from the Trust, came together to mark the official 'spades in the ground' and celebrate the start of this exciting project.

79. The development is an important investment in local, community-based healthcare and will bring many benefits for patients, residents and the wider community, including:
- the relocation of Marine Lake Medical Practice and Estuary Medical Practice
 - extended hours and increased capacity
 - access to specialist health and care services including Community Cardiology
 - an expanded 0-19 Health and Wellbeing Service for local families
 - the opening of a new community space led by Age UK Wirral
80. Due to open in the spring of 2023, the purpose built, state of the art health and wellbeing centre also boasts wellbeing gardens and a series of local art installations and exhibitions. The project team has engaged with local residents and members of the community about the plans and are keen to continue working with residents and community groups to make sure they get it right for everyone.
81. To find out more about the project there is a 3D walk-through of the new development on our public website via the following link - [About the new development - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/about-the-new-development-wirral-community-health-and-care-nhs-foundation-trust)

National news and developments

Russian contracts

82. In early March 2022, the Secretary of State wrote personally to all CEOs and requested an urgent review by all NHS Provider organisations of supply chains to identify any contractual relationships with any Russian and Belarussian suppliers.
83. The Trust completed the necessary checks and provided a nil return to the office of the Secretary of State for Health and Social Care confirming that no such primary contracts exist for the Trust.

Working together to improve health and social care for all - White paper setting out legislative proposals for a Health and Care Bill

84. On 11 February 2022, the Department of Health and Social Care published a White Paper' with legislative proposals for a Health and Care Bill expected to speed up the move to integrate health and social care at a local level, replace competition with collaboration and reform the approach to procurement.
85. The new bill is expected to be wide ranging, including new powers for the Secretary of State to direct NHS England and plans to put the Healthcare Safety Investigation Branch on a statutory footing.
86. It is important that the proposed new statutory powers for integrated care systems avoid overlap and duplication with the statutory powers of trusts and foundation trusts which will be maintained as the key delivery mechanism for ambulance, community, hospital and mental health care services.
87. The White Paper can be accessed via the following link - [Health and social care integration: joining up care for people, places and populations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/health-and-social-care-integration-joining-up-care-for-people-places-and-populations)

NHS mandate 2022-23

88. The government's mandate to NHS England was published on 31 March 2022 and sets out their objectives and budgets for 2022-23.
89. The mandate sets a framework for NHS England in the year ahead, leading the NHS in recovering services impacted by the pandemic, tackling health and healthcare disparities, and supporting system leaders to build the effective relationships with local government and other partners that will foster innovation. It aims to underpin continued progress to integrated ways of working for health and care that will step up the pace of reform as, subject to Parliament's agreement, the Health and Care Bill is implemented.

Spring Statement - 23 March 2022

Health and social care related announcements

90. The Government announced an increase to the National Insurance Contributions (NICs) thresholds to fund the Health and Social Care Levy. While the lower thresholds for NICs have risen, the NHS budget allocated for the Spending Review period has not been reduced by a corresponding amount which is critically important, given how critical this additional national funding is for recovery post pandemic.

91. The Government also announced that the NHS efficiency target will double from 1.1% to 2.2% a year. This measure aims to free up £4.75 billion to fund NHS priority areas over the next three years and ensure that the extra funding raised by the Levy is well spent. It is unclear the degree to which these proposed efficiency savings have been built in to the 2022/23 allocations.

COVID-19 Inquiry - DRAFT Terms of Reference

92. The UK Covid-19 Inquiry has been set up to examine the UK's preparedness and response to the Covid-19 pandemic, and to learn lessons for the future.
93. The draft terms of reference set out the aims of the public inquiry into the coronavirus (COVID-19) pandemic.
94. The Inquiry will produce a report or reports and will make recommendations to the government based on its Terms of Reference.

Communications and Engagement

Get Together - Team WCHC Briefing



95. The monthly on-line Get Together meetings continue to be well attended by staff and we continue to use this important engagement forum to share news and updates but also to seek feedback from our staff. At the most recent meetings in February and March 2022, we have shared updates on performance across the Trust, the NHS Level 4 position, changes to IPC guidance and 'living with COVID', the results of the January pulse survey, the launch the Staff Recognition Scheme, the Organisational Design and the high-level results from the national NHS staff survey.
96. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
97. During February and March 2022, I have also continued to represent the Trust at regular system meetings including Northwest Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Mental Health, Learning Disabilities and Community Provider Collaborative (MHLDC).
98. 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.
99. ELT has continued to receive regular updates on the following:
- A Level 4 sitrep including updates on the discharge process and community transmission rates
 - 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, ICP and Place health and care systems including the development of the Cheshire & Mersey ICS
- 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 for January and February 2022.

100. During February and March 2022, the following were approved by ELT:

- Proposals to re-establish the Trust's extant governance arrangements from March 2022
- The relaunch of the Leading Systems Development Programme for senior staff
- The categories and criteria for the Team WCHC Awards 2022
- A proposal to change the frequency of NHS Pulse Surveys from monthly to quarterly
- A proposed structure for the governance of the Cost Improvement Programme in the organisation
- A proposal to centralise training budgets across the Trust
- The draft Internal Audit Plan for 2022-23
- A business case for additional support for the ESR and Recruitment Team on a non-recurrent basis for 12 months during which time a review of the recruitment process would be carried out
- A business case to fund a dedicated part-time Freedom to Speak Up Guardian role
- A business case for additional revenue to support expansion of the functionality of the SAFE system
- The draft Financial Plan for 2022-23 ahead of submission to Finance & Performance Committee and Board of Directors
- Revised ELT Terms of Reference
- A business case to identify funding for the recruitment of an additional 10 international nurses in 2022-23

101. Additional items were also presented to ELT for assurance or discussion including,

- Updates on the Cost Improvement Programme for 2021-22 and plans for 2022-23
- A review of organisational risks was presented to ELT in February in the absence of the Integrated Performance Board
- Assurance on the Trust's cyber security measures following a request for all organisations to review their resilience in response to the situation in Ukraine
- An overview of the System P digital tool ahead of a full presentation to the Board of Directors
- An overview of the organisation's Five-Year Strategy and agreement on the objectives and goals to be included, ahead of submission to the Board of Directors
- An overview of the Section 75 Agreement for Adult Social Care
- A presentation on the community indicators developed by the NHS Benchmarking Network
- An overview of the changes to the NHS Standard Contract for 2022-23
- A discussion on a strategic approach to the future delivery of urgent primary care



Conclusion

102. 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

4 April 2022