

Chair's Report - June 2022

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

Non-Executive Director/ Audit Chair appointment

I am delighted to formally welcome Steve Connor to the Trust as Non-Executive Director/Chair of the Audit Committee.

Following a recruitment process led by the Remuneration & Nomination sub-group of the Council of Governors in April 2022, a formal recommendation was supported by the Council of Governors to appoint Steve.

Steve is a qualified accountant with an MBA and an experienced NHS Executive Director leading high performing and complex organisations with a passion for quality and excellent customer service. He has extensive knowledge and experience of working at Board level with a wide range of public / 3rd sector organisations.

He has proven expertise in using interpersonal relationships to develop strong professional client/ service partner relationships with an established personal reputation and credibility as an independent trusted advisor with an extensive professional network and external influence. Steve brings significant experience and expertise of Governance, Risk Management & Audit Committee from a leadership, delivery and advisory perspective as well as providing training and coaching for new Audit Committee Members.

We all look forward to working with Steve and welcome his contributions and expertise to the Board of Directors.

Non-Executive Director appraisals

The appraisal window across the Trust is now open and I will shortly be completing all Non-Executive Director appraisals.

The Senior Independent Director has commenced the process for my appraisal as Chair of the Trust, in line with the national framework for Provider Chair appraisals.

External well-led developmental review

The external well-led review is nearing completion and we look forward to receiving a first report from MiAA at the informal board session in July 2022.

Council of Governors

The Council of Governors will meet formally on 14 June 2022 to receive some important briefings on the new 5-year organisational strategy, the enabling strategies and the Trust's draft Annual Quality Account for 2021-22.

The meeting agenda will also include an update for governors on the recently launched consultation by NHS England on the draft "*System working and collaboration: The role of foundation trust councils of governors*" (Addendum to *Your Statutory Duties - reference guide for NHS foundation trust governors*).

The work of the Council of Governors to lead the process to appoint new external auditors for the Trust continues with the next key milestone in early July, when the response to tender will be reviewed by the members of the governor audit sub-group.

NHSE launches consultations on key governance guidance

NHS England has published three draft documents that will sit under a revised Provider Licence (currently in development) which will soon apply to all trusts. The documents reflect the passing of the Health and Care Act 2022, updating governance arrangements where relevant. The documents are;

- revised Code of Governance which will apply to trusts as well as foundation trusts
- a draft addendum to the governor briefing which seeks to place the existing, legal duties of councils of governors (unchanged by the 2022 Act) into the context of system working
- draft guidance on good governance and collaboration which sets out what NHSE expects from providers in terms of collaboration and the good governance to support it. It reflects the expectation that providers collaborate with partners.

The consultation period is open for 6 weeks until early July 2022 and we welcome the opportunity to contribute. Through the Director of Corporate Affairs, and on behalf of the Board of Directors, we will be coordinating a response.

Healthy Wirral Partners Board and Place Based arrangements

The work across the system on “Place Governance” arrangements has continued and with the Place-based Lead, Simon Banks now in place, work is progressing with senior leaders across the system to finalise and establish the Place-based Partnership and a Wirral Integrated Providers Collaborative.

The guidance referenced above on good governance and collaboration will be key to the establishment of local arrangements to meet the expectation that providers collaborate with partners to agree shared objectives through integrated care partnerships (ICPs) and on the delivery of the five-year joint plan and annual capital plan through system and place-based arrangements, and provider collaboratives.

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

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

Professor Michael Brown CBE DL
Chair

4 June 2022

Lead Governor Report

At the time of writing this report the Council of Governors has not met formally since the last meeting of the Board of Directors in April 2022. However, the next formal meeting will take place on Tuesday 14 June 2022 and any key points from that meeting will be shared verbally with members of the Board.

Council of Governors formal meeting - 14 June 2022

The full CoG is looking forward to meeting with members of the Board of Directors to consider an agenda which will include;

- Presentation on the new 5-year organisational strategy, the enabling strategies and the associated delivery plans. The governors were pleased to be involved in the development of the 5-year organisational strategy and following approval in April 2022, all members have received a copy and will appreciate the opportunity to discuss further with the Board.
- Presentation of the draft Annual Quality Account 2021-22
- Consideration of the NHSE/I consultation on the addendum to the guide for governors to reflect legislative changes from July 2022

A governor development session will also take place on 7 July 2022.

Recruitment of a Non-Executive Director/Audit Chair,

On behalf of the Council of Governors, I am delighted to formally welcome Steve Connor to the Trust as Non-Executive Director/Chair of the Audit Committee.

We all look forward to working with Steve and value the experience he will bring to the Trust.

External Audit contract engagement

A sub-group of the Council of Governors continues to support the Trust in the procurement exercise. 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 to appoint a new external auditor for the organisation continues and the sub-group of the Council of Governors will meet again in early July 2022 to consider the tender response, following which a formal recommendation will be put to the full Council of Governors.

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

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 May 2022 and considered on-going pieces of work that members are involved in across the Trust.



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

The group also received the Your Experience figures from patients and services users accessing Trust services and noted over 10,000 individual responses were received in 2021-22 with 92% recommending Trust services. The opportunity to review the responses received including comments by theme continues to be welcomed by the members of the group.

The Trust's Patient Safety Lead attended the meeting to provide members with a briefing on the new Patient Safety Partner role which will soon be advertised.

The group also had a useful discussion about a further recruitment campaign to increase membership of the group. 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 21 July 2022 at the later time of 6.00pm and we are hoping that this see a joint agenda between Your Voice and the Trust's young people panel INVOLVE.

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)

4 June 2022

Chief Executive's Report - June 2022

1. This report provides an update on regional and local news and developments including important updates from across the Trust. In addition, it advises on the work considered by the Executive Leadership Team. I have also highlighted some key national updates for information.

Regional and local news and developments

Publication of revised UK Infection Prevention and Control (IPC) Guidance and an IPC Manual for England

2. In mid-April, the clinical leaders from NHSE/I wrote to all Trusts setting out a way forward on a number of areas where guidance had evolved through the pandemic and adapting the way that the NHS needed to operate with COVID-19 in general circulation.
3. The letter set out the approach to deliver the UK Health Security Agency's (UKHSA) advice in relation to Infection Prevention Control taking into account UKHSA's latest assessment of the scientific evidence, and also the feedback from local providers on the ongoing impact on capacity that IPC measures were having.
4. We received this letter and together with system partners and clinical leaders across our system and the Trust, we continue to ease IPC measures as directed, based on risk assessments. This is inclusive of a directive received on 1 June 2022 setting out a return to pre-COVID policy with specific caveats regarding high-risk individuals and specific services.

National NHS Level 4 incident reduced to Level 3

5. On 19 May 2022, the Chief Executive of the NHS, Amanda Pritchard and Sir David Sloman Chief Operating Officer, NHSE/I wrote to all Chief Executives advising that, following advice from the National Incident Director, the Level 4 (national) incident declared on 13 December 2021, would be reclassified to a Level 3 (regional) incident.
6. The letter recognises that the NHS needs to remain vigilant and local systems need to ensure their resilience and capability to re-establish full incident responses in the event that it is warranted. However, it highlights that the current trajectory with regards to COVID-positive inpatients affords the NHS the opportunity to now 'step across' resources from COVID-19 response to recovery of patient access, outcomes and experience, and to reform for the future, with integrated care systems (ICSs) taking a lead in building on the lessons of the pandemic to do things in a better way.
7. The letter confirms that no additional expectations or priorities for local systems are being set beyond those already set out in the 2022-23 priorities and operational planning guidance. The immediate focus for Integrated Care Systems and their constituent organisations and partners remain;
 - Delivering timely urgent and emergency care and discharge
 - Providing more routine elective and cancer tests and treatments
 - Improving patient experience
8. In concluding, the letter offers immense gratitude to staff at all levels for their unwavering commitment to our patients.

9. Locally, sub-regionally (ICS/B) and regionally, we are working across geography with partner organisations to ensure we can deliver our priorities set out above and we have established a recovery group to maintain oversight and monitoring of access to Trust and wider NHS services. At the monthly Integrated Performance Board we monitor waiting list performance.

Wirral - Integrated Care Partnership

10. The work to develop and agree the local place-based governance arrangements continues with good progress being made.
11. 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.
12. Simon Banks, Place-Lead will take up post on 1 July 2022, when NHS Cheshire and Merseyside Integrated Care Board (ICB) is established; but he and CEOs across Wirral have been leading the development of the Place Based System for some months now with executive officers.

Director of Public Health, Wirral retirement

13. Julie Webster, the Director of Public Health in Wirral has announced her retirement from the end of September this year. I would like to extend my sincere thanks and gratitude to Julie for her leadership and support of this organisation over recent years and particularly during our response to the COVID-19 pandemic. On behalf of the Executive Team and the Board of Directors, I wish Julie all the very best for her future.

Temporary changes to HR Leadership

14. As previously advised, we have established temporary arrangements to HR & Organisational Development Leadership over recent months and in the absence of Jo Shepherd, our substantive HRD, who remains on sickness absence leave.
15. I would like to extend my thanks and acknowledge the contribution of Tracy Hill who supported us as Interim Director of HR & OD between January 2022 and the end of April 2022.
16. Throughout May 2022, Paula Simpson, our Chief Nurse has provided temporary executive oversight, leadership, and management of the HR & OD team. We also welcomed our new Deputy Director of HR & OD, Carla Burns.
17. With immediate effect and for as short a period of time as is reasonably practicable; I will be taking executive oversight of the HR & OD function. I anticipate I will have in place a Consultant Director of HR & OD for July for up to six months. It is worthy of note that sourcing credible senior HRDs is currently incredibly challenging, and I have picked this up with the NHS North West Leadership Academy.
18. I would like to extend my thanks to Paula for her temporary leadership and welcome Carla to the Trust. Carla will now provide clear and consistent visible leadership to HR & OD colleagues.

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



19. At the meeting of the Board of Directors in April 2022, we were pleased to present and receive approval of our strategy for the next five years together with a number of key enabling strategies, our Digital Strategy, our Quality Strategy, and our Health Inequalities and Inclusion Strategy.
20. We have since started sharing these strategies both internally with our workforce and externally with partners and key stakeholders.
21. Our People Strategy has now been completed following consultation with staff groups, alignment to the NHS People Promise and reflecting on our own national NHS staff survey results. This will be presented to the Board of Directors for approval at item 12.

NHS National Staff Survey

22. The People Strategy considers key themes to support priority areas in the NHS national staff survey 2021. We have invited our managers and teams to consider a team intention in response to the results from the staff survey and with a focus on three key areas identified for improvement,
 - Feeling safe and healthy at work
 - Understanding why staff want to leave
 - Having the time, resources and staff to do the job
23. We are committed to working with managers and staff across the organisation to listen and act on these areas.

Gender Pay Gap Report 2021

24. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires any employer who has a headcount of 250 or more on their 'snapshot date' to annually report and publish specific figures about their gender pay gap.
25. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce.
26. Employers that are required to report and publish their gender pay gap information must:
 - report and publish their gender pay gap information within a year following their 'snapshot date'. This applies for each year that employers have a headcount of 250 or more on their snapshot date
 - report their gender pay gap information to the government online, using the Gender pay gap service
 - publish their gender pay gap information (and written statement if applicable) in a prominent place on their employer's public-facing website

27. The results for 2021 for the mean average hourly rate demonstrate a pay gap of 8.67%. The second measure is the median difference with a 0.27% gap. This is an improved position compared to 2020. The Trust performs well overall in this area and benchmarks positively to other NHS trusts.
28. The Trust's report can be accessed on the Trust website via the following link - [Our publications - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/publications)

Appraisal window OPEN

29. The appraisal window for all staff across the organisation is now open and will close in August.
30. Appraisal conversations encourage:
- Reflection of performance against our Trust values
 - Innovations and quality improvements that have taken place
 - Continued focus on staff wellbeing

Leadership Qualities Framework



31. Our refreshed Leadership Qualities Framework (LQF) sets the expectations and direction for leadership in our Trust, focusing on the skills, knowledge and behaviours to enable staff to be at their best to deliver integrated, high quality, person-centred care.
32. It is underpinned by our values and has been cross mapped against the Leadership Academy and Systems Leadership Framework ensuring that it is both current and aspirational, helping to shape the leadership culture for today and the future.
33. During April and May 2022, we have enjoyed a fantastic five-week programme of online development workshops providing us all with powerful and effective tools to weave into both our work and personal lives!
34. Each workshop was led by a keynote speaker. We were delighted to welcome back world-renowned Ed Hollamby and introduce other keynote speakers to the Trust including Rene Barrett, leadership and resilience expert, Professor Michael West CBE, Senior Fellow at The Kings Fund and Perry Timms, renowned blogger, and global speaker.
35. Each of the workshops provided an opportunity to listen, learn and share from these inspirational speakers who shared their expertise and reflections in an engaging and accessible way.
36. My sincere thanks to each of the keynote speakers for supporting the Trust and our staff and to the Learning & Organisational Development Team who facilitated the events.

INTERNATIONAL NURSES DAY



International Nurses Day - 12 May 2022

37. We were delighted to celebrate International Nurses Day across the Trust in May by commemorating the work of our nursing workforce during a whole week.
38. We came together to celebrate the vital role of nursing in the community, working alongside social work colleagues and therapists to provide a health and care service that fully wraps around the often-complex needs of our service users and patients. Very often nurses working outside of hospital settings are not visible, but they are there working hard across our communities, treating and caring for people and supporting them to live an independent life as well as they can.
39. Our Team WCHC nurses bring so many skills and such experience and compassion to their roles, and each have such unique backgrounds and stories to tell.
40. As this year's theme for International Nurses Day was - 'A Voice to Lead' we asked our nurses to use their voice to celebrate the nursing profession, what it means to be a nurse, especially through a pandemic, and why the voice of the nurse is so important across all nursing disciplines, whether new to nursing or nearing retirement, the voice of our nurses is one to be listened to.

"Nursing is who I am. I am passionate about supporting people's health needs but also about the NHS as an amazing organisation that is free to all."

Jayne, Named Nurse for Safeguarding Children and Children Looked After.

"I have been a Nurse for 41 years. I can honestly say I have enjoyed every minute of my career. Nursing has made me who I am today, with the support and help of all my colleagues over the years."

Jane, Registered Nurse

"What it means to me to be a nurse; in just one word: passion. Passion to serve, passion to care and passion to give".

Helen, Telehealth Nurse

"I am very proud to say I am a nurse and be able to support in several roles for the NHS during the pandemic. I am still as passionate for nursing as I was at the age of 16, when I commenced my nursing career. Once a nurse always a nurse!"

Viv, retired nurse returned to practice during the pandemic

41. Our week-long celebration ended with a wonderful on-line Celebration Event with special guests including
- **Sam Sherrington**, Head of Community Nursing NHS England and NHS Improvement
 - **Siobhan Ebdon and Lesley Mills**, Community Nurse Fellows, from NHS England and NHS Improvement
 - **Tony Millea**, RCN Officer

- **Estephanie Dunn**, Regional Director RCN
42. Thank you to all the nurses across Wirral, Cheshire and Merseyside and the NHS and partners, who have truly given everything to care for people during the COVID-19 response and continue to do so.
43. For more information on our International Nurses Week 2022 celebrations please visit our website - [Celebrating International Nurses Week 2022 - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/celebrating-international-nurses-week-2022)

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



44. Monday 23 May 2022 marked national Children's Day and I had the privilege to attend the official opening of the Contact Hub in Cheshire East, and what a truly wonderful experience it was.
45. It was fantastic to come together face-to-face with our amazing 0-19+ colleagues, partners and stakeholders to celebrate the new single point of access model which makes it easier for families and health professionals to contact and receive support from our services via one telephone number.
46. Guests at the official opening included Councillor Kathryn Flavell, Chair of Children and Families Committee, commissioners, third sector partners and families who access our services. The event was an opportunity to not only find out about how the Contact Hub supports families and professionals, but to also hear from our fantastic 0-19+ colleagues about the dedicated support and services they provide to local children, young people and families and the differences they make every day.
47. The hub offers a person-centred approach with parents and carers only telling their story once, which reduces stress and anxiety for many people. It is a true reflection of the excellent work that already goes on to support children, young people and their families.
48. I am immensely proud of the way the team has come together, under the leadership of Jo Gillman, Interim Service Lead, to shape and develop the hub. Jo and the team are exemplars of good practice combined with innovative and creative thinking. A heartfelt thank you to everyone involved – the skills and expertise each and every one of you brings every day enables us to provide high quality services across Cheshire East.
49. You can read more about the Contact Hub on [our website](#).

Let Kindness Grow campaign



50. Together with our Staff Council and Wellbeing Champions we have launched a new campaign 'Let Kindness Grow' which has a number of elements including the creation of a staff Bee Well Garden at St Catherine's Health Centre as part of a wider project to mark the Queen's Platinum Jubilee celebrations.
51. From discussions at Staff Council last year on the use of charitable funds (particularly following COVID-19), staff wellbeing and our green space initiative, the idea for the Bee Well Garden was born.
52. From a social value perspective this idea aligned perfectly with our Green Plan, developing an area to encourage bees, pollination, birds, butterflies, and insects, whilst also providing a space for staff to visit on breaks, lunch times or for some 'timeout'.
53. The Bee Well Garden will welcome all staff irrespective of where they are based but we have tried to ensure that all of the organisation is included in this campaign by placing bloom boxes and benches at our other sites and delivering 'Bee Well and Bloom' seed packs to Let Kindness Grow to every team across the Trust.
54. A selection of oak and silver birch trees have been planted and registered to the official The Queens Green Canopy initiative and a plaque has been erected to mark our involvement.
55. We will have an official opening of our Bee Well Garden on 13 June 2022, and I will be joined by our Chair, members of the Staff Council and some of our Wellbeing Champions. My sincere thanks to everyone that has been part of this wonderful campaign with special thanks to our Estates and Communications Teams who have worked tirelessly to bring our vision to life.

Carers Week 2022, 6-12 June 2022

'Visible, Valued and Supported'

56. This annual campaign raises awareness of caring, highlighting the challenges unpaid carers face and recognising the valuable contribution they make to families and communities.
57. A carer is anyone who looks after a family member, partner or friend who needs help because of their illness, frailty as they grow older, disability, mental health problem or an addiction. The care they give is usually unpaid and many people balance this responsibility with having their own work commitments.
58. In 2019 it was reported that there were 6.5 million people in the UK who were carers, but this number is thought to have increased significantly during the pandemic.

59. We recognise we have staff at the Trust who are working carers and it is really important to us to provide support and help to manage both their caring and working responsibilities.
60. First and foremost, we encourage all carers to have a conversation with their Line Manager so that they can access the support that is right for them in their role. We have lots of resources available for both staff and managers a carer support plan to explore what support our working carers may need.
61. Our Working Carers Staff Network is also a great forum for support, providing a space a space to come together with people who understand the feelings, worries and concerns caring can bring and can help in similar situations feel less isolated.
62. To recognise this Carers Week, we will be holding a Carers Week Staff drop-in session for any managers or staff who would like advice or more information on supporting staff with caring responsibilities.

PRIDE month - June 2022



63. June marks LGBTQ+ PRIDE month across the world.
64. This year NHS teams across Cheshire and Merseyside are joining together at Pride events in Chester and Liverpool to celebrate diversity and show solidarity with our LGBTQ+ colleagues, friends, family and patients and service users.
65. We are working to make sure Wirral Community Health and Care Trust is a place where people can be out about their sexuality and gender identity if that is what they choose. We provide friendship, support to each other and encouragement of allies where possible.
66. Our LGBTQ+ Staff Network, aims to be representative of the diverse LGBTQ+ community and support the work of the Trust in enacting our Equality, Diversity and Inclusion strategy.
67. Our commitment to making the Trust more inclusive includes;
 - providing advocacy and support to LGBTQ+ staff
 - ensuring policies reflect LGBTQ+ issues
 - raising awareness of LGBTQ+ issues, including to senior leadership
 - working towards eliminating discrimination, harassment, victimisation, bullying and bias in the workplace
 - working with other staff networks within and outside the trust and liaise with other organisations such as Sahir House.

Your Experience - the importance of feedback

68. In April 2022 we received 2,119 responses to our patient experience survey with 93% of people recommending our services.
69. 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!

70. At the end of the financial year, we had received almost 10,000 responses to our survey with an average satisfaction rate of 92.6%.

Plans unveiled for A&E and Urgent Care upgrade

71. We are delighted that the state-of-the-art £28 million urgent and emergency care facility that is set to be built at Arrowe Park Hospital has moved a step closer.

72. The planning application for the new facility has been submitted to Wirral Council and demolition and enabling works on the current site are now set to begin. The Emergency Department and Urgent Treatment Centres will still be open during the works. Patients will be able to use all the normal hospital services- and plans are in place to minimise any impact on patients attending the hospital.

73. The scheme will transform urgent care in Wirral and will include a complete redevelopment of the current A&E at Arrowe Park Hospital and the Urgent Treatment Centre, based next door on the same site which is run by our Trust.

74. The new facility will see patients that are attending either the Emergency Department or the Urgent Treatment Centre enter at a single point and be efficiently directed to the correct place for their care. The works will also see a creation of a new Children's Emergency Department Facility and full internal refurbishment. A new, larger ambulance set down area will also be built at the side of the facility allowing up to eight ambulances at a time.

75. The project will be completed in 2024.

76. We are proud to be a partner in this exciting development in Wirral bringing together urgent care services around the needs of our shared communities.

Congratulations!

77. The Trust was invited by NHS Providers to take part in a series of podcasts highlighting how trusts are responding with commitment and ingenuity to the challenges of tackling care and treatment backlogs. They were particularly interested in our children's therapy areas and the impact of Covid-19 for children and families.

78. Julia Bryant and Emma Carvell, Quality Leads and Emily McCardle Speech and Language Therapist were interviewed and discussed how the services had explored alternative and innovative ways to support children during the pandemic when many children and families weren't able to attend school, face to face clinical appointments or partake in usual social activities.

79. The podcast describes one of the approaches the service took to upskill partners including education colleagues around the management of speech, language and communication support, to ensure children received some level of support at the earliest opportunity and to prevent problems for escalating.

80. The series of podcasts from different NHS organisations will be available here [Providers Deliver: Tackling backlogs a podcast series \(nhsproviders.org\)](https://www.nhsproviders.org) in the coming weeks.



81. Congratulations to Melissa Young who was nominated for Student Nurse of the Year (Student Nursing Awards 2022) by Yvette Heatley, Senior Lecturer in Acute Adult Care from The University of Chester, for her performance during her placement at the Trust which saw her demonstrate leadership and implement change, while keeping the patient experience at the centre of her work.
82. Mel was specifically nominated by the university for her corporate placement with the Trust. Corporate placements are a pilot programme to widen students' experiences and knowledge. Mel was our first student in a corporate placement across the Trust.

National news and developments

Health and Care Bill received Royal Assent

83. The Health and Care Bill has received Royal Assent by Her Majesty The Queen, enacting the most significant health legislation in a decade into law.
84. The act introduces measures to tackle the COVID-19 backlogs and rebuild health and social care services from the pandemic, backed by £36 billion over the next 3 years through the Health and Care Levy. It will also contain measures to tackle health disparities and create safer, more joined-up services that will put the health and care system on a more sustainable footing.
85. The Health and Care Act builds on the proposals for legislative change set out by NHS England in its Long Term Plan, while also incorporating valuable lessons learnt from the pandemic to benefit both staff and patients.
86. It marks an important step in the government's ambitious health and care agenda, setting up systems and structures to reform how health and adult social care work together, tackle long waiting lists built up during the pandemic, and address some of the long-term challenges faced by the country including a growing and ageing population, chronic conditions and inequalities in health outcomes.

NHSE launches consultation on key governance guidance

87. NHS England has published three draft documents that will sit under a revised Provider Licence (currently in development) which will soon apply to all trusts. The documents reflect the passing of the Health and Care Act 2022, updating governance arrangements where relevant. The documents are;
- revised Code of Governance which will apply to trusts as well as foundation trusts
 - a draft addendum to the governor briefing which seeks to place the existing, legal duties of councils of governors (unchanged by the 2022 Act) into the context of system working
 - draft guidance on good governance and collaboration which sets out what NHSE expects from providers in terms of collaboration and the good governance to support it. It reflects the expectation that providers collaborate with partners.
88. The consultation period is open for 6 weeks until early July 2022 and we welcome the opportunity to contribute. Through the Director of Corporate Affairs, and on behalf of the Board of Directors, we will be coordinating a response.

The Queen's Speech

89. The State Opening of Parliament took place in mid-May with HRH The Prince of Wales delivering the Queen's Speech. The speech outlined the government's priorities for the year ahead, highlighting some of the 38 Bills that ministers intend to pass in the coming year. The key health announcement is the draft Mental Health Act Reform Bill which we expect to see published in the summer.
90. A useful NHS Providers' briefing outlines the key announcements relevant to health and social care, a summary of other legislation and policies of interest, and NHS Providers response

91. The full briefing can be accessed [via this link](#).

NHS Providers announcement

92. It was announced in mid-May 2022, that the chief executive of NHS Providers, Chris Hopson, is leaving after nearly a decade in the role to become chief strategy officer at NHS England and NHS Improvement.

93. Saffron Cordery who, as deputy chief executive, has worked in close partnership with Chris to lead NHS Providers, has taken over as interim chief executive while the board determines the process for a permanent appointment.

Reports of interest published in-month

94. In this section I share with you any reports that have been published and links to access them for future reference

- ADASS Waiting for Care Report - accessed via [the following link](#).

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 April and May 2022, we have shared updates on performance across the Trust, changes to IPC guidance and 'living with COVID', announced the monthly stand out winner, shared updates on the Let Kindness Grow campaign, confirmed the appraisal window timetable and updated on staff wellbeing and local and regional initiatives to support the cost of living crisis.

96. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.

97. During April and May 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.

Summary of Executive Leadership Team (ELT) business in April and May 2022

99. ELT has continued to receive regular updates on the following:

- A system sitrep including discharges and community transmission rates
 - The work of the Place Delivery Group (formerly ICP Delivery Group)
 - Developments across the national, ICP and Place health and care systems including the development of the Cheshire & Mersey ICS
 - The work of the various UECUP (Urgent & Emergency Care Upgrade Programme) committees and workstreams
 - The work of the implementation group responsible for responding to and implementing updates on the guidance on Living with Covid-19
100. During April and May 2022, the following were approved by ELT:
- Changes to the operating and workforce model in the GP Out of Hours Service
 - Relocation of nursing teams to vacant space in Victoria Central Health Centre and subsequent sale of the Water Street and Field Road sites
 - Executive support for the Leading Systems Programme and Leadership Quality Framework
 - A new process for the approval and monitoring of agency expenditure
 - A new governance process for training budgets
 - Roll-out of the Wagestream instant pay service to all staff following a successful pilot involving bank workers
101. Additional items were also presented to ELT for assurance or discussion including,
- The Trust's results from the National NHS Staff Survey
 - An update on the development of a strategic approach to the future delivery of urgent and primary care
 - An option for Trust to become the provider of the GP in-hours integrated urgent care assessment and treatment service
 - An overview of the NHS Standard Contract for 2022-23
 - Assurance on the provision of clinical oversight in medical services provided by the Trust
 - An overview of the learning relevant to the Trust from the Ockenden review of maternity services
 - A review of the measures in place to address waiting lists
 - An update on regulatory compliance and the Trust's regular meetings with the CQC.
 - An overview of the planned approach for the procurement and implementation of a new Electronic Health Records system
 - An update on the review of the Adult Social Care contract by Wirral Council
 - An update on the Trust's involvement in the development of the Joy Project (formally the Birkenhead Wellbeing and Opportunity Centre).
 - The draft People Strategy
 - The draft Quality Account 2021-22

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



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

Alison Hughes
Director of Corporate Affairs

4 June 2022