

Chair's Report - April 2023

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

Deputy Chair

I would like to recognise and extend my sincere thanks to Beverley Jordan as Deputy Chair who has supported the Trust, the Executive Team and Non-Executive colleagues over the last three months as I have been recovering from recent surgery. Beverley has given her time freely to deputise at meetings both here at the Trust, but also across the Wirral Place and regionally across the ICB.

I am grateful to Beverley for her support, her commitment, and the expertise she has brought to a number of significant pieces of work.

Chief People Officer

I would like to extend a warm welcome to Claus Madsen who will join the Trust on 17 April 2023 as our new Chief People Officer.

Claus has more than two decades' experience as a senior people leader with a background in both the public and private sectors.

Claus joins us from Yorkshire Ambulance Service NHS Trust (YAS).

Council of Governors

The Council of Governors met for a development session on 16 March 2023 and those in attendance participated in a varied agenda which also provided the opportunity for an open question and answer session between governors and members of the Board.

The full report from our Lead Governor provides further details and also highlights the work currently underway with governors through the various sub-groups.

We look forward to meeting again formally in May 2023.

Non-Executive Director service visits

As our committee and Board meetings have returned to face-to-face meetings at the Trust's headquarters, we are pleased that Non-Executive Director colleagues are having the opportunity for greater visibility with all staff groups through a programme of service visits.

These visits complement the programme of Executive Director visits which are completed in partnership with Service Directors.

We all look forward to attending as many services as possible over the coming weeks and months to recognise the hard work and contribution of our workforce.

Non-Executive Director appraisals

I will shortly be inviting all Non-Executive Directors to participate in their annual appraisal conversations and a summary of the outcome will be shared with governor colleagues in due course, particularly in respect of NED reappointments which will be considered for two members of the Board over the next few months.

Team WCHC celebration and sharing event

I was delighted to be able to attend the Team WCHC celebration event at the end of March, recognising the hard work and quality improvement projects taking place right across the Trust in clinical and non-clinical areas. It was a wonderful occasion which not only brought our staff together to celebrate their achievements but also welcomed local young people to inspire our future workforce.

This was the second event of this kind which aligns perfectly to the delivery of our ambitious Quality Strategy.

Place Based governance arrangements

The work across the Wirral system on Place governance arrangements continues to evolve and strengthen through the Place-Based Partnership Board, the Wirral Provider Partnership (WPP) and other key supporting groups as defined by the ICB.

The ICB has started to share guidance on the future accountability and delegation framework which is being reviewed at Place to enhance current reporting arrangements and information flows through the governance structure.

A separate briefing will be provided to the Board on key points of note at agenda item 14.

All members of the Executive Team also continue to support positive system working at both Place (Wirral, Cheshire East, St Helens and Knowsley) and system (C&M) level.

Mick Whitley MP

Together with Karen Howell and key service leads, I look forward to welcoming Mick Whitley MP to the Trust in mid-May to visit the Family Nurse Partnership.

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

Michael Brown
Chair

11 April 2023

Lead Governor Report

Council of Governor development session - 16 March 2023

The CoG held a development session in mid-March which included a varied agenda providing an opportunity to receive updates from the Trust and for governors to ask questions.

Following feedback from governor colleagues, the session began with an open Q&A and the main focus of questions from governors were related to the developments of the ICB and Place. The Deputy Chief Executive and Director of Corporate Affairs were able to provide an overview of recent and emerging developments particularly in respect of Provider Collaboratives across Cheshire & Merseyside and governance arrangements at Place through the Place-Based Partnership Board.

There were other questions and subsequent discussions on the changing role of the FT governor and a request for a review of the Trust's induction programme to ensure it remains current and fit for purpose.

The Head of Facilities & Estates provided a useful update on the Trust estate and how it is maintained and responds effectively to the sustainability agenda. An update on the new development in West Kirby, Marine Lake Health & Wellbeing Centre was also shared with governors all noting that the project is nearing completion.

The new Home First service was profiled with governors receiving an overview of the service from the Deputy Chief Strategy Officer which prompted some interesting questions and discussion but overwhelming interest and support for the service for the people of Wirral.

The structure and approach to development sessions in 2023-24 was considered with all governors recognising the value in having time to discuss and share information. Consequently, it was agreed that all governors will share their views in a survey to help develop the programme for the new financial year.

Overall, the session was very constructive with useful information shared and good discussion.

Our thanks to Beverley Jordan who chaired the session in the absence of Chair, Professor Michael Brown.

Shadow governors

A small group of governor colleagues (public and staff) is currently working with the Director of Corporate Affairs to consider the options to invite Shadow Governors to be part of the work of the Council of Governors.

This work is progressing well with a recommendation expected to be shared with the full CoG at the next formal meeting in May 2023.

This work is also being supported by a programme of engagement events that the Director of Corporate Affairs and I are attending during April - June 2023. This includes meetings with the VCSFE Sector Leaders Network, the VCF Forum and the Community of Practitioners. We hope that by attending these events we will be able to share the opportunity for more people in our community to get involved in the work of the Council of Governors.



Wirral Community Health and Care NHS Foundation Trust

Remuneration & Nomination Group

Following the meeting of the CoG in January 2023, the RemNom group of the Council of Governors has been formally re-established to begin the process for Non-Executive Director re-appointments. This process is following the guidance issued in the new Code of Governance which comes into effect from 1 April 2023.

The group has agreed the steps in the process and determined dates for key meetings.

We anticipate a formal recommendation to the full CoG in summer 2023.

Your Voice Group

Whilst I was unable to attend the meeting of the Your Voice Group on 21 March 2023 I understand that the agenda was varied with members were involved in key discussions around Accessible Information Standards, the EDS2 (Equality Delivery System) and a waiting list project aligned to health inequalities. The group also received updates from the Trust's Infection Prevention & Control Team on the new IPC website/digital hub - [Infection Prevention and Control - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk) which members had previously commented on and from the Community Cardiology Team on the development of an angina diary which members had reviewed.

Finally, a new video walkthrough for the Community Cardiology Service was shared with members [Welcome to Community Cardiology - walk-through video - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk). It was noted that this video was produced by one of the student nurses working in the service as part of a Quality Improvement project. It is intended to provide patients due to visit the service with important signposting information.

The next meeting of the Your Voice group will take place on 22 May 2023 at 4.00pm.

Anybody interested in joining the group or learning more about what is involved is encouraged to visit the following link on the Trust's public website - [Engagement Groups - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk)

Forthcoming Council of Governor activity and meetings

The next formal meeting of the Council of Governors will take place on 23 May 2023.

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 March 2023

Chief Executive's Report - April 2023

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.

Local news and developments

Chief People Officer

2. I am delighted to officially welcome Claus Madsen our new Chief People Officer to the Trust who starts with us on 17 April 2023.
3. Claus has more than two decades' experience as a senior people leader with a background in both the public and private sectors.
4. Claus joins us from Yorkshire Ambulance Service NHS Trust (YAS) where he is currently the Associate Director of Education and Organisational Development. At YAS he has led on the development and implementation of their People Strategy and its alignment to the NHS People Plan and Promise, and he is the Senior Responsible Officer for the Trust's People and Culture business priorities.
5. We are delighted to welcome Claus to the Trust. He brings a wealth of knowledge and a breadth of experience from across the NHS and other sectors.

Adult Social Care contract transfer

6. We continue to work with Wirral Borough Council to prepare for the transfer of Adult Social Care back to the Council from 30 June 2023.
7. Through the auspices of the Project Team involving both Trust and Council staff, a huge amount of work is being done to facilitate a smooth transfer. Our adult social care colleagues directly affected are being kept informed on progress and actions through regular updates and face to face briefings.

Social Care Week - March 2023



8. In March 2023 we celebrated national Social Work Week bringing people together to learn, connect, and influence change.
9. There were lots of opportunities for colleagues to attend and participate in events and activities organised by Social Care England, and here at the Trust we recognised our social

care workforce by celebrating the contribution they make every day. Through a number of communications, we reflected on the last few years, the campaigns, the awards, the innovations and the development of future social workers.

10. Since 2017 when adult social care joined the Trust, we have transformed our delivery of integrated care. Our integrated teams provide quicker, effective and more joined up care, speeding up access to the right services at the right time and in the right place, with the emphasis on avoiding unnecessary hospital admissions. We have invested in adult social care and recognise the immense value closer working brings.
11. When adult social care returns to Wirral Council on 1 July, we remain committed to retaining all the benefits that integration has brought. Together we have learned so much and built lasting relationships that will remain strong. We will celebrate our social work colleagues for years to come.



Let's get you home.

1. We continue to lead the implementation of the Home First service in partnership with Wirral University Teaching Hospital and Wirral Council. Our Chief Operations Officer is the agreed Wirral system SRO for this work.
2. Since we first piloted the service in late summer/early autumn 2022, we have seen very positive results and extremely positive patient feedback with our integrated team implementing a service model which is consistent with the very best practice seen elsewhere in the country.
3. The team focus on reablement and will work together with the patient to identify goals to regain a level of independence. This may include help from support workers, occupational therapists and physiotherapists, and where possible will include involvement from family, friends and carers.
4. To date the service has demonstrated a significant reduction in length of stay at our Community Intermediate Care Centre, a quicker pick up of packages to Home First easing pressure on domiciliary care and many examples of people being helped home sooner and becoming independent quicker resulting in smaller and shorter care packages.

"My wife's improvement has been astonishing. I cannot praise the service enough...look forward to further visits and continual improvement. Thank you so much for offering the service".

5. We are now working together with partners to expand the Home First model and I would like to recognise the efforts and commitment of colleagues across the system who continue to demonstrate true partnership working to deliver this service for the benefit of our local population.



6. At the end of April 2023, representatives from across the health and care system will participate in a Cheshire & Merseyside system discharge summit, and we will be sharing the positive impact and the learning from the implementation of the Home First service with system leaders.

Your Experience - the importance of feedback

7. In February 2023 we received over 1,295 responses to our patient experience survey with 92.2% of people recommending our services.
8. 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!

NHS Staff Survey 2022

9. In early March 2023, the annual NHS Staff Survey results for 2022 were published and here at the Trust, 47.3% (918) of staff completed the survey giving us insight into how things are for our staff.
10. The questions in the survey were aligned to the seven elements of the NHS [‘People Promise’](#) and retained the two themes of *engagement* and *morale*.
11. For the NHS and for our Trust, the last few years have been challenging and continue to be so. What we learn from our staff and their feedback helps us, year on year, to understand how we can work together to improve our working environment and better support each other.
12. This year’s results reflect where we are now and also show how we have moved forward during the past 12 months. There is definitely some improvement, but there is still work for us to do. We have stabilised our position and we now need to work together to make the changes needed that will have a positive impact on our staff, our patients and service users.
13. We are now developing a Trust wide engagement plan and teams across the Trust are developing locality plans that best meet their needs.
14. I would like to thank everyone across the Trust that completed the survey. We will continue to ask, listen and act on the feedback so that we can all work together to improve.

People Pulse Survey - January 2023

15. In addition to the annual NHS Staff Survey, we also invite our staff to complete a quarterly People Pulse Survey. In January 2023, over 500 members of staff responded to the survey providing us with helpful feedback and helping us to measure how we are doing to deliver on our staff survey action plans.

Workforce Race Equality Standard (WRES)

16. The Workforce Race Equality Standard (WRES) is a tool to measure improvements in the workforce with respect to Black & Minority Ethnic (BME) staff with many of the methods being transferable to focusing on other groups.
17. It is an NHS initiative that has been conceived by the national NHS Equality & Diversity Council, through collaboration with NHS staff and independent researchers. The challenge to ensure BME staff are treated fairly, and their talents valued and developed is one that all NHS organisations need to meet.
18. The Trust is committed to addressing any inequalities that exist for staff and welcomes the WRES as a tool to show, transparently, where improvements may be needed to establish and maintain inclusive workplaces for all.
19. There are a total of nine indicators that make up the WRES split across Workforce Data, National NHS Staff Survey and Trust Board representation. These are designed to help us track our progress in tackling any inequalities in the workforce.
20. I am therefore delighted to confirm that the WRES team at NHS England have reviewed our WRES action plan submitted at the end of October 2022 and has awarded the Trust a score of 3.00 (which is the equivalent of a CQC rating of Outstanding). This score reflects how NHS England feel our plan aligns with our trust specific WRES data and noted that the Trust demonstrates “a good range of interventions with support from leadership”.

Northwest Black, Asian and Minority Ethnic Assembly

21. I support the work of the Black, Asian and Minority Ethnic Assembly and their recent statement from Eveleyn Asante-Mensah OBE, Chair of the Assembly and Richard Barker CBE, NHSE Regional Director calling on all NHS leaders to commit to taking sustained action and demonstrating visible leadership on addressing racism in all its forms, to prioritise addressing race inequalities in health and care and to connect with staff by talking openly and learning from each other.
22. To this end, I wish to recognise the work of our BAME staff network which is actively engaging with senior leaders and supporting staff right across the Trust.

Team WCHC Celebration and Sharing Event





23. I would like to extend my sincere thanks and recognise the hard work of so many colleagues and staff across the Trust who made our Team WCHC celebration and sharing event at the end of March 2023, so successful.
24. It was the second event of its kind, and we look forward to many more to come.
25. Having the opportunity to share and celebrate the amazing work and the quality improvements we do is a huge part of our quality strategy and our Trust vision.
26. It was wonderful not only to see so many staff but also so many young people from local schools attend including our NHS Cadets who supported us in organising the event.

NHS Cadets Programme

27. We have been proud to deliver the NHS Cadets Programme in Wirral over the last 3 years and during that time we have supported over 200 young people to complete the programme at both foundation and advanced levels. We could not have achieved this without the strong partnership we have established with our programme partner The Hive and the expertise they bring to support and encourage the cadets.
28. In recent months some of our NHS Cadets have taken up volunteering roles within our Trust and in the next few weeks, I will be attending the graduation of the most recent cohort of foundation cadets.
29. I am therefore delighted that building on the success we have seen in Wirral, we have secured funding through the Cheshire & Merseyside ICB to continue to offer the programme and to expand its offer beyond Wirral and to the other geographies we serve during 2023-24.
30. Over the next 12 months we will lead the delivery of the NHS Cadets programme in Wirral, St Helens and Knowsley linking with other NHS providers to provide opportunities for young people to have multiple experiences and for the NHS Trust's to engage with their local community and future workforce.
31. This is an exciting opportunity for the Trust, our NHS partners locally and for young people across Cheshire & Merseyside. We will be reporting our progress to the ICB People Board, and I look forward to seeing the programme go from strength to strength.
32. I would like to recognise the hard work and enthusiasm of our Director of Corporate Affairs for this programme and her determination to secure this funding and the continuation of this excellent programme.

Marine Lake Health and Wellbeing Centre

33. We have seen great progress at the site of our new development in West Kirby and we are now in the final stages of the build and are confirming plans for welcoming our teams and partners into the building to start the delivery of services to the local community.
34. We are also making plans for the official opening of the building and plan to celebrate this significant moment as we celebrate the 75th birthday of the NHS in early July 2023.
35. In the meantime, we have been inviting staff, partners and the local community to get



involved in naming the community garden at the new health and wellbeing centre and we look forward to hearing the outcome of the voting in the next few weeks.

Urgent & Emergency Care upgrade programme

36. We were delighted to be part of a beam signing ceremony to mark the next stage of the development of a new urgent and emergency care facility at Arrowe Park Hospital.
37. Staff from Wirral University Teaching Hospital (WUTH) and Wirral Community Health and Care (WCHC) NHS Foundation Trust joined together for the event to sign the steel beam which will form part of the permanent structure of the new building.
38. The construction is well underway, and the steel frame of the building is now in place, showing the scale of the new facility. It involves a complete redevelopment of the current Emergency Department at Arrowe Park Hospital, run by WUTH and the Urgent Treatment Centre, run by WCHC, creating a single front-door model that will offer an enhanced, seamless patient experience.
39. The signing of the beam was the latest milestone in construction and my thanks to Mark Greatrex, Chief Finance Officer and Deputy Chief Executive who attended to represent the Trust.

Place Governance

40. I will provide a separate verbal report at item 12 on the arrangements in Place to ensure effective governance and reporting mechanisms are established.

New Director of Population Health for NHS Cheshire and Merseyside

41. NHS Cheshire and Merseyside has announced Professor Ian Ashworth to the role of Director of Population Health confirming that he will commence in post in the summer.
42. The Director of Population Health is a unique role for the Integrated Care System, with its core focus on understanding and enhancing the health and wellbeing of the people of Cheshire and Merseyside.
43. As a member of both the Health & Care Partnership and Integrated Care Board, Ian will be working closely with the nine Directors of Public Health and NHS Cheshire and Merseyside Place Directors, to influence strategic system partnerships that focus on prevention, health inequalities and use of data, intelligence and evidence to improve population health.

Operational planning 2023-24

44. I can confirm that the Trust has met the requirement to submit 2023-24 operational plans including finance and workforce to the ICB.

National news and developments

Urgent Community Services ‘business as usual’

45. NHS England’s Community Director James Sanderson has spoken to the HSJ about plans to keep growing the Urgent Community Response service with NHS stressing that the service is not just a winter fix.
46. Urgent Community Response aims to avoid unplanned hospital stays by providing rapid community care, with a two-hour response standard introduced in April 2022 for the most urgent cases. All providers have been asked to maximise referrals into the service with an assertion that it should be provided consistently and at scale.
47. In Wirral, we deliver the UCR service with strong performance achieving over 80% for 2-hour response.

The Hewitt Review

48. The Rt Hon Patricia Hewitt’s review into integrated care systems (ICSs) has been published. It was commissioned by the chancellor, Rt Hon Jeremy Hunt, in November 2022, to look at the role and powers of ICSs.
49. The review was conducted with significant engagement with leaders from across the health and care system and the report makes recommendations to maximise the opportunities ICSs bring to population health and wellbeing and provides a helpful overview of the issues hindering progress and placing burden on system players.
50. The key recommendations from the review include;
 - Reducing the number of targets set at a national level.
 - Developing ‘high accountability and responsibility partnerships’ for more mature ICSs.
 - More investment in prevention, including increasing the public health grant allocation.
 - Reducing the use of short-term funding pots.
 - Reviewing the entire NHS capital regime.
51. NHS Providers has published a useful ‘on the day briefing’ which summaries the contents of the report and can be found via the following link - [On the day briefing: The Hewitt Review - NHS Providers](#)

NHS England delegations and joint working guidance

52. NHS England has recently published its delegations and joint working guidance which sets out a further year’s delay to formal delegation of functions from ICBs to trusts, although it makes clear that other arrangements already in place, such as lead provider contracts, should continue.
53. This guidance will be considered at ICB and Place.

Communications and Engagement

Get Together - Team WCHC Briefing



54. 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.
55. I look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
56. 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).
57. We are looking forward to welcoming Mick Whitley MP to the Trust in May 2023 to visit our Family Nurse Partnership Team.

Congratulations!

Community Cardiology walk-through video

58. Huge congratulations and thanks to one of our third-year students, Katrina Dyce, from The University of Chester who has recently completed a placement in Community Cardiology and had the idea for a quality improvement piece of work that has made a real difference to patients and service users visiting the service at St Catherine's Health Centre.
59. Whilst working with the team, Kat had an idea to develop a walk-through video explaining the setting, accessibility, and what to expect from the surroundings; with the particular aim of supporting people who are neurodiverse, or who have mental health challenges or physical disabilities.
60. With the support of Service Lead Nicky Williams and the Communications Team, Kat set about writing a script and mapping out a storyboard. The end product is now being shared with service users ahead of their appointment with the service and is available on our public website - <https://www.wchc.nhs.uk/services/community-cardiology/welcome-to-community-cardiology-walk-through-video/>

NIHR Clinical Research Network Northwest Coast

61. We are delighted to have received funding from the NIHR NWC to support a project 'Exploring the therapeutic and educational benefits of sea/blue spaces in attending to the needs of children with ADHD / Autism'.
62. The purpose of the funding is to provide health social care partners with the resources

to develop, enhance, deliver and improve engagement in high quality research within the CRN NWC region.

63. My congratulations and thanks to all those involved in submitting this successful bid and we look forward to hearing more about the project over the coming months.

Gov.news Smarter Working Lives Awards

64. We were pleased to have been shortlisted for the Championing Continuous Quality Improvement Award at the Smarter Working Lives Awards, for the work our Nominated Education Link Professionals (NELPs) do every day, ensuring we have excellent learning environments in which our future workforce can thrive.
65. My congratulations to everyone involved for this national recognition of the wonderful work you do.



66. Our monthly Stand Out winners for February 2023 was **Wendy Doswell, Community Integrated Response Team** nominated by Chris Burquest.
67. In nominating Wendy, Chris said,

"I'd like to nominate Wendy for the monthly standout because of her outstanding leadership qualities. Wendy is a Nurse Team Lead in the Community Integrated Response Team and is one of the most, considerate, compassionate, and professional people you could work with. Recently, Wendy has supported staff in the launch of the new Virtual Frailty Ward initiative and staff have advised she has been an amazing support, addresses any questions with a coaching approach and always has a smile on her face.

Wendy has also helped induct our WUTH colleagues into the Virtual Ward and made them feel part of the team".

68. Our monthly Stand Out winners for March 2023 were Steve Whittingham and Dave Murphy, Security Team at VCHC nominated by Mick Blease.
69. In nominating Steve and Dave, Mick said,

"The security provision at the Victoria Central Health Centre is provided by Dave and Steve. On the 7th of March 2023 a user of the walk-in centre posted on the Wallasey Gossip Facebook Page. The user went on to describe how Steve went above and beyond whilst providing reassurance to the user and her daughter. Steve had engaged with the frightened child by helping wash blood of her hands and putting a smile on her face. Steve ensured that a potentially stressful situation for mum and daughter became an experience that was remembered for all the right reasons. Following Mums post other users of the service also went on to include many more positive experiences where support had been provided by Dave and Steve. In all over 750 individuals went onto like or love the post. A true proud employer moment worthy of a "Stand Out" nomination".

70. Congratulations to Wendy, Steve and Dave for this recognition from colleagues right across the Trust and service users.

Summary of Executive Leadership Team (ELT) business in February and March 2023

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

- A Wirral system sitrep including measures introduced to address system flow.
- Developments across the national, ICB and Place health and care systems
- The work of the various UECUP (Urgent & Emergency Care Upgrade Programme) committees and workstreams
- Financial performance and progress towards achieving the 2022/23 Productivity & Efficiency target and planning for the 2023/24 efficiency programme.
- The transfer of the Adult Social Care contract back to Wirral Council from 30 June 2023

72. During February and March 2023, the following items were approved by ELT:

- A proposal to reintroduce 'Meet the Executives' sessions for new staff joining the Trust.
- A recommendation to the People & Culture Committee to approve an amendment to the annual leave policy to allow staff to carry over up to five days of leave from 2022/23
- An extension to the Community Ophthalmology contract following a detailed review of the measures that would be required to mitigate the financial pressures and sustainability risks in the service.
- A proposal to increase engagement and participation in the Trust's 'Get Together' staff briefing.
- A proposal to relocate the Knowsley 0-25 Service
- A revised structure for the Trust's Quality & Governance Service
- A business case for additional staffing in the Trust's Infection Prevention & Control Service to provide on-going senior leadership and support to operational services

73. Additional items were also presented to ELT for assurance or discussion including:

- An overview of the work to support the management of waiting lists through the development of a risk stratification tool focussing on health inequalities.
- The Trust's results in the 2022 NHS Staff Survey
- An overview of the Trust's Specialist Dental Services
- Updates on the on-going review of the Trust's staff bank and the broader additional staffing agenda
- An update on the requirements for the Trust to participate in the 'What Good Looks Like' digital maturity assessment.
- An overview of communications and engagement activity for the opening of the Marine Lake Health & Wellbeing Centre
- An update on the development of a Wirral Research Collaborative
- An update on the Shadow Board programme to provide board-level insight and experience to deputy directors.



- An action plan to drive continuous improvement in the Trust's Complaints Team to meet the requirements of the Patient Safety Incident Response Framework

Conclusion

74. 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

12 April 2023