

Chair's Report - October 2023

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 reappointments

I am delighted that the Council of Governors unanimously approved the reappointment of Beverley Jordan as a Non-Executive Director of the Trust. Beverley brings a wealth of experience to the Board and is a highly respected colleague to all members of the Board and across the health and care system.

In reappointing Beverley for 3-years (to September 2026) I was also pleased that the CoG confirmed Beverley as the Trust's new Senior Independent Director, a role she will excel in providing valuable support to both board and governor colleagues.

To that end, I would also like to extend thanks to Gerald Meehan, Non-Executive Director who has assumed the role of Deputy Chair having been the Trust's Senior Independent Director for the last few years.

I also like to acknowledge my own reappointment to the Trust and thank governors, ICB and NHS England colleagues for their support and confidence in re-appointing me as Chair of the Trust for a further 12-months. I look forward to continuing to lead this wonderful organisation alongside our Chief Executive, Karen Howell OBE.

I extend my thanks and acknowledge the work of the governor RemNom group recognising the rigorous review they put in place to ensure a thorough reappointment process.

CQC inspection

The CQC inspection team returned to the Trust in late August 2023 to conduct a well-led inspection, following their inspection of core services in July 2023.

We were delighted to welcome them back and appreciated the positive, supportive yet probing approach taken by the inspection team. They were thorough in their lines of enquiry, which was welcomed, and we were pleased to be able to demonstrate many examples of excellent practice across the Trust during the week of the inspection.

Board members, senior leaders, governors and colleagues from right across the Trust supported the inspection process and I am so very proud of the passion, enthusiasm, clarity and determination shown by everyone involved. It truly was our time to shine, and we now look forward to receiving the outcome of the inspection and the draft report from the CQC.

I would like to extend my thanks and appreciation to everyone who supported the process with particular thanks to Paula Simpson, Chief Nurse and Claire Wedge, Deputy Chief Nurse who led the entire process with such professionalism.

Team WCHC Awards 2023

On Friday 6 October 2023 we celebrated Team WCHC with a wonderful awards evening at Chester Racecourse, welcoming almost 300 staff to recognise their hard work and dedication to the people we serve.

It was a fantastic evening made possible by our very generous sponsors, many of whom were able to join us on the evening.

This year we had more nominations than ever before with 124 submissions from every corner of the Trust. The dedication of our teams and services to continually develop services and provide the highest quality of care is inspiring and something of which I am very proud.

This was an evening to recognise and celebrate this dedication in abundance!

I would like to extend my congratulations to all the winners announced on the evening, to those shortlisted and to everyone nominated for a Team WCHC Award.

I would also like to acknowledge the hard work and professionalism of the Communications Team, led by Fiona Fleming in delivering another high-quality and very enjoyable evening for everyone.

Fit and Proper Persons Test - board members annual checks 2023

To align with the completion of annual appraisals of all board members and in accordance with the Trust's Fit and Proper Persons Policy, I can confirm that all members of the Board, including advisors to the Board have completed an annual declaration in respect of Fit and Proper Persons and all subsequent checks have been completed in line with our Fit and Proper Person Policy.

I have had the opportunity to verify all the evidence to support the checks and I am assured by the process completed and compliance in respect of Regulation 5: Fit and Proper Persons.

Council of Governors

The Council of Governors (CoG) met formally on 20 September 2023 as reported in the Lead Governor's report to the Board of Directors.

We look forward to meeting with governors in an informal development session in November 2023.

Place Based governance arrangements

The governance arrangements at Place have been established as described in the Place Governance Manual approved in July 2023. The Trust maintains representation at all appropriate groups with the CEO attending the monthly Place-Based Partnership Board.

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.

Mental Health, Learning Disabilities and Community Provider Collaborative

There has been considerable work over many months by senior leaders including Chief Executive Officers of organisations across Cheshire & Merseyside to develop the value proposition and establish the governance arrangements for the MHLDC provider collaborative.

I am looking forward to attending a workshop with fellow Chairs (tomorrow) to understand the work completed to date, the progress made and the future direction of travel. I anticipate

that the final governance documents will be presented formally to the Board of Directors at our next meeting in December 2023.

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

Michael Brown
Chair

9 October 2023

Lead Governor Report

Remuneration & Nomination Group

As reported in recent months, the RemNom group of the Council of Governors has been leading the process to reappoint one Non-Executive Director, Beverley Jordan and the Chair, Professor Michael Brown to the Trust Board of Directors.

The process adopted has been based on the guidance included in the NEW Code of Governance (April 2023), taking account of the importance of 'rigorous review' and guidance issued by NHS England to that effect due to both Beverley and Michael having served 6 consecutive years on the Trust Board.

I can confirm that this process has concluded, and we were delighted to confirm Beverley Jordan's reappointment to the Trust as a Non-Executive Director and the new Senior Independent Director for the organisation. Beverley's appointment was approved by the full Council of Governors for 3-years to September 2026. We all look forward to continuing to work with Beverley and recognise the valuable contribution she makes to the Trust and the Board of Directors.

The Chair of the Trust has been appointed for a further 12-months to September 2024, a position which has been endorsed by the ICB and NHS England following engagement with Raj Jain, Chair of NHS Cheshire & Merseyside, Richard Barker, Regional Director for the Northwest at NHS England and Sir David Sloman, Chief Operating Officer, NHS England.

I am delighted that Professor Brown has accepted this reappointment and will continue to lead the Trust alongside Karen Howell, Chief Executive. The full CoG unanimously supported this reappointment recognising the strength of Professor Brown's leadership and the skills and expertise he brings to the Trust and the wider health and care system.

We look forward to working with Professor Brown over the next 12-months to determine his continued and future role at the Trust in line with the CoG's statutory duties.

CQC inspection

The governors were pleased to be involved in a focus group with members of the CQC inspection team during the well-led inspection at the end of August 2023. The opportunity to share reflections and insight was appreciated by all and the quality of the discussion was extremely positive with governor colleagues reflecting on individual and collective involvement with the Trust and the opportunity for governors to fulfil their statutory duties with confidence.

I am delighted to hear that the inspection was a positive experience for all, and we look forward to receiving the outcome of the report when published.

Council of Governor meeting - 26 September 2023

The members of the CoG came together formally on 26 September 2023 to consider a varied agenda.

The governors were pleased to be joined by the Chair and NED colleagues, the Director of Corporate Affairs, the Chief Nurse and the Chief People Officer.



Wirral Community Health and Care NHS Foundation Trust

The Chief Nurse provided an update following the recent CQC inspection and the Chief People Officer provided members with a briefing on the Trust's proposals to establish an Associate NED role(s) for the Trust, which was welcomed by all.

The Director of Corporate Affairs formally presented the independent auditors report to the Council of Governors following the successful completion of the year-end audit for the financial year 2022-23. The governors were pleased to receive feedback on the work of Grant Thornton in their first year of the external audit contract, following the award made by governors during 2022.

The revised, draft Terms of Reference of the Governor Quality Forum were shared, and governors are looking forward to the inaugural meeting in November 2023. Following expressions of interests to join the forum, a process will now be held to identify a Chair before the inaugural meeting.

Team WCHC Awards 2023

The governors would like to extend congratulations to all those who were nominated and the winners in the TeamWCHC Awards 2023.

It was wonderful to note that there were more nominations this year than any previous year, with 124 received across all categories.

Your Voice Group

The Your Voice Group met on 12 September 2023 with a varied agenda which included guest speakers from across the Trust on a range of topics including patient experience and quality improvement initiatives at the CICC and in Community Nursing. The opportunity to engage with staff across the Trust is welcomed by all members and the quality of debate and discussion is always high and appreciated.

The group will meet again on 8 November 2023.

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/engagement-groups)

Forthcoming Council of Governor activity and meetings

The CoG will hold a development session in November 2023 and meet formally again on 9 January 2024.

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)

6 October 2023

Chief Executive's Report - October 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

CQC inspection

2. At the end of August 2023, we welcomed the CQC back to the Trust to complete a well-led inspection, following their inspection of core services in July 2023.
3. Whilst it was a very busy week, it presented a wonderful opportunity for us to shine a light once again on the tremendous work of staff across the Trust; their dedication, compassion, and enthusiasm. As expected, the CQC inspection team were thorough in their approach, but it was particularly pleasing that they were interested and keen to hear more about the many, many examples of excellent work we shared with them during the inspection.
4. I would like to pay tribute to the exceptional energy of so many colleagues across the Trust who were invited to meet with the CQC and who took pride in sharing their work and those of so many colleagues. In particular I would like to recognise the extraordinary efforts of Claire Wedge, Deputy Chief Nurse who supported the CQC inspection team and colleagues before and during the well-led inspection.
5. Whilst I have received an informal letter thanking the Trust for a warm welcome and our hospitality, we await the receipt of the formal report. I anticipate we will have received it by the end of the month at the latest.

NHS Winter Event 2023

6. We were delighted that the Trust was invited to the NHS Winter Event 2023 in early September 2023 to present on the increasingly successful Home First service to our colleagues from across the North region.
7. David Hamond, Deputy Chief Strategy Officer and Bradley Palin, Deputy Chief Operating Officer represented the Trust to share the Home First service and celebrate its successes both in terms of patient outcomes and collaboration with partners. With nearly 700 discharges since late 2022, providing better assessments and care options for our population, and still growing, we were pleased to have this opportunity to showcase this exceptional work.

Team WCHC Staff Awards 2023



8. On Friday 6 October 2023, we celebrated our 10-year anniversary of TeamWCHC Awards, and it was a truly magnificent evening with almost 300 colleagues from services across the Trust coming together to recognise and celebrate each other.

9. Our Trust Chair, Professor Michael Brown CBE, DL and I

were delighted that once again Roger Johnson, BBC Northwest was able to comper the evening for us, with so much passion and appreciation for all the work delivered by the NHS with a focus on our services.

10. This year we received the most nominations than ever before with 124 across the six categories. Every nomination reflected our values of compassion, openness and trust and were evidence of the diverse nature of what we do, caring for and supporting people from the start of life to the end - all with the shared purpose to support each other and our communities to live well.

11. Every year, I am overwhelmed by feelings of pride and admiration and this year was no different.

12. The evening would not have been possible, however without very generous sponsorship from a number of our suppliers for which we are extremely grateful. They are:

- BT
- Convatec
- Eric Wright Construction
- InPhase
- Lenovo
- Max20
- Softcat
- Elerbanks
- Square Zero

13. My heartfelt thanks to our sponsors for their support and recognition of the important work our teams do every day.

14. Our amazing winners announced on the evening are as follows;

Excellence in Care	Community Specialist Palliative Care Team	South & West Wirral
Excellence in Quality Improvement	Children's Speech and Language Therapy	Wallasey
Excellence in Leadership	Liz Pritchard	Learning & Organisational Development
Excellence in Partnership Working	Community Integrated Response Team	Wirral System
Excellence in Inclusion	Millie Williams	Sexual Health Wirral
Unsung Hero	Maddie O'Loughlin	Specialist Nursing
	Viv Harrison	0-19 Service Wirral
Chair and Chief Executive's Award	Sharon Clunn	Contracts & Commissioning
	Knowsley 0-25	Regional Children's Services

15. My sincere congratulations to all our winners and to everyone nominated and shortlisted this year.
16. We are already looking forward to the TeamWCHC Awards 2024.



Your Experience - the importance of feedback

17. In August 2023 we received over 3,000 responses to our patient experience survey with 93% of people recommending our services.
18. This is a phenomenal achievement by so many and reflects some of the experiences we heard from those patients and service users who nominated teams and staff in our People's Choice Award in the TeamWCHC Awards 2023.
19. The top 10 themes from the feedback remain 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



20. The annual national NHS Staff Survey launched at the start of October 2023 inviting everyone to take the opportunity to share their views about working at the Trust. It is so important that everyone takes part as we each have a voice that counts and together, we know that we can make a difference to our staff experience and our patient experience.
21. After sharing the results of last year's Staff Survey, together we developed a trust-wide action plan supported and influenced by local plans. Informed by colleagues, our three key themes where we agreed we needed to see improvement were;
- Working flexibly
 - Feeling safe and healthy
 - We are always learning
22. Together we have achieved so much in the last 12 months and we have a lot to be proud of so we are looking forward to being able to recognise this in our staff survey whilst also seeking to understand the areas where we can continue to improve to make this Trust a great place to work and receive care.

Appraisal compliance

23. Our workforce annual appraisal cycle ended at the end of September having run during the summer months with all staff being invited to and encouraged to participate in a coaching and appraisal conversation with their line manager.
24. The appraisal conversations provide an opportunity to reflect on the last 12 months and acknowledge the contributions made and recognise the moments we are proud of. They are also important opportunities to 'check-in' and for colleagues to discuss how they are feeling, how they are performing in their role and to agree future work priorities.
25. I am delighted that this year we have achieved **96.35% compliance for appraisals** for all eligible staff. This is a tremendous achievement and my thanks to everyone for supporting this important process.

Autumn Covid Booster and Flu Vaccine for staff

26. We have launched our annual campaign 'Winter Strong' to support our staff to protect themselves and their families and patients from Covid-19 and Flu. This year we are grateful to our GP partners in St Catherine's Health Centre for supporting our campaign, offering our staff the Covid booster vaccine.

Freedom To Speak Up Month



27. Nationally, October is always Speak Up Month, and whilst 'Freedom to Speak Up' is important every month, October gives us the chance for extra focus on the meaning and the context of conversations spotlighting raising concerns and speaking up early in order to address any issues with appropriate timeliness.
28. This year the National Guardians Office have adopted the theme of 'Breaking Barriers' for the month-long campaign. This gives us all a chance to consider and question what barriers could stop our staff from comfortably raising concerns. Only by understanding and raising awareness of what these barriers are, can we then start to address them.
29. Our Freedom To Speak Up Guardian, Alison Jones is leading the campaign supported by over 120 FTSU Champions across the Trust which includes myself and members of the Board. There is already so much fantastic energy for this year's campaign with lots of events planned and taking place across the Trust.
30. The FTSU process and culture we have established and embedded in this Trust, thanks to the hard work of so many is strong, evidenced by all of the concerns raised via FTSU last year with 100% of those surveyed saying they would confidently speak up again.
31. My thanks to everyone involved in Speak Up Month 2023.

Annual Members Meeting 2022-23

32. In mid-September 2023, we held our Annual Members Meeting reporting on the financial year 2022-23. This followed the successful completion of all aspects of the year-end external audit programme which provided the Trust with an unqualified opinion.
33. We presented highlights from our Annual Report for 2022-23 at the meeting which celebrates the many achievements by the Trust during the financial year including strong performance in relation to the delivery of services and excellent patient feedback.
34. My thanks to all those that attended and supported the meeting. The slides from the meeting are available on our public website via the following link - [Annual Members' Meeting 2023 - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](https://www.wchc.nhs.uk/annual-members-meeting-2023)

Festival of Leadership, 9 October - 17 November 2023



35. We are delighted to have launched our first Team WCHC Festival of Leadership with lots of new and refreshed activities for staff at all levels, beginning with a Leadership Forum for senior managers.
36. There are lots of great events planned to inspire including sharing weekly leadership stories, through a series of mini podcasts 'Talking Heads' where staff from across the Trust in a range of roles will share what they understand by 'leadership for all' and reflect on how their roles impact on others.
37. There will be a powerful drama-based workshop for all staff to attend as part of our 'Leading Self' programme. This will explore real life scenarios putting our values into action.
38. At the end of the month, we will hold a Celebration of Leadership Event which will include a keynote speech from Steve Head, keynote speaker, inspirational trainer and coach who will share his story, as well as a panel of invited staff to share their leadership insights and experiences.
39. We are all looking forward to an exciting month of activities celebrating leaders right across the Trust.

Allied Health Professional Week



40. On 14 October 2023 nationally and internationally we recognise and celebrate our AHP colleagues, but here at the Trust we have enjoyed a week of celebration.
41. As the third largest clinical workforce within the health and care system, AHPs play a vital role in supporting and delivering the NHS Long Term Plan. Our week-long celebration offers a platform to spotlight the remarkable impact AHPs have on the delivery of care.
42. This year, the national theme for AHP day is '*AHPs in the right place, at the right time, with the right skills*'.
43. There has been lots of examples of good practice shared during the week with a spotlight on quality improvement and some of the fantastic work delivered by our AHPs across the Trust including the Wheelchair Service, Rehab at Home, Children's Dietetics and MSK/Pelvic Health.
44. My thanks to all our AHP colleagues who provide exceptional and necessary care to those in our community.

Wirral Place Governance

45. I will provide a separate verbal report at item 14 on the arrangements in Place to ensure effective governance and reporting mechanisms are established.

National news and developments

2022 Workforce Disability Equality Standard (WDES) Report

46. In September 2023, NHS England (NHSE) published the annual Workforce Disability Equality Standard (WDES) data report. The data is split into ten metrics of workplace experience and opportunity for disabled and non-disabled staff in the NHS workforce.

47. Additionally, for the first time, the report includes greater intersectional data and analysis, aligning with the ambitions of NHSE's recently published EDI improvement plan.

48. NHS Providers has published a useful briefing which can be accessed via the following link - [workforce-disability-equality-standard-wdes-briefing-2022-final.pdf \(nhsproviders.org\)](https://www.nhsproviders.org/workforce-disability-equality-standard-wdes-briefing-2022-final.pdf)

49. Our People & Culture Committee (a sub-committee of the Board) seeks and receives assurance on the WDES report, action plans and data submissions.

Public asked to shape future use of health data by the NHS

50. Members of the public will be asked to help shape how the NHS uses their health data to improve patient care, as part a series of major events next year.

51. The events, starting in the new year and continuing until March 2025, will gather public views on digital and data transformation in the NHS.

52. Among the programmes and topics to be discussed will be the Federated Data Platform - a key software platform that joins up existing NHS data to help speed up diagnosis, reduce waiting times and hospital stays.

53. The large-scale engagement events will provide the public with a genuine means of informing and shaping policy around the use of their health data.

54. The work builds on the 'Powered by Data' campaign launched by NHS England in June to showcase where health data has delivered significant benefits for patients, and society more broadly.

Reports of interest published

55. The following are some reports recently published and of interest to members of the Board.

- HFMA briefing - System risk management: key considerations for evolving arrangements - <https://www.hfma.org.uk/publications/details/system-risk-management>
- NHS enforcement guidance outlining how NHS England intends to exercise its enforcement powers for both integrated care boards (ICBs) and providers - <https://www.england.nhs.uk/publication/nhs-enforcement-guidance/>

- NHS Confederation - *Creating better health value: understanding the economic impact of NHS spending by care setting* - <https://www.nhsconfed.org/publications/creating-better-health-value-economic-impact-care-setting>
- NHS Confederation - *The state of integrated care systems 2022/23: Riding the storm* examines the progress that local systems have made, and opportunities for further development - <https://www.nhsconfed.org/publications/state-integrated-care-systems-202223>

Communications and Engagement

Get Together - Team WCHC Briefing



56. The monthly on-line Get Together meetings continue to be well attended by staff and we continue to use this important engagement platform to share news and updates whilst providing a place for dialogue on anything our staff wish to raise.
57. I genuinely look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
58. I continue to represent the Trust at regular Place and wider system meetings including the Wirral Place-Based Partnership Board, Northwest Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Mental Health, Learning Disabilities and Community Provider Collaborative (MHLDC).

Congratulations!

59. Congratulations to the **Infection Prevention and Control Team** who have been shortlisted again this year, for an award at the Infection Prevention Society Annual Awards taking place later this week.
60. Congratulations to **Sharon Davenport**, Practice Education Facilitator, Research Project Lead who has been successful in publishing research, co-authored with her MSc research supervisor, in the Irish Journal of Occupational Therapy. Sharon's research is entitled 'The use of outcome measures and factors affecting use in adult social care occupational therapy services in the UK'.
61. The research paper is available for free on the [Emerald Insight website](#).
62. Congratulations to year 2 Dental Core Trainee, **Rosie Marlow** who had a poster display of case studies at the British Society of Paediatric Dentistry conference held in Newcastle in early October.

The Monthly **StandOut!** TeamWCHC

63. Our monthly Stand Out winners for August 2023 was the **Community Integrated Response Team Administration Team** nominated by Chris Burquest.

64. In nominating Rachel, the team said;

"I would like to nominate our administration team for stand out of the month because of the support they show the whole of the community integrated response team. The admin team is made up of Sarah Chapman, Deb Swaby, Chris Binney, Kat Baker and Jo Pugh who are the most amazing group of talented individuals by ensuring all of our clinical staff have the tools to do their daily jobs. The admin teams focus on patient needs is second to none and nothing is too much for them, despite their endless "to do" list. The hard work they do within the team never goes unnoticed!

All of CIRT would like to say a big thank you and submit a well-deserved nomination for the monthly stand out."

65. Congratulations to the team for this recognition from colleagues right across the Trust.

66. The monthly Stand Out was paused during September 2023 as we prepared to celebrate our annual Team WCHC Awards.

Supporting our local community

67. I would like to pay tribute to all of the support and care members of our 0-19 service in Wirral, and particularly our school nurses gave to the young people of Calday Grange Grammar School and West Kirby Grammar School following the tragic accident on the M53 a few weeks ago.

68. Our wonderful and courageous staff were on-site at the schools immediately following the accident and continued to provide support during the course of the weekend caring for students, their families and the teaching staff.

69. Their care and compassion was phenomenal and appreciated by so many.

70. Our thoughts are with all those affected, their families and the wider school communities and my heartfelt thanks go to our staff for their tremendous support.

Summary of Executive Leadership Team (ELT) business in August and September 2023

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

- A Wirral system sitrep including measures introduced to support discharge from the hospital and address system flow, including the development of a Transfer of Care Hub in conjunction with the hospital.
- 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.

- The action plan in place to address financial and staffing challenges in the Community Integrated Care Centre.
- Updates on relevant upcoming contract opportunities.

72. During August and September, the following were presented to ELT for approval:

- Refreshed ELT terms of reference.
- An extension to the appraisal window to the end of September 2023
- A recommendation to award the contract for Occupational Health services.
- A number of charitable funds applications for approval pending the development of standard operating procedure for the management of charitable funds.
- Terms of Reference for the Mersey Internal Audit Agency review of the Trust's governance arrangements.

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

- The financial challenges faced by the Trust, including expenditure controls imposed by the ICB and the internal Productivity & Efficiency programme.
- An overview of the Shadow Board Programme which Deputy Directors and other senior managers would be taking part in.
- An update on the processes in place to monitor the flow of data into and out of the organisation.
- An overview of the upcoming review of Ophthalmology services at the Trust and Wirral University Teaching Hospitals.
- An update on potential training and growth opportunities in the Trust's Dental Service.

Conclusion

74. I hope you find this report informative and helpful. It provides a clear description of the current priorities and business for the Trust and the key activities underway to address them.
75. However, if you feel the report should include areas of further interest or could be improved, please do not hesitate to contact myself or Alison Hughes, Director of Corporate Affairs.

Karen Howell
Chief Executive

Alison Hughes
Director of Corporate Affairs

9 October 2023