

Chair's Report - December 2023

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

Sexual Health Wirral - contract award

I would like to recognise and celebrate the recent good news that the Trust has retained the Sexual Health Wirral contract for a further 5 years. This is a great achievement which reflects the outstanding care the service delivers to the people of Wirral every day.

I am delighted that the new service contract will see the Trust work in partnership with Liverpool University Teaching Hospital NHS Foundation Trust, to appropriately and inclusively, meet the needs of the people of Wirral.

This contract award further reinforces the vital role Trust services play in supporting our local community to live well and independent lives.

My thanks to all who were involved in supporting the submission of the winning bid, and my congratulations to all members of the Sexual Health Wirral Team.

Here's to another five years of making a real difference to the lives of local people.

Confirmation of virtual approval - home delivery continence services

In order to facilitate the Board of Directors undertaking the business required of it, there will (on occasion) be a need for this to be conducted outside of its scheduled meetings in circumstances where it would not be practical to convene a meeting 'in person'. In such circumstances the Board of Directors is authorised by its Terms of Reference to conduct business via a process of 'e-governance'.

In line with the e-governance process, on 17 November 2023, the Board of Directors received formal papers from the Director of Corporate Affairs via e-mail, with a request for the virtual approval of a contract award for continence products. In total, twelve responses were received, and all responses gave approval of the contract award. Of the twelve responses, nine were received from voting members of the Board of Directors, and all such responses received were supportive of the award. This met the quorum set out in the e-governance process.

Consequently, the contract award was confirmed as approved by the Board of Directors in line with the Standing Financial Instructions.

Staff engagement and service visits

In recent weeks I have enjoyed a number of service visits and opportunities to engage directly with staff across the Trust.

I enjoyed a visit to the Wheelchair Service and to the Knowsley 0-25 service in November 2023 and look forward to meeting our Wallasey Community Nursing Team in mid-December. Without exception all staff have been extremely warm and welcoming, and I have thoroughly enjoyed time spent with them learning about their current priorities, challenges and opportunities for continuous improvement and innovation.

I have also enjoyed meeting with the Chairs of our Staff Networks and have appreciated the reflections and insight they have shared and their aspirations for these important staff engagement fora. I am also delighted that representatives from our Staff Networks will be meeting with the Board of Directors informally (today).

Council of Governors

The Council of Governors (CoG) held a development session on 14 November 2023 which included a varied agenda with items brought forward by governor colleagues and by the Trust. These included an update from the Deputy Chief Operating Officer on the waiting list stratification tool, developed and being implemented across the Trust, and from the Patient Experience Team on the Trust's approach to handling concerns and complaints.

As with all development sessions, there was lots of useful debate and discussion to support continuous learning and development, and the perspective of our governors was appreciated.

We look forward to meeting with governors formally in January 2024.

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 attended a workshop with Beverley Jordan, Non-Executive Director, in mid-October and I am pleased that Tony Mayer, Managing Director of the MHLDC will be meeting with the Board to provide an update on 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 February 2024.

I am also pleased to confirm that Beverley Jordan, Non-Executive Director has been appointed a NED member of the MHLDC Programme Board.

Christmas message

I would like to extend best wishes to all members of the Board and staff right across the Trust for a healthy and happy Christmas and New Year.

I would like to acknowledge our tremendous staff and the care and compassion they show every day, whether they are actively caring for those in our local communities or working to support those on the front-line of service delivery. I never fail to be impressed and delighted by their commitment and dedication, despite often working in challenging circumstances.

This year has also been particularly eventful with a CQC inspection, for which we await the final report. However, the commitment and determination of our staff to provide a good

experience for the CQC inspection team was outstanding and I am incredibly proud of this Trust and all that it achieves for the populations we serve.

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

Michael Brown
Chair

6 December 2023

Lead Governor Report

Council of Governor development session - 14 November 2023

The members of the CoG came together for a development session in mid-November and once again we enjoyed an informal, information sharing and discussion-based agenda.

We were delighted to be joined by a number of Trust senior leaders who shared key information with us including a demonstration of the innovative stratification tool developed by the Trust to managing waiting lists, and the processes in place across the Trust to gather patient experience and to respond when any concerns or complaints are received.

The governors present were pleased to have the opportunity to discuss these items with the Trust and value the opportunity to have these informal development sessions.

PLACE assessments

As members of the Council of Governors, we were invited to support the Trust in a PLACE assessment of the Community Intermediate Care Centre (CICC) on the Clatterbridge site. A PLACE assessment is a patient-led assessment of a care environment and myself and Kevin Sharkey, public governor were delighted to get involved.

The PLACE assessments aim to promote the principles established by the NHS Constitution that focus on areas that matter to patients, families and carers:

- Putting patients first
- Active feedback from the public, patients and staff
- Adhering to basics of quality care
- Ensuring services are provided in a clean and safe environment that is fit for purpose.

We spent a very productive day visiting all 3 wards at the CICC and considered 8 areas including cleanliness, arrangements for privacy, dignity and wellbeing, condition and appearance of the environment and the standard of food.

We were impressed and very proud of the standards we assessed across all areas and thoroughly enjoyed the time spent on the wards talking to some staff and patients. The atmosphere and environment created is clean, safe, supportive and compassionate. All the staff we spoke to were extremely proud of the service provided and were delighted to share the exceptional care they are providing.

It was a wonderful experience, and we look forward to the final results of the assessment being published in due course.

Your Voice Group

The Your Voice Group met on 8 November 2023 with a varied and busy agenda which included guest speakers from across the Trust on a range of topics including the Nurse Practitioners for Older People (NPOPs) and their weekly new drop-in sessions at Marine Lake Health and Wellbeing Centre, Age UK Wirral sharing information on their café and resource centre at Marine Lake and the services provided at the Walk-in Centres and Urgent Treatment Centres in Wirral.



**Wirral Community
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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 23 January 2024.

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 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 December 2023

Chief Executive's Report - December 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

Sexual Health Wirral - contract award

2. I am delighted to confirm that the Trust has successfully retained the Sexual Health Wirral contract.
3. Following a robust tender process led by Wirral Council, **the Trust has been awarded a five-year contract to continue delivering local sexual health services** and is proud to be working in partnership with Liverpool University Teaching Hospital NHS Foundation Trust (LUHFT) and access sexual health to jointly deliver elements of the service.
4. This contract award is a reflection of the outstanding care the Sexual Health Service delivers to the people of Wirral every day, and a perfect example of the vital role community services play in supporting our local communities.
5. The Trust has a wealth of experience in delivering sexual health services, and over the past 12 years has delivered a highly specialised and valued service which has helped to improve the sexual health and wellbeing of local people.
6. The service provides flexibility of access, free and confidential information and advice, screening and treatments regardless of age, ethnicity, gender or sexuality. The team continually listen and respond to local need and work in partnership with local organisations and groups to ensure the service is accessible and responsive to all communities.
7. The feedback we receive from service users is testament to the hard work and commitment of the service and we are delighted to continue to provide this valuable service across Wirral.

"First time using this service so very nervous - service was exceptionally good."

"From the minute I arrived all of the staff I came into contact with were absolutely lovely and friendly and very helpful. Everything was absolutely great, thank you."

"I am transgender male and have never been made to feel judged or unsafe in this space. All of my concerns and questions are met with professional decorum and advice given in terms that are friendly. I feel respected and cared for."

8. The new contract will go live from 1 April 2024, and we are looking forward to building on the excellent and innovative service we currently provide, working with Liverpool University Teaching Hospital NHS Foundation Trust (LUHFT) and 'access sexual health' to deliver an outstanding service for Wirral.

Your Experience - the importance of feedback

9. In October 2023 we received over 2,500 responses to our patient experience survey with 93% of people recommending our services.
10. 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.
11. 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



12. We were delighted to have achieved a **response rate of 58.73%** to the national staff survey when it closed in late November 2023. This was a significant improvement on the previous year and the highest response rate we have had to this national survey.
13. We now look forward to receiving feedback in Spring 2024 to help inform our future priorities and goals with staff.
14. My thanks to every member of staff who took the time to complete the survey, the HR team who facilitated the process and our Communications Team who supported the campaign to encourage staff to have their voices heard.

Team WCHC celebration and sharing event

15. We were proud to hold our bi-annual Celebration and Sharing event at St Catherine's Health Centre on 29 November. An opportunity for the public and stakeholders to find out more about the services we provide in the community, learn about the quality improvements and innovations taking place, and the types of careers available to young people.
16. Along with many of our diverse services including Community Nursing, Long Covid Service, NHS Cadets, Spartacus the therapy dog, Cardiac Rehab, Infection Prevention and Control (IPC), Digital Team, Community Intermediate Care Centre and Wirral 0-19, we were also joined by local partners JourneyMEN, Health Watch, The Poppy Factory, DA Languages and Macmillan Cancer Support.
17. The National Institute for Health and Care Research (NIHR) was also on site with its new mobile research vehicle where staff and the public had the opportunity to talk to NIHR about 'being part of research' and how clinical teams can get involved with research with support from NIHR.
18. Feedback from all attendees was incredibly positive and I would like to extend my sincere thanks to Emma Carvell, Quality Lead and Neil Perris, Head of Inclusion together with colleagues across the Trust who worked so hard to make the event such a success.

Autumn Covid Booster and Flu Vaccine for staff

19. Our annual campaign 'Winter Strong' continues 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 and offering our staff the Covid booster vaccine.

Mindful Employer - our ongoing commitment

20. As an employer we recognise that in the UK, people experiencing mental ill health continue to report stigma and discrimination at work. Our continued commitment to the 'Charter for Employers Positive about Mental Health,' highlights the work we are doing as a Trust to create a supportive and open culture, where colleagues feel able to talk about mental health confidently and aspire to appropriately support the mental wellbeing of all our staff.
21. Our Wellbeing Hub for staff is a valued resource, and offers a range of support including:
 - Mental wellbeing policy and toolkit
 - Reasonable adjustments procedure
 - Wellness recovery action plan
 - Work related stress risk assessment
 - Remploy - access to work - mental health support service
22. We continue to signpost to resources such as the Resilience Hub, key worker emotional support line (led by Cheshire and Wirral Partnership NHS Foundation Trust) and a range of wellbeing apps.
23. Wellbeing Conversations training is also available to staff to give them the confidence to help their colleagues, breaking down stigma and encouraging open conversations. Staff

and managers are also signposted to the training provided by the Zero Suicide Alliance which is a prevention training resource that aims to raise awareness, empower, educate and equip staff.

Sharing latest news from across the Trust

24. In October 2023, we were pleased to relaunch a stakeholder update to share latest news, developments and updates from across the Trust.
25. We value the role the Trust and our services play in the local health and care system and believe in the strength of partnership and collaborative working. Our stakeholders from across statutory, VCSFE and commissioning organisations and our local politicians contribute to the Trust's success and together we help to support people to live well and independent lives.
26. We hope the stakeholder update will be a useful source of information and welcome any feedback from partners and stakeholders across Wirral, Cheshire East, St Helens and Knowsley.

Festival of Leadership, 9 October - 17 November 2023



27. In my last report to the Board of Directors I announced that our first Festival of Leadership would take place during October and until mid-November 2023.
28. I am delighted to confirm that the 6-week long festival was a terrific success which celebrated leaders at all levels of the Trust. Through a series of events and activities, the festival recognised that irrespective of roles and responsibilities, we all influence others and have an impact in the way we lead ourselves, within teams and with our service users and patients.
29. Some of the highlights of the festival included;
 - A bespoke drama-infused training session open to all staff, exploring how we put our 'values into action' reminding us of our impact on others in all our daily interactions and what 'Leadership for All' is all about
 - Leadership masterclasses which featured some exceptional speakers and who shared their insights and experiences about good leadership, what it 'looks like' and how it is underpinned by our values
 - A series of talking head podcasts featuring insights and reflections from different trios of colleagues in very different roles, talking about their leadership journey and what 'Leadership for All' means to them
 - A finale event which welcomed keynote speaker Steve Head, who shared his experience and inspiration for leaders at all levels and a Leadership Panel of invited guests from the Trust who shared their thoughtful and inspirational stories and

welcomed questions and discussion from staff members

30. I would like to extend my sincere thanks to everyone who participated in the events and pay particular thanks to the Trust's L&OD team who organised such a broad and interesting timetable of activities which were inclusive for all. The feedback from the festival has been extremely positive.

Carers Rights Day - 23 November 2023

31. On 23 November 2023 we recognised Carers Rights Day providing an opportunity for our staff and people visiting St Catherine's Health Centre to understand the support that is available.
32. My thanks to colleagues our People Services who supported the day and were available to talk to and support staff and visitors and to Mark Greatrex, Chief Finance Officer and Deputy Chief Executive who is the Executive sponsor of our Carers Staff Network.

World AIDS Day 2023

33. On 1 December 2023 we supported World AIDS Day with teams from Sexual Health Wirral, Sahir House, Health Protection and the Trust's LGBTQ+ staff network sharing information and signposting to support at St Catherine's Health Centre.
34. World AIDS Day is a way for communities to show their support for people living with HIV.

National news and developments

Launch of the expectations of line managers in relation to people management

35. In 2021, the 'Future of NHS HR and OD Report' identified a national NHS priority "to create a clear view on the expectations of line managers in the service in relation to people management and the implications for the provision of people services (by 2023)". In response to this, NHS England has launched resources including a framework (providing guidance to both managers and people functions), e-booklets (providing guidance on 'How to manage people' and 'How to manage teams') and masterclasses entitled 'A kinder manager' that are available to all.
36. Trusts are being asked to bring these resources to the attention of their Board and ensure that the resources are socialised more widely in the organisation.
37. Utilising the framework provided, our People Services are currently undertaking a mapping exercise to inform where we need to adjust our offers to ensure alignment to this national tool, informing the work on our priorities for Year 3 (2024/2025) of the Trusts People Strategy Delivery Plan. Our People Services will also share the resources available to key stakeholders across the organisation, ensuring the e-booklets and masterclasses are available to, and completed by Trust staff as appropriate as part of our wider approach to developing our people managers.

Publication of NHS England's Statement on Information on Health Inequalities

38. On 27 November 2023, NHS England published its first Statement on Information on Health Inequalities.

39. Under duty s. 13SA of the National Health Service (NHS) Act 2006 NHS England is required to publish a Statement setting out:
- a description of the powers available to relevant NHS bodies to collect, analyse and publish information, and
 - the views of NHS England about how those powers should be exercised in connection with such information.
40. The current Statement provides information on how powers should be exercised in connection with health inequalities information for the period 1 April 2023 to 31 March 2025.
41. The Statement is designed to help relevant NHS bodies understand their duties and powers and how they can be exercised. It does not create any new legal responsibilities in and of itself. However, NHS bodies are required, in their annual reports, to review the extent to which it has exercised its functions consistently with NHS England's views set out in the Statement.
42. The Trust will comply with all the necessary and relevant requirements.

Provider Selection Regime

43. NHS England and the Department of Health and Social Care have announced that the Provider Selection Regime (PSR) - the new framework for the procurement of health services - will launch on 1 January 2024. The draft statutory guidance sets out the scope of the new procurement regime as well as the various award processes decision-making bodies may use in their procurement of healthcare services.
44. The aim of the PSR is to move away from competitive retendering as the default procurement process in support of a more flexible and collaborative approach to delivering services. The new regime will make it more straightforward to continue with existing service provision where arrangements are already working well.
45. NHS Providers has published a useful briefing giving an overview of the statutory guidance's contents and also includes NHS Providers' view of the PSR and the implications of the new regime for trusts. It can be found via the following link - [Next day briefing: Provider Selection Regime \(PSR\) draft guidance - NHS Providers](#)

Reports of interest published

46. The following are some reports recently published and of interest to members of the Board.
- CQC State of Care Report - [State of Care 2022/23 - Care Quality Commission \(cqc.org.uk\)](#) which looks at trends, shares examples of good and outstanding care and highlights where care needs to improve across health and social care in England.
 - The Health Foundation Report - Addressing the leading risk factors for ill health - a framework for local government action - [Addressing the leading risk factors for ill health - The Health Foundation](#)
 - HFMA briefing: An introductory guide to costing in the NHS 2023 update - [An introductory guide to costing in the NHS 2023 update | HFMA](#)

Communications and Engagement

Get Together - Team WCHC Briefing



47. The monthly on-line Get Together meetings continue to be well attended by over 100 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.
48. We announce the monthly Stand Out winner at each Get Together and it is always so satisfying to see the appreciation and celebration that colleagues have for each other.
49. In recent months we have also enjoyed hearing from services and staff across the Trust providing a 'spotlight on services' and my thanks to the Community Integrated Response Team (including Home First) and the Urgent Treatment Centre/Walk-in Centre teams who have shared information and insight during October and November 2023.
50. I genuinely look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.
51. 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).
52. I am delighted to have been invited to take the leadership role for the Wirral Primary Care and Community Services work programme and will be arranging a workshop with key stakeholders across Wirral in anticipation of the 2024/25 planning. I am thrilled that this work programme has been recognised as vital by the Wirral Place Based Partnership Board acknowledging the essential role both primary care and community services play in the local health and social care system to keep people well and out of hospital.

Congratulations!

53. Huge congratulations to the **Infection Prevention and Control Team** who have won another award. They received the Infection Prevention Society (IPS) Award for Excellence - Gold Award, at the IPS Impact Awards 2023! This award recognises members who are aiming for and achieving the best in IPC practice or education.



54. Our monthly Stand Out winners for October and November 2023 were **Tracy Orr, Service Director** and **Birkenhead (St Catherine's and Claughton) Community Nursing Teams**.

55. In nominating Tracy, the System 1 Senior Management Team said;

“We would like to nominate Tracy Orr, Service Director as standout of the month for the amazing support and leadership she gives the directorate.

System 1 has had a continuous cycle of change over the last 2 years as services expand and patients’ needs in the community increase. Throughout this Tracy has been the rock of the team, providing a clear vision, taking a coaching approach, and ensuring resilience across the leadership team. Tracy is the first person to ensure our wellbeing is fit for work and that this sentiment is passed on from the leadership team to each and every staff member and patient.

We feel exceptionally lucky to have the Tracy’s knowledge, guidance and leadership and feel that she deserves standout of the month as a result”.

56. In nominating the Birkenhead Community Nursing Team, Steve Smith, Service Director said;

“I would like to give a huge shout out to Helen McNally, Alix Beecham & James Hanson from the Birkenhead Community Nursing Teams.

I wanted to take a moment to express my thanks for the outstanding support and compassion you showed during an unexpected death of a patient on Sunday, 29th October. Your dedication and the way you all worked together in providing care was fantastic, and it made a significant difference during a difficult time.

Alix, your commitment to your role and the unwavering support you provided as part of the Claughton Nursing Team was truly remarkable. Your professionalism were evident throughout, and your presence was a source of comfort to all.

Helen, your expertise, and empathy were invaluable during this challenging situation. Your willingness to collaborate and your ability to support demonstrated your exceptional nursing skills.

James, your dedication as a band 5 Nurse on the St. Catherine’s Community Nursing team was nothing short of inspiring. Your willingness to step up during this time of need were outstanding. Your assistance and support were greatly appreciated by everyone involved.

It was the collaboration between your two teams that made this difficult experience more manageable for everyone. The seamless coordination and teamwork that you displayed showed the true essence of nursing and the difference it can make in times of distress.

Your compassion and support during this difficult time were amazing, and I can’t thank you enough for your dedication to your roles and your ability to work together as a team exemplify the highest standards of nursing care.

Once again, thank you, Alix, Helen, and James, for your commitment and for being shining examples of the nursing profession”.

57. Congratulations to Tracy and the Birkenhead team for this recognition from colleagues right across the Trust.

Summary of Executive Leadership Team (ELT) business in October and November 2023

58. 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
- 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.

59. During October and November the following were presented to ELT for approval:

- The revenue business case for the Cloud Based Computing programme
- A business case to continue the current remote clinical monitoring platform (IslaCare) in the Speech & Language Therapy Service until March 2024 to allow a procurement exercise to be carried out to identify the most suitable platform.
- A new mechanism for the payment of additional responsibility allowances for staff who take on additional duties and responsibilities at a higher level.
- A proposal for publishing the Integrated Performance Report on the Trust's public website after each Board of Directors meeting.
- A proposal to commission non-complex IUD fitting in the community rather than secondary care.
- The appointment of AgeUK as the Trust's partner for the café at St Catherine's Health Centre.
- New governance arrangements for digital, research and innovation.

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

- The results of an audit of readmissions to the acute setting from the Community Intermediate Care Centre.
- An update on the measures in place to improve compliance with role essential training targets.
- The Trust's submission to the Model Health data benchmarking exercise.
- An overview of the Provider Selection Regime process for the procurement of health services which comes into effect on 1 January 2024.
- A sitrep on dental services across Cheshire & Merseyside including opportunities to expand the Trust's training and service provision.
- An overview of the approval process for data leaving the organisation.
- An update on uptake of the seasonal flu vaccination programme.

Conclusion

61. 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.

62. 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.



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

Karen Howell
Chief Executive

Alison Hughes
Director of Corporate Affairs

5 December 2023