



## **Chair's Report - April 2024**

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

### **Farewell to Karen Howell, OBE, Chief Executive**

This is our last public Board of Directors meeting before Karen Howell, OBE will officially leave the Trust as our Chief Executive and I therefore want to recognise and thank Karen for her remarkable contribution and commitment to the Trust over the last 8 years.

Karen has been appointed as the new Chief Executive of Greater Manchester Mental Health NHS Foundation Trust and she will officially take up position on 1 June 2024.

Given the extensive experience, expertise and qualities of Karen across the NHS over many years, it is no surprise that GMMH selected her as their new Chief Executive and whilst wishing Karen all success in her new role, she will be greatly missed by us all in the Trust.

She is truly an exceptional CEO, in my experience, combining clarity of vision and operational delivery with a deep and true caring approach to her colleagues. Over her time as CEO of this Trust, she has built and honed an effective and high-performing Executive Team who will continue to develop the Trust and work with partners to deliver improving services to the many communities that we serve across the region.

On behalf of the Board of Directors, all staff, governors and partners I would like to congratulate Karen on her new appointment and thank her enormously for her leadership and the contribution she has made to the future strength of this wonderful Trust.

Mark Greatrex, Chief Finance Officer and Deputy CEO will take up position as interim Chief Executive Officer from 1 June 2024.

### **New Audit Chair recruitment**

The Council of Governors are currently leading the process to appoint a new Audit Chair for the Trust and I would like to extend my thanks to them for their support so far.

The final selection process will take place on Monday 15 April 2024 with shortlisted candidates invited to participate in a focus group with members of the Board and an interview with myself, our Lead Governor, Lynn Collins, Mark Greatrex, Chief Finance Officer and an independent Chair, Karen Bliss from Bridgewater Community Health NHS Foundation Trust.

I look forward to confirming further details in due course.

### **Associate Non-Executive Director (NED) development role**

I am delighted that we will shortly be seeking to recruit an Associate NED to the Board of Directors. As a unitary Board we recognise that diverse boards make better decisions, and we are committed to developing and diversifying the talent pool of aspiring NHS NEDs. This development role will seek to support individuals to learn first-hand about the challenges and opportunities associated with being a NED in today's NHS.

The Associate NED role has been designed to help support the next generation of talented people into board level roles in the NHS. In particular, it aims to develop talented individuals who are underrepresented in current NHS boards.

Our governors will support the recruitment process to the role, and I look forward to providing further updates in due course.

### **Cheshire and Merseyside ICB review of collaboration and integration opportunities across health and care in Wirral**

Together with NHS partners across Wirral, we are working to support an ICB commissioned review of collaboration and integration opportunities across health and care in Wirral.

The aim of the review is to support partners in building an appropriate system of delivery for health and care in Wirral that meets the needs of the population. The review will build on successes and positive developments in Wirral over recent years in order to identify other areas where improved collaboration and integration can bring greater benefits.

The Board of Directors has had the opportunity to contribute and comment on the development of the Terms of Reference for this review.

The engagement and involvement of key partners and the people that access services in this work is key and as such regular updates, once the review is underway, will be provided to the Wirral Place Based Partnership Board.

### **Shadow Board Programme**

Over the last 6 months I have had the pleasure of supporting this leadership development programme aimed at our Deputy Directors and Senior Leaders. The programme is now coming to an end, and I am delighted that we will hear some reflections from the participants as part of this agenda.

However, I would like to record my personal congratulations to all those who have participated so enthusiastically and professionally in the programme. I have been so impressed with the knowledge, skills, experience and passion of everyone. We are very fortunate to have such a talented and committed group of senior leaders.

I would also like to extend my thanks to the Learning & Organisational Development Team for their expert coordination of the programme and to the Northwest Leadership Academy for their support in commissioning this invaluable work.

### **Council of Governors**

The Council of Governors (CoG) met informally for a development session on 13 March 2024, and I was pleased to have an opportunity to meet with governors to discuss key updates including the transition arrangements for Trust leadership, the Wirral system review and the development of operational and financial plans for the new financial year.

I always value the helpful debate and discussion with governor colleagues and appreciate their perspective as representatives of our local community and key ambassadors of NHS community services.

We will meet formally with the Council of Governors in May 2024.

## **NHS Leadership Competency Framework for board members**

In late February 2024, NHS England published a much-anticipated Leadership Competency Framework for board members.

The Tom Kark KC review in 2019 included a recommendation for the design of a set of specific core elements of competence, which all directors should be able to meet and against which they can be assessed. This framework (LCF) responds to this, and forms part of the NHS England Fit & Proper Person Test Framework for Board members (FPPT).

Following publication, the members of the Board reviewed the LCF at an informal board session in March 2024 and the framework will now be used as part of the annual appraisal process for all board members.

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

**Michael Brown**  
**Chair**

8 April 2024

## **Lead Governor Report**

### **Thanks to Karen Howell, OBE**

On behalf of the Council of Governors, I would like to offer our sincere congratulations and our very best wishes to Karen as she leaves the Trust to take up a new role in Manchester.

Karen has always been a source of great support to the governors, and we have all very much appreciated her leadership of the Trust and her positive engagement with governors which has always been honest, supportive and visionary.

As governors, we all offer our support to Mark Greatrex as he becomes interim Chief Executive.

### **Audit Chair recruitment**

The Remuneration & Nomination Group of the CoG has been reconvened and we are now supporting the process to appoint a new Audit Chair for the Trust. We were pleased with the interest in the role and the quality of applications received for shortlisting.

We now look forward to the final selection process on Monday 15 April 2024 and hope we will be in a position to make a formal recommendation to the full Council of Governors to support appointment to the role.

### **Chair re-appointment**

I am engaging with the ICB and NHS England Northwest to determine and agree the process for the re-appointment of the Trust Chair and I will continue to keep the full CoG briefed to ensure due process is followed in accordance with the NHS Code of Governance and the governors statutory duties.

### **Council of Governor development session - 13 March 2024**

The members of the CoG met informally in mid-March 2024 and appreciated the opportunity to engage with the Chair, NEDs and the Director of Corporate Affairs on key topics including the planned ICB commissioned review of the Wirral system, the financial and operational challenges facing all NHS organisations for 2024-25, the recruitment of the new Audit Chair and Trust leadership arrangements.

### **Governor Quality Forum - 13 March 2024**

The Governor Quality Forum met in mid-March, immediately following the meeting of the Quality & Safety Committee.

The members of the forum were pleased to start the meeting hearing about a recent Journey of Care which focused on the work and benefits seen across the Trust of engaging with Therapy Dogs UK.

The Chair of the Quality & Safety Committee was present and provided an update on delivery against the Trust's Quality Goals for 2023-24, as described in the Quality Strategy, and shared a briefing from the key agenda items discussed at the most recent meeting of the committee.



## Wirral Community Health and Care NHS Foundation Trust

The Deputy Chief Nurse also provided an update on the development of the quality goals for 2024-25.

The governors were pleased to welcome the Service Lead for the Specialist Palliative Care Team who shared the details of a co-produced quality improvement initiative on DNA CPR; further updates will be provided to the forum which was welcomed by all.

The re-establishment of the Governor Quality Forum is proving to be useful and highly informative for the governor members and the support and leadership of the Chief Nurse, the Deputy Chief Nurse and Professor Chris Bentley, Chair of the Quality & Safety Committee is much appreciated.

### **Your Voice Group**

The Your Voice Group met on 18 March 2024 with another varied and busy agenda which included guest speakers from the diabetes SMART service and the Sexual Health Wirral service, in anticipation of the new service launching from 1 April 2024 and a useful discussion with the Trust's Head of Communications and Marketing on promoting the Your Voice group.

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 29 May 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 will meet formally in a development session on 8 May 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)

9 April 2024

## Chief Executive's Report - April 2024

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

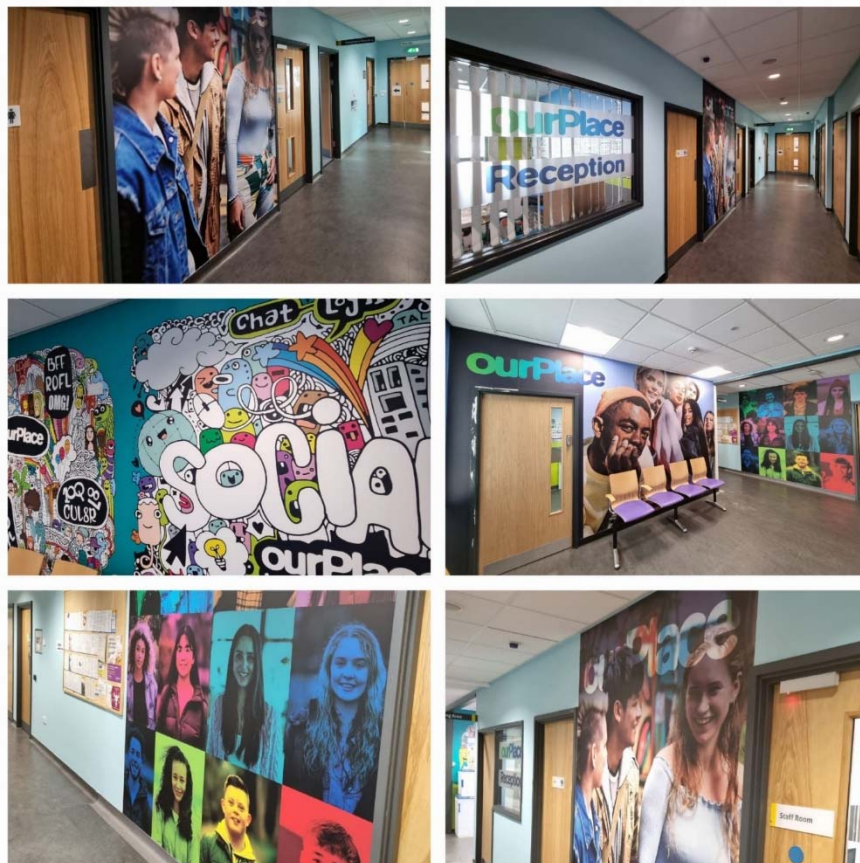
#### New Sexual Health Wirral Service launches



2. Monday 1 April, marked the official launch of the Trust's new Sexual Health Wirral service offer (SHW), delivered in partnership with Liverpool University Hospitals NHS Foundation Trust (LUHFT) and access sexual health.
3. Delivered by a team of health professionals, including consultants, nurses and therapists, local people can access free and confidential contraception and sexual health services.
4. Each year over 19,600 people attend a walk-in or pre-booked clinic appointment at Sexual Health Wirral. Our clinics provide STI & HIV testing, results management, treatment for STI infections and several methods of contraception.
5. The service's refreshed website ([www.sexualhealthwirral.nhs.uk](http://www.sexualhealthwirral.nhs.uk)) encourages people to take responsibility for their own sexual health and wellbeing. It is a hub of information, support and advice for all things sexual health. With the click of a button, people can search for the information they need and access videos, e-leaflets and FAQs, as well as booking an appointment or requesting a postal STI test.
6. The new partnership will continue to offer outstanding sexual health services in the community and is delighted to also launch ourPlace - Wirral's new sexual health service for young people aged 19 and under.
7. Sexual Health Wirral was recently rated as Outstanding by the Care Quality Commission (CQC). The CQC said; *"staff treated patients with compassion and kindness, respected their privacy and dignity and took account of their individual needs. There was a strong, visible person-centred culture."*
8. They also said; *"The service planned and provided care in a way that met the needs of local people and the communities served. It also worked with others in the wider system such as public health and local authority colleagues to plan care as part of wider strategies and action plans."*

**'ourPlace' - the new sexual health service for young people aged 19 years and under living in Wirral**

9. Over the past few months, the team at Sexual Health Wirral has engaged with local young people to co-create a service name and visual identity and to understand how to create a discreet young person friendly clinic area.
10. Young people participated in face-to face-engagement sessions where service names and concepts were shared and tested. An online survey was also cascaded to capture the thoughts and opinions of this age group.
11. Following a review of the insight research '**ourPlace**' was chosen as the name for Wirral's new sexual health service for young people.
12. A vibrant and engaging visual identity has been designed to create a welcoming space where young people can feel confident and safe in accessing support.



13. I would like to extend my sincere thanks and congratulations to the team involved in the mobilisation of the new Sexual Health Wirral contract. The hard work and commitment of so many people across the Trust, from the Sexual Health service and support services including HR, Digital, Business Intelligence, Governance, Communications and the Project Management Office, has been superb.



NHS national staff survey 2023

# NHS Staff Survey

## *The results*

**Together...**  
*we make the difference!*



14. The national NHS Staff Survey results were published in early March 2024.
15. It has been an exceptional year for our organisation evidenced by our fantastic CQC report, and the survey results are further evidence of the progress made. They reflect the hard work and commitment of everyone, working together to make this a great Trust to work and receive care.
16. We achieved an overall response rate of 60%. This is our highest ever response and well above the national NHS average of 48%. This is a significant achievement and gives us a rich picture of how things are for you and helps us continue in our journey to be the best we can be.
17. Our staff engagement score continues to rise. The 2023 results show an increase to 7.2 which is the average for NHS Community Trusts and higher than the national NHS average which has increased to 6.9.
18. The question asking whether staff would recommend our organisation as a place to work has also significantly improved from 56% in 2022 to 63.9% in 2023. This is great news, and we are very pleased with the fantastic progress we are making and will continue to make in 2024.
19. Overall, we have seen statistically significant improvement in six of the seven People Promises and in the two themes of morale and staff engagement.
20. We are the highest performing Community Trust in the country for the quality of appraisals, and of all the Community Trusts administered by Picker, we are the most improved across all areas of the 2023 NHS Staff Survey.
21. I would like to pay tribute and offer thanks to every member of staff that took the time to complete the staff survey. It is true that the more voices we hear from the more we learn, and each year we will move forward together to improve.



22. We know that there will always be room for improvement, and together, we will continue to work on ensuring our Trust is an outstanding place to work, and a place where patients and service users can expect exceptional care.
23. NHS Providers has also published a useful On the Day Briefing summarizing the key findings from the staff survey nationally - [otdb\\_nhs-staff-survey-results\\_7-march-2024.pdf](https://otdb.nhs-staff-survey-results-7-march-2024.pdf) ([nhsproviders.org](https://nhsproviders.org))

### **Super MaDE multi-agency event**

24. We were proud to participate in the Cheshire and Merseyside (C&M) seven-day Super MaDE event. The wide multi-agency event brought partners together from our Trust, Wirral University Teaching Hospital NHS Foundation Trust (WUTH), Cheshire and Wirral Partnership (CWP) and Wirral Council to safely discharge patients to the place they call home before the Easter period.
25. Trust colleagues from Community Integrated Response Team, Community Intermediate Care Centre (CICC), HomeFirst, Virtual Wards and Urgent Care were based on a rota at the hospital to maximise every opportunity with partners and build on the already great work taking place supporting patient discharge and preventing admissions where possible.
26. This event created unique opportunities to work collaboratively to address discharge challenges in real time and I would like to recognise the support of everyone involved both at the Trust and those in our partner organisations.

### **Patient-Led Assessments of the Care Environment (PLACE) Assessment Outcome 2023**

27. The 2023 Patient-Led Assessments of the Care Environment (PLACE) results have been released, with Team WCHC scoring above the national average in all six of the assessed areas, three of which scored 100%.
28. The assessment, undertaken by patient assessors, took place at Community Intermediate Care Centre (CICC) in October 2023 and included the three wards, Bluebell, Aster and Iris.
29. Feedback from the assessors was overwhelmingly positive. They reported that the wards had a positive environment and felt this would have a beneficial impact on many patients' wellbeing, particularly those who had recent experience in either an acute hospital or other care setting.
30. The day rooms were popular with the assessors, who made the point that the social aspect of these spaces was vital in the rehabilitation process for many patients. They were also impressed with the behaviour and conduct of the clinical staff, who were observed treating patients with warmth and kindness. The ward managers were always open and responsive to the assessors' questions, and all were noted as being proud of their wards and the staff who work within them. The wards also passed the friends and family test, with assessors stating that they would recommend the wards to loved ones and would even like to be cared for in the environment themselves.
31. Trust Chief Nurse, Paula Simpson said: "*The management and clinical teams who work at, or in support of, CICC have expressed their pride in how the service has grown and developed since its foundation. This was recently recognised by the Care Quality Commission (CQC) who rated CICC 'Good' across all domains reporting that 'staff treated*

*patients with compassion and kindness, respected their privacy and dignity, and took account of their individual needs. There was a strong, visible person-centred culture.”*

### **Lancashire Young People and Families Services**

32. Since January 2024, we have been working very hard with Lancashire County Council (LCC) to ensure a smooth and safe contract transition for the 0-19+ service in Lancashire.
33. Following discussions with LCC we have agreed a revised start date of the contract to 1 October 2024. This decision has been taken to ensure an effective and safe transfer of the contract for the people and families of Lancashire. In particular, the new start date will ensure staff have access to fully comprehensive patient records at the point of transition.
34. We look forward to continuing our process of contract mobilisation with LCC and welcoming staff in the coming months.

### **Dr Amanda Doyle OBE, National Director for Primary Care and Community Services visits Team WCHC**

35. Last month, both our Trust and Wirral University Teaching Hospital (WUTH) were delighted to welcome Dr Amanda Doyle OBE, National Director for Primary Care and Community Services along with Simon Banks, Place Director for Wirral. The purpose of the visit was to see first-hand the exceptional care, support and treatment delivered in Wirral.
36. Following a visit to WUTH in the morning, the visit to our Trust in the afternoon started with the Community Integrated Response Team (CIRT). The team works across a number of services including The Right Care Hub, Urgent Community Response (UCR) and HomeFirst. Dr Doyle heard first-hand how our expert teams see and treat people both at and close to home, ensuring essential care continues to be delivered and preventing a visit to hospital.
37. The visit also included meeting Trust colleagues and partners working on the Community and Primary Care collaboration between WCHC and Moreton and Meols Primary Care Network. The partnership approach explores how integrated teams can proactively help older people with frailty, identifying principles and practical developments to support better population health management across Wirral.
38. We were also delighted that Dr Doyle has had the opportunity to visit the Community Intermediate Care Centre (CICC) and the Bluebell, Aster and Iris Wards.
39. Reflecting on her visit, Dr Amanda Doyle said: *“It was really impressive to see the integrated work that is taking place on virtual wards and urgent community response, as well as the work that is being undertaken with the Primary Care Network. It was fantastic to see how colleagues are building such a great example of what an integrated team in the neighbourhood can look like.”*

### **Sir Julian Hartley, NHS Providers Chief Executive**

40. We are also looking forward to welcoming Sir Julian Hartley to the Trust in April 2024

### **Your Experience - the importance of feedback**

41. In February 2024 we received over 2,366 responses to our patient experience survey

with 91.6% of people recommending our services.

42. This is a sustained, strong performance and reflects 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.
43. 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!



### Public Health Annual Report 2023-24

44. The Director of Public Health for Wirral has published his first Annual Report since taking up post and the work of the Trust in leading the NHS Cadets programme has been recognised and features in the report which overall highlights the importance of good employment on our health and wellbeing.
45. I would like to thank Dave Bradburn, Director of Public Health for his support of Trust services over the last 12 months and his commitment to our joint ambition to address the root causes of poor health and to tackle health inequalities.
46. The report is now published on the Wirral Intelligence Service website and can be accessed via the following link - <https://www.wirralintelligenceservice.org/our-jsna/inequalities/public-health-annual-reports/>

### Cheshire and Merseyside ICB review of collaboration and integration opportunities across health and care in Wirral

47. We are supporting the ICB commissioned review into collaboration and integration opportunities across health and care in Wirral.
48. We recognise the positive work and developments in Wirral over recent years that have advanced collaboration and integration, and we look forward to participating in the review to identify further opportunities to work with our partners to provide the best possible services for the people of Wirral.

## **National news and developments**

### **NHS leadership competency framework for board members**

49. NHS England published the NHS Leadership Competency Framework (LCF) at the end of February 2024.
50. The LCF has been designed with engagement and support from a significant number of NHS chairs, chief executives and other stakeholders, and using insight into best practice from other industries.
51. The framework is designed to:
- support the appointment of diverse, skilled and proficient leaders
  - support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities and our workforce
  - help organisations to develop and appraise all board members
  - support individual board members to self-assess against the six competency domains and identify development needs
52. The LCF can be found via the following link - [NHS England » Leadership competency framework for board members](#)

### **2024-25 priorities and operational planning guidance**

53. On 27 March, NHS England (NHSE) published the 2024/25 priorities and operational planning guidance.
54. In line with the 2023-24 guidance, the most immediate priority continues to be the recovery of core services and productivity following the pandemic, while making further improvements to access, quality and safety. The long-term ambition remains to transform the NHS to be fit for the future and to improve population health more broadly.
55. The key priorities are:
- Maintaining the collective focus on the quality and safety of services – with specific reference to maternity and neonatal services.
  - An improvement to ambulance response and accident and emergency (A&E) waiting times.
  - A reduction in waits of over 65 weeks for elective care and an improvement in core cancer and diagnostic standards.
  - Improving access to community and primary care services, including dentistry.
  - Improving access to mental health services for patients across all age groups.
  - Improving staff experience, retention and attendance.
  - Integrated care boards (ICBs), trusts and primary care providers to work together to plan and deliver a balanced net system financial position.

The guidance emphasises that, having increased capacity in recent years, the service must now “consolidate”, given the flat real terms financial settlement for 2024/25.

## Reports of interest published

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

- NHS Providers has published a [briefing with five shared commitments](#) focused on working with the government to deliver the next generation NHS and create a picture of health [Microsoft Word - NHS Providers - A picture of health - delivering the next generation NHS-J1.docx](#)
- Similar to the NHS Providers briefing above, the NHS Confederation has published a report which sets out what health and care leaders want to see the next government priorities over five areas - [Building the health of the nation: priorities for a new government | NHS Confederation](#)
- NHS Providers has published a useful briefing following publication of the planning guidance for 2024-25 - [60709 2024-25-priorities-and-operational-planing-guidance.pdf \(emlfiles4.com\)](#)
- The King's Fund has published a report 'Making care closer to home a reality' which suggests a wholesale shift in the focus towards primary and community health and care across the domains of leadership, culture and implementation - [Making Care Closer To Home A Reality | The King's Fund \(kingsfund.org.uk\)](#)
- NHSE has published new guidance on the arrangements for delegation and joint exercise of statutory functions for integrated care boards, NHS Trusts and Foundation Trusts - [NHS England » Arrangements for delegation and joint exercise of statutory functions](#)
- The Health Foundation: What do virtual wards look like in England? - [What do virtual wards look like in England? - The Health Foundation](#)

## Communications and Engagement

### Get Together - Team WCHC Briefing



57. 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.
58. 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.
59. We also enjoy hearing from services and staff across the Trust providing a 'spotlight on services' and my thanks to Mikaela Lawler from the Business Operations Team who gave a great presentation on School Age Immunisation Service across Wirral and Cheshire East in March 2024. My thanks also to Sally Barlow, Sexual Health Wirral Service Lead who provided an update on the launch of the new service.
60. I genuinely look forward to these sessions every month and the opportunity to engage with so many members of Team WCHC.



61. 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!**

62. Congratulations to Dave Hammond who has been invited to present at the national Community Health Services webinar on 19 April 2024 to showcase the Trust's Home First Service.
63. Congratulations to the HR Team following a recent ESR (Electronic Staff Record) Self Service Standards Assessment which noted that the Trust's commitment to data quality is apparent scoring impressively with six of the standards meeting the required Level 2 and very few actions identified for further improvement.
64. The STAR (Supporting Treatment in Additional-needs Requirements) Team from the Surgical Elective Admissions Lounge (SEAL) unit at Wirral University Teaching Hospital (WUTH) won the award for Equality, Diversity and Inclusion award at the Together Awards 2024 (WUTH Staff Awards) for their ongoing work with the sensory room and support pathway for adults with complex needs attending for day case surgery.
65. Helen Adam, Specialist in Special Care Dentistry and Clinical Director with our Team WCHC Dental Service attended as part of the group having been involved in setting up the pathway and is actively involved, along with Laura Mackay, our Specialist in Special Care Dentistry in supporting joint specialty working with multiple surgical specialties with dental care input.



66. Our monthly Stand Out winners for February and March 2024 were Jacqui Tookey, Learning and Organisational Development Team and Jade Bunclark and Jane Currivan, St Catherine's Community Nursing Team.
67. In nominating Jacqui, Jude Blease, Head of Safeguarding said;

*"I would like to take this opportunity to highlight the commendable work from Jacqui Tookey. At the request of myself and safeguarding management, Jacqui delivered an exceptionally well prepared and motivational team building event for the Trusts Safeguarding Team. Her hard work and dedication in supporting the staff and capturing their full engagement was second to none. I know some members of the team were hesitant to the day and sceptical of the events benefits. Jacqui's enthusiasm starting with an icebreaker was amazing, there was a real buzz in the air which continued throughout the day. She pitched everything perfectly, providing an opportunity for all staff to participate throughout the day. The staff were honest with their responses both positive and negative, but most importantly the day gave the staff real determination to work together as a team and to improve our working practices.*



*Jacqui was provided with the aims and objectives for the day and her precise planning and delivery style ensured that these were well and truly met. As head of the department, I could not have asked for anything more. Well done, Jacqui."*

68. In nominating Jane and Jade, Nichola Town said;

*"I would like to put forward Jane Currivan and Jade Bunclark for a Stand Out due to their excellent response in supporting an inexperienced colleague who raised concerns about a patient who was not answering the door for a scheduled home visit.*

*On arrival at the home address there was no answer at the door and no means of entering the property to access the patient. Advice and assistance was sought from the caseload managers Jane and Jade who were on duty at the time. They spared no efforts in trying to contact friends and family, as well as checking the GP and local hospitals. Without having located the patient they took the decision to ask the police to conduct a safe and well check due to the unusual circumstances as this was out of character for the patient. The police notified that the patient had been found collapsed on the floor at home and was in need of emergency medical care and taken to hospital. Without taking the actions that they did it may well have had a different outcome.*

*Well done Jane and Jade you are very special people. This just an example of the amazing care that the team go to, not only to support patients and maintain safety but also each other."*

### **Summary of Executive Leadership Team (ELT) business**

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

- The Wirral system position 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.
- Relevant upcoming contract opportunities.
- The seasons influenza vaccination programme.
- Mobilisation plans for the Lancashire Healthy Young People's Services Contract and Wirral Sexual Health contract.
- Plans for the future provision of medical and pharmacy services in the Community Intermediate Care Centre.

70. During February and March 2024, the following were presented to ELT for approval;

- A recommendation for the Trust to retain the contract for the Wirral Long-Covid Service.
- The Trust's Values-Based Behavioural Standards Framework.
- A revenue business case for funding to implement a permanent Remote Clinical Monitoring solution in the Speech & Language Therapy and Dietetics services.

71. Additional items were also presented to ELT for assurance or discussion including;

- The results of a review of ophthalmology services across Wirral.
- The proposed agenda for the visit of the National Director for Primary Care and Community Services on 21 March.
- The proposed agenda for the Trust's Senior Leadership Forum on 6 March.

- The results of the investigation into the IT incident which affected the Trust in January 2024.
- An overview of SHREWD (Single Health Resilience Early Warning Database) which had been developed to track patient flow and provide real-time visibility of system pressures.
- An update on the NHS Standard Contract and Planning Guidance.
- An overview of the Trust's results in the National NHS Staff Survey.
- The draft Flexible Working Policy, prior to further discussion with staff groups and submission to People & Culture Committee for approval.
- Themes from recent Freedom to Speak Up incidents and the action plan for addressing them.
- Feedback from the workshop hosted by the Trust to discuss a new model for the management of SEND (Special Educational Needs & Disabilities) pathways.

## Conclusion

72. I will soon be leaving the Trust and whilst I am looking forward to my new challenge it is with genuine sadness that I leave the extraordinary Team WCHC, where over the years we have created a wonderful and hugely supportive team can do attitude, team spirit and positive culture. Team WCHC can, with confidence, hold its head up high in any arena and be proud of its achievements and reputation for success.
73. I am immensely proud to be leaving the Trust in such fabulous form, led by a high-performing compassionate and determined unitary Board and a passionate and committed Executive Team.
74. Together, and with the support, dedication, and hard work of all of us here at Team WCHC, we have created something special, and I could not be more proud to have been a part of it. We have stepped up to the many challenges placed before us and endured. We have taken ownership of our shared purpose and worked well with our patients, service users, partners, and stakeholders to improve our offer for the people we serve. This Trust shines and is recognised nationally and locally in the arena of community health and care, working together with creativity, innovation, and passion. I believe during the years I have been here with you, together we have done a great job and I know I leave the Trust in a great position to move forward with its head held high.
75. I wish Wirral Community Health and Care NHS Foundation Trust many, many more successes and triumphs, and working with partners many more positive outcomes for the future of the services we provide and the people we serve.
76. Finally, **I offer my heartfelt thanks to everyone** at the Trust for your belief, support, loyalty and commitment; I will miss you greatly, but I will always remember my time as Chief Executive here with pride and deep fondness.

**Karen Howell**  
**Chief Executive**

Alison Hughes  
Director of Corporate Affairs

11 April 2024.