

Lead Governor Report

Chair and Chief Executive appointments

On behalf of the Council of Governors (CoGs), I would like to formally welcome Sir David Henshaw as Joint Chair and Janelle Holmes as Joint Chief Executive of WCHC and WUTH.

The Remuneration Committee of the CoG confirmed the appointment of Sir David in early November 2024, and we are pleased to welcome him to the Trust. Our thanks also to Steve Igoe, Senior Independent Director at WUTH who joined the committee to provide governors with a summary of Sir David's most recent performance appraisal; this was appreciated by all.

We look forward to working with Sir David and Janelle and offer them both the support of the governors in their important roles.

Meeting of respective CoGs

Following the appointment of Sir David, we were pleased to be invited to an informal meeting with governor colleagues from WUTH on 26 November 2024. It was a lovely opportunity for public and staff governors from both organisations to come together and share their experiences and collective aspirations for the future.

We look forward to working more closely with the CoG at WUTH as we support the Trusts to implement the recommendations from the recent Wirral Review.

Governor elections

I am pleased to confirm that the governor elections for WCHC have now concluded. I am delighted to have been re-elected as public governor for Wirral West and I am looking forward to welcoming our newly elected governors to the CoG.

We look forward to the governor induction session in January 2025 where new and existing governors will come together to learn about the role and share experiences.

My thanks to the Trust for supporting an engaging and successful election campaign.

Gerald Meehan - Non-Executive Director

On behalf of the CoG, I would like to extend sincere thanks and acknowledge the contribution of Gerald Meehan, Non-Executive Director to the Trust. Gerald will be ending his term of office at the end of January 2025 and leaving the Trust after 6 years. He has always been a great advocate of community services and the Trust's workforce, and very open and honest with members of the CoG. In recent months Gerald has also demonstrated strong leadership as interim Chair.

We all wish Gerald every success for the future.

The CoG Remuneration Committee will be convening in early January 2025 to consider the reappointment of Professor Chris Bentley, who will also be ending his current term of office. This reappointment will be considered in accordance with the FT Code of Governance.

Staff Awards

This year I had the pleasure of attending the Team WCHC Staff Awards and I would like to extend my congratulations not only to all those nominated, shortlisted and the winners, but also to the Trust for such a fabulous evening of celebration.

It was a wonderful occasion with so many inspiring stories shared; my fellow governors and I were very proud to be in attendance.

Your Voice

The members of the Your Voice group came together on 25 November 2024 with a varied agenda including an update on the appointment of the Joint Chair and Joint Chief Executive and the work of both WCHC and WUTH to enhance partnership and integrated working across Wirral. The intention and commitment to provide seamless and targeted care, reduce patient handoffs and waiting times, minimise duplication, and ensure patients are treated in the right setting and location was welcomed by all members.

As a standing agenda item, the group also received an update on patient experience and learning from feedback received.

The MSK Team was also in attendance to seek feedback on new patient information display boards for waiting rooms.

The Your Voice group will meet again on 29th January 2025 at 2.00pm.

Lynn Collins
Lead Governor (public governor, Wirral West)

3 December 2024

Chief Executive's Report - December 2024

1. I am pleased to present my first report as Chief Executive of Wirral Community Health & Care NHS Foundation Trust, providing updates from across the Trust and nationally and I welcome any feedback from members of the Board.

Local news and developments

Implementing the recommendations from the Wirral Review

2. The Wirral Review, which concluded in September, highlighted the opportunities for greater collaboration and integration between WCHC and WUTH and made a number of recommendations.
3. Both Trusts deliver diverse health and care services that benefit the whole of the Wirral population and communities across the Northwest including Cheshire, Knowsley, St Helens and North Wales. Collectively we have a workforce of over 8,000 staff, each contributing to the delivery of compassionate and specialist care from birth to end of life and in a variety of settings.
4. Amongst all our services there are many examples where positive partnership working, and effective collaboration is already in place and directly contributing to improved patient experience and care.
5. The first recommendation of the Review was the appointment of a joint Chair and a joint Chief Executive to lead both Foundation Trusts. This recommendation is now complete, and I am incredibly proud to have been appointed as joint Chief Executive. I am committed to working with colleagues across the Trust to fully maximise the range of benefits through the integration of both Trusts using a single leadership model.
6. It is the positive impact on patient experience and care which matters most. Together, we want to provide seamless and targeted care, reduce patient handoffs and waiting times, minimise duplication, and ensure patients are treated in the right setting and location.
7. Our joint Chair, Sir David Henshaw and I are committed to maximising the enormous benefits of community services in supporting people's health and independence. We want to amplify the best of what this Trust does in the community whilst remaining absolutely focused on those opportunities for greater collaboration and integration with WUTH and our partners.
8. I have enjoyed spending time at the Trust over recent weeks and I look forward to meeting more colleagues over the coming weeks and months.
9. I would like to extend thanks to Mark Greatrex, Interim Chief Executive, who has provided excellent leadership over recent months. Mark has returned to his substantive post as Chief Finance Officer, and I greatly value his continued support and contribution.

Integrated Performance

10. The YTD performance across operational, quality, workforce and finance will be presented later on the agenda at item 11. This position will reflect the performance reviewed and scrutinised at each of the committees of the Board during November and December 2024.

New WCHC operational structure launched

11. On 1 November 2024, the Trust implemented a new operational structure for clinical services which offers better alignment of services and patient pathways to support our integration work with WUTH. It also amplifies how the Trust works collaboratively with external partners e.g, Local Authority. The structure will retain a population health focus across all services, and PCN-level engagement to enhance and tailor services to the local population we serve.
12. The new structure supports the enhancement of community services and the 'shift left' agenda in accordance with national policy to treat and care for patients in the community.
13. There are five distinct directorates as follows with leadership by Service Directors.
 - Nursing
 - Therapies
 - Community Response
 - Specialist Medical
 - 0-19/25 services

Nursing Directorate	Therapies Directorate	Community Response Directorate	Specialist Medical Directorate	0-19/25 Directorate
Service Directors Gilbert Ngatia / Steve Smith	Service Director Karen Milnes	Service Director Tracy Orr	Service Director Amanda Pattullo	Interim Service Director Lindsay Costello
Community Nursing Community Night Nursing Community Specialist Palliative Care Team and End Of Life Team Bladder and Bowel - Adults and Children Parkinson's Team Diabetes Tissue Viability	Musculoskeletal Physiotherapy Pelvic Health Podiatry Dietetics - Adults and Children Weight Management Speech and Language Therapy - Adults and Children Wheelchair Service Wirral/West Cheshire Ageing Well and Frailty Rehab at Home	The Right Care Hub Teletriage Community Nursing SPA Community Integrated Discharge Team Centralised Booking Service Community Integrated Response Team Urgent Care Response Home First Virtual Frailty Ward Community Intermediate Care Centre	Community Cardiology Specialised Dental Service Sexual Health Wirral Ophthalmology Deep Vein Thrombosis Service (DVT) Urgent Treatment Centre Walk-in Centres Minor Injuries Unit GP out of Hours Long Covid	Wirral 0-19+ Immunisations Non-Core Health Improvement Programme (HIP) Family Nurse Partnership (FNP) and Enhanced Let's Talk Cheshire East 0-19+ Family Nurse Partnership (FNP) and Immunisations St Helens 0-19+ Knowsley 0-25

New WCHC operational structure from 1 November 2024

CQC engagement visit

14. The Trust was pleased to welcome the new inspection team from the CQC in early December 2024 for a quarterly engagement meeting. It was a very positive meeting which included updates related to key lines of enquiry.
15. Whilst on-site the team also completed a site visit to the Walk-in Centre at Victoria Central Hospital and provided positive feedback on the welcome they received, the care they observed and their engagement with staff.

16. The CQC team was also pleased to receive an update on the appointment of the Joint Chair and Joint CEO and the implementation of the recommendations from the recent Wirral Review.

Team WCHC Awards 2024



17. The Trust's Annual Team WCHC Awards took place in Liverpool at the end of October 2024, and I would like to congratulate all those who were nominated and shortlisted and the winners on the night.
18. It was a wonderful evening expertly compered by Mark Greatrex, Interim Chief Executive and colleagues from across the Trust. This year, 145 nominations were received which was the most ever submitted and is testament to the hard work, commitment and enthusiasm of staff across the Trust.
19. The winners announced on the evening were;

Excellence in Care	Hannah Short	0-19+ Service Wirral
Excellence in Learning	Katy Fisher	Learning & Organisational Development
Excellence in Quality Improvement	Gemma Tutill	Tissue Viability Service
Excellence in Leadership	Alison Hunt	Urgent and Primary Care
Excellence in Partnership Working	Amie Cavanagh-Williams	Urgent and Primary Care
Excellence in Inclusion	David Williamson-Draper	0-19+ Service Wirral
Team of the Year	Neurodevelopmental Team	
	Walk-in Centres	
Unsung Hero	Tiffany Williams	Community Nursing, IV/nMABS Team
Chair and Chief Executive's Award	Digital ICT Team	
People's Choice Award	Community Cardiology	

20. The event also would not have been possible without the kind generosity of all the category sponsors: BT, Eric Wright Facilities Management and Lenovo, and the supporting sponsors: Elerbanks Limited, CDW, MBF, and LT Print Group.



Freedom To Speak Up month - October 2024

21. Throughout the month of October, the Trust celebrated Freedom To Speak Up with lots of activity and engagement from colleagues and led by the Trust's senior FTSU team.
22. I would like to share some of their reflections from the month;



"I feel very proud to be the Freedom To Speak Up Guardian for our Trust as I passionately believe everybody should feel safe and confident to speak up and raise concerns to support wider learning and the wellbeing of our Trust colleagues."

Speaking Up is not always easy but it is my privilege to support people to feel confident to voice any concerns safely without fear of detriment and to ensure all concerns are seen as an opportunity for learning and improvement."

Alison Jones, Freedom To Speak Up Guardian

"It is a great privilege to be the executive lead for Freedom to Speak Up in WCHC. I am passionate about making sure that everyone feels valued and respected at work and want all colleagues to know that their views are welcomed."

By ensuring people feel safe and supported to speak up, we support the delivery of the best possible care by taking every opportunity to reflect and learn."



Paula Simpson, Executive Lead for Freedom To Speak Up



"I'm delighted to be the non-executive lead for such an important and positive initiative as Freedom to Speak Up for our Trust. Every member of our Trust team feeling safe and valued and confident to speak up is critical and it is underpinned by our Trust values, Compassion, Open, and Trust. An effective Freedom to Speak Up function is an essential element of our valuing staff strategy, as well as ensuring we are a learning organisation and are constantly focussing on our people and the care and service we provide."

Meredydd David, Non-Executive Director

Your Experience - the importance of feedback

23. In October 2024 the Trust received 2,720 responses to our patient experience survey with 92.8% of people recommending our services as a Good or Very Good place to receive care.
24. So far this year, we have received 18,654 responses with 93.3% of people recommending our services. This is a sustained, strong performance and reflects the hard work and dedication of our staff right across the organisation.

Annual Members Meeting 2023-24

25. In mid-November 2024, we held our Annual Members Meeting reporting on the financial year 2023-24. This followed the successful completion of all aspects of the year-end external audit programme which provided the Trust with an unqualified opinion.

26. We presented highlights from our Annual Report for 2023-24 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.
27. My thanks to all those that attended and supported the meeting. The slides from the meeting and the responses to questions asked are available on our public website via the following link - [Annual Members' Meeting 2024 - Wirral Community Health and Care NHS Foundation Trust](#)

Autumn Festival of Leadership



28. The finale of our Festival of Leadership took place in November 2024, closing an autumn of events providing opportunities for staff to come together, catch up with colleagues from all services across the Trust to share ideas and learning.
29. The three key events welcomed;
- 63 staff to the Senior Leadership Forum in October
 - 100 staff to the Leadership Forums in November
 - 120 staff to the final Celebration of Leadership for All, also in November
30. At each event presentations and workshops were led by Directors, Deputy Directors and Service Directors, focusing on a range of themes including:
- updates on the Wirral Review
 - the current financial context we are all operating in
 - health inequalities across the communities we serve; looking after our wellbeing and resilience
 - having courageous conversations
 - what good allyship looks like
 - living our values and
 - embedding the behavioural standards framework.
31. The feedback from the events and the autumn festival of activities has been extremely positive and I would like to thank the Learning & Organisational Development Team for their expertise and hard work.

Wirral University Teaching Hospital NHS Foundation Trust (WUTH) - CQC report of Urgent and Emergency Care Services published

32. The CQC inspection of Urgent and Emergency Care Services at WUTH was carried out in March 2024, during a time of high levels of attendances to the Emergency Department, which was a situation felt by Trusts nationally.
33. The report rated the Trust as 'Good' in three out of five domains. It gave a rating of 'Good'

for being Effective, Caring and Well-led and this is a testament to the continued hard work of the staff and the care provided to patients.

34. I would like to thank staff working in Urgent and Emergency Care for their continued efforts and also to staff across the Trust who have worked hard to improve processes in their own areas to relieve some of the pressures in ED.

Cyber Security Major Incident at WUTH

35. On Tuesday 26 November 2024, Wirral University Teaching Hospital NHS Foundation Trust declared a major incident following a targeted cyber security issue. After detecting suspicious activity, as a precaution, the Trust isolated our systems to ensure that the problem did not spread further, and this resulted in some IT systems being offline.
36. Business continuity processes were enacted with paper being used rather than digital in the areas affected. The Trust has worked closely with the national cyber security services and are now working to recover.
37. I would like to recognise and thanks colleagues at WCHC for the support offered to WUTH during the incident, particularly operationally and digitally.

National news and developments

Reports of interest published

38. The following are some reports recently published and of interest to members of the Board, staff and public.
- The full report from the Review into the operational effectiveness of the Care Quality Commission by Dr Penny Dash has been published and outlines the necessary changes to improve the CQC - [Review into the operational effectiveness of the Care Quality Commission: full report - GOV.UK](#)
 - The CQC has published its annual assessment of the state of the health and social care in England drawing on inspection activity, findings from the CQC's national patient survey programme and statutory reports, bespoke research into people's experiences and insights from key stakeholders - [The state of health care and adult social care in England 2023/24](#)
 - The Nuffield Trust has published a report, '*The state of social care in England, and the case for a comprehensive social care strategy*'- [Microsoft Word - Nuffield Trust Lords Social Care Reform briefing October 2024](#) outlining the definition and context of social care, the current range of problems and makes recommendations to address them.
 - The Primary Care Patient Safety Strategy - [NHS England » Primary care patient safety strategy](#) was published in September 2024. Using real-life examples and case studies, the strategy builds on the wider NHS Patient Safety Strategy (2019) and describes the specific national and local commitments to improve patient safety in primary care, including learning from patient safety incidents.
 - The government has launched the 'Change NHS' portal inviting people across England to share their views on how we can make a health service fit for the future - [Change NHS: help build a health service fit for the future - GOV.UK](#)
 - The King's Fund has published a report advocating that the government must put a greater focus on prevention noting that the case for addressing health inequalities in

'clear and overwhelming'. The report sets out seven priorities to ensure the new 10-year NHS health plan addresses health inequalities and tackles the worst health outcomes - [Tackling Health Inequalities | Seven Priorities For The NHS | The King's Fund](#)

- The NHS Confederation has published a report, together with Carnall Farrar, '*Paving a new pathway to prevention; leveraging increased returns on our collective investment*' - [Pathway-to-prevention 0.pdf](#)
- The NHS Confederation has also published a report setting out the evidence for neighbourhood and community-based efforts to improve health and wellbeing - [Working-better-together-in-neighbourhoods 0.pdf](#)

Communications and Engagement

Executive Service Visits

39. Over recent months, members of the Executive Team and Deputy Directors have enjoyed a programme of service visits with over 20 services and teams, both clinical and non-clinical visited so far.
40. The visits have provided an opportunity for staff to share their views, ideas or concerns and to ask any questions on the outcome of the Wirral Review, and also to raise any questions or concerns on the delivery of the financial plan 2024-25.
41. The visits have been highly engaging with staff openly sharing their thoughts and ideas and the energy and commitment to embrace the opportunity for greater collaboration and partnership with WUTH has been impressive.
42. The Executive Team will continue to visit services and teams as we continue to implement the recommendations from the Wirral Review recognising that colleagues will continue to have questions and ideas to share.

Get Together - Team WCHC Briefing



43. I was pleased to attend my first monthly on-line Get Together meeting in early December 2024 and I enjoyed having the opportunity to engage with staff on key news items and updates from across the Trust. It was great to see over 130 staff on-line with lots of positive interaction and engagement.
44. It was lovely to announce the monthly Stand Out winner at the meeting and further information is included below.



45. Our monthly Stand Out winners for October and November 2024 were Gayner Taylor, Community Paramedic from the Urgent Community Response Team and Alix Beecham, Claughton District Nursing.

46. In nominating Gayner, Chris Burquest said;

"I'd like to nominate Gayner Taylor for monthly standout following the work she has completed as part of a Cheshire and Merseyside project to improve referrals from Northwest Ambulance Service (NWS) to Urgent Community Response (UCR). Gayner is one of the Community Paramedics in UCR and is probably one of the loveliest people I've had the pleasure of working with!"

In September all UCR's from across Cheshire and Merseyside agreed to place a "navigator" in Estuary Point, the NWS call centre. The aim of this was to sign post tier 3 and tier 4 calls from the NWS call list to UCR teams to ease pressure across the system. Gayner was keen to volunteer and undertook a quality improvement approach to supporting patients through to UCR teams. The project has been a big success and has supported 47 patients from NWS to UCR and prevented unnecessary ambulance visits and/or conveyances. In particular, Team WCHC received one of the highest referral rates from the project and accepted the highest number of patients across the C&M patch.

Gayner built relationships with NWS colleagues, made sure she handed over all patients and when she hit a barrier, she took the time to unpick it to overcome the hurdle. This is such a valuable piece of work and Gayner has been pivotal in the successful delivery.

I'd like to thank Gayner for her hard work, professionalism and patient centred approach throughout the entire project. You're a superstar".

47. In nominating Alix, the Claughton Team said;

"From all of the Claughton District Nursing Team we would like to nominate Alix for the monthly Standout. Over the last year with the turmoil the team was in. Alix has taken charge and turned the team around to be a happy, friendly and supportive environment for all.

We as a team are grateful to have such a brilliant manager like Alix. So, on behalf on all of the Claughton Team - thank you."

Summary of Executive Leadership Team (ELT) business

48. ELT has received regular updates on the following:

- The local and national financial position including the ICB FICC (Financial Incident Command Centre) process and implementation of efficiency measures such as review of vacancies and control of discretionary non-pay expenditure.
- Wirral system position including measures introduced to support discharge from the hospital and address system flow and updates on the work of the Director of Integration and Delivery.

- 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, including approval of a revised pre-tender process and tender decision-making template.
 - Plans for the future provision of medical and pharmacy services in the Community Intermediate Care Centre.
49. During November and December 2024, the following were presented to ELT for scrutiny and approval:
- Applications for use of the Trust's charitable funds.
 - A proposal to use funding from the Clinical Research Network to appoint a Head of Research & Innovation on secondment from the Network.
 - A memorandum of understanding with Wirral Metropolitan College for the development of an Innovation Hub.
 - A proposal for joint project with Astra Zeneca to drive the uptake of the childhood influenza programme in Wirral and Cheshire East.
50. Additional items were also presented to ELT for assurance or discussion including:
- An overview of the 'Insightful Board' guidance issued by NHSE to provide clarity around the critical information boards need to understand their organisations, and the culture and governance necessary to support information flow.
 - The programme for executive service visits during November and December 2024.
 - Feedback from the executive sponsors of the Trust's Staff Networks on the discussions at the network meetings they have attended.
 - The agendas for the Leadership Forums held in October and November 2024.
 - The Partnership Working Improvement Plan developed in collaboration with Staff Side colleagues.
 - Regular updates on uptake of the NHS Staff Survey.

Conclusion

51. I recommend this report to the Board of Directors for assurance on key activities across the Trust. This report can be received alongside the Chair and NED reports and the Integrated Performance Report.

Janelle Holmes
Chief Executive

Alison Hughes
Director of Corporate Affairs

2 December 2024