

## **Chair's Report - December 2020**

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

As in previous months, I would like to acknowledge the continued commitment of the Executive Team, the Non-Executive Directors and our staff across the entire organisation. The announcement from the Prime Minister at the end of October with the second national lockdown has undoubtedly had a big impact on all our lives, personally and professionally. Yet whilst demand and pressure on our services has increased, I am very proud that every part of the Trust remains positive and determined to deliver the best possible care to our local communities.

### **Emergency governance arrangements**

The emergency governance arrangements established at the start of the COVID-19 pandemic remain in place. We agreed at the weekly NED assurance meeting on 4 November that these would remain in place until January 2021 at the earliest, to allow the Trust to continue to respond to the COVID-19 pandemic, given the escalating position, new national restrictions and winter pressures.

### **Review of emergency governance arrangements and information flows**

Whilst the emergency governance arrangements remain in place and following the internal audit review previously reported; we have completed a review to map the information flows under the Trust's extant governance framework against the emergency arrangements.

The objective of the review was to provide assurance that important issues continue to receive appropriate oversight across the Trust including by Non-Executive Directors, and to identify any potential gaps to provide further information and assurance.

The emergency governance arrangements provide a clear, streamlined framework for decision making. The Trust's Scheme of Delegation and Standing Financial Instructions remain in place and there is provision for 'matters for approval' and 'ad-hoc/exceptional items' that require a decision to be completed virtually

I am pleased to report that the detail of the review was presented to the weekly NED assurance meeting and to the Executive Leadership Team at the end of November 2020, and there was consensus that whilst the Trust has put in place robust arrangements, a number of useful recommendations and actions have been identified to further strengthen and complement the existing emergency governance arrangements. The recommendations and actions are being adopted with immediate effect.

### **Weekly NED assurance meetings**

The weekly NED assurance meetings (*conducted via video conference with all Non-Executive Directors present and with some Executive colleagues*) have continued and remain important in providing a high degree of assurance to Non-Executive Directors.

Each of these meetings includes a detailed briefing on the local and regional situation, longer-term trends in Wirral and Cheshire East and the wider Cheshire & Merseyside and North West regions. The weekly workforce position is reported, providing an overview on staff capacity and absence levels, and the latest data on staff swabbing for COVID-19. The position in relation to PPE is shared, including opportunities and requests for mutual aid across the region. The financial position is reported every week, based on briefings received at regional level from NHSE/I and

updates from weekly CEO and Chairs' regional briefings have also been reported for information and assurance.

Other exceptional items have been discussed through this forum and in accordance with our emergency governance arrangements. During the reporting period of October and November these have included;

- The actions plan for the Workforce Race Equality Standard (WRES) and for the Workforce Disability Equality Standard (WDES) for approval (*in the absence of the EWC*)
- A briefing on health inequalities and the impact of COVID-19
- The plans associated with the Standards for Employers of Social Workers in England and Social Work Health Check
- An update on service contracts
- Progress with the new health and wellbeing centre development in West Kirby
- IM&T strategic service update
- A review of approaches and progress with innovation across the Trust
- A briefing on the emerging Integrated Care System (ICS) and Integrated Care Partnership (ICP) arrangements across Cheshire & Merseyside
- A review of the emergency governance arrangements and information flows

### **Annual Declaration of Interests 2020-21**

In accordance with policy, all members of the Board have completed their annual declarations of interest and the returns are currently being validated with the final register published in early 2021.

All other declarations of interest from senior leaders and decision-making staff across the Trust are also being submitted for assurance.

### **Board Development Programme**

As reported in October 2020, the Board of Directors has embarked upon a comprehensive development programme with all members participating in the process through personal and team development activities. We were pleased to hold the launch event in early November and despite a few amendments to the sequencing of the programme acknowledging current demand particularly on Executive colleagues, we look forward to reviewing the outcome of the first phase in January 2021.

### **Informal Board**

Our informal board session scheduled for 4 November was focused on the board development programme referenced above. All members of the Board of Directors were present to join the session virtually with Gatenby Sanderson to review the programme objectives, the timeline for delivery and expectations.

The next informal board session will take place in early January 2021.

### **Fit and Proper Persons checks**

The Trust has completed the annual Fit and Proper Persons Regulations checks for Directors. The regulations require NHS trusts to seek the necessary assurance that all executive and non-executive directors (or those in equivalent roles) are suitable and fit to undertake the responsibilities of their role. I have reviewed the evidence submitted, and can confirm that all checks have been completed successfully, with the exception of one application to the Disclosure and Barring Service (DBS), which is outstanding due to administrative delays and will be confirmed to me as soon as it is received.

### **Council of Governors**

The CoG held a virtual development session on 24 November with an agenda driven by governor requests and areas for discussion. I am grateful to our governors for remaining supportive of the Trust and all staff in our efforts to respond to COVID-19 and, whilst we haven't been able to come together physically, we have remained in close contact with our governors providing updates at meetings in May, July, September and most recently November.

The development day provided an opportunity to update governors on the work of the Trust as the NHS has moved back into the highest level of emergency operations (Level 4). This included helpful updates on the Wirral and Cheshire & Merseyside position, the plans for the reset of Trust services and a briefing from Wirral Health & Care Commissioning on the work of Primary Care. Additionally, the group considered the Trust's strategy development through the Shaping Our Future campaign with governors playing an important role in helping to redefine Trust values. Finally, the development session provided an opportunity for governors to discuss their role and how they can continue to represent the views of the membership.

### **Healthy Wirral**

Finally, together with our interim CEO and other Executive colleagues, I continue to participate actively and represent the Trust in the Healthy Wirral programme of work. I appreciate valuable and productive discussions with Chair colleagues across the system.

I am also pleased that with effect from 1 December 2020 the Trust will formally host the Healthy Wirral Programme Team on behalf of system partners.

The level of collaborative work is growing in a highly encouraging role with the agreement to redesigning two important patient pathways to improve patient experience, led by clinicians from across the range of clinical partners. The Healthy Wirral partners are now considering moving to a more formal set of arrangements, utilising professional advice from PA Consulting, in preparation to developing into an Integrated Care Partnership. To be clear all of this work involves relevant parties outside of the NHS, especially the Borough Council.

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

**Michael Brown**  
**Chair**

23 November 2020

## **Lead Governor Report**

### **Council of Governors meeting - November 2020**

The Council of Governors held a development session with the Trust on 24 November 2020 with a full and interesting agenda addressing both questions and requests from governors but also important updates from the Trust, particularly as they continue to respond to COVID-19.

It was helpful for governors to hear about the restoration of services across the Trust and to hear directly from CCG colleagues about access to GP services and how they have adapted during COVID-19, as well updates on the asymptomatic testing of staff and plans for the forthcoming mass COVID vaccination programme.

A session on the role of the FT governor was particularly useful and prompted some actions for both the Trust and governor colleagues to take forward. It was recognised that whilst the statutory duties of governors are clear, the duty to represent the views of the Trust membership and wider local community was more challenging to deliver and measure.

The value of the Trust's Your Voice group was highlighted and identified as an opportunity for governors to engage more closely and regularly with members and take the opportunity to drive the agenda with Trust support. This was supported by all with agreed next steps for governors to work with the Trust's Director of Corporate Affairs to progress.

The induction programme for new governors was also discussed and recognised as important to help new members understand the Trust, the role of the FT governor and the governor workplan and associated governance structure. As governors we agreed to propose some recommendations to the Trust including the option of a governor buddying programme.

The Trust's plans for future strategy development and values review and enhancement under the campaign Shaping our Future were also shared and governors were pleased to have been involved in a recent values mapping exercise. We look forward to continuing to be involved in this important piece of work.

### **Council of Governor elections**

The election for public governors and one staff governor opened in October with the declaration of results in early December. We look forward to welcoming our new governors and supporting them through their induction programme.

I would also like to take the opportunity to extend my personal thanks and those of the Council of Governors to Dr Paul Ivan, public governor, Wallasey and Fiona Fleming, staff governor who have both ended their term of office.

I would also like to recognise Sharon Cringle, public governor, Wallasey who has taken the decision to stand down from her seat with immediate effect, due to other commitments.

**Bill Wyllie**

**Lead Governor (public governor, Wallasey)**

25 November 2020

<b>Chief Executive Report</b>			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	02/12/2020	<b>Agenda item</b>	8
<b>Lead Director</b>	Mark Greatrex, Interim Chief Executive		
<b>Author(s)</b>	Alison Hughes, Director of Corporate Affairs		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input type="checkbox"/>		<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>
<b>Purpose</b>			
<p>The purpose of this report is to appraise members of the Board of Directors on developments of national interest, and issues relating to the local health and social care economy, particularly those that may impact upon the Trust, and its further development.</p> <p>This report also intends to provide a brief overview of the communications and engagement activities undertaken by the Chief Executive, both internally and externally and any forthcoming events.</p> <p>This report also includes a summary of business conducted through the Executive Leadership Team meetings during November &amp; December 2019 and January 2020</p>			
<b>Executive Summary</b>			
<p>The Chief Executive's report provides an update on matters of interest at a national, regional and local level. The report also celebrates many good news stories from the Trust and shares information on the work of the Executive Leadership Team.</p> <p>The monthly Executive Brief for August and September is attached to the report for information.</p>			
<b>Risks and opportunities:</b>			
No risks identified			
<b>Quality/inclusion considerations:</b>			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No This report is for information and assurance only on key news items and developments. Specific projects or initiatives referred to in this report are managed separately and in accordance with Trust policy to complete the necessary EI and QI assessments			
<b>Financial/resource implications:</b>			
No financial or resource implications.			
<b>Trust Strategic Objectives</b>			
<i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</i>			
<input type="checkbox"/> Our Populations - outstanding, safe care every time	<input type="checkbox"/> Our People - improving staff engagement	<input type="checkbox"/> Our Performance - growing community services across Wirral, Cheshire & Merseyside	
<b>Board of Directors is asked to consider the following action</b>			
The Board is asked to note the contents of the report and be assured by the updates provided			

<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
Board of Directors	Bi-monthly regular report to public Board of Directors	The report is received for information and assurance purposes

## Chief Executive's report - December 2020

### Local news and developments

#### Our response to COVID-19

1. The Prime Ministers announcement at the end of October 2020 had an impact on us all both professionally and personally. I would therefore like to recognise every member of our workforce that has continued to work so hard and with such commitment and courage over the last few months responding to what continues to be a seriously challenging situation.
2. It has been well publicised that the North West was the region most affected by the high levels of community transmission of COVID-19 and it is therefore not surprising that hospital admissions have been high and growing, and pressure has remained intense across all parts of the system including community and social care.
3. In a number of ways we have been better placed to deal with the challenge than we were back in the spring and early summer; we understand more about the disease and how it spreads, we have better treatments available and across the whole of the NHS we have carefully planned our response to a second surge.
4. However, we also face a more complex environment in many ways, not only to maintain our non-COVID services as far as possible safely, but to respond to normal winter pressures whilst supporting our NHS including social care, workforce through the continuing pressures now 9 months into the emergency.
5. We have learnt a lot since the start of the pandemic. We have prepared with great professionalism; we have developed strong collaborative decision making at pace with our system partners and perhaps most importantly we have unwavering commitment from across our Trust, neighbouring Trusts, other statutory bodies and system stakeholders to do everything we can in the interests of our patients, services users, communities and our staff.
6. Our duty of care to our staff remains a priority and as such our daily communications providing advice, guidance and support have remained a crucial activity. My weekly CEO blogs, vlogs and end of week messages have continued to ensure our services and teams have been kept up to date with the latest information and reminded them about the fantastic and valuable job each and every one of them is doing.
7. Through this second surge we have also seen that nosocomial infection rates (*an infection that is acquired in a hospital or other health care setting*) have remained high across the whole of the North West causing real risk for patients and staff. We have remained extremely vigilant in all aspects of our Infection Prevention and Control ensuring our duty of care to our service users and staff. We have followed the latest guidance and in October introduced the wearing of face masks in all areas of the Trust, both clinical and corporate.

### ***Lateral flow testing programme for staff***

8. At the end of November, we received and distributed over 1000 lateral flow testing kits to services for patient and service user facing staff to use to self-test twice each week.
9. Following a series of pilot programmes, this was mobilised nationally at pace and implemented immediately.
10. My thanks to the team that were able to deliver this so quickly, to managers for providing advice and guidance to staff and to all those staff who are taking part in this new testing programme.
11. Knowing if any of our staff have COVID-19 and need to isolate will help to begin to reduce the spread of the virus in our communities - protecting our staff, our patients, our service users and our loved ones.

### ***Preparing for COVID vaccination***

12. The emergence of the vaccine has brought hope for the future and whilst the scale of the delivery challenge for the NHS is huge, it is one that we (and all NHS Trusts) are very clearly committed to. This will be the largest vaccination programme the country has ever seen and we know that we will need to act quickly.
13. The latest advice indicates that the very earliest we will have the first vaccine approved is early December and as soon as one is authorised, the NHS will begin vaccination.
14. We are now developing our vaccination deployment strategy with partners across Wirral and Cheshire East, for through our workforce as well as through large-scale vaccination sites. Our Chief Nurse, Paula Simpson is leading this programme of work on behalf of the Trust and we will be sharing more information as soon as it is available with our workforce.

### **Flu vaccination programme**

15. To make the vaccination of healthcare workers with the COVID vaccine as straightforward as possible, it is important that we complete our own staff flu vaccination programme by the beginning of December, given the potential time gap required between receiving a flu vaccine and the COVID-19 vaccine.
16. Our staff flu vaccination programme has been running for several weeks and whilst there have been some delays in the delivery of the vaccine this year, we have been working incredibly hard to ensure the vaccination has been available and accessible to all staff.
17. As at 26 November 2020 we had achieved 82% of reportable staff.

### **Maintaining performance during our response to COVID-19**

18. This year has been a year like no other and working for the NHS during this time has been challenging for everyone, but we, along with our partners here in Wirral and Cheshire East, at the hospital, in primary care, the local authority and third sector share

a determination and commitment to do the very best we can for our patients, service users and the public.

19. This year every patient contact has meant so much more, as COVID-19 has restricted people's contact with the outside world. Visits from our Adult Social Care teams, Community Nurses and Community Matrons have been vital and welcomed chance for people to see a friendly face, have a chat and know that they are not alone during these challenging times.
20. As a provider of community NHS health and social care services we have continued to see and treat people in their own homes and in clinics every day, prioritising the most vulnerable and the most high-risk patients and service users.
21. We have and still do continue to provide vital services; Community Nursing, Specialist Nursing, Therapy Services and Social Care - all supporting people to stay well, independent and in their own home wherever possible during the crisis.
22. We have supported the safe discharge of patients from hospital, ensuring they have the care they need at home whilst creating much needed capacity within the hospital. In the last few weeks, we have also opened a COVID Virtual Ward Service providing specialist nursing care and support for people with COVID-19 who are able to self-care at home.
23. This service aims to reassure patients at home by remotely monitoring how they are and their symptoms, supporting them to self-care and recover at home. I look forward to sharing more about this new service in the coming weeks and months.
24. Our staff attendance levels have remained stable throughout the COVID-19 response and this is testament to the dedication and commitment of our workforce.
25. Despite all other on-going pressures, our mandatory training compliance has remained consistently strong; for October this was just over 91% and we continue to exceed our annual IG & Data Security Training which is at 95.46% compliance.
26. We continue to track the quality and safety of the care we provide through established indicators, including risk and incident management. As a direct result of the incident reports submitted across the organisation, we have established a Wirral System Quality group working in collaboration with colleagues at WUTH as well as other system partners. Our initial focus is on identifying learning from discharge incidents to ensure continuous quality improvement of care pathways.
27. Our Quality & Safety Committee continues to meet on a bi-monthly schedule and met on 25 November 2020 to review a number of key reports and were assured by our continued focus and commitment to safety and quality across the Trust.
28. The 2020-21 operational planning process was suspended nationally due to COVID-19, and emergency funding arrangements were put in place to support Trusts to manage the financial pressure as a result of the pandemic. From October to March 2021 the Trust has been awarded additional funding to manage COVID-19 and winter pressures. These funds will be used to support the new Community Intermediate Care Centre and other important initiatives in the next few months.

29. We are not currently being assessed against the Use of Resources performance requirements by NHS Improvement and as a result of COVID-19 our Cost Improvement Programme savings plans remain on hold and under review.

### **Restoring services**

30. Most Trust services are now back to pre COVID-19 operating levels, however as expected there remain on-going challenges due to COVID-19. Our operational teams continue to adapt and change service delivery methods to ensure we meet the needs of our local population. Learning from COVID-19 ensures that services continue to achieve a high level of performance in these unprecedented times, receiving positive feedback from commissioners and system partners.

### **Community Intermediate Care Centre (CICC)**

31. We are delighted that the Trust has been asked, on behalf of the Wirral system, to open a new Community Intermediate Care Centre based on the Clatterbridge site.

32. This is an exciting new development for the Trust, providing high quality, integrated care for the local adult population, supporting them with their reablement and self-care and encouraging them to reach their optimum level of independence.

33. The centre will open with one 22-bed ward initially, in early January 2021.

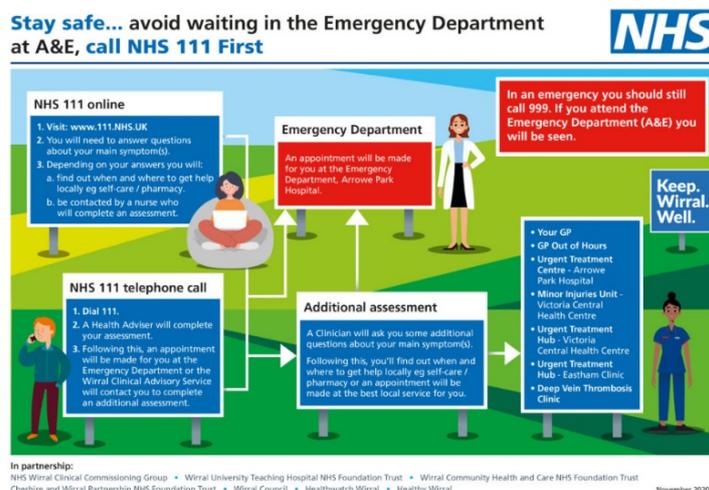
### **NHS111 First**

34. Nationally around 70 per cent of people who walk into an emergency department could have been seen through other urgent care services such as urgent treatment centres, GPs or pharmacy.

35. We are proud that Wirral is one of the first areas in the North West to implement NHS 111 First, a new nation-wide system with residents being asked to call 111 before attending.

36. NHS 111 First is about improving our offer to our local communities by helping them to access the right service quickly and, importantly, about keeping them safe during the pandemic.

37. More information, is available on our public website <https://www.wchc.nhs.uk/news/nhs-111-first-launches-in-wirral/>



38. Thanks to everyone in the Trust who has been supporting this important programme of work.

### Wirral Winter Plan

39. The Winter Plan aims to ensure the people of Wirral have access to timely, high quality health and care services that maximise health outcomes during Winter 2020-21 and the on-going COVID-19 pandemic.
40. Whilst the plan focuses on capacity, demand, exit flows and workforce it acknowledges and includes additional work around COVID aftercare, preventative measures for those at high risk from COVID-19 and the NHS Phase 3 restart requirements.
41. The plan has been developed collaboratively across the health and care system and is now being mobilised to ensure effective support for the population over these challenging winter months.
42. All Trust plans included in the winter plan have been fully developed and operationalised and are being closely monitored on a weekly basis with appropriate escalation processes in place.
43. Through the mobilisation of the winter plan, opportunities for learning and promoting best practice across the system have been realised. An example of this relates to the MDT integrated respiratory pathway between the Trust, WUTHand Primary Care. This pathway has been enhanced as a response to increased winter pressures due to COVID-19. The feedback has been very positive with examples of better COPD management for many patients.
44. A national winter plan for social care has also been developed and included in local system plans.

### **National Safeguarding Adults Week - 16-20 November 2020**

45. The Trust recognised national safeguarding adult's week with a series of information sessions, live MS Teams events, videos from our Specialist Nurse Safeguarding Adults and a special edition of the Trust's daily update.
46. My regular article in the Wirral Globe also focused on domestic abuse and how we all have a role to play in helping to prevent it, knowing how to spot the signs and who to inform.
47. We also held our first meeting with our Safeguarding Champions who will play a vital role, providing support, advice and best safeguarding practice to their colleagues and other teams and services.

### **Shaping Our Future - values mapping**

48. As we approach the end of a difficult year, what better time to reflect on what we have achieved and think about the values that have carried us through.
49. Values are the foundation of any organisation, they are what connect us, they define how we do things, they govern our decisions and actions. We are a different organisation to the one we were a couple of years ago and COVID-19 has accelerated a lot more change over the last nine months.
50. Given what we have learned and what we have been through, we have asked our workforce to reflect on the incredible work and achievements during this challenging year and think about what is important in terms of the values they hold.
51. Every member of staff across the organisation and our governors have been invited to complete a short values map questionnaire which we will use to gather collective views on the values that need to shape this organisation as we define a positive future. We are looking forward to seeing the outcome of this work early in the New Year.

### **Staff Survey**

52. We have reached 52% response rate of this year's Staff Survey! This brings us on par with last year's result and I would like to say thank you to everyone who has taken the time to share their views.

### **Black History Month 2020**

53. Black History Month has been celebrated widely for many years within the NHS through honouring the achievements, culture and history of black people. During Black History Month in October we remembered and celebrated the important people from the past and also those who contribute to and help our society today.
54. During Black History Month we also welcomed our newly appointed chair of our BAME Staff Network, Yinka Koomson who kindly filmed a vlog about what it means to her. Yinka was also joined by other members of our BAME Staff Network who shared their reflections on Black History Month with colleagues across the Trust.

### **Medical and Dental Review Body**

55. The Doctors and Dentist Review Body makes recommendations each year to the governments of each of the four UK countries on the pay of doctors and dentists working in the NHS, taking into careful consideration factors including recruitment, retention, motivation and affordability in order to come to evidence-based, independent conclusions.
56. The collection of evidence to inform recommendations includes visiting NHS organisations across the UK to supplement formal written and oral evidence.
57. This year, they chose this Trust to visit virtually and we were delighted to design a schedule which allowed the group to access different groups of staff. This included meeting with senior and operational managers, including myself, our Medical Director, Director of HR & OD and the Divisional Manager for Urgent & Primary Care. The group also spent time with some of our GPs, GP trainees working within the GP Out of Hours (GP OOHs) service and finally dentists.
58. Although our workforce differs from many trusts when comparing the number of medics working within the organisation, this had the benefit of some very rich conversations which the DDRB found very helpful and informative.
59. The feedback was extremely positive with all staff feeling very positive about the Trust, its ethos and its approach to involving staff in decision making. They particularly reported on the supportive environment to work in.

### **Local Authority - Partnership Committee**

60. In October 2019, Wirral Council agreed to a move from the current Leader and Cabinet Executive arrangements to a committee system form of governance arrangements. These changes took effect from the first Annual Council Meeting on 28 September 2020.
61. The Council has a number of statutory overview and scrutiny functions including matters relating to the health of the authority's population.
62. The Council has determined that these overview and scrutiny functions are to be carried out by the Partnerships Committee, which will also scrutinise the functions and responsibilities undertaken by other public bodies within the Borough. The Partnerships Committee will be an 'outward looking' committee composed of 11 Council Members who will be assigned subject to political proportionality – with its principal role to review decisions made by relevant partner authorities and the performance of these organisations.
63. The Trust welcomes this approach and remains committed to working with and attending when required the Partnership Committee.

## **Congratulations and Good Luck**



64. We are very proud of our teams that were finalists in this year's Nursing Times Awards.
65. The Cardiac Heart Failure Team was a finalist in the Innovation in Long Term Conditions category. Over the past 2 years they have transformed the care provided and the lives of so many patients and their families dealing with a heart failure diagnosis in Wirral.
66. The Rapid Community Response Team was a finalist for the Integrated Approaches to Care category - prior to the launch of the Hospital at Home Service in Wirral earlier this year there was no existing provision. During the two-month pilot, 149 patients were referred to the service and of those, only 10 needed Transfer to Access (T2A) beds.
67. Whilst they didn't win this year, we are delighted that their hard work and innovation was recognised and extend our congratulations to both teams.

## **REACH-HF**

68. The Rehabilitation Enablement in Chronic Heart Failure (REACH HF Team), from Royal Cornwall Hospitals NHS Trust and University of Exeter recently won a BMJ award and have credited the Trust's Cardiac Rehab Team in delivering REACH HF rehab to vulnerable patients throughout the COVID-19 pandemic. It is noted how the team adapted the delivery to ensure that they could continue to provide excellent care.
69. Below is an extract from the award application which credits the Trust's team.

*"The REACH-HF programme, a home-based cardiac rehabilitation programme facilitated by healthcare professionals has been successfully adopted by the Wirral Community Cardiology service, one of the first REACH-HF beacon sites. Earlier this year, the Wirral team made adaptations to the delivery of REACH-HF so that the nurses and exercise physiologists could continue to provide the intervention to heart failure patients remotely, in line with COVID-19 restrictions. To date, the Wirral team have delivered REACH-HF to 100 patients with heart failure - with nearly 70% of patients participating in REACH-HF since the initial lockdown in March 2020. The intervention has been well received by patients and staff, especially as they are continuing to offer rehabilitation to their vulnerable patients throughout the second wave of the pandemic."*

## **Fab Change Day presentation**

70. Congratulations to Denise Smith and Emma Taylor who represented the Trust at The Academy of Fabulous Stuff conference speaking at the Cerner session on the Trust's response to COVID-19 particularly the great work that our clinicians have provided during COVID-19 and how the Wirral Care Record and Frailty Registry will improve the quality of patient care.

71. The session provided an opportunity to share best practice and was very well received.
72. Both Denise and Emma have reported that it was a great experience showcasing the work going on across the Trust. My thanks to them both for taking the time to get involved and share best practice.

### **Smarter Working Live Awards**

73. We are delighted to have been shortlisted in the Technology and Best Use of a Solution category at the Smarter Working Live awards with our partners InPhase UK for the development and implementation of the SAFE system across our Trust. Good Luck to everyone involved.

### **National news and developments**

#### **CQC State of Care Report**

74. In October 2020, the CQC published its annual State of Care Report, their annual assessment of health care and social care in England.
75. The report looks at the quality of care in our health and care system over the past year, including the period before COVID-19. The full report can be accessed via the following link - <https://www.cqc.org.uk/publications/major-report/state-care>
76. The report is structured around four key headings;
- Quality of care before the pandemic
  - The impact of the coronavirus pandemic
  - Collaboration between providers
  - Looking forward, the challenges and opportunities ahead
77. A message through the report acknowledges that *“pre-COVID, the health and care system was often characterised as resistant to change. COVID has demonstrated that this is not the case. The challenge now is to maintain the momentum of transformation and innovation, but to do so in a sustainable way that delivers for everyone. And the pace of change makes it more important than ever that there is a safety culture across health and social care where staff, patients and their families feel able to speak up openly about what has worked and what has not, and that learning is then shared and acted on.*

*There is an opportunity now for government, Parliament and health and care leaders to agree and lay out a vision for the future at both a national and local level. This should include plans for addressing the inequalities accentuated by COVID, the workforce challenges that have become even more acute, and the necessary investment in technology.*

*As we adjust to a COVID age, the focus must be on shaping a fairer health and care system - both for people who use services, and for those who work in them”.*

### **NHS Providers - The state of the NHS Provider Sector 2020**

78. In recent years NHS Providers has conducted an annual survey of NHS hospital, mental health, community and ambulance trusts and each year, the survey looks at the past year's policy developments and provides commentary on the sector's contributions.
79. This year, the survey included some tracker questions from previous annual surveys, as well as a distinct focus on the current environment and the preparedness of the provider sector to meet pressing challenges related to the coronavirus pandemic and recovery of services in the months ahead.
80. The survey asked for members' views across a number of areas, such as COVID-19, Brexit, capacity to meet rising demand, winter pressures, quality of care, workforce priorities and system working. The survey was open during August 2020 and was sent to all chairs and executive directors of trust boards.
81. The survey sample included a 12% response rate from leaders across the North West and 9% from leaders in community trusts.
82. The full report can be accessed via the following link - <https://nhsproviders.org/the-state-of-the-nhs-provider-sector-2020>
83. Some of the key findings from the report include;
  - Trust leaders are concerned about the resilience and wellbeing of their staff after the first wave and levels of burnout across the workforce
  - Trust leaders are concerned about the impact of seasonal pressures over winter on their trust and local area
  - There remains concern about the investment being made in social care in local areas
  - The pandemic has accelerated better partnership working and collaboration in local systems
  - There is a real risk of the 'perfect storm' with workforce shortages, staff burnout, second wave of COVID and a potentially difficult winter

### **NHS Providers - Workforce flexibility in the NHS: utilising COVID-19 innovations**

84. NHS Providers have published a new briefing which focuses on NHS workforce flexibilities and innovations which were accelerated during the first peak of the COVID-19 pandemic in England.
85. The briefing has been directly informed by trust leaders, drawn from the conclusions of a roundtable discussion held in July 2020, which focused on changes to workforce management.
86. The briefing explores and makes recommendations on six key areas of change:
  - Staff wellbeing
  - Flexibility in staff deployment and roles
  - Cross-organisational working and regulation
  - Technology
  - Making use of new roles

- Funding

87. The key findings detailed in the briefing include;

- The speed at which workforce innovations and flexibilities have been implemented in the NHS since the outbreak of COVID-19 has been both impressive and encouraging.
- The dedication of NHS staff throughout the pandemic has been outstanding.
- COVID-19 has brought into sharp relief the health risks of long-standing race inequalities.
- Local wellbeing initiatives need appropriate central funding to continue, so that trusts are not forced to choose between staff wellbeing and investing resources in frontline care.
- Reduced bureaucracy in staff deployment across the NHS has increased opportunities for staff to work flexibly, and to develop skills in new areas
- The contributions of fast-tracked students, and the return of staff who had previously left the NHS, valuably increased workforce capacity
- Increased collaboration across the health and care system, alongside simplified regulation, has been enormously beneficial to the delivery of care during the pandemic
- The expansion of virtual consultations and remote care has greatly increased NHS capacity, but retaining the flexibility to offer and conduct face to face care is of key importance to trusts
- Ensuring software interoperability across the NHS is a matter of urgent priority, and funding for home-working equipment must be made available to retain this as a viable option for NHS staff
- Funding to ensure the recruitment and retention of NHS staff has never been more vital

88. The full report can be accessed via the following link -

<https://nhsproviders.org/media/690388/workforce-flexibility-during-covid19.pdf>

### **'We are the NHS' - workforce campaign launches**

89. The third annual NHS workforce campaign launched in November to celebrate the 350+ different roles in the NHS and inspire people to take up careers in nursing, the allied health professions and as healthcare support workers.
90. The campaign will run until March 2021 and showcase the diversity of roles in these professions to help attract new recruits to the NHS, encourage former staff to return and retain existing staff.

### **Spending Review 2020**

91. The Chancellor's spending review 2020 announcement on 25 November 2020 provided some key messages for the NHS. The Chief Executive of NHS Providers, Chris Hopson shared some useful reflections;
92. *"This is a constructive response to the challenges the NHS faces, given the overall public expenditure pressures.*

*"We welcome the extra £3bn of new money that will start to tackle the mounting planned care backlogs, provide extra mental health capacity to help address unprecedented levels of demand and extra capital for the new hospital building programme.*

*"What we don't know yet is whether it will be enough. It's impossible to work out what the total additional funding needs associated with COVID-19 might be for next year. The government should therefore continue to honour its promise to give the NHS whatever it needs to continue to manage the impact of the pandemic.*

*"But fundamentally the pandemic has brought into sharp relief the question about whether as a nation, with demand increasing, we are investing enough in our health and care system to provide the quality of care and support that is needed. That question has been overlooked for too long. It's time to recognise the true scale of the challenges we face, and the costs of dealing with them."*

## **Communications and Engagement**

93. As Interim Chief Executive I continue to attend regular meetings locally, regionally and nationally. These are important opportunities to hear from and engage with the national team to understand priorities, particularly given current circumstances. There is a strong CEO network across Cheshire & Merseyside and indeed in Wirral and many of these relationships have been positively strengthened through the collaborative and partnership working in our NHS response to COVID-19.
94. Whilst the restrictions of COVID-19 have limited the opportunity for service and team visits, I am looking forward to visiting colleagues either in person or digitally over the coming weeks and in the run up to Christmas.

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

95. As part of our response to COVID-19, the Trust established an emergency command structure to ensure timely and appropriate response to both national and local requirements. This included a Strategic Command Group chaired weekly by the Chief Executive and a Tactical Command Group chaired daily by the Chief Operating Officer.
96. Following the initial peak of the pandemic the Strategic Command Group was incorporated into the established weekly Executive Leadership Team meetings. However, from 5 October 2020 the two meetings were separated, with SCG receiving weekly assurance on the Trust's continued response to COVID-19 through reports on the following;
  - Wirral system SitRep including ED attendances, hospital occupancy and discharges and emergency beds capacity
  - Workforce capacity and reassignments
  - Workforce COVID-19 absences and swabbing
  - PPE stock levels
  - COVID-related operational risks
  - Internal and external communications priorities
  - Outbreak information and data

ELT has continued to receive regular updates on the following:

- Trust reset and restoration plans
  - Winter Planning
  - Restoration of Continuing Healthcare (CHC) assessments
  - The review of Extra Care Housing
  - The action plan drawn up in response to the MIAA review of the Digital Service.
97. In accordance with the emergency governance arrangements established in March 2020 and the temporary pause of the Programme Management Board, the weekly ELT has continued to receive capital business cases for approval. These have included significant planned investment in IM&T.
98. The Trust's revised capital plan for 2020-21, taking account of the delay in respect of the Marine Lake project, was approved by ELT.
99. During October and November 2020, further specific items submitted to ELT for approval have included;
- A three-month pilot project for speech recognition software
  - The Trust's Workforce Race Equality Standard and Workforce Disability Equality Standard action plans for submission to the NED Assurance Group for final approval.
  - The appointment of a Patient Safety Specialist in the Quality & Safety Support Unit.
  - The communications and engagement plan for the Marine Lake Health & Wellbeing development.
  - A business case for onward submission to the Healthy Wirral Partners Board for continuation of an integrated therapy delivery model and the additional resource required to support the capacity increase for home-based community rehabilitation.
  - A proposal to establish a closed Facebook group for staff.
100. Additional items were also presented to ELT for assurance or discussion including,
- The programme of work to establish agile working practices across the organisation through the establishment of a project group. Following the update to ELT on 20 October it was agreed that this project would report to the reinstated Programme Management Board going forward.
  - A summary of the review carried out in the Sexual Health Service and the action plan developed to address issues raised.
  - An update on the development of a Community Intermediate Care Centre on the Clatterbridge site.
  - A presentation on contracting strategy by the newly appointed Deputy Director of Contracting and Commissioning.
  - A summary of the review carried out into the Integrated Specialist Palliative Care Service and the action plan developed to address issues raised.
  - An update on the Trust's engagement work with Primary Care Networks, particularly about enacting the Enhanced Health in Care Homes Framework.
  - A presentation from the Associate Director of Adult Social Care on the new Employer Standards for social workers and the upcoming Organisational Social Work Health Check.



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

- Regular updates on uptake of the staff flu vaccination programme and completion of the national staff survey.
- An update on the actions being taken by the Trust to support the local authority to achieve a balanced position in respect of the Community Care Budget.
- A briefing on the appointment of Partners4Change to work with the local authority on a programme of efficiencies.
- A briefing on the Trust's response to the increase in the UK terrorism threat level.
- The Trust's draft Strategic Plan for 2021/22 was presented to ELT for comment and discussion prior to submission to Board.
- The findings of a review completed on the emergency governance arrangements and information flows

**Conclusion**

101. I hope you find this report interesting and helpful and it provides a clear description of the current priorities for the Trust and the key activities underway to address them.

**Mark Greatrex**  
**Interim Chief Executive**

Alison Hughes  
Director of Corporate Affairs

25 November 2020

# Executive Briefing

## Performance for September 2020

### People

Despite on-going pressures, our mandatory training has remained strong and above the target at 91.46%. We have exceeded our annual IG & Data Security Training target with 95.06% compliance. This is a fantastic achievement for this point in the year - well done and a HUGE thank you to everyone! Absence levels increased from the previous month to 5%. As we head into the winter months, please continue to do everything you can to look after your well-being and that of your colleagues.

In September we tested 133 people for COVID-19 - 12% of those tested positive. As we moved into the third week in October, the percentage of people testing positive increased further. As Merseyside remains at Level 3, it's now more important than ever for staff to follow all rules and guidance.

### Quality

We continue to track the quality and safety of the care we provide through established indicators, including risk and incident management. As a direct result of the incident reports submitted across the organisation, we have identified three key system-wide priorities for improvement: Pressure Ulcers, Falls and Discharges. We are developing mechanisms to enhance the dissemination of key learning from our weekly Clinical Risk Management Group. Please continue to report all incidents to add to this continuous cycle of learning.

### Finance

National COVID-19 response emergency funding arrangements were extended to the end of September and again we have reported a break-even position for September 2020. Funding has now been agreed for months 7 - 12, which will be managed at a regional level. Currently, we are not being assessed against the Use of Resources performance requirements and CIP savings plans remain on hold and under review.

### Shaping Our Future

Shaping Our Future is an exciting campaign that will be rolled out to staff during November and December. It gives everyone the opportunity to reflect on the incredible work and achievements of staff during this challenging year and think about what is important to them in terms of the values they hold and the values of the organisation. Every member of staff has made a positive contribution to where we are now as a Trust, and we are encouraging all staff to define new Trust values that are more relevant and meaningful to them, including a Common Purpose Statement. Look out for more details in the weekly CEO blog and Daily Update.

### Staff flu Campaign

As of 28 October, 800 staff have had their flu vaccination (41%). This is a great achievement particularly as this year's vaccines are being delivered to the Trust over a series of weeks. These figures do not include those individuals who have received their vaccination from their GP. Data for colleagues identified as not eligible or appropriate for vaccination is being addressed separately. The next lot of vaccines arrive on Wednesday 11 November with a further delivery the following week. Clinic details will be published in the Daily Update or visit the dedicated flu section on [StaffZone](#).

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## Adult Social Care Employer Standards

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In line with all other organisations that employ and provide social work services, the Trust is committed to working within the LGA Employer Standards for Social Work. These are core expectations to enable social workers to work effectively and safely and supports us in our aim to achieve high-quality outcomes for individuals, carers and families. The Standards for Social Work have recently been refreshed and there has been a focused programme of work within the Trust, and a review of evidence against these updated standards with a dedicated task and finish group in place. Known areas for focus have already been identified and action plans are in place.

An Adult Social Care Module on SAFE is being developed which will support ongoing review and monitoring of performance against standards. In November, all registered Social Workers will receive a questionnaire based on the standards to support direct engagement. More details will be in Daily Update and uploaded onto StaffZone. You can also contact Sarah Alldis, Associate Director Adult Social Care, or one of the Quality Leads for more information.

## Mandatory Training

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From Friday 30 October there are changes to mandatory training which affect all staff. These changes are made nationally by the Core Skills Training Framework, which outlines the mandatory training for all NHS Trusts across England. These changes will see Infection, Prevention and Control and Basic Life Support training moved to an annual refresh basis for all staff. This will support the response to COVID-19, with a focus on enhancing quality and safety for patients and staff. For more information about the changes taking place please visit [StaffZone](#).

## National Staff Survey

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Responses so far to the national Staff Survey are 39%. For those of you who haven't yet completed the survey, please take the time to do so - there will be an email in your inbox from [survey@quality-health.co.uk](mailto:survey@quality-health.co.uk). It takes no more than 5-10 minutes and is a good opportunity for you to have your say on what is going well and what might be improved. We really value your feedback and really want you to have a voice in shaping how we move forward as a Trust. And don't forget there's always a chance to win one of four £50 vouchers if you complete the survey!

## Performance

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This is an incredibly complex time as we continue to provide vital community services to the people of Wirral and Cheshire East, whilst supporting wider health and care systems during the increasing winter pressures. Each and every one of you play a vital part in achieving this balance. The majority of our services are now back to near normal levels of operation, with patients and service users accessing care and support via new initiatives such as, virtual consultations. Whilst COVID-19 levels remain very high, providing innovative ways of accessing our services is more important than ever. Our performance remains at the highest level and we're working closely with commissioners and other NHS providers locally to ensure that this continues. Thank you for your support.

## NHS 111 First

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NHS 111 First is a new national integrated programme to improve patient outcomes and experience of urgent and emergency care. It will also help keep people safe and allow them to maintain social distancing, reducing the risk of transmitting the virus in hospital emergency departments.

From late November anyone thinking about attending the Emergency Department at Arrowe Park Hospital will be encouraged to contact NHS 111 First, either by telephone or online. If an individual needs to go to hospital, NHS 111 First can book a timed slot at A&E, the Urgent Treatment Centre or another appropriate service. Over the coming weeks you will see and hear a lot more information about NHS 111 First and how you can help to spread the message. The launch of NHS 111 First is a key element of our Winter Plan and will help the public stay safe and keep Wirral Well this Winter.

# Executive Briefing

## Performance for October 2020

### People

Absence levels continued to increase and for October went up to 6.3%, a small percentage of this is absence due to COVID-19. As December approaches please support each other to keep healthy and well, including having your flu vaccination. In October we tested 120 people for COVID-19 with 28% testing positive. This is the highest monthly amount of positive tests we have had since April so please follow all rules on protecting yourself and your others from COVID-19 both in and out of work.

Mandatory Training this month is just over 91% and we continue to exceed our annual IG & Data Security Training which is at 95.46% compliance. Well done to everyone for keeping up to date with your training.

We are delighted to say 52% of our staff have completed the Staff Survey this year. Thanks to all of you for taking time out of your very busy schedules to engage and give feedback. If you haven't yet managed to do the survey, you still have until 5pm on Friday 27 November to take part AND have the chance to win one of the £50 vouchers!

### Performance

Most services are now back to pre COVID-19 operating levels, however as expected there remain ongoing challenges due to COVID-19. Consequently we still have a few staff reassigned and we want to say thank you for your ongoing support and commitment. The operational teams continue to adapt and change service delivery methods to ensure we meet the needs of our local population. Learning from COVID-19 ensures that services continue to achieve a high level of performance in these unprecedented times, receiving positive feedback from commissioners and system partners.

### Quality

We continue to track the quality and safety of the care we provide through established indicators, including risk and incident management. As a direct result of the incident reports submitted across the organisation, we have established a Wirral System Quality group working in collaboration with colleagues at WUTH and system partners. Our initial focus is on identifying learning from discharges incidents to ensure continuous quality improvement of care pathways. Our Quality & Safety Committee continues to meet on a bi-monthly schedule and met yesterday to review a number of key reports and were assured by our continued focus and commitment to safety and quality across the Trust.

### Finance

For months 7 to 12 the Trust has been awarded additional funding to manage COVID-19/winter pressures to the end of the year. In October 2020 the Trust recorded a surplus of £444k against an agreed plan of £419k. These are funds which will be used to support the Community Intermediate Care Centre and other important initiatives in the next few months. Currently, we are not being assessed against the Use of Resources performance requirements and CIP savings plans remain on hold and under review.

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## Flu vaccinations

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Ensuring 90% of our workforce is vaccinated against the flu virus remains an absolute priority. All remaining vaccines have been distributed to Divisions, and Service leads should continue to communicate with their teams the importance of getting the vaccine this week. The IPC Team are working hard to support services and ensure staff can get their vaccine as soon as possible. As NHS staff it is important that we do everything we can to protect the health and wellbeing of others. We are lucky to have a vaccine for flu and we should take advantage of it. Details of flu clinics are available in the Daily Update and on [StaffZone](#).

## Shaping Our Future: Completing the Values Map

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All staff have recently received an email from [noreply@pcinsights.org](mailto:noreply@pcinsights.org) inviting them to complete the Values Map tool as part of our Shaping Our Future campaign. We have had approx. 170 completed so far and we would love to see a much greater uptake from staff. Completion of the tool takes about 10 minutes and is a positive and reflective activity that staff will enjoy. Please encourage your teams to find the email and give them the time to complete the tool. It is incredibly important that everyone has the opportunity to feed into this process and be part of shaping the future of this organisation.

## Lateral flow testing

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Over 1200 Lateral Flow Tests (LFT) have been given to front line staff this week. This enables staff to test themselves at home for COVID-19 twice weekly. Please can service leads ensure that all packs are distributed to eligible staff and unused packs are returned. Staff who are participating must complete the full 12 weeks and ensure that they report their results on the day of each test using the online form <https://www.wchc.nhs.uk/lft/> This online form MUST be used for us to accurately report nationally on testing. Guidance and staff FAQs are on [StaffZone](#).

## COVID-19 vaccines

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Significant planning is underway to prepare the Trust for the delivery of the COVID-19 vaccine. We are nationally mandated to be ready by Tuesday 1 December. Setting this date ensures that when the vaccine does arrive, we are ready to offer it to our staff, and we are looking at a number of options to enable us to deliver the vaccine to staff safely and efficiently. We will provide the latest and accurate information and are also running a short poll with staff to understand attitudes towards the vaccine so we can respond to any concerns. Any questions can be emailed to [wchc.covid19@nhs.net](mailto:wchc.covid19@nhs.net).

## Adult Social Care Updates

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The annual Social Work Health Check will soon be sent out by email to all social workers. The survey is based on the 8 Standards for Employers of Social Workers and covers supporting and maintaining social work values, wellbeing, workforce planning and continuous professional development. Your feedback will help our Trust continue to focus on supporting excellence in social work practice and providing outstanding support to local people. It will also help the Chief Social Worker identify and shape key priorities for the coming year. Please don't forget to re-register with Social Work England and upload your CPD by Monday 30 November.

## NHS 111 First is now live

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NHS 111 First in Wirral went live on Tuesday 24 November and we are proud to be one of the first areas in the North West to implement this new nation-wide system. For more information about the patient pathway and to watch the campaign video from our partners at WUTH please visit the news article on our [public website](#). Thank you to everyone who has been supporting this programme of work.

## Reports from the sub-committees of the Board - October and November 2020

<b>Meeting</b>	Board of Directors		
<b>Date</b>	02/12/2020	<b>Agenda item</b>	9
<b>Lead Director</b>	Alison Hughes, Director of Corporate Affairs		
<b>Author(s)</b>	Non-Executive Chairs of the committees		
<b>Action required</b> (please tick the appropriate box)			
<b>To Approve</b> <input type="checkbox"/>	<b>To Discuss</b> <input type="checkbox"/>	<b>To Assure</b> <input checked="" type="checkbox"/>	
<b>Purpose</b>			
<p>The reports from the sub-committees of the Board are presented as verbal updates from the Non-Executive Chairs of the committees.</p> <p>The purpose of these updates is to provide a summary of the key topics discussed at each, any approvals given and to highlight any areas for escalation to the Board of Directors.</p> <p>A written summary report is also provided on the bi-monthly Informal Board meetings which form part of a formal programme of informal sessions.</p>			
<b>Executive Summary</b>			
<p>This report includes reports as follows: Quality &amp; Safety Committee - November 2020 Staff Council - November 2020</p> <p>The report from the Informal Board meeting in November 2020 is not included as a separate report and is referenced in the Chairs report as it was a single agenda item meeting to launch the Board Development Programme.</p>			
<b>Risks and opportunities:</b>			
No risks identified			
<b>Quality/inclusion considerations:</b>			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>The committees receive QI and EI assessments for specific programmes of work or procedural documents as they are presented. There is no assessment associated with these verbal or written updates.</p>			
<b>Financial/resource implications:</b>			
No financial or resource implications identified.			
<b>Trust Strategic Objectives</b>			
<i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.</i>			
<input type="checkbox"/> Our Populations - outstanding, safe care every time	<input type="checkbox"/> Our People - improving staff engagement	<input type="checkbox"/> Our Performance - delivering against contracts and financial requirements	
<b>Board of Directors is asked to consider the following action</b>			
The Board of Directors is asked to note the contents of the report and be assured by the updates provided.			

<b>Report history</b>		
<b>Submitted to</b>	<b>Date</b>	<b>Brief summary of outcome</b>
Board of Directors	Bi-monthly regular report to public Board of Directors	The report is received for information and assurance purposes.