

Chair's Report - June 2021

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

Resetting governance arrangements

As we restart our services, we are also transitioning from emergency governance arrangements to extant arrangements.

The opportunity to reflect on the success of the emergency arrangements, particularly the efficiency, focus and collaborative approach that has resulted, has provided us with an opportunity to refine and strengthen for the future. Consequently, we are now revisiting our governance arrangements in earnest to streamline our processes and ensure natural engagement and professional challenge throughout and in all parts of the organisation. We are considering this in the context of the organisational redesign programme we have embarked upon to ensure effective information flows and assurances at every level, the priorities of the Trust workplan for 2020-21, the requirements of the new CQC strategy and the anticipated requirements of the NHS reforms including a new Single Oversight Framework.

We have re-established the sub-committees of the Board which were temporarily suspended. The Finance & Performance Committee met in April 2021 and the Education & Workforce met in May 2021. The Chairs of the committees will provide an update on today's agenda. The Quality & Safety Committee and the Audit Committee have continued to meet to provide important assurance to the Board.

Informal Board programme

The informal board session in May 2021 took place, in line with the annual programme and provided an opportunity for all members of the Board to come together, albeit virtually, to discuss key topics. A briefing is included on the agenda at item 9. We are now working to finalise our informal board programme for the rest of the financial year.

Council of Governors

The next formal meeting of the Council of Governors will take place on 14 June 2021. We look forward to an informative agenda including the NHS reforms, new CQC strategy and Trust workplan for 2020-21.

Non-Executive Director appraisals

The appraisal window will open across the Trust in mid-June 2021 and we are working to this timetable for the completion of all Non-Executive Director appraisals.

The Senior Independent Director has commenced the process for my appraisal as Chair of the Trust, in line with the national framework for Provider Chair appraisals.

Marine Lake Health & Wellbeing Centre

We are delighted to have now completed the purchase of the land in West Kirby for a new state of the art health and wellbeing centre for the local community. Our partnership with Marine Lake Medical Practice & Estuary Medical Practice and Age UK Wirral is exciting and we welcome the support of local stakeholders and our public governors in Wirral West for this new development.

Cheshire & Merseyside Integrated Care System (ICS)

I would like to extend my personal thanks and best wishes to Alan Yates, Chair of the Cheshire & Merseyside HealthCare Partnership following confirmation that he will not go forward as a candidate when the appointment of the Chair of the statutory ICS is considered.

I understand that the process of identifying his successor to enable maximum continuity and minimum loss of momentum is now underway and on behalf of the Board of Directors I offer our continued support and commitment to the work of the ICS.

Healthy Wirral

I continue to participate actively and represent the Trust in the Healthy Wirral programme of work and in a range of regional and national fora. I appreciate valuable and productive discussions with Chair colleagues across the system.

We continue to be focused on the development of governance arrangements in respect of the emergence of the ICS and ICP. This work will continue over the coming months.

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

Professor Michael Brown CBE DL
Chair

3 June 2021

Lead Governor Report

As indicated in the Chair's report the Council of Governors has not met formally since the last meeting of the Board of Directors. However, we look forward to an interesting and productive meeting on 14 June 2021 with some key agenda items including the implications of the NHS reforms, the new CQC strategy and the Trust's workplan for 2021-22.

Whilst not having met formally, governor colleagues continue to engage with the Trust and in particular the Chair of the governor Quality Forum, Veronica Cuthbert has maintained regular communication with the Non-Executive Chair of the Quality & Safety Committee, Professor Chris Bentley.

The committee last met on 26 May 2021 and below I include a short briefing from Veronica providing assurance on the detail shared with governor colleagues on the work of this important committee.

Governor Quality Forum - Briefing Note from Veronica Cuthbert, Chair

Key points arising from the telephone consultation on 28th May in relation to the recent meeting of the Quality & Safety Committee (QSC):

- Focus moving from the COVID agenda to current system changes in relation to the White Paper on Integrated Care Systems & Primary Care Networks
- Recognition of COVID related health inequalities
- Reception of routine service reports plus input from the SAFE tracking system
- Transition towards 4 geographically managed areas involving Senior Service Managers with addition of services to be provided to St Helens
- The QSC continues to meet virtually online on a bi-monthly basis

Points raised by Chair of the Quality Forum:

- Need to review the Terms of Reference, last annual review in July 2019. Agreed that the Chair of the QSC does no longer need to hold the position of Vice Chair, instead it should be another governor, duly elected
- Feedback to the Quality & Safety Committee on any issues arising will be part of the dialogue established in the forum meetings and reported back to said QSC by the Chair of QSC in attendance at the forum
- Briefing notes to be compiled after each telephone consultation and made available to members of the Quality Forum and to the Council of Governors meetings as an agenda item
- Resumption of the Quality Forum meetings as and when the Director of Corporate Affairs advises when appropriate in accordance with the national guidelines.

Thanks are expressed to Prof. Bentley for his time in continuing these telephone consultations and to Cathy Gallagher for facilitating the same.

Your Voice Group

The next Your Voice group will be held virtually on 10 June 2021 with governor colleagues in attendance.

Bill Wyllie

Lead Governor (public governor, Wallasey)

4 June 2021

Chief Executive Report			
Meeting	Board of Directors		
Date	09/06/2021	Agenda item	8
Lead Director	Karen Howell, Chief Executive		
Author(s)	Alison Hughes, Director of Corporate Affairs		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<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>			
Executive Summary			
<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>			
Risks and opportunities:			
No risks identified			
Quality/inclusion considerations:			
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			
Financial/resource implications:			
No financial or resource implications.			
Trust Strategic Objectives			
Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			
Our Populations - outstanding, safe care every time	Our People - improving staff engagement	Our Performance - growing community services across Wirral, Cheshire & Merseyside	
Board of Directors is asked to consider the following action			
The Board is asked to note the contents of the report and be assured by the updates provided			
Report history			
Submitted to	Date	Brief summary of outcome	
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 - June 2021

1. I present this report to the Board of Directors providing an update on regional and local news and developments including important updates from across the Trust and an overview of the work considered by the Executive Leadership Team. I also highlight some key national updates for information.

Regional and local news and developments

Cheshire & Merseyside Integrated Care System (ICS)

2. I acknowledge the letter received from Alan Yates, Chair and Jackie Bene, Chief Officer of the Cheshire & Merseyside HealthCare Partnership advising that they have both decided not to go forward as candidates when the appointment of Chair and Chief Officer of the statutory ICS are considered.
3. I understand that the process of identifying successors to enable maximum continuity and minimum loss of momentum is now underway.
4. On behalf of the Executive Leadership Team, I offer our continued support and commitment to the work of the ICS under the existing and future leadership.

Wirral - Integrated Care Partnership

5. The leaders across Wirral continue to come together under the Healthy Wirral Partnership Board umbrella to ensure continuity and improvement of service provision across the system.
6. Clearly and increasingly the board is working in earnest to build and establish its governance infrastructure for the new Integrated Care partnership (ICP). This work continues following the White Paper "*Integration and innovation: working together to improve health and social care for all*" for guidance whilst we await the latest and final guidance from NHSE expected this month. It is anticipated at the next meeting of the Board of Directors there will be a full presentation on the NHS reforms and their impact.
7. We also continue to work with partners in Cheshire East and have now established working relation with partners in St Helens.

Shaping Our Future - Launching our strategic workplan for 2021-22



8. Since the arrival of COVID-19, we can say with some certainty that the NHS will never be quite the same. We have seen cooperation, collaboration and partnership working that were once unimaginable. We have delivered outstanding treatment and care to those in need whilst radically changing how we work and deliver services. New services

have been created, new approaches to solving difficult problems pursued, adoption of new technology has been accelerated, and partnerships strengthened.

9. COVID-19 brought enormous challenge, yet our response brought us closer together. Right across the Trust, we each had a clear understanding that all our actions contributed to that one single purpose, to deliver health and care services and to keep those we care for and the wider communities safe.
10. The command and control approach, which by necessity has driven many of our decisions over the last 15 months, has ended and as a Trust we are now focussed on recovery, the restoration of services and the future. We are coming together to galvanise around a new single purpose and that is, **Shaping Our Future**.
11. Shaping Our Future represents a turning point in how we will move the organisation forward, build on what we have learned, prioritise our next steps and work in partnership across our communities. It has been the basis for the development of new Trust values shaped by our workforce, and most importantly, Shaping Our Future is about how we will engage and how we will all work together over the next 12 months and beyond.
12. There will be more detail shared on the Trust's workplan for 2021-22 on today's Board agenda but in summary there are several priority areas we will be focusing on, each with a significant and positive impact on the future of the Trust and each providing an opportunity for meaningful engagement with everyone across the organisation. Our priority areas shape the direction for the next year and beyond as we move forward. They are essential to ensure we are ready to implement the next stage of NHS reforms and provide many opportunities for this organisation to continue to support and lead the delivery of care for our local communities.

Our priority areas are:

- **People** - supporting the wellbeing and recovery of our staff, creating opportunities for development and allowing everyone to perform at their best through the delivery of the *People Strategy Plan*.
 - **Quality** - involving people as active partners, nurturing an improvement culture and strengthening our safety culture through the delivery of the *Quality Strategy Plan*.
 - **Operations** - aligning our operating model to locality-based all age multidisciplinary teams providing the care and support to meet the specific needs of the populations we serve. We will develop our urgent care model, and we will test new person-focused approaches to adult social care delivery.
 - **Investment** - we will grow our 0-19 Health and Wellbeing Service offer across Cheshire and Merseyside, invest in our IM&T network, expand our estate through the development of Marine Lake Health & Wellbeing Centre in West Kirby and be a leader for social value in our region.
13. This year will be very different from the last. [The White Paper](#) published in February 2021 by the Department of Health and Social Care describes the expectations and changes for the NHS, its recovery and its future. It calls for greater collaboration, integration and removing barriers for improved partnership working. (A summary from [The Kings Fund](#) is also available)
 14. These are essential for the future success of community-based health and care. We cannot work in isolation if we are to deliver services that specifically meet the needs of

local people. We must be more joined up with partners to understand the needs of the populations we serve and wherever possible tailor services, eliminate duplication, and through better understanding of local needs, target our resources to improve health and wellbeing and reduce health inequalities.

15. We have learned so much through COVID-19 and seen the benefits of strong internal and external networking and relationship building. We have demonstrated our ability to work flexibly across services and organisations, adapting quickly to the changing needs of our communities.
16. My thanks to everyone involved in developing and sharing our workplan for the year and particular thanks to over 100 managers who joined me and members of the Executive Leadership Team at a briefing on next steps and the development of local Plans on a Page. The enthusiasm and commitment shared was pleasing to note.

Chief Information Officer (CIO)

17. The need for digital advancements has never been more evident in health and social care than during the last 15 months and as we move forward into new ways of working.
18. A recent informal board session with NHS Digital/NHS Providers further demonstrated the importance of why organisations need to recognise the importance of digital developments and digital strategy at Board level.
19. As a forward thinking Trust it is therefore important that we understand what our workforce and service users want and need to be a digital exemplar. It is also important that we are well represented across place and the system in designing safe effective Digital/IT solutions in collaboration with our partners.
20. In consultation with the Chair and the Chief Strategy Officer, I have reviewed the job title of the current Deputy Director of Digital Services and with immediate effect will be changing this to Chief Information Officer.
21. This recognises our desire to grow in the digital space and increase our understanding as a Board. The CIO will therefore attend board meetings as a specialist advisor to the Board of Directors. All governance processes will remain unchanged and this will not impact on the composition of the Foundation Trust Board, as set out in the Trust constitution. The CIO will continue to report to the Chief Strategy Officer (CSO) and the digital portfolio will remain in the portfolio of the CSO having ultimate accountability to the Board of Directors.

Our response to COVID-19 and service recovery

22. Despite the pressure of a long winter we have maintained strong performance across the Trust. Our staff attendance levels continue to remain stable which is testament to the dedication and commitment of our workforce as we reset services following the third wave.
23. Our duty of care to our staff has remained a priority and their individual and collective health and wellbeing has been an important focus of our staff support over the last 12 months. The new monthly NHS People Pulse survey provides an opportunity for a regular temperature check with our workforce to determine where extra support might be

required and the action taken following the results from the national NHS Staff Survey to agree local Team Intentions is providing a focus for improvement at a local level.

24. Our mandatory training compliance continues to be strong and at the end of May 2021 we were reporting 92.2% compliance.
25. The Education & Workforce Committee was re-established in May 2021 to provide oversight and monitoring of the Trust's People Plan for 2021-22 and beyond.
26. We continue to track the quality and safety of the care we provide through established indicators, including risk and incident management. Our Quality & Safety Committee meets on a bi-monthly schedule.
27. 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.
28. 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.
29. The Finance & Performance Committee was re-established in April 2021 to provide oversight and monitoring of the Trust's People Plan for 2021-22 and beyond.
30. The full recovery and restart of services to a business as usual state is underway and ensures that action plans are in place for services that now have extended waiting lists and ensure equitable access to front-line services.

COVID-19 vaccination programme

31. I am delighted that the uptake of both the first and second doses of the COVID vaccine(s) is now almost 90% of the workforce.

Healthcare worker Flu immunisation programme

32. Following the success of the Trust's staff flu campaign last year, during a particularly challenging winter season, I am delighted that we have been invited to share best practice and learning at a forthcoming flu network meeting.
33. This is testament to the hard work and dedication of so many staff across the Trust.

NHS People Pulse Survey launches

34. Following the results from the national NHS Staff Survey, our teams across the Trust have been holding Team Talks to spend some time together to reflect on the results and look at what they can do together to address some of the key areas and to agree some tangible actions. We have received positive feedback from these Team Talks with staff appreciating the opportunity to identify and agree one key intention as a team for how they would like to see things change.
35. The next step in this piece of work has been the launch of the national NHS People Pulse survey across the Trust in April 2021. In partnership with NHS England and

Improvement, we have implemented this new monthly staff 'pulse check'. It isn't just another survey; it is five minutes each month for staff to influence working life at the Trust together with the care we deliver to our communities.

36. The experiences of our workforce are important to us as we know that those who feel valued, listened to and involved are enabled to deliver a better quality of care. Listening and responding to concerns is as important as ever and employee health and wellbeing remains a top priority for us.
37. We were pleased that almost 300 staff completed our first NHS People Pulse survey in April 2021, with many reporting they feel supported and engaged. We look forward to tracking the responses to this important monthly check-in to identify areas for improvement and success.

NHS Cadets - our journey continues

38. I have previously reported our involvement in the NHS Cadets pilot programme and our successful partnership with The Hive to deliver this exciting programme for young people across Wirral.
39. To work alongside our partners at The Hive and St John Ambulance to deliver the programme is something that I and all my colleagues here at the Trust are truly proud of. I am therefore delighted to share with you some of the reflections from the young people who are part of this year's programme.
- *I look forward to every session because even when I'm having a bad day, I always feel better after I've been on the Cadet's call.*
 - *I joined because I want to become a nurse and I feel like it's giving me an insight of becoming a nurse. During COVID I have been involved in some online volunteering because it hasn't been safe to go anywhere.*
 - *I have gained a lot more confidence than I did before I started*
 - *I just wanted to do something new to help with future ideas in a healthcare setting*
 - *I wanted to learn more about working within the NHS and I have gained so many life skills throughout the course. It's been difficult to get involved in volunteering, but I have been helping around the house a bit more for my family*
 - *I joined because I want a career in the NHS, and I feel like I have gained a lot of knowledge.*
 - *I joined because I want to become a paramedic and it has given me confidence and have gained skills.*
40. We are now working closely with The Hive and St John's Ambulance to arrange a celebration event as the first young people come to the end of the programme in late summer and we are looking forward to welcoming many of the Cadets to the Trust in the future.

Celebrating International Nurses Day



41. We were proud to celebrate International Nurses Day on 12 May 2021, a moment for everyone to acknowledge and appreciate the role nurses play in our society. Nurses working with other clinical professionals, including social care, are at the front of everything we do at the Trust, working across an incredibly diverse range of specialisms.
42. This year's theme for International Nurses Day was '**A Voice to Lead**' and we asked our nurses from multiple disciplines across the Trust to use their voices to celebrate the nursing profession, what it means to be a nurse, especially through a pandemic, and why the voice of the nurse is so important.
43. It was wonderful to read so many inspiring stories and my thanks to everyone who took part in the celebrations, including Sam Sherrington, Head of Community Nursing at NHS England who sent a video messages to all our nurses.
44. I have included below some of the wonderful messages we received from our nursing colleagues at the Trust;

"Working as a Community Matron enables me to apply advanced nursing skills to a variety of individuals within our local community enabling them to receive the highest person-centred care in their own home. Being a nurse working through the pandemic has allowed me to grow both personally and professionally, supporting the most vulnerable adults and going the extra mile, for example ensuring that they were able to use their mobile phone to speak to a loved one or even video call! The smile on the patients face at the end of the visit or the 'thank you' really did keep me going. Happy International Nurses Day".

Community Matron

"What it means to me to be a nurse; in just one word: passion. Passion to serve, passion to care and passion to give. The books can teach me the aetiology, progression, treatment, and skills to treat the illness but caring and loving what I do for my patients is not in the books".

Telehealth Caseload Manager

"What matters to me; that patients receive a high standard of care and experience a dignified patient journey that leaves a positive impression on both the patient and family.

As a manager I think it very important to always be positive, accessible and supportive for all the staff that I work with and to promote a positive culture and working environment.

This quote is something that I truly believe in: "The only way to do great work is to love what you do." S. Jobs.

What it meant being a nurse in the pandemic; I felt proud and humbled to work with so many nursing colleagues (in community nursing, ISPCT, Bladder and Bowel and Bluebell and Iris wards) who showed their dedication to continue to care for and make a positive difference to people's lives despite their own concerns due to the pandemic.

It also meant an opportunity for me to be hands on again on Bluebell and Iris for several nights which was initially daunting but an experience I absolutely thoroughly enjoyed and it was fantastic caring for and speaking to the patients and spending time with the great staff on these community wards.

Why the voice of nurses is so important; nursing is a trusted profession that supports patients through the continuum of life. Nurses are caregivers, teachers, innovators, critical thinkers and most importantly the patient's advocates. It is a noble profession at the heart of and pivotal to the healthcare system. It is imperative that the profile of community nurses is raised as they are often the forgotten workforce with media attention focused on acute hospital staff, but it is the community nurses who work 24/7 who are one of the most critical positions in the NHS as they keep patients in their homes and continually expedite discharges from hospital".

Nurse Manager & Queen's Nurse

Carers Week

45. Next week, 7-13 June 2021 we will be celebrating Carers Week across the Trust inviting staff to get involved. This year's campaign theme is 'Making carers visible and valued' so we have invited colleagues to share their lived experiences as a working carer in the Trust. We are looking forward to hearing about the support and resources our carers access and how they have received support from their teams.
46. My thanks to our Carers Staff Network Group for supporting this important campaign.

Reciprocal mentoring programme

47. The Executive Leadership Team has commenced a reciprocal mentoring programme supported by Liverpool John Moores University and in partnership with members of our staff BAME network group.
48. The programme provides opportunities for individuals from under-represented groups to work as equal 'partners in progress' with senior executive leaders in a relationship where knowledge and understanding of both sides of lived experiences creates awareness, insights and action that directly contributes towards the creation of a more equitable and inclusive organisation where the factors that generate inequity are positively and proactively addressed.
49. Through this programme, our ambition is to ultimately create a space where every senior executive director within the NHS, enters into a reciprocal mentoring partnership, 'partners in progress', with someone from an under-represented group within the Trust.

50. My thanks to everyone participating in this programme including our Learning & Organisational Development Team who are facilitating this on our behalf. I look forward to providing further information and updates.

Congratulations!

51. Thank you and congratulations to everyone across the Trust who has supported a student in a clinical placement over the last 12 months. Feedback from Health Education England on clinical placement performance showed that the Trust had exceeded its target by 42 placements and achieved an above average quality rating of 98%.

Marine Lake Health & Wellbeing Centre

52. We are thrilled to have purchased the land to build our new state-of-the-art Marine Lake Health and Wellbeing Centre. Working with our partners, Marine Lake Medical Practice & Estuary Medical Practice and Age UK Wirral, we will be transforming Primary Care and Community Services for local people with state of the art, fit for purpose premises, extended hours, and increased capacity.

53. This facility will bring many benefits for patients of the existing practice and the wider community. It will house additional consultation rooms as well as a minor surgery unit. We will be delivering a range of integrated health and care services, including Community Cardiology, Adult Social Care, 0-19 Health and Wellbeing Service, Podiatry, Community Nursing, alongside Age UK Wirral, who will also be delivering services to the people of West Kirby. The new development will also be home to a community café and community owned wellbeing gardens.

54. There is a 3D video on our website which really brings the new centre to life - www.wchc.nhs.uk/marine

Urgent & Emergency Centre

55. The Board of Directors supports the Healthy Wirral system and has agreed to financially support the development of the Urgent & Emergency Centre on the Arrowe Park site. As the Trust provides services in the current Urgent Treatment Centre and as a key partner in the local health and care system, the Board of Directors is delighted to support this important capital project for the population of Wirral.

National news and developments

Care Quality Commission (CQC) - A new strategy for the changing world of health and social care

56. The CQC has launched its new strategy which strengthens their commitment to deliver their purpose; to ensure health and care services provide people with safe, effective, compassionate, high-quality care and to encourage those services to improve. The strategy is purposefully ambitious.

57. The strategy combines learning and experience from the past five years and has been developed with valuable contributions from the public, service providers and all partners. It means their regulation will be more relevant to the way care is now delivered, more flexible to manage risk and uncertainty and more agile to allow a quicker and more proportionate response as the health and care environment continues to evolve.

58. The approach to regulation will also consider how the care provided in a local system is improving outcomes for people and reducing inequalities in their care.

59. The ambitions of the strategy are under four themes;

- **People and communities** - regulation that's driven by people's needs and experiences, focusing on what's important to people and communities when they access, use and move between services
- **Smarter regulation** - smarter, more dynamic and flexible regulation that provides up-to-date and high-quality information and ratings, easier ways of working with them and a more proportionate response
- **Safety through learning** - regulating for stronger safety cultures across health and care, prioritising learning and improvement and collaborating to value everyone's perspectives
- **Accelerating improvement** - enabling health and care services and local system to access support to help improve the quality of care where it's needed most

60. Running through each theme are two core ambitions:

- **Assessing local systems** - Providing independent assurance to the public of the quality of care in their area
- **Tackling inequalities in health and care** - Pushing for equality of access, experiences and outcomes from health and social care services

61. The full strategy can be accessed via the following link - <https://www.cqc.org.uk/about-us/our-strategy-plans/new-strategy-changing-world-health-social-care-cqcs-strategy-2021>

New report by the health and social care committee into government reforms of the NHS and social care

62. A Report by the Health and Social Care Committee into Government reforms of the NHS and social care is supportive of proposals, subject to accountability mechanisms on the safety and quality of care being built into legislation.

63. The inquiry into the White Paper, *Integration and Innovation: working together to improve health and social care* concluded that that the creation of Integrated Care Systems throughout England has the potential to improve the delivery of care services for patients.
64. The report welcomes a commitment from the Secretary of State to act on the Committee's suggestion to include in the Bill provisions for independent ratings of the ICSs, to be carried out by the Care Quality Commission (CQC).
65. MPs also called for a more detailed framework that sets out the roles and responsibilities of both the NHS Body and the Health and Care Partnership, with clear lines of accountability to ensure success.
66. On social care, the Committee urged that new legislation should impose a duty on the Secretary of State to publish a 10-year plan with detailed costings, within 6 months of the Bill receiving Royal Assent. Funding should be at the levels set out by the Committee in its *Social care: funding and workforce* report.
67. The MPs present noted that the absence of a fully funded plan for social care has the potential to destabilise Integrated Care Systems and undermine their success.

Freedom To Speak Up (FTSU) Index

68. The latest FTSU Index has been published by the National Guardian's Office.
69. The index can help build a picture of what the speaking up culture feels like for our workforce. It is a metric drawn from four questions in the NHS Annual Staff Survey, asking whether staff feel knowledgeable, encouraged and supported to raise concerns and if they agree they would be treated fairly if involved in an error, near miss or incident.
70. Since the introduction of Freedom to Speak Up Guardians in 2015, the FTSU Index has improved and risen 3.7 percentage points nationally from 75.5% in 2015 to 79.2%.
71. This year a new question was included in the NHS Staff Survey asking if workers feel safe to speak up about anything that concerns them in their organisation.
72. The answers to this question show a very strong positive correlation with the FTSU Index, with 66% of staff "agreeing" or "strongly agreeing" that they feel safe to speak up about anything that concerns them in their organisation.
73. The full FTSU Index report can be accessed via the following link - <https://nationalguardian.org.uk/2021/05/27/freedom-to-speak-up-index-2021/>
74. I am pleased that for 2021, the Trust's Index score positions us 14th with a score of 84.2%.

Communications and Engagement

75. Our monthly Executive Briefing session has moved to an on-line event, open to every member of staff across the Trust to attend. We have been pleased with the increasing numbers of staff attending to hear about news from across the Trust but also and most importantly to answer any questions from our staff. We have been inviting questions to be submitted in advance to help us shape the agenda to respond to questions or

concerns from across the Trust and responding to questions live at the briefing. From recent surveys we are receiving positive feedback on this approach and we look forward to welcoming more staff over the coming months.

76. We have also held successful on-line managers briefings on the Staff Survey results and the opportunity to identify team intentions, and more recently on the launch of the Trust's workplan for 2021-22 and the development of local Plans on a Page. These sessions have attracted over 100 managers and have provided a valuable opportunity to engage with leaders across the organisation on important issues and strategic developments.
77. I have attended Staff Council and Joint Forum meetings with staff side representatives.
78. During April and May 2021, I have continued to represent the Trust at regular system meetings including North West Leaders, Cheshire & Merseyside Providers Chief Executives, and Cheshire & Merseyside Providers Out of Hospital Chief Executives. The Healthy Wirral Partners Board has continued to meet bi-weekly and together with the Chair and Deputy Chief Executive/Chief Finance Officer we have attended and remain committed with our partners to developing plans for the local health and care system and the Wirral place.
79. The members of the Executive Leadership Team and the Chair also attended a very useful Board to Board meeting with the Clinical Commissioning Group in early May 2021 which supported useful discussions on the opportunity for community and primary care in the NHS reforms. Together with our Medical Director I also attended a meeting of the Primary Care Council in Wirral and I have been pleased to meet with a number of PCN Leads across Wirral about opportunities for closer working and partnerships.
80. Finally, I was delighted to be invited to join a partnership roundtable by the CEO of St Helens Council recognising the future working between our respective organisations. We are all looking forward to welcoming our colleagues from St Helens and to starting to deliver the 0-19 + service from September 2021.

Summary of Executive Leadership Team (ELT) business

81. 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.
82. Strategic Command Group has now been stood down and incorporated into the established weekly Executive Leadership Team meeting to provide 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 with a score of 15 or above
 - Local outbreak information and data
 - The COVID-19 vaccination programme
 - The lateral flow testing programme

- The Oximetry at Home programme

83. In addition, ELT has continued to receive regular updates on the following:

- Service reset and restoration plans
- The Trust's CQC preparedness programme
- Developments across the national, regional and Wirral health and care systems including the development of a Wirral Provider Collaborative
- Developments relating to the Community Integrated Care Centre including the proposals for a new Discharge to Assess provision
- Development of the Marine Lake Health & Wellbeing Centre in West Kirby
- The collaborative work that the Trust is undertaking with Wirral Council and an external change management agency to transform social work practice and ensure a full strength-based approach
- The Trust's operational redesign process, including implementation and the appointment of Service Directors
- All high-level organisational risks with a rating of 15 or above.

84. In accordance with the emergency governance arrangements established in March 2020, during the temporary pause of the Programme Management Board (PMB) ELT has continued to receive capital business cases for approval, including significant planned investment in Estates and IM&T.

85. During April and May 2021, further specific items submitted to ELT for approval have included;

- A contribution towards the capital costs of the development of an Urgent & Emergency Care centre on the WUTH site
- Proposals to submit bids for the Knowsley 0-25 and Wirral 0-19 Health Improvement Programme contracts and to extend the current Sexual Health Wirral contract
- A proposal to begin discussions with an external provider regarding a review of the Programme Management function in order to define the Trust's requirements.
- A proposal to change the Deputy Director of Digital job title to Chief Information Officer in line with nomenclature in other organisations.

86. Additional items were also presented to ELT for assurance or discussion including,

- A series of presentations on the CQC Regulatory Compliance Programme, following deep dives into each of the regulations, highlighting areas where further action was required to strengthen compliance.
- A summary of the Trust's financial position at the end of 2020/21, including the capital programme and reserves
- A presentation by Wirral Council's Assistant Director of Strategic Programmes on the Wirral Roadmap
- An update on the Trust's Values work
- An overview of the results of the Pulse Survey in April 2021



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

Conclusion

87. 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.

Karen Howell
Chief Executive

Alison Hughes
Director of Corporate Affairs

1 June 2021

Reports from the sub committees of the Board and Informal Board - April - May 2021

Meeting	Board of Directors		
Date	09/06/2021	Agenda item	9
Lead Director	Karen Howell, Chief Executive		
Author(s)	Non-Executive Chairs of the committees		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
<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>			
Executive Summary			
<p>The sub-committees of the Board meet on a bi-monthly basis with the Audit Committee meeting five times each year.</p> <p>This report includes reports as follows: Finance & Performance Committee - April 2021 Education & Workforce Committee - May 2021 Quality & Safety Committee - May 2021 Staff Council - May 2021</p> <p>The report from the Informal Board meeting summarises the key topics discussed in May 2021.</p> <p>There is no report from the Audit Committee as their next meeting is due to be held on 10 June 2021.</p>			
Risks and opportunities:			
No risks identified.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No Equality Impact Assessment completed and attached <input type="checkbox"/> No 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.			
Financial/resource implications:			
No financial or resource implications identified.			
Trust Strategic Objectives			
Please select the top three Trust Strategic Objectives that this report relates to, from the drop down boxes below.			

Our Populations - outstanding, safe care every time	Our People - improving staff engagement	Our Performance - delivering against contracts and financial requirements
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Board of Directors is asked to consider the following action

The Board of Directors is asked to note the contents of the report and be assured by the updates provided.

Report history

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

Briefing from Informal Board Session - May 2021

Purpose

1. This is a brief report to record the key topics discussed and the information shared at an informal board session held on 5 May 2021.

Key topics discussed

2. The board session included a variety of relevant topics for discussion.
3. The members of the Board welcomed representatives from NHS Providers and Public Digital to deliver a Digital Boards programme designed to build board-level understanding of the potential and the implications of the digital agenda and to increase the confidence and capability of boards to harness the opportunities it provides.
4. The aims of the session were defined as follows;
 - to ensure that the board has a shared definition of digital, and understands the need to take collective and individual ownership of the Trust's digital transformation
 - to help build board understanding of the conditions for successful transformation, and how to build a successful digital delivery culture
 - to build confidence in the board's ability to assure the delivery of its digital strategy and programme
5. The informative agenda was structured around 3 main sections including context setting, a look at the questions senior executives in multiple sectors use to assure themselves about the pace, progress and health of their digital transformation programmes, and a deep dive discussion into the 'what' and 'how' of the Trust's digital strategy.
6. The Board welcomed members of the Learning & Organisational Development Team to provide an update and reflections of the work the team have led over the last 12 months and priorities and areas of focus for the new financial year. The contribution of the team particularly to support staff training and learning programmes during the COVID-19 pandemic was recognised.
7. A discussion on the potential implications of the White Paper "*Integration & Innovation: working together to improve health and social care for all*" provided an opportunity for members of the Board to consider the role of the Trust in the ICP and the ICS with the Chief Executive and the Chair sharing local developments and updates on discussions through the HealthyWirral Partners Board. The opportunity and ambition of the legislative proposals to shape a system that is better able to serve people in a fast-changing world was supported by the Board with a commitment to actively support the process to implement change and transform ways of working.
8. The Medical Director provided an update on positive engagement with the Primary Care Networks across Wirral and the opportunities and expectations for collaboration presented through the White Paper, but also through the Trust's commitment to engage

and involve partners in the Organisational Redesign. The Medical Director reflected on useful discussions with an intention to work more closely together.

9. The Trust's 12-month workplan and supporting communications plan was shared providing an update on the key workstreams across the People, Quality, Operations and Investment plans. The alignment to national, regional and local priorities was welcomed and the opportunity to involve the workforce in the development of local plans was recognised as valuable.
10. Linking to the 12-month workplan the Chief Operating Officer provided a detailed update to the members of the Board on the objectives and plans for the Organisational Redesign which would be fundamental to support the delivery of the Trust's future strategy. The COO noted the importance of co-design with the workforce and following the appointment of the Service Directors aligned to localities, the opportunity to actively engage with local partner organisations and stakeholders was also welcomed.
11. There were no formal recommendations and no decisions taken at the informal session. This report is provided for information.
12. The members of the Board will meet again in informal session in July 2021.

Alison Hughes
Director of Corporate Affairs

27 May 2021