

## **Chair's Report - May 2019**

### **Annual HEART Awards**

Our annual HEART awards ceremony on 8 March 2019 was a huge success and a wonderful evening of celebration recognising the hard work and amazing achievements of staff and teams across the Trust. We had more nominations than ever before and the standard was impressively high.

We had promised the biggest and best staff awards yet and I think that is exactly what we delivered. It was truly wonderful to meet so many of our staff and to see them celebrating each other's successes and most of all having fun!

My thanks to all those who took the time to nominate, to those who participated in the judging process and everybody working so hard behind the scenes to give us such a fantastic evening of celebration. I would also like to recognise the commitment, enthusiasm and professionalism of our Communications & Marketing Team who always go above and beyond to organise the annual HEART awards.

Finally, on behalf of the Board of Directors I offer my sincere congratulations again to all those who were nominated and all those who won an award. Thank you!

### **Non-Executive Director Re-appointment**

I would like to extend my thanks to the members of the Council of Governors Remuneration & Nomination sub-group and the wider Council of Governors for their support and leadership in the re-appointment of Mr Brian Simmons, Non-Executive Director/Senior Independent Director.

### **New governance arrangements**

We continue to robustly test new governance arrangements at committee and sub-committee level with the establishment of a new governance structure and the introduction of the new Trust Information Gateway allowing more real-time analysis of performance data. Over the last few months I have personally attended and observed the new Oversight & Management Board and Programme Management Board to understand the scrutiny and challenge processes, the information flow and the assurances travelling to committees. I am pleased that Non-Executive Director colleagues will also be able to take this opportunity during May & June 2019 and according to their areas of focus they will observe the Programme Management Board and the SAFE (Standards Assurance Framework for Excellence) group.

The Board of Directors continues to support this work and developments, with the benefits of new systems and processes already being realised providing greater assurance through the organisation. At the informal board session in April 2019 we collectively discussed the new arrangements, recognising the process as dynamic with some changes and improvements made during the testing process. The Board of Directors agreed to conduct a baseline survey of the new governance arrangements during Q1 to support further testing. To this end, we will continue to seek feedback and review systems and processes to ensure they are fit for purpose and providing sufficient assurance for effective performance monitoring and decision making across the organisation.

Our thanks to all those who are working so hard to support the implementation of these improved governance arrangements.

In particular, we were delighted to receive confirmation that the Trust has been shortlisted for a Public Sector Paperless Award in the "Management and Culture Project of the Year" for our Trust Information Gateway. The awards ceremony takes place in Manchester on 11 July 2019 and I wish much success to the team attending to represent the Trust.

## **Informal Board and Board Development**

The Board of Directors met in informal session in early April 2019 to discuss a variety of topics (see separate report from 3 April 2019) including a new approach to board development. I am looking forward to our annual programme of informal sessions agreed with the Board which will allow valuable time for discussion, shared learning and collective thinking, together with an opportunity to spend time with staff from across the organisation learning about their areas of focus and expertise. To complement this, we will also be establishing a formal Board Development Programme with two events scheduled annually allowing members of the Board to work together to better understand “the team”; we will have our first event on 30 April 2019 and we are all looking forward to spending this time together.

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

**Professor Michael Brown CBE DL, Chair**

23 April 2019

## **Lead Governor's Report - May 2019**

The Council of Governors met in a development session on 8 April 2019, spending a very useful and engaging day together with colleagues from across the Trust, discussing the statutory duties of FT governors, the membership strategy and approaches to membership engagement and the national direction of travel with the introduction of the new GP contract and Primary Care Networks. We were very interested to receive a demonstration of the new Trust Information Gateway that is strengthening performance data monitoring across the Trust and we participated in an engaging session seeking our views on the redevelopment of the Trust's public website.

The time we spent together was informative and enjoyable and also allowed time for governors to debate and discuss relevant issues and ask questions of colleagues, including the Chief Executive from the Trust.

We support more development time such as this and look forward to agreeing another date in the next 6 months for a similar session.

### **Deputy Lead Governor**

Following my appointment as Lead Governor in February 2019, I invited expressions of interest from governor colleagues in the role of Deputy Lead Governor which, whilst not a mandatory post, will, we believe, be a helpful role to support the Trust and, when required, to deputise for me.

I was delighted to receive two strong expressions of interest and at our development day in early April 2019, received the support of colleagues present to invite both Lynn Collins and Kev Sharkey to assume the role of Deputy Lead Governors.

### **Non-Executive Director/Chair of the Audit Committee re-appointment**

On 16 April 2019, the Remuneration & Nomination sub-group of the Council of Governors met to consider the reappointment of Brian Simmons, Non-Executive Director/Chair of the Audit Committee.

Michael Brown, Chairman, was in attendance to provide members with a summary of the performance appraisal completed with Brian including the achievement of his objectives and areas of focus and objectives for the new financial year. The group also received a paper which summarised his performance and included a personal statement from Brian on why he was seeking re-appointment.

The group considered the information provided and also reflected on governor interactions and engagement with Brian through various forums. They were pleased to support a recommendation to the full Council of Governors to re-appoint Brian Simmons for three years to May 2022.

A subsequent paper was presented (virtually) to the full Council of Governors which received support for the recommendation put forward. I therefore confirm that Brian Simmons has been appointed as Non-Executive Director/Chair of the Audit Committee for a period of three years.

It is also worthy of note that Lynn Collins will be taking over the Chair of the Remuneration & Nomination sub-group.

### **Jan Gidman, The University of Chester**

I would like to recognise the contribution of Professor Jan Gidman, Deputy Dean, Faculty of Health & Social Care at The University of Chester as a very valued and well-respected appointed governor for the Trust. Jan has been a member of the Council of Governors since FT authorisation in May 2016 and during this time she has contributed significantly and provided great insight and support to fellow governors and the Trust.

Jan will be retiring from her post at The University of Chester in early May 2019 and will be standing down as an appointed governor. Our sincere thanks to Jan though we are delighted to learn that she will be signing up as a public member of the Trust's Rest of England constituency.

The University of Chester will continue to hold an appointed governor seat and we look forward to working with Jan's successor over the coming months.

### **HEART Awards**

The governors were delighted to be invited to be part of the annual HEART awards ceremony on 8 March 2019 which was a wonderful evening celebrating the achievements and successes of teams and individuals across the Trust.

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

17 April 2019

### Chief Executive's Report - May 2019

<b>Meeting</b>	Board of Directors		
<b>Date</b>	1 May 2019	<b>Agenda item</b>	8
<b>Lead Director</b>	Karen Howell, Chief Executive		
<b>Author(s)</b>	Alison Hughes, Director of Corporate Affairs		

<b>To Approve</b>	<input type="checkbox"/>	<b>To Note</b>	<input type="checkbox"/>	<b>To Assure</b>	<input checked="" type="checkbox"/>
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Link to strategic objectives & goals - 2017-19	
<i>Please mark ✓ against the strategic goal(s) applicable to this paper</i>	
<b>Our Patients and Community</b> - To be an outstanding trust, providing the highest levels of safe and person-centred care	
We will deliver outstanding, safe care every time	✓
We will provide more person-centred care	✓
We will improve services through integration and better coordination	✓
<b>Our People</b> - To value and involve skilled and caring staff, liberated to innovate and improve services	
We will improve staff engagement	
We will advance staff wellbeing	
We will enhance staff development	
<b>Our Performance</b> - To maintain financial sustainability and support our local system	
We will grow community services across Wirral, Cheshire & Merseyside	
We will increase efficiency of corporate and clinical services	
We will deliver against contracts and financial requirements	✓

Link to Principal Risks in the Board Assurance Framework - please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?	
Failure of organisations across the system to delegate appropriate authority to support the integrated care system (Healthy Wirral)	✓
Failure to engage staff to secure ownership of the Trust's vision and strategy	✓
Increasing fragility of the social care market	
The impact of the outcome of the Urgent Care Review compromising financial stability and the future model of care	✓
Services fail to remain compliant with the CQC fundamentals of care leading to patient safety incidents and regulatory enforcement action and a loss of public and system confidence	✓
Inability to implement the Trust's clinical transformation strategy and preferred model of care - Neighbourhood care	✓

Commissioning decisions do not promote integrated working across the health and care system	✓
Failure to build the workforce skills and infrastructure to transform services to meet the demographic needs of the workforce and population	✓
Security of public health funding and subsequent contractual decisions impacting on the range of services provided to Wirral & Cheshire East	
Failure to foster, establish and manage the right partnerships that enable a response to commissioning intentions	✓
Development of place-based care outside of Wirral, limits the Trust's ability to expand/retain services in these areas	
Failure to deliver the efficiency programme	
Failure to achieve all the relevant financial statutory duties	
The impact of the outcome of the Carter Review on community services benchmarking on commissioning decisions	
Impact of supporting the delivery of the 3-year financial plan and future sustainability of the Wirral system	

<b>Link to the Organisational Risk Register (Datix)</b>
None identified.

<b>Has an Equality Impact Assessment been completed?</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
The Chief Executive's report is a regular report to the Board of Directors.		

## **Chief Executive's Report - May 2019**

### **Introduction**

1. 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.
2. 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.
3. Finally, this report includes a summary of business conducted through the Executive Leadership Team meetings during March & April 2019.
4. I also include the Executive briefing for March & April 2019, for noting at **appendix 1**.

### **National news and developments**

#### **NHS Long-Term Plan**

5. The NHS England and NHS Improvement funding and resource publication was published in early April 2019.
6. The document sets out the funding pledges and support that will be provided to help the NHS deliver on the priorities outlined in the NHS Long Term Plan and describes how funding, people and resources will be distributed to transform local health and care systems. It also explains how NHS England and NHS Improvement will reduce inequalities between patients, both in terms of access to services and outcomes, and keep patients informed, involved and consulted in the development, improvement and delivery of services.
7. The publication can be accessed via the following link; <https://improvement.nhs.uk/about-us/corporate-publications/publications/nhs-england-and-nhs-improvement-funding-and-resource-201920-supporting-nhs-long-term-plan/>

#### **NHS Assembly to support the delivery of the long-term plan**

8. The NHS Assembly has been created to advise the Boards of NHS England and NHS Improvement on the achieving the NHS Long Term Plan.
9. The Assembly will meet quarterly, and includes national and frontline clinical leaders, patients and carers, staff representatives, health and care system leaders and voluntary, community and social enterprise sector.
10. Staff working in the NHS are also represented, and further details can be found at <https://www.england.nhs.uk/2019/03/nhs-assembly-announced-to-help-deliver-the-long-term-plan/>

#### **NHSE/I operating model**

11. The new operating model for NHS England and NHS Improvement was launched on 1 April 2019 and includes a single Chief Executive and Single Chief Operating Officer model.
12. The Chief Executive of NHS England provides the overall leadership for the two organisations, and the Chief Operating Officer will for regulatory purposes, be the identified Chief Executive of NHS Improvement.

13. The seven new integrated regional delivery teams will support local health systems with system transformation and the development of sustainability and transformation partnerships (STPs) and integrated care systems.

#### **NHS Standard Contract - new requirements**

14. The 'Thriving at Work' Report published in 2017, is an independent review of how employers can better support the mental health of all people in employment including those with mental health problems or poor wellbeing.
15. The NHS Standard Contract for 2019-10 requires trusts to implement the Thriving at Work Report standards. As part of this work commissioners and providers are required to agree a service development/improvement plan setting out how the provider will deliver a plan of actions in line with the recommendations made in the Thriving at Work Report. The Report sets out six mental health core standards for employers based on best practice, and more ambitious enhanced standards for employers who wish to extend their work in this area.
16. NHS Employers have collated tools to support the implementation of the standards, and these tools can be found at <https://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-and-wellbeing/the-way-to-health-and-wellbeing/evidence-base/thriving-at-work-report-recommendations>

#### **New framework on workforce stress and the supportive organisation**

17. Health Education England has launched a new framework titled 'Workforce Stress and the Supportive Organisation', developed by the National Workforce Skills Development Unit. This framework can be used alongside NHS England's Health and Wellbeing framework, by employers to evaluate the impact of their systems and process and culture on staff health and wellbeing and consider how better they can support their staff.
18. The framework includes figures about mental health in the workplace, together with a model for the supportive organisation, and reflection and change approaches, which can be viewed at <https://www.hee.nhs.uk/news-blogs-events/news/meeting-challenge-reducing-stress-building-resilience-nhs-workforce>

#### **Developing workforce safeguards**

19. Continuing on the workforce theme, provider trusts in England will now be assessed by NHS Improvement, on their compliance with the recommendations in the 'Developing Workforce Safeguards' report which can be found at <https://improvement.nhs.uk/resources/developing-workforce-safeguards/>.
20. This publication sets out a comprehensive set of guidelines on workforce planning and includes new recommendations on reporting and governance, together with good practice on workforce decisions set against safe staffing guidelines, as well as stronger Board engagement.
21. The Trust's new Informal Board Sessions 2019-20 includes further opportunities for Board discussions on the workforce and workforce planning.

#### **NHS Providers - Provider Voices - Community Services - Our Time**

22. The fourth edition of the 'Provider Voices' series was published in April with a focus on Community Services.
23. The NHS long term plan puts community services, along with primary care, at the heart of its ambition to ensure patients receive care closer to home, to place greater emphasis on prevention and to deliver genuinely integrated care. So, the question of whether community services will receive the national focus they deserve has never been more relevant.

24. The publication can be accessed via the following link <https://nhsproviders.org/provider-voices-community-services>

### **NHS Providers - The Big Picture**

25. NHS Providers has launched a new quarterly briefing document which aims to support Trusts in building relationships with local stakeholders, including local MPs, by providing a national policy overview of key issues. Each quarter the briefing will focus on three high priority topics within the national conversation

### **Consultations and views sought on a range of topics**

26. A number of consultations or information gathering exercises have been launched to gather the views of Trusts and NHS staff, these include;

- The Department of Health & Social Care are inviting staff to share their solutions on 'Improving perceptions of working in the community'. The information gathered through this will inform how to improve the provision of community health services, which are a key element of the NSH Long Term Plan.
- The Professional Record Standards Body is undertaking a survey on behalf of NHS England. The information gathered will help to define a core set of information about a person that needs to be shared to support safe, high-quality, joined up care and help people to take greater control of their health and care. This work will lead to the defining of a core information standard for local health and care records, which will be piloted before it is rolled out across the country. The survey can be found at <https://www.surveymonkey.co.uk/r/PRSBcoreinformationset>
- On behalf of NHS Employers, the University of York is conducting a survey for all staff in NHS trusts in England. The survey explores issues such as pay gaps, effectiveness of staff networks, inclusion of minority groups and discrimination in the NHS. The survey can be found at [https://york.qualtrics.com/jfe/form/SV\\_etcLGEoMkawao3X](https://york.qualtrics.com/jfe/form/SV_etcLGEoMkawao3X)

### **Local news & developments**

#### **Financial Plan 2018-19 submitted**

27. In accordance with NHSI timetable, the Board of Directors approved the submission of the 2019-20 Financial Plan and narrative, at an extraordinary meeting on 27 March 2019.

28. The plan takes account of the latest local and national assumptions together with the results of detailed local budget setting for 2019/20, the planned surplus and the required efficiency target.

#### **Year End Performance**

29. The Trust concluded the financial year 2018-19 with strong financial and contractual performance having delivered the control total surplus of £2.215m and reporting 96% of contractual KPIs as green or amber.

30. Significantly, sickness absence across the Trust also reduced for the third consecutive month to 4.7% in March and mandatory training compliance reached 92.6% with data security training in particular achieving 97% compliance.

31. Further information is included in the Integrated Performance Report.

## Recognising and celebrating success!

### Annual HEART Awards

32. It's not often I find myself lost for words, but it is hard to describe how just how proud and inspired I was at our Annual HEART Awards, celebrating the outstanding care, treatment and support that our staff deliver 24 hours a day, 365 days a year.
33. We were delighted to be joined by The Lord Lieutenant of Merseyside, the High Sheriff of Merseyside and the Mayor and Mayoress of Wirral. BBC Breakfast presenter Sally Nugent was our compere for the night and did a fabulous job!
34. This year we introduced some new elements to the staff awards. Many of our staff got involved in the new 'judging day' process which was a great way to identify the winners; an enormously challenging task with so many and such high quality nominations.
35. It was wonderful that this year we were able to celebrate ALL the nominees, not just the winners and the runners up. For the first time, we also heard directly from the people that had submitted the nominations. Seeing them up on the big screen talking about the amazing work their service / team / colleague did and why they deserved to win, was so inspirational and enjoyable. And it was wonderful for the nominees to hear first-hand about what a difference they had made and how much they were valued. One team had even written a poem about the person they had nominated!
36. Congratulation to all this year's winners and nominees.
37. My thanks also to the Communications & Marketing Team who worked so hard to give us a wonderful evening of celebration. Their professionalism and commitment to the awards is fantastic.
38. Finally, the night would not have been possible without the kind generosity of our sponsors including Elerbanks Limited, Yellowfin, Hill Dickinson, SCC, The Innovation Agency and the Wirral Globe. Special thanks also to Assista Consulting, and LT Print.
39. We are already looking forward to the HEART awards 2019!



### Service Shadowing - joining front-line services

40. I have previously reported my wonderful experiences of spending time with our front-line services and what a pleasure and a privilege it is to experience and see at first hand their care, compassion and true commitment to delivering high-quality care and support.
41. I am therefore pleased to report that my senior leadership team has also been busy over the last couple of months shadowing services as part of our new programme that replaces the leadership walkrounds. Shadowing allows the directors to see first-hand the great work taking

place in services, including the day to day challenges and frustrations. Staff have the opportunity to be heard at a higher organisational level and have meaningful conversations with senior management.

42. The feedback has been really positive and the shadowing programme will continue to roll out across the Trust. I have included below some of the great feedback from the recent visits;

*"I had a wonderful time engaging with the children and their families, but observing Phil inspiring the children and spending time with them was inspirational. He is clearly well respected and loved by every single child and family he is supporting; there was so much positivity and fun in the room and I felt incredibly proud to have been involved and grateful for such a warm welcome!"*

*"I am very proud of the Sexual Health Service and the resilience they have shown in overcoming some significant challenges over the last 12 months. They should be very proud of the progress they have made and the services they provide."*

*"It was lovely to meet Jo on the day of her visit and to know that someone from the Senior Leadership Team was interested in seeing and hearing what the team does."*

*"It was a good experience to have a director taking an interest in the service and to know that they acknowledge that we are a well thought of service."*

*"It was great to truly observe the close working relationship between social workers and community nursing to best meet the needs of the individual."*

### **World Social Work Day - 19 March**

43. We were delighted to celebrate World Social Work Day on 19 March to recognise the fantastic work that our 200 social workers and social care staff undertake to support Wirral residents.
44. Our Adult Social Care teams received more than 500 new referrals every month. These can come in directly from individuals, families or carers and a range of professionals including the police, ambulance service, GPs and more. In all the teams have over 3000 contacts every month, and 350 safeguarding enquiries.
45. As we approach two years of being an integrated health and social care trust, it's amazing how far we have all come. Social care staff are key to the Integrated Care Co-ordination Teams. They also work across Urgent Care, Single Point of Access, Reablement Services, Intermediate Care and Hospital Discharge. Additional responsibilities across Wirral-wide services such as the Multi Agency Safeguarding Hub (MASH), Care Arranging Team (CAT) and the Deprivation of Liberty Safeguard Team (DoL's) means they truly are working across just about every aspect of health and care.

### **Local Authority internal audit of the governance and oversight of the social care contract**

46. The Local Authority has recently had an internal audit of the governance and oversight of the social care contract delivered by the Trust and we understand the outcome was very positive, with high levels of assurance and a very low risk score. This is largely due to the clarity of roles and procedures, the clear documentation relating to the service and contract, and the robust contract monitoring and Partnership Governance Board arrangements we have collectively put in place.
47. We are delighted with this outcome and believe this reflects well on our integrated service delivery arrangements.

### **Adult Social Care Peer Review**

48. We are looking forward to welcoming senior colleagues from neighbouring local authorities who will be conducting a peer review of the Adult Social Care Service from 7-9 May 2019.
49. As one of a small number of Trusts across the country that has successfully integrated health and adult social care, we are delighted to have this opportunity to showcase the work we have done.

### **International Nurses Day - 12 May 2019**

50. As International Nurses Day is on Sunday 12 May this year, we are marking it on Friday 10 May with 'drop-in' events at each of the four hubs across Wirral and in Cheshire East. These events will provide an opportunity for all staff across the Trust to find out about mindfulness, staff council, the community nursing role and career pathways.

### **From Classroom to Boardroom - inspiring younger generations**

51. Alison Hughes (Director of Corporate Affairs) and I had the absolute pleasure of visiting Cathcart Primary School in March and spending time with a group of eight and nine year olds. And what wonderful hosts they were, even organising croissants and strawberries for breakfast!
52. The visit was part of a pilot project we are running with local charity The Johnson Foundation and the Wirral Chamber of Commerce. The project, called Young Chamber Cadets, is an exciting new careers education initiative for Wirral primary schools. The children all shared ideas of what they might want to be when they grow up, from vets to footballers, a rapper and a long distance lorry driver. Then they soon set about asking lots of questions about working in the NHS. It was such an insightful and enjoyable morning and I hope the children got as much out of it as we did.
53. The next 'classroom to boardroom' session will be in June, when 12 pupils come to see us here at St Catherine's Health Centre, to visit services and find out about the different jobs and services we have.

### **Developing our future workforce**

54. As a Governor of The University of Chester (UoC), I had a wonderful day watching with great pride the first ever cohort of Nursing Associates don their cap and gowns to graduate at the end of March 2019
55. As a Trust, we are part of a partnership of NHS organisations, selected by Health Education England as one of the first pilot sites to pioneer the new Trainee Nursing Associate programme. The partnership worked with the Faculty of Health and Social Care at UoC to develop the two-year work-based Nursing Associate foundation degree. 40 students have now graduated and are already making a really positive impact on the wider nursing family by supporting person-centred care; one of the cornerstones of the degree curriculum.
56. As demand for NHS services continues to increase, it is essential that we continue to plan our future workforce. The partnership work is critical to this, and the development and investment in Nursing Associate roles will help address the skills gap between health care assistants and registered nurses, supporting a sustainable workforce.
57. Nursing Associates are trained to work with people of all ages and in a variety of settings across community, mental health services and hospitals. This experience will help them to meet the changing health and care needs of people and enable registered nurses to focus on more complex clinical duties.

58. It's fantastic to see the work we have been doing locally to develop these roles is being recognised nationally; we've been short-listed by the Student Nursing Times for 'Partnership of the Year' and 'Nursing Associate Training Programme Provider of the Year' awards, highlighting the difference we are making to frontline care.
59. Our very own very own graduate, David Williamson-Draper, has also made the national shortlist for 'Nursing Associate Trainee of the Year' in the prestigious Student Nursing Times Awards. Having successfully completed the TNA programme, David was one of the first people entered onto the Nursing and Midwifery Council (NMC) register as a qualified Nurse Associate in January 2019. Congratulations and good luck David! The winners will be announced at a ceremony in London on Friday 26 April.
60. We were also delighted to learn in early March 2019 that the standard for the district nursing apprenticeship has been given approval, bringing the training route a step closer to operation. The Institute for Apprenticeships and Technical Education has approved the apprenticeship standard, a set of criteria of skills and attributes an apprentice will need to qualify, for an employer funded route to a district nurse qualification.

### **Annual appraisals**

61. The appraisal window for all staff across the organisation is now open and will run from 1 April - 31 July 2019.
62. We are extremely proud of our track record of appraisal completion and recognize that effective appraisals directly contribute to improved patient outcomes. This year, we are asking all staff to remain focused on ensuring the quality of the appraisals if of a high standard with clear and realistic objectives set.

### **Gender Pay Gap Report 2019**

63. Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, all Trusts are required to report annually on gender pay gap. The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies to demonstrate compliance under the Public Sector Equality Duty (PSED).
64. The Trust is committed to furthering equality, diversity and human rights and reducing inequalities in the workplace. We have addressed equality and fair access to career pathways and progression in our Equality Strategy 2018-2021.
65. I can report that the gender pay gap for the Trust is not significant when compared with other organisations who have published their reports.
66. In order to address its Gender Pay Gap, the Trust will continue its actions in the following areas;
- Training and support for line managers
  - Manage family-friendly leave successfully
  - Make the most of flexible working
  - Encourage and review career and talent development
67. The Trust's report can be accessed via the following link; <https://www.wirralct.nhs.uk/about-us/our-organisation/our-publications>

## Healthy Wirral

68. The Healthy Wirral workstreams continue to progress across the system and the Trust continues to provide valuable input and support in the development of long-term plans. The Healthy Wirral update report from our Chief Operating Officer provides more detail on specific projects that the Trust is leading and involved in supporting.

## Sustainability & Transformation Plans - NHS Cheshire & Merseyside Health & Care Partnership

69. The STP Chairs and Chief Executives Forum will meet on 29 April 2019 and we look forward to this as it will be the first meeting with the new Regional Director.

70. The Regional Director has made a numbers appointments;

- Medical Director and Chief Clinical Information Officer - Dr Mike Prentice
- Finance Director - Tim Savage
- Director of Strategy and Transformation - Clare Duggan
- Director of Performance and Improvement - Graham Urwin
- Director of Public Health (hosted by Public Health England) - Prof. Melanie Sirotkin

71. It is clear that NHSI and E and other national bodies are looking at the ICS/STPs as a vehicle for future business. The governance arrangements will have to be addressed in order for money to flow through the function and I am pleased to be working with regional directors and national colleagues to consider what that might look like.

## Communications and Engagement

72. I continue to enjoy a programme of communications and engagement activities locally, regionally and nationally and since last preparing my report I have been involved in a number of local and regional events and meetings.

73. I attended the NHS Improvement Workforce for the Future event in early March, hosted by the Chair of NHS Improvement and the Senior Responsible Officer for the Workforce Implementation Plan. This meeting was useful to inform my role as the Senior Responsible Officer for the Workforce Development across the Cheshire & Merseyside Health & Care Partnership.

74. I joined my Cheshire and Merseyside Chief Executive Officers colleagues to meet the new North West regional Director of NHS Improvement in March. NHS Improvement has seven regional teams who support local systems to provide more joined up and sustainable care.

75. I attended the Health Service Journal Provider Summit in April, which is a forum for NHS leaders to debate the key issues and optimise working practices across the system. This forum provides the opportunity to hear of developments occurring in other parts of the country and innovations within community care providers.

76. Closer to home, we held a very successful Leadership Forum in mid-April with more than 60 senior leaders from across the organisation coming together to develop our understanding of challenges and opportunities presented by new models of working. It was a very creative and engaging session with lots of ideas and learning shared!

77. In mid-April I chaired the Wirral Partnership Delivery Group, which is a forum for leaders from health, local authority and public sector organisations across the Wirral. The focus for the delivery group is the 2030 strategy for Wirral and the ambition to build the economy and create Wirral as a great place to live, work, study and play with an increasing emphasis on maximising the utility of the peninsula.

## Summary of Executive Leadership Team (ELT) business

78. The following is a summary of issues discussed by ELT during March & April 2019 together with subsequent reporting routes through the board and committee structure.

- Regular updates are provided to ELT as follows:
  - NHS Cheshire & Merseyside Health & Care Partnership, which is reported to the Board of Directors through this report and board development sessions.
  - Integration and system-wide planning for Healthy Wirral, the status of which is reported to each meeting of the Board of Directors
  - On-going business development opportunities and any re-tendering of services including the financial, workforce and quality/safety impact, reported through Business Development Report to the Board of Directors
  - CQC assurance reports which is reported to the Quality & Safety Committee
- During March & April 2019, further specific topics discussed by ELT have included:
  - Progress against the 2018-19 capital programme
  - Review of the 2019-20 financial plan (prior to Board approval) including budget pressures
  - EU Exit preparedness
  - The Trust's response to the interim workforce implementation plan
  - An update on the Inclusion Strategy and action plan
  - An update in relation to process and timetable for the Innovation Fund for 2019-20
  - Feedback from the Trust's quarterly new starter welcome event
  - The Sustainable Development Management Plan
  - Progress against the power loss action plan following the incident in January 2019
  - A briefing and project plan on the cardiac diagnostics replacement scheme
- ELT also approved a business case in relation to CCTV enhancement at St Catherine's Health Centre.

## Conclusion

79. I hope you find this report interesting and helpful and it provides a clear description of the national, regional and local environment within which we are working and the key activities underway to address our priorities.

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

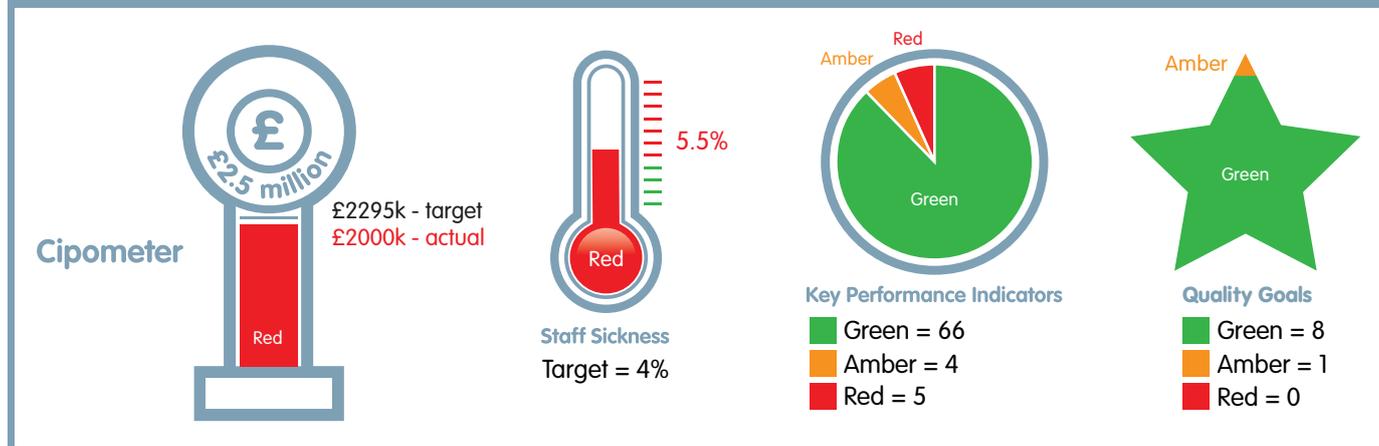
Alison Hughes  
Director of Corporate Affairs

25 April 2019

## GLOSSARY:

CCG	Clinical Commissioning Group
WUTH	Wirral University Teaching Hospital NHS Foundation Trust
NHSI	NHS Improvement
NHSE	NHS England
CQC	Care Quality Commission
LWAB	Local Workforce Action Board
ELT	Executive Leadership Team
WIPPB	Wirral Integrated Providers Partnership Board

## Performance figures for February 2019



## Performance Figures

At the end of February the Trust reported a year to date **surplus of £2,068k** which is £90k ahead plan. **CIP is red as we are £295k behind plan**, however non-recurrent slippage in budgeted expenditure will help achieve the control total by the year end. **The CIP target for 2019/20 is expected to be £2.0m** (subject to formal approval by NHSI). Schemes identified to date will **achieve around 75%** of the necessary savings. **Further development days** are being arranged to drive ideas to eliminate waste and generate efficiencies. The overall Use of Resources rating for the Trust remains at a level one.

**Sickness absence reduced to 5.5%** in February with a reduction in long term absences. Whilst this is an improvement, it remains well above expected levels. **The year to date figure is now 5.6%** (target 4.0%). Long term absence accounts for **two thirds** of all absence. Please consider ways to support your own and others' health and wellbeing and innovative ways to **assist staff back into the workplace**.

**Good performance continues** across all commissioner contracts with **93% of KPIs reporting green or amber**. Congratulations to **Cheshire East 0-19** and **Sexual Health Wirral** who continue to report a full set of green KPIs. Also congratulations to the **Integrated Care Therapies team** who have achieved their highest performance to date and only saw one breach out of 307 referrals.

**Eight of the nine** quality goals are now **RAG rated green**, thanks to reaching the mandatory training target. **90.3% of all staff are now compliant**. Please **keep up the good work** and ensure you remain up to date with your mandatory training. The amber quality goal relates to response times for adult social care assessments. **Good progress is being made** and the goal will be extended to a second year to ensure full achievement.

## Staff Survey

We have been **discussing our staff survey results with key groups** over recent weeks - Joint Union Staff Side, the Leadership Forum and Staff Council - to **understand the results and agree the priorities for actions**.

**So what do our results show?** We are pleased to report that performance is above average in the following areas - support from line managers, equality and diversity and levels of violence experienced by staff from patients, managers or colleagues.

Continued over

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**Where could we improve?** The following areas are those where you have told us we could do more to improve your experience of working in the Trust:

- 1. Health and Wellbeing** - we recognise we need to increase the support we provide across the trust for staff experiencing stress, anxiety and depression, whether due to work or personal reasons. This has the greatest impact on both individuals and teams, and is the biggest cause of absence.  
[In response we are focussing our wellbeing plan this year on staff mental health and wellbeing, with targeted support for individuals, managers and teams.](#)
- 2. Quality of appraisals** - we want to improve the quality of the conversation that staff have at appraisal to ensure that you feel valued, get feedback on how to improve in your job and agree clear objectives.  
[In response we have simplified the leadership behaviours and appraisal paperwork and made training available for all managers.](#)
- 3. Safety culture** - this relates to the quality of individual feedback people are receiving after raising an incident or concern and the need to improve the sharing of organisational learning.  
[In response we are providing refresher training for incident reviewers to ensure that quality of feedback improves and we will be publishing a monthly Reflections and Learning bulletin.](#)
- 4. Staff Engagement** - we know you want to be more involved in decisions affecting your work and have the opportunity to contribute to making improvements.  
[In response we are supporting managers to use team meetings more effectively and developing leadership skills to actively encourage staff involvement.](#)

**This is the basis of our Trust action plan**, but each division is also developing **local plans** to ensure that actions under each heading make an impact in your team. We will continue to update on progress throughout the year.

## Board of Directors Update - March 2019

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**The Board met at VCHC on 6 March 2019** for its formal meeting in public. The agenda included reports from the Chairs of the committees of the Board, a review of risks, performance reports across workforce, quality, operational and financial domains and an update on supporting the wider health and care system in Wirral through the Healthy Wirral programme.

An updated version of the **Managing Conflicts of Interest Policy** was approved (available on [StaffZone](#)) - please ensure you **familiarise yourself with this**. The **Medicines Optimisation Annual Report** for 2017-18 was approved. The **Staff Council Chair** attended and updated on the work of council in engaging with staff, advising that new members are always welcome to attend meetings to get involved.

The Board received a summary of **Communications & Marketing activity** during Q3 and recognised the increasing profile of the Trust and its services locally, regionally and nationally through numerous awards and conferences. **Social media activity was recognised** and welcomed, particularly through Twitter (@wirralct) with staff engaging across the organisation to share and learn from each other. Finally, **the Board heard from an MSK patient** and from our **Graduate Management Trainee** on their experiences of receiving care and working at the Trust. This is always a **valuable and important part** of the Board of Directors meetings.

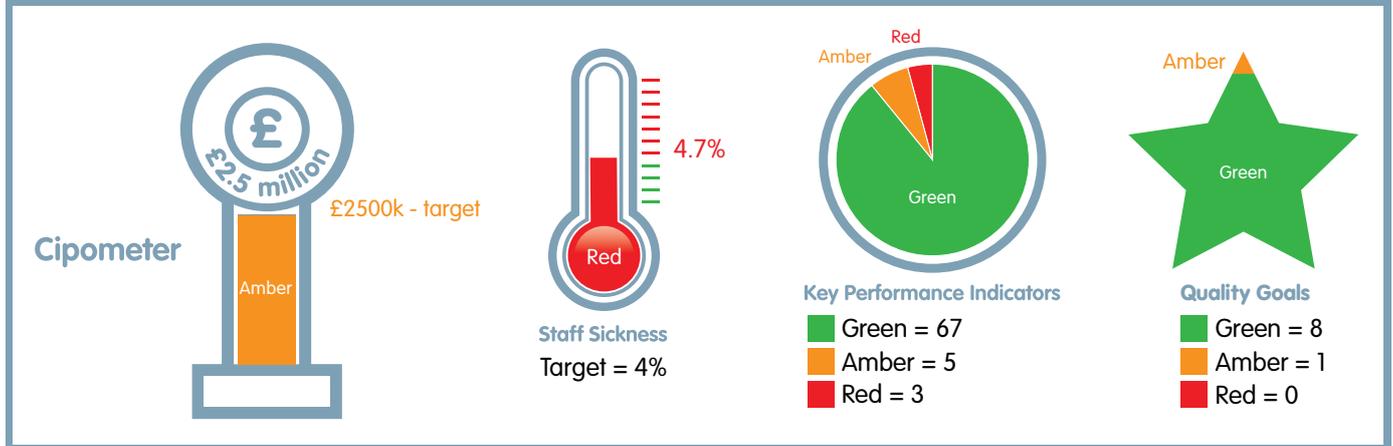
## Adult Social Care Peer Review

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**Adult Social Care** doesn't have formal CQC inspections, it has **Peer Reviews**, where colleagues from other Local Authorities act as a '**critical friend**' in a supportive but challenging process to assist in recognising strengths and identifying areas for improvement. As the forthcoming **Green Paper for Adult Social Care** is likely to suggest more formal regulation, we have asked for a **Peer Review** in collaboration with **Wirral Council** and **CWP**.

This will take place from **Tuesday 7 May to Thursday 9 May**, when senior social care colleagues from **Halton, St Helens, Wigan, Salford, Bury and Lancashire** will visit a range of sites and staff. They will also look at a number of case files and any other evidence we want to showcase. The focus will be on the **quality of front line social care practice** within the context of **integration, personalisation and neighbourhood working**. It's a **great opportunity** to show the positive outcomes being achieved with local people and families.

## Figures for end of year 2018 - 2019



## Performance Figures

At the end of the 2018/19 financial year the Trust delivered an initial control total **surplus of £2.215m**. This is an excellent achievement and **£22k better than the total set by our regulator NHSI**. As a result NHSI has awarded us a further **£1.508m** of Provider Sustainability Funds. Although this money cannot be spent on budgetary pressures, **we can use it to support the £2.5m capital programme for 2019/20**.

Whilst the Trust did achieve its overall CIP savings target of £2.5m for 2018/19, **19% of these savings were non-recurrent** (ie they were achieved via vacancies rather than by permanent savings). Overall the Use of Resources rating was level one for the year (the best score available).

**Sickness absence reduced to 4.7%** in March with the reduction being as a result of long term absences. This is a reduction from 5.5% in February, with the year-end figure being 5.7% and above the trust target of 4.0%. Please communicate and encourage the use of the **Employee Assistance Programme** to support staff in remaining in work.

**96% of KPIs are reporting green or amber** which is a great end of year position and reflects the on-going commitment from teams and staff within an operational quality, performance and risk framework (QPER) which is in place in each division.

Congratulations to **Urgent and Primary Care Division and 0-19 East Cheshire** who continue to report a full set of green KPIs. Also congratulations to the **Integrated Care Therapies team (KPI W2)** who have continued to sustain high performance following implementation of their improvement action plan in December. **Wirral 0-19 service now has only 1 amber exception** which is for a KPI which is under review with commissioners.

**Mandatory Training compliance in March achieved 92.6% and data security reached 97%**. Thanks to everyone for your support in the improved completion rates. The window has re-commenced for completion of **Information Governance training for 2019/20**. All staff will need to complete this again before **March 2020** in accordance with service-based timescales.

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## Book your appraisal

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This year the annual appraisal window will run **from 1 April – 31 July 2019**. All Board members, **Executives and Band 8 and 7s** must have completed their appraisals **by 31 May**. All other bands will have their appraisals between **1 May and 31 July**.

The appraisal provides **an opportunity for you and your line manager** to reflect on performance over the last 12 months and discuss your objectives and leadership behaviours along with future career development. Appraisals ensure everyone has a **clear understanding of their role and the part they play in their team and the organisation**. They enable everyone to **set objectives that support the organisational strategy** and will help the Trust to deliver its overall goals and objectives. Look out for the screensaver campaign for ideas! **Effective appraisals directly contribute to improved patient outcomes.**

**All line managers will be required to log appraisals on ESR**, guidelines and supporting information is available on [StaffZone](#). Please start to book appraisals in with your teams as there will be no extension to the deadline.

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## Turning off paper payslips

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Have you used ESR self-service to check your payslip? It's easy to do and available one day before payday. **You can help the Trust go 'payslip paperless' by turning off receiving paper payslips** with just one click in the payslips section of your ESR self-service portal. We are moving towards **turning off paper payslips in the summer of 2019**. Please support the savings associated by going digital.

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## Adult Social Care Peer Review

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**The Peer Review will be taking place 7-9 May**, with colleagues from neighbouring local authorities visiting **St Catherine's, Eastham, Victoria Central and the Warrens**. Their review will include examining if we embed the values of the Care Act, how far we adopt integrated approaches to assessment, risk management and how effective we are at outcome-based practice.

We do expect to learn from the review and actively welcome it so we can build on the **hard work of the service to improve practice and outcomes for individuals**. It will also ensure we are ready for any future regulation.

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## Albert Lodge Opening

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**The new Albert Lodge training suite officially opens on Thursday 9 May**. The new facility boasts five training rooms (two of which can be opened up to accommodate 52 people), two quiet rooms, a hot desk room, and IT training room (for up to 10 people) and a meeting room (for up to 7). There is also a vending area including hot and cold snacks. Full details are available on [StaffZone](#).

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## International Nurses Day

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As International Nurses Day is on Sunday 12 May this year, **we are marking it on Friday 10 May**. Each of the four hubs in Wirral (Eastham, Victoria Central Health Centre, St Catherine's and the Warrens) will be holding **'drop in' events between 12.30pm and 2.30pm**. Call in for some **cake and fruit** and to find out about mindfulness, staff council, the community nursing role and career pathways. There will be similar events at **Eagle Bridge and Broken Cross in Cheshire East** – more information in Friday's bulletin.

## Reports from the Sub Committees of the Board March & April 2019

<b>Meeting</b>	Board of Directors		
<b>Date</b>	1 May 2019	<b>Agenda item</b>	9
<b>Lead Director</b>	Karen Howell, Chief Executive		
<b>Author(s)</b>	Non-executive chairmen of the committees		

<b>To Approve</b>	<input type="checkbox"/>	<b>To Note</b>	<input type="checkbox"/>	<b>To Assure</b>	<input checked="" type="checkbox"/>
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### Link to strategic objectives & goals - 2017-19

Please mark ✓ against the strategic goal(s) applicable to this paper

#### **Our Patients and Community** - To be an outstanding trust, providing the highest levels of safe and person-centred care

We will deliver outstanding, safe care every time	✓
We will provide more person-centred care	✓
We will improve services through integration and better coordination	✓

#### **Our People** - To value and involve skilled and caring staff, liberated to innovate and improve services

We will improve staff engagement	✓
We will advance staff wellbeing	✓
We will enhance staff development	✓

#### **Our Performance** - To maintain financial sustainability and support our local system

We will grow community services across Wirral, Cheshire & Merseyside	✓
We will increase efficiency of corporate and clinical services	✓
We will deliver against contracts and financial requirements	✓

### Link to Principal Risks in the Board Assurance Framework - please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?

Failure of organisations across the system to delegate appropriate authority to support the integrated care system (Healthy Wirral)	✓
Failure to engage staff to secure ownership of the Trust's vision and strategy	✓
Increasing fragility of the social care market	✓
The impact of the outcome of the Urgent Care Review compromising financial stability and the future model of care	✓
Services fail to remain compliant with the CQC fundamentals of care leading to patient safety incidents and regulatory enforcement action and a loss of public and system confidence	✓
Inability to implement the Trust's clinical transformation strategy and preferred model of care - Neighbourhood care	✓

Commissioning decisions do not promote integrated working across the health and care system	✓
Failure to build the workforce skills and infrastructure to transform services to meet the demographic needs of the workforce and population	✓
Security of public health funding and subsequent contractual decisions impacting on the range of services provided to Wirral & Cheshire East	✓
Failure to foster, establish and manage the right partnerships that enable a response to commissioning intentions	✓
Development of place-based care outside of Wirral, limits the Trust's ability to expand/retain services in these areas	✓
Failure to deliver the efficiency programme	✓
Failure to achieve all the relevant financial statutory duties	✓
The impact of the outcome of the Carter Review on community services benchmarking on commissioning decisions	✓
Impact of supporting the delivery of the 3-year financial plan and future sustainability of the Wirral system	✓

**Link to the Organisational Risk Register (Datix)**

<b>Has an Equality Impact Assessment been completed?</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
The committee reports are regular monthly reports to Board.		

## **Briefing from Board Development Session - April 2019**

### **Purpose**

1. This is a brief report to record the key topics discussed and the information shared at a board development session held on 3 April 2019.
2. The Board of Directors meets on a bi-monthly basis for dedicated development time to consider key strategic items and support organisational planning. The Chairman of the Board will call further development sessions if and when required.

### **Key topics discussed**

3. The Board of Directors received a presentation from the Chairman and the Director of Corporate Affairs on the proposed approach to Informal Board and Board Development events, following discussions in February 2019. The members of the Board welcomed the proposals and recommendations made, supporting the bi-monthly schedule of informal board sessions with key topics and areas of focus presented in an annual cycle. The opportunity to engage with staff and teams through this programme was welcomed with Lunch & Learn sessions incorporated in to the agendas.
4. The Medical Director provided the members of the board with a briefing and presentation on the national policy for Primary Care Networks and the updating of the GP contract. The approach and progress being made in Wirral was highlighted with the Board of Directors welcoming the opportunity to understand both the national, regional and local approaches and impact.
5. The Director of Corporate Affairs led the board through a workshop to review and refresh the principal risks for the Board Assurance Framework for 2019-20. This review considered the risk theme coverage aligned to the Trust's strategic objectives and the top risk themes on the organisational risk register. The revised BAF is now in development with the relevant Executive Leads, to determine the current and target risk rating, the controls and mitigations and the actions required to address/mitigate the risk. Following this workshop, the members of the board also discussed the evaluation of the new governance arrangements to seek initial feedback and reflections. The process was recognised as dynamic with some important changes already having been recognised and addressed and it was agreed to complete a benchmark survey to capture views from across the wider organisation.
6. The Strategy Workforce Lead for the Health & Care Partnership for Cheshire & Merseyside attended the afternoon session to provide an overview of the workforce challenges across the STP and the work of the Workforce Programme Board to support and address these challenges.
7. The Director of IM&T at Wirral University Teaching Hospitals NHS Foundation Trust attended the board session to provide a useful update on the Wirral Care Record and Global Digital Excellence funding across Wirral.
8. Finally, the Chair summarised the key topics covered during the day specifically noting any items requiring further action. In this regard, it was agreed to schedule further training for members of the Board on the Trust Information Gateway given the recent launch of storyboards to support committees.

**Alison Hughes**  
**Director of Corporate Affairs**

23 April 2019

## **Briefing from the Chairman of Staff Council**

### **Purpose**

1. This is a brief report from the meeting held on 21 March 2019. The ratified minutes of that meeting will be presented formally to the Board in due course.

### **Significant agenda items**

2. The following key agenda items were discussed:

#### **Staff Council Member Items**

- Condition of staff facilities at Highfield
- Employee of the Month feedback
- Staff Awards
- Feedback from Staff Members
- Room use at VCH
- Charitable Funds

#### **Board Items**

- CQC Update
- SAFE presentation
- Staff Awards feedback
- Listening Events - role of Staff Council
- Staff Survey
- Organisational Learning
- Organisational Update
  - Executive Briefing - February 2019
  - Update on Bids, Tenders and Organisational Change

#### **Outcomes and actions agreed**

3. Staff Council raised an issue around the condition of the staff kitchens and toilets in the Highfield building. The Chief Finance Officer acknowledged that there had been some issues which had been reported to Estates and that these had been resolved. Staff should be encouraged to report any further issues around general refurbishment and decoration to the Estates Service Desk.
4. Staff Council members gave feedback about the recently introduced Employee of the Month scheme, particularly around winners being given information on why they had been nominated. The Director of Corporate Affairs advised that Communications had already taken this feedback on board and were acting on it. It was also noted that a display was planned for the atrium area in St Catherine's which would include Heart Awards and Employee of the Month photographs, including information why they were nominated. Staff Council also agreed that the use of Thank You cards amongst staff should be promoted.
5. Staff Council extended thanks to the Communications team for a very professional and enjoyable Heart Awards Ceremony and evening and added that members had fed back that the judging process had been more accessible this year. Staff Council also agreed that nominations should be encouraged from Cheshire East for future awards.

6. Staff Council discussed the availability of rooms at VCH and the Chief Finance officer gave an update on the refurbishment of Albert Lodge which would provide options for quiet space and meeting rooms as well as the primary purpose being for training.
7. The Chief Finance Officer fed back on the review of Charitable Funds and advised that when the review was complete a communication campaign would be launched to publicise the availability of funds.
8. The Director of Nursing gave an update on the Trust's CQC improvement journey. Both actions plans were almost complete and the remaining actions related to checking and signing-off of the control systems put in place. A SAFE Steering Group had been established to monitor all of this work. The Routine Provider Information Request from the CQC was awaited, which would give an indication of when the re-inspection would take place.
9. Staff Council received a briefing on the Standards Assurance Framework for Excellence (SAFE) system from the Clinical Programme Manager.
10. The Chair of Staff Council fed back on the feedback received on ways in which Staff Council could support listening events. The Communications team would be meeting with Staff Council to take this forward.
11. Staff Council received a briefing on the national Staff Survey results from the Director of HR & OD and noted that the Trust would be developing a communication for staff via the bulletin and other methods and an organisational action plan to address the key issues raised.
12. Staff Council discussed ways in which the Trust could share learning from a variety of sources with staff, including divisional bulletins and Staff Bulletin.
13. The Chief Finance Officer advised that the Trust had worked through a number of significant issues with commissioners and had signed its main contract with the CCG earlier that day. The final Plan was subject to Board approval the following week and it was proposed that the Trust would sign up to its control total. The CIP for 2019/20 will be £2m and £1.6m had already been identified.
14. The Executive Briefing from February 2019 was shared with Staff Council for information and there were no questions raised.
15. The Associate Director for Partnerships and Strategy Development provided an update on business matters. A soft market engagement exercise for the Wirral 0-19 tender including an engagement exercise had taken place earlier in the month and it was noted that market engagement would start in May. The Trust was also carrying out a due diligence exercise to look at transferring the Continuing Care Service from WUTH to WCFT, had submitted a bid for the Cheshire East Sexual Health Service and was also considering a bid for the service in Warrington & Halton. The demobilisation of the Phlebotomy Service had commenced and staff were being consulted as part of the process. TG Medical Practice had been taken over by Marine Lake Medical Practice in partnership with the Trust which was an exciting opportunity to develop new services with primary care.



**Any formal recommendations**

16. There were no formal recommendations.

**Fiona Davies**  
**Joint Staff Council Chair**

**Jo Harvey**  
**Director of HR & Organisational Development**  
**Staff Council co-chair**

April 2019