

# Annual Members' Meeting 2023-24

Monday 18 November 2024

# Agenda

- **Welcome** Gerald Meehan – Deputy Chair
- **Review of the year** Mark Greatrex – Deputy Chief Executive
- **Financial Review** Dave Miles – Deputy Chief Finance Officer
- **Quality Account** Paula Simpson - Chief Nurse
- **Report from the Council of Governors** Alison Hughes - Director of Corporate Affairs
- **Looking ahead** Janelle Holmes – Joint Chief Executive
- **Questions & Answers** Gerald Meehan – Deputy Chair

# Review of the year

**Mark Greatrex**  
Deputy Chief Executive



## What some of our service users and their families have said about us...

*"The walk-in centre provides a brilliant service, and I was able to be seen on same day without having to make an appointment and waiting for days which I think is vital for the community. Staff were excellent and gave me the right treatments and advice."*

Victoria Central Minor Injuries Unit

*"I was very happy with the health visiting service and have been given all the information I need if any issues were to arise in the future."*

0-19+ Health and Wellbeing Service, Cheshire East

*"Very caring, excellent care provided, helped me to remain in my own home."*

Home First

*"I have been treated with up most respect and given amazing support to meet my needs, completely patient led/person centred. Every member of the team I have met has been exceptional. The Nurses are highly trained, and the care staff are all super!"*

Community Intermediate Care Centre (Bluebell Ward)

*"From start to finish the service I received was professional yet friendly, reassuring and supportive. The whole department had an air of calm about it that felt amazing. I felt cared for and about."*

DVT Service

*During 2023-24 service user feedback was very positive with 92.3% of people recommending the Trust, from 33,114 responses*

# Review of performance 2023-24

## Overview

- A sustained commitment to delivering **high quality** community health and care services
- Resilience, determination, and **compassion of our staff**
- Trust rated as **'Good' with areas of outstanding** by the Care Quality Commission
- This is an absolutely tremendous achievement and recognition of our commitment to deliver **safe, effective, responsive, caring** and **well-led services**
- We demonstrated our **commitment to sustainability** through the opening of Marine Lake Health and Wellbeing Centre
- Trust has continued to **work closely with our partners** at many levels and actively **contributes to the 'System'** both at a Place level and the Cheshire and Merseyside ICS, supporting **safe and effective** care

## Vision, values, objectives and goals

### Our Vision

To be a population-health focused organisation specialising in supporting people to live independent and healthy lives.

### Our Objectives

#### Populations

**We will:**

Support our populations to thrive by optimising wellbeing and independence.

#### People

**We will:**

Support our people to create a place where they are proud and excited to work.

#### Place

**We will:**

Deliver sustainable health and care services within our communities enabling the creation of healthy places.

### Our Goals

- Safe care and support every time
- People and communities guiding care
- Groundbreaking innovation and research

- Improve the wellbeing of our employees
- Better employee experience to attract and retain talent
- Grow, develop and realise employee potential

- Improve the health of our populations and actively contribute to tackle health inequalities
- Increase our social value offer as an Anchor Institution
- Make most efficient use of resources to ensure value for money

Our Common Purpose:

**Together..**

we will support you and your community to live well.

Our Values:

**Compassion**

Supportive and caring, listening to others.

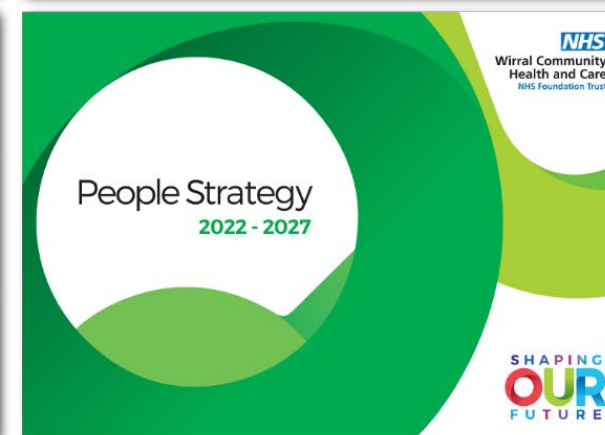
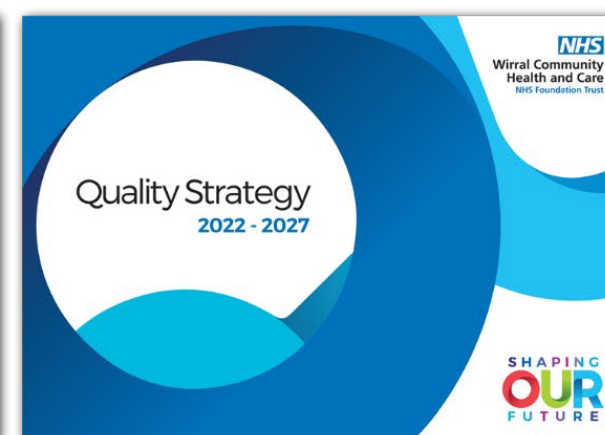
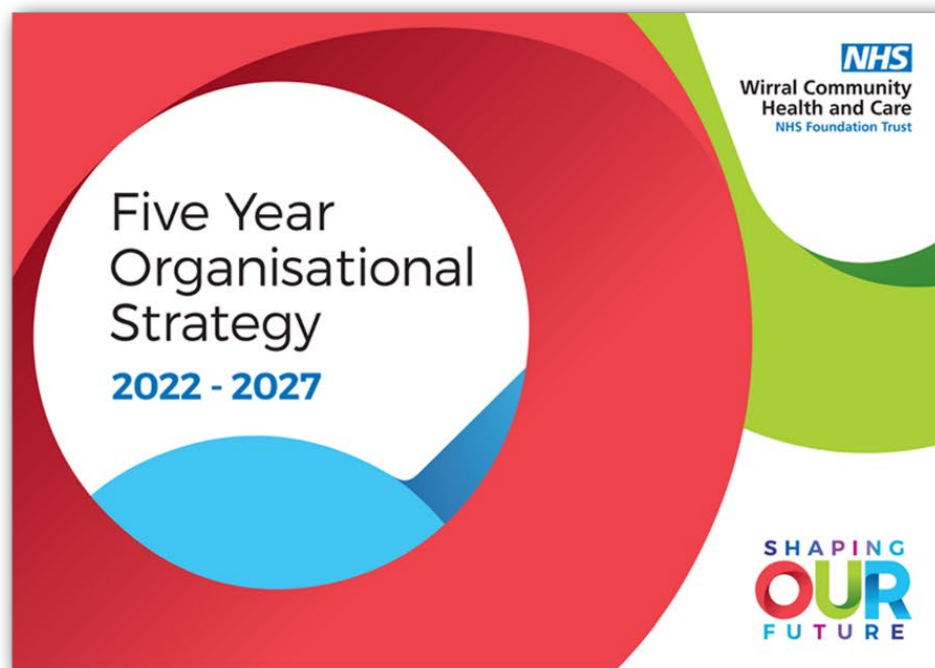
**Open**

Communicating openly, honestly and sharing ideas.

**Trust**

Trusted to deliver, feeling valued and safe.

## Performance delivered in line with our 5 year and supporting strategies



# Review of performance 2023-24

## Key achievements

- Our services delivered **1,168,000 contacts**
- During 2023-24 the Trust demonstrated **consistent good performance** against all key performance indicators
- **More than 90%** of patients admitted to the CICC were sufficiently **re-abled to return home** on discharge
- **Two Hour Urgent Community Response** performance **exceeded the national targets** set (70%) with 85% of patients seen within 2 hours.
- Our innovative **HomeFirst** model continued to go from strength to strength with **60% of patients** continuing to live in their own place of residence with no additional care

*“I’d like to thank the team at Wirral Community Health and Care for sharing a case study on the impact of their HomeFirst service over the last year - a great example of integrated, multidisciplinary working focused on what matters most to patients when they are being discharged from hospital.”* **NHSE Chief Executive, Amanda Pritchard**

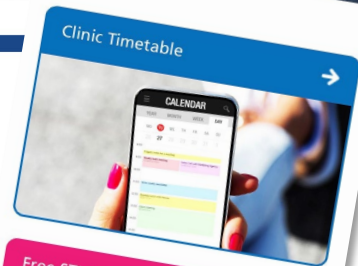


# Review of performance 2023-24

## Key achievements

- **96.5%** of all patients attending Trust Urgent Care Services and Walk-in Centres were **seen and treated within 4 hours**
- In 2023-24, performance across the core contacts in all **0-19/0-25 services improved significantly** further strengthening access and our offer to our communities
- The Trust successfully **retained the Sexual Health Wirral contract**. We are proud to be working in partnership with Liverpool University Teaching Hospital NHS Foundation Trust and access sexual health
- Waiting times for first appointments for all but one service is **under 52 weeks**. Fourteen services have waits **under 31 weeks** and ten services have waits **less than 18 weeks**. This is a **significant improvement on 2022-23**, and includes a **5.8% increase** in referrals across all services.

# Sexual Health Wirral and ourPlace launch



## Our services

Providing confidential person-centred care

### What we offer...

- A wide range of contraception choices and sexual health testing, treatment and support.
- Online services – appointment booking, advice and information.
- Free STI postal test kits including HIV.
- Telephone consultations.
- Specialist clinics by referral – psychosexual, gender identity.

### When, where and how...

- Walk-in and wait clinics and pre-booked appointments from locations across Wirral.
- 6 days a week including evenings and Saturdays.
- Services and support from Wirral pharmacies.
- Check out [sexualhealthwirral.nhs.uk](https://sexualhealthwirral.nhs.uk) and follow us on Facebook/Instagram @SHWirral for updates.

### Additional support...

- Our Place - young person's clinics (19 years and under).
- Translation services and Easy Read information.
- The Link Team (supporting people with additional needs).

Visit [sexualhealthwirral.nhs.uk](https://sexualhealthwirral.nhs.uk) or call 0300 123 5474 for more details.

MORE THAN JUST CLINICS Getting it right for everyone



## ourPlace

Wirral's new sexual health service for young people aged 19 and under.

- Free, confidential and non-judgemental
- Advice, support and treatment
- Discreet clinics
- A friendly team - here to help you

## Open for walk-in and appointments!

Monday to Thursday: 3.00pm to 7.00pm  
Friday: 3.00pm to 6.00pm  
Saturday: 1.30pm to 3.30pm

ourPlace

## Our Services

- Contraception
- Emergency contraception
- Condoms
- STI testing
- Psychosexual support
- LGBTQ+ support

ourPlace

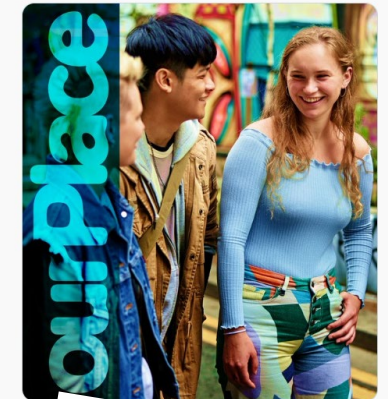
Wirral Community Health&Care NHS Foundation T @whc\_nf · Apr 30 · ourPlace is Wirral's new sexual health service for young people aged 19 and under.

The service is free, confidential and non-judgemental.

ourPlace is based in St Catherine's Health Centre (first floor) in Birkenhead.

[bit.ly/3xBKLOI](https://bit.ly/3xBKLOI)

Please share @TheHiveYZ



126 likes

MORE THAN JUST CLINICS

## ourPlace

Wirral's new sexual health service for young people aged 19 and under from April 2024!

- Free, confidential and non-judgemental
- Advice, support and treatment
- Discreet clinics
- A friendly team - here to help you

Open for walk-in and appointments:  
Monday to Thursday: 3.00pm to 7.00pm  
Friday: 3.00pm to 6.00pm  
Saturday: 1.30pm to 3.30pm

For appointments, please call: **0300 123 5474**

Locations:  
ourPlace: 1st floor, St Catherine's Health Centre, Derby Road, Birkenhead, CH42 0LQ

[sexualhealthwirral.nhs.uk](https://sexualhealthwirral.nhs.uk)

# Social Value

## Key successes

- The Trust has **embedded the principles** of the Cheshire and Merseyside Social Value and Anchor Institution Charters in its strategic approach
- We were the first NHS community trust to partner with St John's Ambulance to deliver the **NHS Cadets** programme, which we began in Wirral and, in 2023-24, **expanded to encompass Knowsley and St Helens** with **121 young people** graduating from the programme
- **Official opening** of the **Marine Lake Health and Wellbeing Centre** - The centre is a partnership project between the Trust, Marine Lake and Estuary Medical Practice and Age UK Wirral and marks a new chapter for the Trust and the people of West Kirby



# Review of performance 2023-24

## Developing Place-Based and Intermediate Care models

- During 2023-24 we continued our work to define and test **place-based care models** with **partners in primary care**
- This work continues with a **fully integrated primary-community team** working on a Primary Care Network footprint in **Moreton & Meols PCN** focused on proactively identifying and supporting people with moderate and severe frailty.
- This will inform the delivery of this type of approach elsewhere in Wirral and beyond
- In 2023-24 we also completed the roll out of the **Wirral system HomeFirst discharge model**
  - addressing **capacity, coordination** and **culture** associated with discharges and assessment of long-term needs
  - **working with our partners** at Wirral University Teaching Hospital we **reduced** the numbers of people waiting for support to leave hospital by two-thirds
  - **increasing capacity** in the system to provide care in people's homes
  - delivering the **best long-term outcomes** for **independence** after hospital discharge in Cheshire and Merseyside

## Review of performance 2023-24

- During 2023 we worked closely with Wirral Council to **transfer adult social care services** back at the end of June 2023, following a recommendation made by the Adult Social Care and Public Health Committee in October 2022
- Staff in both organisations **continue to work together** to deliver joined up holistic support to the people of Wirral, including through the **Home First service**
- The Trust continues to be actively engaged in the **governance arrangements** at Place with the Chief Executive or an executive representative a member of the **Place-Based Partnership Boards** in Wirral, Cheshire East, St Helens and Knowsley
- Representatives of the Board participate in system-wide meetings including the **Mental Health, Learning Disability and Community Provider Collaborative**

# Review of performance 2023-24

## Our staff

- We achieved our **highest response** rate to the 2023 NHS Staff Survey at **60%** - an improvement from 47% in 2022
- We **significantly improved** in 8 of the 9 People Promise scores compared to the 2022 results
- We continue to prioritise the **wellbeing of our staff** providing support and care
- **Wellbeing advice and activities** and an Employee Assistance Programme accessible 24/7 and 365 days of the year
- Promotion of **Freedom to Speak Up (FTSU)**, supporting staff to raise any concerns remains a priority
- Strong **appraisal performance** focussed on health and wellbeing, setting work priorities and support
- **Active recognition programme** including weekly Shoutouts, monthly Standouts and our annual **Team WCHC Awards**

# Awards and...



**Infection Prevention and Control Team** won the Infection Prevention Society (IPS) Award for Excellence - Gold Award, at the Infection Prevention Society Impact Awards 2023.

**The Trust** was a finalist in the Culture for Innovation Award category at the North-West Coast Research and Innovation Awards 2023.

**The Trust** won The University of Chester's CAPE (Celebrating Achievement and Practice Excellence) Award in the category of Innovation in Practice.

**The Trust** won the National Preceptorship for Nursing - Gold Quality Mark.

**Damien Boden, Information Manager, IT and Digital** was an Individual Award winner at the Unsung Hero Awards (UHA) 2024

# accreditations



Cheshire and Merseyside  
Health and Care Partnership

SOCIAL VALUE  
AWARD



VETERAN  
AWARE



MINDFUL  
EMPLOYER



# Finance review

**Dave Miles**

Deputy Chief Finance Officer



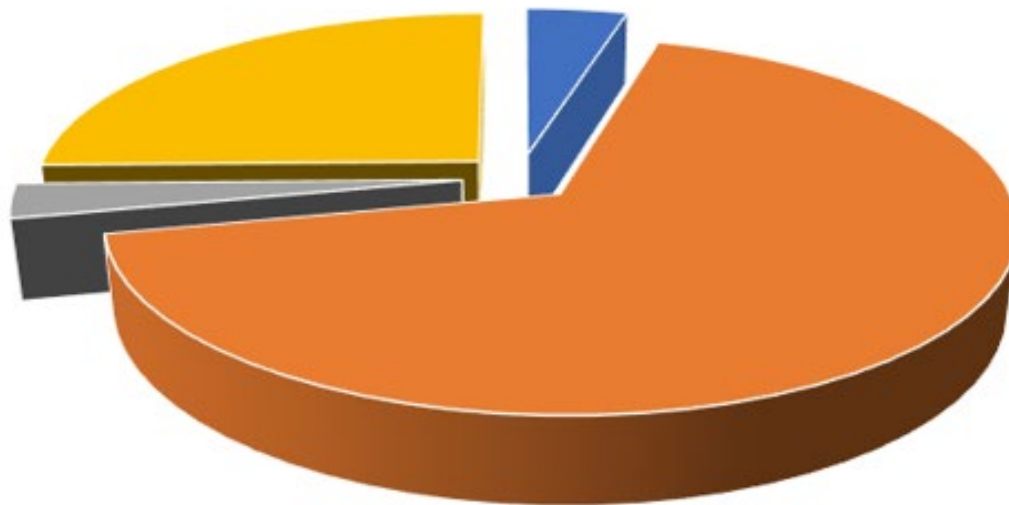


# Finance Review

- The Trust met **all** its **statutory financial duties** for 2023/24
- Financial performance was **strong** – a £202k surplus plan submitted for 23/24 and the Trust **exceeded** the plan delivering a **£958k surplus** to support the wider system financial position
- Opened the **Marine Lake Health & Wellbeing Centre** in July 2023
- **£5.3m** of savings **achieved** via Cost Improvement Programme (CIP)
- Spent **£4.6m** on capital assets/infrastructure **investment**
- Received income of **£103.7m** for delivering **healthcare services**

# Where does our funding come from?

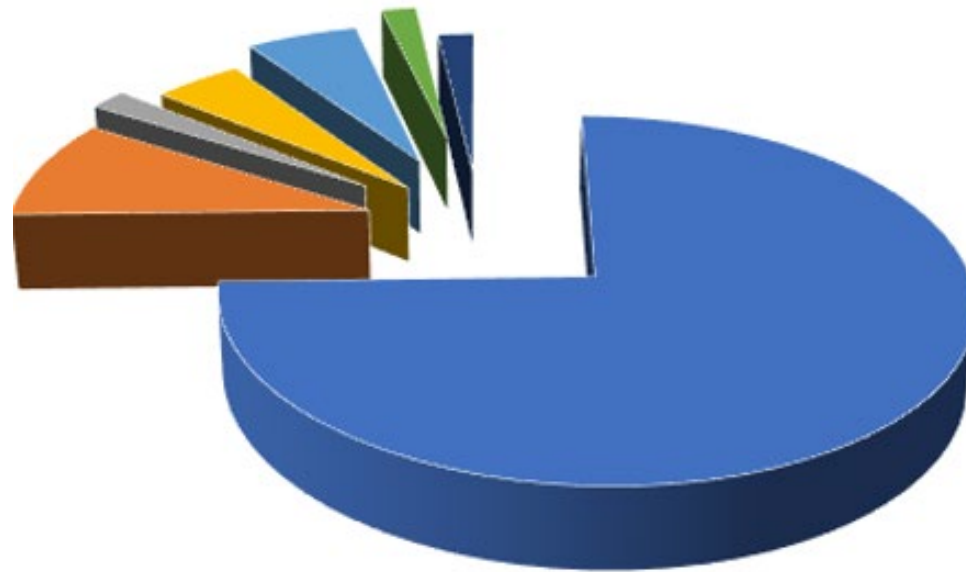
Received £103.7m for delivering healthcare for the year



- NHS England - £4.5m
- Integrated Care Boards - £69.8m
- NHS foundation trusts - £3.1m
- Local authorities - £26.2m
- Other - £0.1m

# How do we spend our funding?

Spent £105.9m in the delivery of our services to our populations



- Staff Costs - £79.0m
- Supplies and Services - £10.0m
- Establishment - £2.0m
- Premises, lease and transport - £4.9m
- Depreciation and Amortisation - £6.2m
- Purchase of healthcare services - £1.9m
- Other - £1.9m

## Capital spend for the whole year

### Capital spend of £4.6m on:

- **£2.6m** - Information Management and Technology, including **endpoint device replacement, infrastructure** and **network investment**
- **£1.8m** - Estate refurbishment and works, including **Marine Lake Development completion** and **essential backlog maintenance**
- **£0.2m** - Medical equipment, including **cardiology equipment** and **bladder scanners**

## Our financial future

- Significant **challenges** in the wider health economy (Wirral and Cheshire and Merseyside) – post COVID recovery and inflationary impact hit in 24/25.
- Remaining **financially stable** with the Trust reporting a surplus position to support the wider system
- Uncertainty regarding the **financial allocations** for future years
- Ability to **recruit**
- Identifying **recurrent efficiencies**
- Constraints on **capital**

# Quality Account

## Paula Simpson

Chief Nurse and Director of  
Infection Prevention and Control



## Quality Account

- Quality Reports are annual reports that **all providers** of NHS services in England have a statutory duty to produce
- NHS Foundation Trusts are **not required** to include a quality report in their annual report for 2023/24
- Primary legislation continues to require providers of NHS services to prepare a **Quality Account**
- It was NOT a requirement to obtain external stakeholder reports this year, however, we invited partners to offer feedback which is included within the Quality Account

# Culture of high quality sustainable care

Removing barriers to access

Focusing on experience of care

Improving outcomes for everyone





## CQC inspection success

- The CQC conducted a comprehensive inspection of the Trust, including a well-led inspection and three core services inspections as follows:
  - Community Health Services for Adults
  - Community Health Inpatient Service
  - Community Health Sexual Health Services
- We proudly demonstrated the significant improvements the Trust has made since the previous inspection in 2018
- CQC rated our services as **Good** with areas of **Outstanding** in the **Caring, Responsive and Well Led domains**
- Our Sexual Health Service achieved an overall rating of **Outstanding**

Team WCHC  
rated as...  
**Good**  
with areas of **Outstanding**

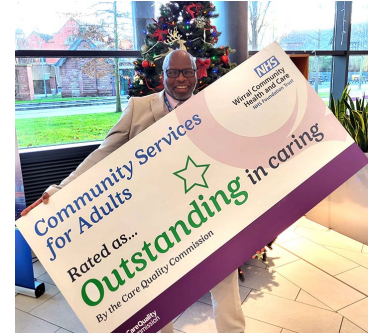


Team WCHC  
rated as...  
**Good**  
with areas of Outstanding  
By the Care Quality Commission

**SexualHealth**  
WIRRAL  
Rated as...  
**Outstanding**  
By the Care Quality Commission

Community Services  
for Adults  
Rated as...  
**Outstanding** in caring  
By the Care Quality Commission

**CICC**  
Community Intermediate Care Centre  
rated as...  
**Good**  
Safe | Effective | Responsive | Caring | Well-led  
By the Care Quality Commission



## CQC inspection – feedback from patients

- Feedback from patients, family and carers was very positive. They described staff as caring, friendly, and supportive. They told us **they went above and beyond to care for them**
- A carer who regularly visited to provide pastoral care, described staff as **consistently excellent**
- **Patients told us they felt safe.** They said staff were careful when performing physical interventions and gave them reassurance about any anxieties they had about their treatment
- Patients told us they felt **staff listened to them** and were responsive to their views and wishes
- They also said that **staff always respected their privacy and dignity**, and that care and treatment was performed in the least restrictive or invasive way



# CQC inspection – outstanding practice

- Information systems – TIG, DATIX and SAFE
- Multidisciplinary inpatient falls prevention assessment tool – MIFPAT
- NHS Cadets programme
- Sexual health outreach work – focussing on inclusive access
- Patient portal app



## Multidisciplinary Inpatient Falls Prevention Assessment Tool



Therapy MIFPAT within 24 hrs



Nursing MIFPAT within 6 hrs



6

StEIS reportable falls incidents in 2022/23



0

StEIS reportable falls incidents in Q1 of 2023/24



## Safe care and treatment every time

90% of eligible staff trained in National Patient Safety curriculum per annum

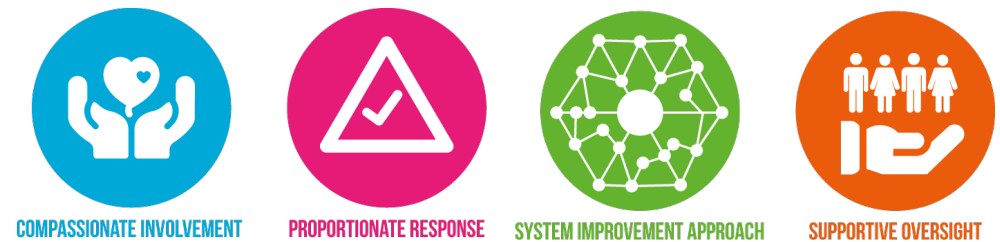
- ✓ Implemented the Learn from Patient Safety Events (LFPSE) system
- ✓ 95% of staff trained in the National Patient Safety Curriculum

Meet timelines for Patient Safety Incident Response Framework (PSIRF) implementation

- ✓ We further developed our **Patient Safety Partners** role within the Trust
- ✓ Completed all phases of the Patient Safety Incident Response Framework project

90% of clinical staff receiving clinical and professional supervision

- ✓ The compliance range during 2023/24 was 82% – 95%
- ✓ The average rate of supervision was 88%



# Friends and family test

- **Friends and Family Test (FFT) data** is vital in transforming NHS services and supporting patient choice
- During 2023/24 we received **33,114 responses** to the Friends and Family Test. Of those responses **92.3% of people rated their experience as either very good or good**
- This is an increase on the 2022 / 2023 response rate of 27,266 over the year



**92.3%**

of people rated their experience as **very good** or **good** - **2023/4**

A total of..

**33,114**

responses.

## People and communities leading care

### 4 care pathways co-designed with people and community partners

- Successful co-production and service development
  - ✓ Working with young fathers – Family Nurse Partnership (FNP) and Wirral 0-19
  - ✓ The EOL team have led on a system-wide quality improvement aimed to promote person centred care, listening to people's wishes and enhancing dignity during end of life journeys
  - ✓ Pre-school development course – Cheshire East 0-19+
  - ✓ Service user engagement with the National Child Measurement Programme (NCMP) – St Helen's 0-19+



# Continuous quality improvement

## Quality Service Improvement and Redesign skills development

- ✓ Implementation of Quality Service Improvement and Redesign (QSIR) training
- ✓ 54 quality champions across clinical and corporate services
- ✓ 4 colleagues trained at QSIR- associate level to support delivery of QSIR-Fundamentals training ensuring sustainability



**Quality  
Improvement**



# Continuous improvement and learning

Delivery of twice-yearly celebration and innovation events, celebrating success

*“I enjoyed how passionate and enthusiastic everyone was about their careers which was a really good influence for the NHS cadets, they were very inspired. Every stall made a really big effort, and the atmosphere was brilliant.”*

*“It was nice to see so many services and teams taking part and showcasing the improvements they had made and the range of services they offer.”*



*“The pride, passion and enthusiasm from staff presenting their achievements - and the buzzing atmosphere from everyone attending.”*

# Report from the Council of Governors

**Alison Hughes**

Director of Corporate Affairs



## Public Governors

### Birkenhead

- Geoff Dormand
- Vacancy
- Vacancy

### Wallasey

- Gary Kelly-Hartley
- Vacancy
- Vacancy

### Rest of England

- Vacancy

### Wirral West

- Lynn Collins (Lead Governor)
- Veronica Morris

### Wirral South and Neston

- Kevin Sharkey
- Frieda Rimmer

## Staff and Appointed Governors

### Staff

- Jenna Brassington, Physiotherapy
- Lauren Francom, Communications and Marketing

### Appointed Governors

- Eve Collins, The University of Chester
- Karen Prior, Healthwatch Wirral Manager

## Council of Governor (CoG) business during 2023-24

- The CoG did not exercise their power under paragraph 10C of schedule 7 of the NHS Act 2026
- The CoG met **formally on 3 occasions** and held **3 development sessions**

### Key business included

- Supporting the **CQC inspection of the Trust** through a focus groups as part of the well-led inspection
- The **reappointment of the Chair and one of the Non-Executive Directors** of the Trust (in accordance with the revised FT Code of Governance published in April 2023)
- The **appointment of a new Associate Non-Executive Director** (a developmental role established by the Trust)
- Contributing to **the performance appraisal of the Chair** of the Trust
- Receiving the **Auditors Annual Report to the CoG** and assurance on the development of the Quality Account

## Council of Governor (CoG) business during 2023-24

### Key business included (cont'd)

- Supporting the delivery of the Trust's Quality Strategy with a focus on *'People and Communities Guiding Care'* through the Governor Quality Forum
- Completing the **annual PLACE assessment** (patient-led assessment of a care environment) at the Community Intermediate Care Centre
- Supporting the **official opening of Marine Lake Health and Wellbeing Centre**
- Receiving updates on **new business and contract opportunities**
- Receiving regular reports on the delivery of the Trust's Five Year Organisational Strategy
- Supporting the judging process for the **Team WCHC Awards 2022**
- Supporting the Trust's application to gain **Veteran Aware** status

# Membership

At the end of 2023-24, the Trust had **7,767 members** split as follows across the two constituencies.

- 5,927 public members
- 1,840 staff



Annual Members' Meeting 2023-24



**In this Issue**

- CQC inspection report confirms that Team WCHC delivers outstanding services
- Karen Howell invited to support NHS England as CEO advisor for community services

**CQC inspection report confirms that Team WCHC delivers outstanding services**



We are delighted to share that our staff have been recognised for their dedication and hard work, specialist skills, and for their care and compassion for local people in our recent CQC report, with many areas described as outstanding.

The published report following the Care Quality Commission (CQC) inspection of Wirral Community Health and Care NHS Foundation Trust, confirms that the Trust delivers outstanding services and across all areas is rated as 'Good', a tremendous achievement and recognition of the Trust's commitment to deliver safe, effective, responsive, caring and well-led services.

## Membership - Your Voice and INVOLVE groups

The **'Your Voice'** and **INVOLVE** groups provide a forum for our public members and governors to engage with the Trust and each other to share the views of the public and to improve the experiences of people receiving care from the Trust, share patient, service user and public feedback intelligence and contribute and share views on service redesign and key projects.



During 2023-24 the members of the Your Voice group were involved in a variety of projects and initiatives from across the Trust, including:

- Participating in a focus group on the Electronic Health Record (EHR)
- Participating in a focus group with the CQC inspection team
- A patient information poster for walk-in centres on conditions that can/cannot be treated (at the WIC)
- 'About your Catheter' patient and carer leaflet
- A patient information leaflet about clinical photography and how it might be used during treatment
- A patient guide on the Trust's processes to support patient safety incident
- A video developed on the Cardiology Rehabilitation service
- Meeting with the Trust's Nurse Practitioners for Older People (NPOPs) and partners from Age UK and HealthWatch Wirral

# Council of Governor elections

During 2023-24, the Trust agreed to review the timetable for governor elections with an agreed plan to commence in spring 2024, however this was delayed due to the pre-election period from May-July 2024.

The 2024 election has sought to elect public and staff governors as follows.

Become a public governor and help influence the future of our services.



*The results will be declared on 3 December 2024.*

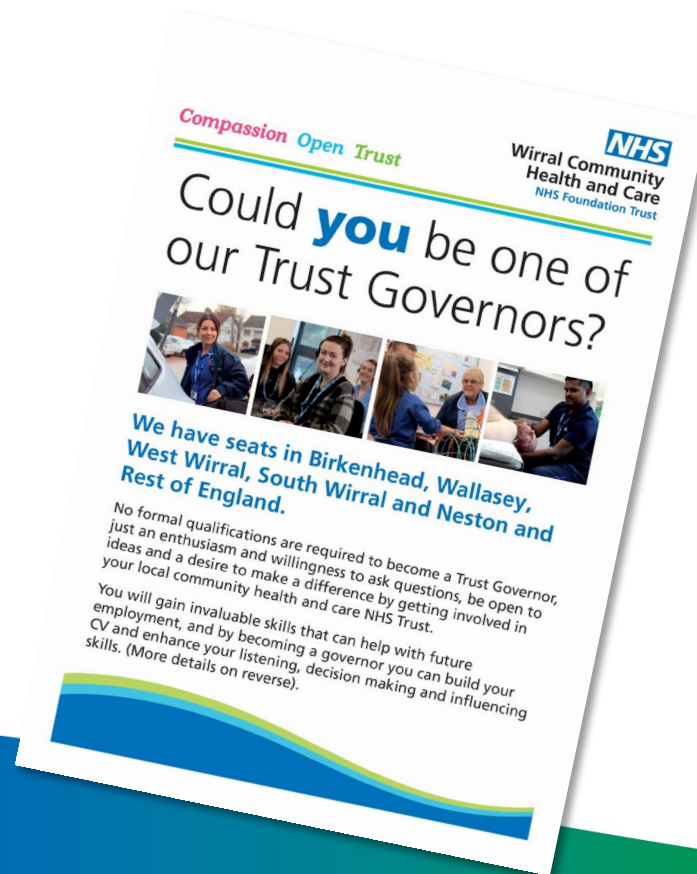
Constituency and class	Number of seats
Birkenhead	2
Wallasey	2
Wirral South & Neston	1
Wirral West	1
Rest of England	1
Staff	1



# Council of Governor elections

Thanks to the following governors who are ending their term of office and whose seats are up for re-election;

- Lynn Collins, Wirral West
- Frieda Rimmer, Wirral South
- Gary Kelly-Hartley, Wallasey
- Geoffrey Dormand, Birkenhead
- Lauren Francom, Staff



Could you be our next Staff Governor?



**Listen**

**Question**

**Advise**

**Discuss**

**Contribute**

**Feedback**

**Work Together**

## Council of Governors composition

Following agreement by the Council of Governors and the Board of Directors in 2023-24, the Trust's Constitution has been updated to reflect a revised CoG composition as follows;

Constituency and class	Number of seats
Birkenhead	2
Wallasey	2
Wirral South & Neston	2
Wirral West	2
Rest of England	1
Staff	3
Appointed governors	3

## Shadow governors

- The Trust continues to actively seek Shadow Governors to join the CoG to support engagement and future succession planning

### Shadow Governor

- A person appointed by the CoG who has the knowledge, experience and skills required to contribute but is not elected and therefore does not carry the same statutory duties
- No alignment to a constituency
- For a period of 12-months allowing the opportunity to stand for election at the next round
- No requirement to stand for election
- The number of shadow governors will equal the number of vacant seats +/- (ie, currently 5 seats)
- Informal selection process with brief personal statement / EOIs on why and skills / expertise

## How to contact your governors?

- The Council of Governors is supported by the Director of Corporate Affairs
- You can contact any public or staff governor via the trust's corporate office on 0151 651 3939 or via a contact form on our public website <https://www.wchc.nhs.uk/about/board-governors/contacting-our-public-governors/>
- All governors also attend many of the Trust's events and look forward to meeting with and speaking to members
- Anybody interested in joining the Your Voice Group is encouraged to visit the following link on the Trust's public website - [Engagement Groups - Wirral Community Health and Care NHS Foundation Trust \(wchc.nhs.uk\)](#)

**Don't forget the Trust Board of Directors meets in public bi-monthly and all agendas and papers are published on our website**

- Next meeting in Wirral - 11 December 2024 at 2.00pm

## Looking ahead

**Janelle Holmes**

Joint Chief Executive

Our Common Purpose:

*Together...*

we will support you and your  
community to live well.

# Looking ahead

**In delivering the third year of the WCHC Five-Year Organisational Strategy for 2022-27 this Trust will**

- Continue the **focus on holistic and proactive care** delivering the benefits of Place-based working and Integrated Care Systems
- Continue to improve on **addressing health inequalities** through service delivery, support local employment and create opportunities for people from more deprived communities
- Continue in our role as an **Anchor Institution** adding **social value** through our approach to employment, procurement, and sustainability to support stronger, healthier communities
- Ensure **financial sustainability** and **value for money** so that we can continue to invest in **high quality care**
- Continue to **listen and engage with staff**
- Respond and deliver the recommendations of the **Wirral Review**

# The Wirral Review

- In March 2024, Cheshire and Merseyside Integrated Care Board (C&M ICB) commissioned an **independent review** of **collaboration and integration opportunities** across NHS provider services on Wirral
- Review primarily focussed on **WCHC and WUTH**, with CWP as a partner
- A number of **key objectives** from Wirral System Review:
  - To **develop a strategy for greater collaboration and integration** across acute, community and primary care services in Wirral
  - To **identify priorities** for collaboration and integration between WCHC and WUTH **clinically, operationally and financially**
  - **Develop a way forward** for the collaborative and integration opportunities for WCHC and WUTH, working with system partners, **to be implemented**

# The Wirral Review

## Key Findings of the phase 1 and phase 2 reports

- Wirral system has a **good understanding of opportunities** for improving service delivery and productivity. With the exception of aspects of urgent care, the system has not proactively addressed them
- There was **inconsistency in relationships** between primary care, WCHC and WUTH, as well as with Wirral Council
- Future integration will need to address leadership issues and include a **clear organisational development process**
- **Further opportunities for integration** across a range of **clinical services and corporate functions**



# The Wirral Review

## Recommendations

- The recommended model suggested by the review is a **shared leadership model**
- That a **Joint Chair and a Joint Chief Executive Officer** (CEO) are appointed to lead WCHC and WUTH, working on behalf of the **two Foundation Trust Boards**
- The appointment process should ensure the Chair, and the CEO have credibility and the confidence of both Boards, and that the **Chair has the support of both sets of governors**
- Establishment of an **Integrated Management Board** to design and deliver the change programme and chaired by the joint CEO
- Agree the appointment of a **Joint Chief People Officer**, to support the departure of the WCHC CPO (Oct 2024)

# The Wirral Review

## Current position

- The appointments of **Sir David Henshaw** as Joint Chair and **Janelle Holmes** as Joint Chief Executive are complete
- We are committed to working to **fully maximise the range of benefits** of integration and collaboration using a single leadership model
- It is the **positive impact on patient experience and care** which matters most
- **Working together**, we want to provide **seamless and targeted care**, reduce handoffs and waiting times, minimise duplication, and ensure patients are treated in the right setting and location
- There are **many examples** where positive partnership working and **effective collaboration is already in place** and directly contributing to **improved patient experience** and care
- We want to **amplify the best of what takes place both in the community and in the acute trust** whilst remaining absolutely focused on those opportunities for greater collaboration and integration between both organisations and our partners

# Together... we are Team WCHC



## Questions & Answers

- We invited you to submit questions in advance of the meeting and any received will be responded to by the relevant Director
- All questions will be responded to with the answers published on our website - [wchc.nhs.uk](https://wchc.nhs.uk)