

## Quarterly Communications, Marketing and Engagement Strategy Update for Reporting Period October to December 2016

<b>Meeting</b>	Trust Board of Directors		
<b>Date</b>	1 March 2017	<b>Agenda item</b>	13
<b>Lead Director</b>	Karen Walkden-Smith, Interim Director of Human Resources and Organisational Development		
<b>Author(s)</b>	Jane Loughran – Head of Communications and Marketing		

<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 the Board Assurance Framework:

The actions taken to deliver the Communications, Marketing and Engagement Strategy are a control in relation to principal risks:

- 03a – Failure to identify the right patient groups, engage with them or act upon feedback
- 11a – Failure to engage with, or ineffective engagement with staff.

### Identified risks:

The risk of not managing the organisational reputation will have a detrimental impact on staff engagement, patient experience and our commercial viability in a market focused on competition and choice.

### Financial implications:

There are financial implications to reputation management including the cost of positive promotion activity as well as mitigating against any negative publicity.

**Has an Equality Impact Assessment been completed?**

Yes

No

**Does this proposal represent any service improvement or redesign?**

Yes

No

### Paper history

*Has a committee of the board reviewed this paper?*

Submitted to	Date	Brief Summary of Outcome
Report submitted quarterly to Board		

<b>Link to strategic objectives - 2014-19</b> <i>(please tick those supported by this paper)</i>			
We will deliver safe and effective patient care		We will further develop and maintain a competent, caring and flexible workforce	
We will deliver a positive experience of our services		We will continuously develop the organisation including leadership at every level of the organisation	
We will engage effectively with the patients and communities we serve	✓	We will effectively engage with our staff to deliver our strategic objectives	✓
Reducing health inequalities will be integral to all service developments and delivery		We will optimise the use of our resources	
We will effectively manage and develop our relationships with our current and new commissioners and stakeholders	✓	The delivery of sustainable clinical services will be supported by corporate services	✓
We will defend and grow our core business	✓	We will effectively manage our finances and fully deliver our efficiency programme	
We will lead the delivery of out of hospital integrated care		We will deliver transformation supported by innovation and research	
We will deliver to the expectations of our commissioners and demonstrate quality and value			

## Quarterly Communications, Marketing and Engagement Strategy Update for Reporting Period October to December 2016

### Purpose

1. The purpose of this paper is to provide the Board with an update on progress regarding implementation of the trust's Communications, Marketing and Engagement Strategy. The Strategy provides assurance of the processes in place to ensure achievement of communications, marketing and engagement objectives which support the organisation's approach to the delivery of its vision and values.

### Executive Summary

2. The key elements of the strategy are delivered through five communications and marketing themes:
  - brand management
  - internal communications and engagement
  - external communications and engagement
  - crisis and incident management
  - delivering quality services and value for money
3. This update provides assurance to the Trust Board regarding the Communications, Marketing and Engagement Strategy measures for reporting period October to December 2016 (**see appendix 1**).
4. The annual Communications, Marketing and Engagement Strategy Implementation Plan is attached at **appendix 2** with progress ratings and commentary. There are 22 actions, 21 are currently rated green, one amber.

### Summary of Key Quarter 1 Activity

5. This quarter saw the launch of the 2017 staff awards programme. The categories have been further aligned to the trust's values. New sponsors have been approached.
6. Media training was sourced and delivered for on-call managers. This was very well received, with all delegates confirming it was very informative and will help them fulfill their on-call responsibilities. A further session will need to be organised in the next financial year for those that were not able to attend.
7. Collaborative work with WUTH and the CCG was undertaken to promote messages around winter pressures. These included reactive responses to pressures in urgent care and on-going reminders about self-care. This work will continue in Quarter 4.
8. A number of external meetings and teleconferences were attended to discuss the communications and engagement agenda in relation to the Cheshire and Merseyside Sustainability and Transformation Plan (STP). These escalated in late October when the plan was leaked ahead of publication. The plan was published on the trust's website in accordance with guidance from the STP Communications Lead, to ensure consistent messaging across the Cheshire and Merseyside footprint.
9. A continued high level of support was given to the Health and Social Care Integration project, Sexual Health Wirral mobilisation and launch of Public Health services in

Cheshire East, with expert advice on staff engagement and communication proposals provided.

10. The trust's second annual 'Leadership For All' event was held. Materials were produced to promote the event and support was given to develop the presentations for guest speakers. 62% of delegates rated the presentations as excellent, 32% as good. Following the event, 97% of those that attended rated their understanding of the leadership model as excellent or good.
11. The trust's second art exhibition at St Catherine's Health Centre was launched. Art was selected and displayed across three floors of the building. Dozens of pupils from Mosslands School in Wallasey attended. The Mayor also switched on the Christmas lights and there was a performance by Sing Me Mersey choir. The charity that funds the artwork frames has provided excellent feedback.
12. Two MP visits were facilitated. Angela Eagle MP was delighted to hear about the successful launch of the new Phlebotomy Service and meet staff from the team at Victoria Central Walk-in-Centre. She also agreed to share the trust's press releases with her constituents when appropriate, and has since posted a number of positive tweets about the trust. Alison McGovern MP and Shadow Health Secretary Jonathan Ashworth MP visited Eastham Walk-in-Centre to find out about out-of-hospital care in Wirral.
13. An event was held to celebrate Christmas Jumper Day at St Catherine's Health Centre. The event was advertised across the trust and St Joseph's Catholic Primary School Choir, Birkenhead gave a splendid performance in the atrium.



Angela Eagle MP meets staff from the Phlebotomy Service



Val McGee, Alison McGovern MP, Karen Howell and Jon Ashworth MP



Frances Street, Rugby World Cup coach Steve Lander and Jo Harvey



The Mayor admires the new art on display at St Catherine's Health Centre

#### 14. Additional internal communications projects:

- A trust brand review was initiated, developing proposals in alignment with new NHS England guidelines
- The weekly Chief Executive's blog was published
- New corporate templates were developed with the new trust logo as specified by NHS England
- Materials were provided to support the continued roll-out of Electronic Staff Record Manager Self Service
- Communications and marketing plans were developed as part of business tenders
- Communications materials were developed and training delivered to support oncall managers. A new password protected section on StaffZone was established and pocket action card designed
- A communications training package was developed and delivered as part of the Management Development Programme
- Attendance at the RCNi Recruitment exhibition at the ACC Liverpool Convention Centre promoting the trust to prospective staff. Including: exhibition material, merchandise, bespoke recruitment leaflet
- Materials were produced to promote the Staff Flu campaign
- Screensavers were developed for Staff Awards, Nurse Associate, IT, Health and Wellbeing



The new trust logo, as defined by NHS England

#### 15. Additional external projects:

- The fortnightly Wirral Globe column was published, working closely with colleagues at Wirral University teaching Hospital and Wirral CCG to deliver messages around winter pressures and self care
- Discussions were held with an independent TV production company to explore the possibility of a documentary about Health Visitors. These are ongoing.
- Marketing materials were developed including:
  - Trust Christmas card
  - Web banners - Sexual Health Wirral, All Day Health Centre, Antibiotic Resistance Campaign
  - Posters and flyers - Macclesfield School Nurses
  - Listening cards – Speech and Language Service
  - Listening for Sounds Booklet and Story – Speech and Language
  - Advert for Waiting Magazine – Physiotherapy
  - Safer Care posters – Therapies
  - St Catherine's Health Centre – Map and directions
  - Road closure posters and web banners – Estates
  - Posters – Palliative Care, Cheshire East 0-19, Wirral 0-19, Sexual Health Wirral, Dental Service, Phlebotomy, Walk-in Centres, Christmas opening times
  - MRSA leaflet – Infection Prevention and Control
  - Breathlessness booklet – Palliative Care

0 - 19 Health & Wellbeing Service **NHS** Wirral Community NHS Foundation Trust

## Making sense of your baby

People often say they wish their baby had come with an instruction manual but it's worth taking time, just a few minutes when you can, to watch closely and gradually become familiar with what your baby is like. Getting to know their sleep and wake states will help you. If you are pregnant now, baby watch when you are out and about to see what sleep or wake state babies are in.

Young babies often move quickly from sleep to wake states; notice your own baby's pattern and think how they may feel in each state.

**Deep Sleep**  
In a deep sleep your baby will:

- Lie still with eyes closed
- Breathe steadily and regularly
- Be hard to wake up
- Sometimes make jerky or sucking movements

What's it like to be in a deep sleep? Babies in deep sleep need rest with a comfortable and, if possible, familiar place to sleep.

**Light Sleep**  
In a light sleep your baby will:

- Have their eyelids closed but they may flutter
- Make rapid eye movements under the lids
- Make sucking or face movements
- May make a sleep smile
- Wake more easily

Think how you feel in a light sleep and how you might want to be treated. Your baby needs time to wake or drop back into a deep sleep.

In partnership with: Barnardo's, Brook and Home-Start Wirral  
wirralct.nhs.uk

**0219** With you | all the way

0-19 Service leaflet

Cheshire East Council **NHS** Wirral Community NHS Foundation Trust

## Are you aged 40 - 74?

Then get your FREE...

**NHS HEALTH CHECK**

Helping you prevent  
diabetes  
heart disease  
kidney disease  
stroke & dementia

**Every Wednesday (appointment only)**  
Ashfields Primary Care Centre,  
Middlewich Road,  
Sandbach CW11 1EQ  
10.00am - 4.00pm

To book your appointment call **01270 376642**

wirralct.nhs.uk **livewell**

Health check poster for Sandbach Livewell

## 16. Staff Awards / Nominations

Staff nominated or receiving awards this quarter (resulting in positive PR for the trust) included:

- Claire Wedge, Head of Governance and Patient Safety, was selected as a finalist in the NHS North West Leadership Recognition Awards 2016. Claire was shortlisted in the category of "NHS – Living The Values" for her compassion, collaborative working, innovation and leadership.

## Conclusion

17. The communications and marketing activity this quarter has ensured the trust's corporate responsibilities were delivered whilst also supporting business development and internal communications. The annual Communications, Marketing and Engagement Strategy Implementation Plan (**appendix 2**) was on-track at the end of Quarter 3.

The priorities for the next quarter will include:

- Developing a capital bid to fund a new website, to ensure the trust has a digital platform that is fit for purpose and maximises opportunities for greater interaction and engagement with patients and stakeholders and provides staff with a digital platform that supports their specific business and information needs. This will also include the facility to make payments.
- Supporting the implementation of the Wellbeing agenda, including promotional materials and a Wellbeing Road show event.
- Raising the profile of the Transformation Programme and showcasing the 'Transforming Care Together' projects that have already been delivered.
- Drafting the next ForYou magazine and expanding distribution in GP practices.
- Implementing the communication and engagement plan for Health and Social Care integration.
- Delivering 2016/17 Staff Awards event.
- Supporting bids, tenders and mobilisation of services.
- Continued involvement in external communication groups to support the STP and collaborative working with other NHS organisations.

## **Action Required**

18. The Board is asked to note the content of this report which provides a quarterly update for the Communications and Marketing Strategy.
19. The Board is asked to be assured of the progress made to date regarding implementation of the Communications, Marketing and Engagement Strategy and to be assured that the reputation of the trust is being managed effectively both in relation to proactive and reactive activities.

**Karen Walkden-Smith**

**Interim Director of Human Resources and Organisational Development**

**Contributor:**

Jane Loughran, Head of Communications and Marketing

February 2017

## Appendix 1 Communications, Marketing and Engagement Strategy Measures

	Previous quarter	This quarter	Annual target
<b>Brand Management</b>			
<b>Projects</b>	AGM and Health Fair New magazine launched Continued support for NHS England with development of new national brand guidelines Review of stakeholder engagement plan	New corporate templates developed with new logo MP visits facilitated Communications training delivered within MDP Brand review initiated	NA
<b>Internal Communications</b>			
<b>Weekly e-bulletin</b>	Issued = 16 StaffZone view in period = 385	Issued = 12 StaffZone view in period= 565	50
<b>Blogs</b>	Blogs issued = 15 Chief Exec's Wirral Globe column: 3 Chief Exec's weekly CE blog: 9 Director of HR: 1 Director of Nursing: 1 Exec team: 1	Blogs issued = 14 Chief Exec's Wirral Globe column: 8 Chief Exec's weekly CE blog: 12 Director of HR: 2	N/A
<b>Staff Zone</b>	No. of visits = 10,297  <b>Most popular sections:</b> Home, web mail, e-learning, A-Z services, learning and development, HR policies, search, DATIX, policies and procedures.	No. of users (previously reported as visits) = 9200  No. of sessions = 73,547*  <b>Most popular sections:</b> Home, webmail, e-learning, HR policies, esr-self-service, staff directory, room booking, A-Z services, DATIX  *Sessions = the total number of times staffzone has been accessed.	N/A
<b>Projects / campaigns</b>	<ul style="list-style-type: none"> <li>• New CE weekly blog launched</li> <li>• Health and Social Care Integration</li> <li>• Leadership for All</li> <li>• Transformation</li> <li>• STPs</li> <li>• Winter pressure comms</li> <li>• Staff Flu campaign</li> <li>• Ophthalmology PR</li> <li>• New Sexual Health Wirral</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Social Care Integration</li> <li>• Leadership for All</li> <li>• Transformation</li> <li>• Electronic Staff Record</li> <li>• Media training / on call manager materials</li> <li>• Staff Flu campaign</li> <li>• Christmas Jumper Day</li> <li>• Sexual Health Wirral mobilisation</li> <li>• Recruitment exhibition</li> </ul>	N/A

	website		
<b>External communications</b>			
<b>AGM / Annual report feedback</b>	<b>2015 AGM satisfaction = 95.37%</b> <b>2015 annual report views: 215</b>	<b>2016 AGM satisfaction: % no data due to sample size</b> <b>2016 annual report views: 295</b>	95% satisfaction
<b>Press releases</b>	<b>Issued = 12</b> <ul style="list-style-type: none"> <li>• Recruitment Open Day</li> <li>• Membership event publicity</li> <li>• Sexual Health Clinic – postal tests</li> <li>• Helping families stay safe this summer – 0-19 advice</li> <li>• Recruitment event success</li> <li>• Members event success</li> <li>• Sexual Health Wirral – new website launch</li> <li>• AGM and Health Fair publicity</li> <li>• Eastham Walk-in Centre closure (maggot incident)</li> <li>• Recruitment Open Day publicity</li> <li>• National Sexual Health Week</li> <li>• Look after your eyes (ophthalmology service PR)</li> <li>• Cheshire East Health Visiting facebook launch</li> </ul>	<b>Issued = 8</b> <ul style="list-style-type: none"> <li>• Cheshire East stop smoking service</li> <li>• Cheshire East 0-19 one year on</li> <li>• Antimicrobial awareness</li> <li>• Self care awareness week</li> <li>• Art Exhibition</li> <li>• New phlebotomy exhibition</li> <li>• Sexual health Wirral Contract Win</li> <li>• Changing the way we think about back pain</li> </ul>	Annual increase
<b>Trust magazine</b>	Issued = 1	Issued = 0 Next edition due Spring 2017	2 issues
<b>Media Enquiries</b>	<ul style="list-style-type: none"> <li>• 3 x Eastham Walk-In Centre closure (maggot incident)</li> </ul>	4: <ul style="list-style-type: none"> <li>• Changes to phlebotomy service</li> <li>• Request for Q2 finance figures</li> <li>• Increase in medical research participants</li> <li>• Staff working over Christmas</li> </ul>	N/A
<b>Website</b>	<b>No. visitors = 30,486</b> <i>(cf 152,457 in 2015)</i> <i>(cf 128,010 in 2014)</i> <i>(cf 29,630 in 2013)</i> <b>Page views: 108,310</b> <i>(cf 527,914 in 2015)</i>	<b>No. visitors = 37,842</b>  <b>Page views: 83,725</b>	Target is 5% increase pa. = total 160,079 visitors target = total 589,513 page views

	(cf 531,065 in 2014) (cf 96,918 in 2013)  <b>GP section visitors: 658</b>  <b>Popular sections:</b> Homepage, SCHC, Walk-in centres, services A-Z, Sexual Health Wirral, VCHC, Vacancies, Health Visiting, Eastham Clinic	<b>GP section visitors: 587</b> <b>Popular sections:</b> homepage, walk-in centres, SCHC, A-Z services, Phlebotomy	
<b>Advertising</b>	<ul style="list-style-type: none"> <li>• Waiting Magazine – Ophthalmology advert</li> <li>• Recruitment event – facebook advertising and Wirral Globe digital offer</li> </ul>	<ul style="list-style-type: none"> <li>• Waiting magazine – Physio advert</li> </ul>	N/A
<b>Publications</b>	Editorial – Waiting Magazine – breastfeeding app	<ul style="list-style-type: none"> <li>• Wirral Life – joint article with WUTH and CCG re winter pressures / choosing well</li> </ul>	
<b>Awards</b>	<ul style="list-style-type: none"> <li>• iNetwork Innovation Awards 2016 - Health Innovation category (for Cherubs breastfeeding)</li> <li>• Wirral Heart Support Team Manager - exceptional clinical leaders shortlisted for the Foundation of Nursing Studies' <i>Sue Pembrey Award 2016: Celebrating Nurse Leadership.</i></li> <li>• The Procurement Team - shortlisted for North West Excellence in Supply Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Claire Wedge, NHS Leadership Academy shortlist</li> </ul>	
<b>Twitter (corporate)</b>	No. followers :1089 No. tweets: 2894	No. followers : 1200 No. tweets: 3104	1000 by year end
<b>Patient material</b>	<ul style="list-style-type: none"> <li>• Palliative care – booklet</li> <li>• 2 X Easy Read leaflets (bladder health, updated protecting privacy leaflet</li> <li>• X Patient Information Leaflets (Canula care)</li> <li>• IPC newsletter</li> <li>• 0-19 posters and flyers</li> <li>• Ophthalmology patient leaflet</li> <li>• Sexual health clinic posters x 3</li> <li>• Nutrition dietetics flyer</li> <li>• Breastfeeding support posters</li> <li>• Cardio rehab poster</li> </ul>	<ul style="list-style-type: none"> <li>• Web banners - Sexual Health Wirral, All Day Health Centre, Antibiotic Resistance Campaign</li> <li>• Posters and flyers - Macclesfield School Nurses, Palliative Care, Cheshire East 0-19, Wirral 0-19, Sexual Health Wirral, Dental Service, Phlebotomy, Walk-in Centres, Christmas opening times</li> <li>• Listening cards – Speech and Language Service</li> <li>• Listening for Sounds Booklet and Story – Speech and Language</li> <li>• Safer Care posters – Therapies</li> </ul>	N/A

		<ul style="list-style-type: none"> <li>• MRSA leaflet – Infection Prevention and Control</li> <li>• Breathlessness booklet – Palliative Care</li> </ul>	
<b>Projects / campaigns</b>	<ul style="list-style-type: none"> <li>• Launch of new Cheshire East Facebook page</li> <li>• New Sexual Health Wirral Website</li> <li>• Speech and language bespoke illustrations for 'Sound Listening' programme</li> <li>• All Day Health Centre GP Practice demobilisation</li> <li>• Ophthalmology PR</li> </ul>	<ul style="list-style-type: none"> <li>• Sexual Health Wirral mobilisation</li> <li>• New phlebotomy service model</li> <li>• 0-19 Wirral and Cheshire East PR</li> <li>• Art exhibition</li> <li>• Antimicrobial awareness week</li> </ul>	N/A
<b>Crisis &amp; incident communications</b>			
	<ul style="list-style-type: none"> <li>• Winter pressures planning</li> <li>• STP comms planning</li> </ul>	<ul style="list-style-type: none"> <li>• Winter pressures planning</li> <li>• STP comms planning</li> </ul>	N/A

## Appendix 1 Communications, Marketing and Engagement Goals 2016/17

<b>Project title</b>	Communications and Marketing Strategy Implementation Plan 2016/17
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<b>Lead</b>	Director of Human Resources and Organisational Development
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Comms, Marketing and Engagement Strategy Objective	Implementation Plan Activity	Due date	Status	Comments
Our sustainability	Present a quarterly update on Communications and Marketing Strategy, including review of progress against goals to Board	Aug 2016 Nov 2016 Feb 2017 May 2017		
<b>Branding</b>				
Our services Ensure consistent use of our brand and NHS logo and ensure branded material is developed, archived and approved in appropriate and timely manner, adhering to quality & governance requirements	Implement proposals for rebranding requirements on achievement of Foundation Trust status	New logo obtained from NHS England. Awaiting ELT decision re name change		
Develop appropriate material to support business development activities and to maximise competitive strength	Write communications and engagement elements of bid documents and develop supporting presentation materials as required	Ongoing		
<b>Internal Communications</b>				
Our people & our sustainability Develop and manage a range of comms channels to ensure effective, targeted and timely communication to trust staff (segmenting audiences as appropriate)	Launch screensavers across trust	May 2016		Complete
	Review and re-launch StaffZone, including	Sept 2016		Service information has been updated.

	alignment to new divisions			Capital bid being submitted for new website and intranet
	Deliver monthly updates on trust business performance (including KPI & Quality Goal performance) via Exec briefing	Monthly		Ongoing
	Develop internal communication campaigns and plans to support the implementation of key business strategies and activities, including: <ul style="list-style-type: none"> <li>- FT announcement</li> <li>- transformation programme</li> <li>- leadership model</li> <li>- ESSR</li> <li>- Revised HR strategy</li> <li>- Leadership for All</li> <li>- Social Care integration</li> <li>- Business planning updates</li> </ul>	May 16 May / June 16 April / May 16 Sept 16 Sept 16 Nov 16 Mar 17 Jan 17		Complete Complete Complete Complete Complete
Our people Regular on-going staff engagement and communication events including feedback of actions	Support staff engagement including: <ul style="list-style-type: none"> <li>• International Nurses Day</li> <li>• AGM</li> <li>• Staff Council</li> <li>• Staff Awards (achieve 80% positive feedback)</li> </ul>	<ul style="list-style-type: none"> <li>• May 16</li> <li>• Sept 16</li> <li>• Ongoing</li> <li>• Feb 17</li> </ul>		Complete Complete
Our people promote staff engagement and celebrate staff success	Promote: <ul style="list-style-type: none"> <li>• staff survey</li> <li>• staff FFT</li> <li>• external awards success</li> </ul>	Ongoing		
<b>External Communications</b>				
Our sustainability identify, map and regularly review key stakeholders and stakeholder action plan (including	Work with Director of Business Strategy to draft stakeholder map, engagement channels and action plan (including GPs and MPs) and deliver plan accordingly	May 2016		Ongoing

communications channels and relationship management process, with robust measurement, monitoring and reporting arrangements)				
Our services maximise public relations opportunities to enhance the trust's reputation	<ul style="list-style-type: none"> <li>Issue at least 8 press releases a month and develop relationships with local media to secure additional coverage</li> </ul>	Ongoing		NB currently operating at 2/3 capacity therefore reduction expected in last quarter
Our services promote and manage corporate events to enhance positive messages and engagement with key stakeholders (Annual General Meeting etc )	Support / deliver with 90% positive feedback: <ul style="list-style-type: none"> <li>AGM (annual)</li> <li>Recruitment events</li> <li>Art exhibition launch (annual)</li> <li>Christmas jumper day</li> </ul>	<ul style="list-style-type: none"> <li>Sep 16</li> <li>June/Sept/Feb</li> <li>Oct 16</li> <li>Dec 16</li> </ul>		All complete
Our services develop corporate literature to meet the reputational and promotional needs of the trust and materials to support business development and maximise service opportunities	<ul style="list-style-type: none"> <li>Develop external communication campaigns to support the implementation of key business strategies and activities</li> <li>Review and refresh the magazine format.</li> <li>Ensure Accessible Information Standards are met (Easyread materials etc)</li> </ul>	Ongoing  May 2016		Ongoing  Complete  Nearing completion
	Review and re-develop trust website, identify leads for service content, increase functionality for patients	August-Nov 16		Complete. Recommendation is to build new site in 2017.
	Support business development opportunities, including, bids and mobilisation of new services and demobilisation of lost tenders	Ongoing		<ul style="list-style-type: none"> <li>LCH</li> <li>Sefton</li> <li>Southport</li> <li>Lancashire Dental</li> <li>Wirral Sexual Health</li> </ul>

				<ul style="list-style-type: none"> <li>Cheshire West 0-19</li> </ul>
	Work in partnership with health economy communication leads to support communications and engagement of Healthy Wirral, LSDP / STP and ensure messages are consistent	ongoing		Monthly meetings with local comms leads. Fortnightly tele conf with STP comms leads
Our patients and community communicate with members to ensure they are kept informed about trust developments and opportunities for engagement are maximised	<ul style="list-style-type: none"> <li>Publish at least two magazines per year.</li> <li>Support the development and implementation of members communications plan post FT announcement</li> </ul>	<ul style="list-style-type: none"> <li>Summer / winter</li> <li>May / June 16</li> </ul>		<p>Summer/autumn issue published. Next due Spring.</p> <p>This is being held for 17/18.</p>
<b>Crisis &amp; Incidents</b>				
Our people advise and support the executive and senior leadership teams during any incident by developing key messages and communicating with stakeholders as appropriate	As required			Eastham – Maggot incident
Our patients and community contribute to the on-going development of trust emergency and business continuity plans and participate in any incident planning activities	<ul style="list-style-type: none"> <li>Organise media crisis training for oncall leaders as required</li> <li>Contribute to the on-going development of trust emergency plans</li> <li>Participate in emergency planning exercises</li> </ul>	May 2016		Complete
Our patients and community promote, follow and implement incident plans from the trust and other NHS or emergency organisations as required	Implement local / national plans for: <ul style="list-style-type: none"> <li>Heatwave</li> <li>Winter planning</li> <li>Flu</li> <li>Other</li> </ul>			<p>Heatwave materials created July 16.</p> <p>Winter planning complete.</p>
<b>Quality Services and VFM</b>				

<p>Our sustainability undertake regular benchmarking exercise</p>	<p>Work with information team to undertake benchmarking exercise to ensure VFM within communications and marketing budget</p>	<p>August 2016</p>		<p>Additional benchmarking checks made with Shropshire Community Trust and Lincolnshire Community Trust July 16</p>
<p>Our sustainability review production costs to ensure best VFM, whilst delivering quality communications (advising managers where changes should be implemented)</p>	<ul style="list-style-type: none"> <li>• Manage SLA performance (website) and work with IT to explore options to change web support provider / bring inhouse for 17/18</li> <li>• increase use of social media as a communication channel. Target 1000 twitter followers by year end</li> <li>• Regularly price-match printing and advertising</li> </ul>	<p>Ongoing</p>		<p>1000 twitter followers reached July 16</p>

**Healthy Wirral - Whole System Integration Update  
March 2017**

<b>Meeting</b>	Trust Board of Directors		
<b>Date</b>	1 March 2017	<b>Agenda item</b>	14
<b>Lead Director</b>	Val McGee, Director of Integration & Partnerships		
<b>Author(s)</b>	Val McGee, Director of Integration & Partnerships		

<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 the Board Assurance Framework:**

This report explains the continued work that is taking place across Wirral on integration, the pivotal role and place of Wirral Community Foundation NHS Trust in the those plans, particularly as we develop the Sustainability and Transformation plans(STP's) and the emerging views around the creation of an Accountable Care Partnership.

**Identified risks:**

Responding at pace to the external factors which are constantly changing.  
There are areas where the work that we are doing on Wirral is innovative and ground breaking, some of this is at no extra cost, but some will cost in the shorter term. It's crucial that the evidence to support the change in models of care delivery is clearly articulated in order for change to be supported financially. The supporting evidence has to say where the money needs to flow differently across the health and social care system.

**Financial implications:**

Ensuring that whilst we are central to any new model of care delivery, or partners with other organisations that are delivering change programmes that the Trust is fully aware of all potential risks and costs.

**Has an Equality Impact Assessment been completed?**

Yes  No

**Does this proposal represent any service improvement or redesign?**

Yes  No

**Paper history**

*Has a committee of the board reviewed this paper?*

Submitted to	Date	Brief Summary of Outcome
No previous reporting history		

Link to strategic objectives - 2014-19 (please tick those supported by this paper)			
We will deliver safe and effective patient care	✓	We will further develop and maintain a competent, caring and flexible workforce	
We will deliver a positive experience of our services	✓	We will continuously develop the organisation including leadership at every level of the organisation	
We will engage effectively with the patients and communities we serve		We will effectively engage with our staff to deliver our strategic objectives	
Reducing health inequalities will be integral to all service developments and delivery	✓	We will optimise the use of our resources	✓
We will effectively manage and develop our relationships with our current and new commissioners and stakeholders	✓	The delivery of sustainable clinical services will be supported by corporate services	✓
We will defend and grow our core business	✓	We will effectively manage our finances and fully deliver our efficiency programme	✓
We will lead the delivery of out of hospital integrated care	✓	We will deliver transformation supported by innovation and research	✓
We will deliver to the expectations of our commissioners and demonstrate quality and value	✓		

## Healthy Wirral - Whole System Integration Update March 2017

### Purpose

1. This paper describes a number of strategic activities across the health and social care system which the Wirral Community NHS Foundation Trust (WCT) is central in leading and supporting whilst ensuring an equality of partnership delivery and sustainability. At the same time, working with other community partners ensuring a strong out of hospital focus and clear leadership as work progresses in the development of an Accountable Care Partnership (ACP).

### Executive Summary

2. These activities support the delivery of the trust's strategic objectives and integrated business plan, and also support the commissioners' strategic intentions and wider system resilience. These developments ensure that service delivery is integrated, that patient care is optimised and that patient experience is enhanced. This work and focus demonstrates our strength as a strong and credible partner as we move to an Accountable Care Partnership (ACP).
3. WCT is either leading on or is a significant partner on a number of integration initiatives across the health and social care economy. This places the Trust in a strong position as we develop towards an ACP. The paper also demonstrates the progress made in a number of key areas of integration which support the proposed adult social care transaction.
4. This paper is to assure the Board of Directors of our strategic relationships, our support of the wider health and social care system and our key place in Healthy Wirral, which impacts on the strategic direction, quality and service delivery of Trust's activities and demonstrates our unique position in the health and social care system.

### Areas of focus

5. The paper discusses the key areas of activity which has taken place across the health and social care system on the integration agenda. The points to highlight are the focus on systems and processes to ensure continued flow across the system to improve the 4 hour target, the emerging model and process within the Aqua work around establishing an Integrated Partnership Organisation (ICO), the strengthening of relationships with Primary Care and the increased emphasis and pace of the proposal to transfer social care staff in to the Trust.

### Proposal/recommendation

6. The paper is to assure the Board of the commitment that the Trust has to integration across a number of work streams and with key partners across the health and social care system.

### Board action

7. The Board of Directors are asked to be assured.

**Val McGee**  
**Director of Integration and Partnerships**

21 February 2017

## Healthy Wirral Update

### Population Health

1. The development of the Wirral Health Record has reached an exciting stage for the Trust with work commencing on phase two of the Wirral Care Record roll out which will see data from System1 being “pulled” through to the Healthetent platform supporting the longitudinal care record.
2. Key staff from the Trust met with colleagues from Cerner who provided a demonstration of the applications within Healthetent.
3. HealtheCare is a person centric approach of proactive surveillance, coordination, and facilitation of health services across the care continuum to achieve optimal health status, quality and costs.

### Wirral Partners Board

4. Since the last report to board AQuA to have been commissioned to work with Wirral Partners on the development of an ACP and been working with key strategic and clinical leaders from across Wirral partners.
5. Accountable care is a national priority for health and social care systems across the country. The Wirral health and social care system took a decision earlier in the year to explore how accountable care arrangements could be put in place locally. Such transformation in our system would need to ensure that we are providing better care for our population, provide care which is coordinated across organisations, delivered locally, and is effective and efficient for patients, carers and the wider care system.
6. The Senior Change Team (SCT) have presented to Healthy Wirral Partners Group (HWPG) updating on progress including:-
  - Principles of engagement including a common shared vision, burning ambition for transformation, co-design and ownership, equal voice and the need to address misaligned organisational agendas. It is not an opportunity for “land grab” or “sovereignty”.
  - The characteristics of the strategic outline case:
    1. What are health and social care services on Wirral trying to achieve?
    2. How does the way we organise and manage services now help or hinder this?
    3. Understanding the principles to underpin the design of a fit for purpose health and social care service on Wirral
    4. What do the design principles mean in practice for the organisation and management of health and social care on Wirral?
7. The Healthy Wirral Partners Group agreed that older people is the first care programme, that the model should be population and placed based and that an integrated care organisation is the first step towards an accountable care organisation - ICO moving to ACO over time.

8. There have been 2 workshops with case studies from Salford and Wigan to a wider group to support the case for change. Salford shared their experience of changing services for older people and Wigan shared their model for community assets and support of wider system experts to shape change - the WiganDeal.
9. Data produced by public health supported the decision to concentrate on older people as the first care programme.
10. The SCT at their last meeting agreed a high level model of care which will be the foundation for developing the strategic outline case which will be presented to the HWPG at the end of March 2017.

### **Urgent Care VSA**

11. The Community Trust is exploring opportunities to respond to the outputs that have come from the Urgent VSA, this is linked to the development of care navigation, redesign of the GPOOH and the integrated gateway.

### **Integrated Care**

12. This is being developed as part of the preparation for the potential transfer of the Adult Social Care staff which will further enhance the co-located and integrated teams that already exist. Operational delivery and Governance is one of the work streams supporting the development of integrated services with Adult Social Care, majoring on:-

- Management and Leadership
- Service Delivery including policies and procedures
- Culture, training and development
- Quality and Governance including compliance and professional standards
- Experience and Effectiveness including audit
- Audit

13. This work will replace and enhance the work that services have been developing on the integration agenda for some time.

### **Intermediate Care (IMC)**

14. Following the Emergency Care Improvement Programme ( ECIP) visit the Urgent Care Recovery Group has reviewed its action plan with a commitment for the health economy to review the future Discharge to Assess (D2A) and Intermediate Care (IMC) model by 31 March 2017 including evaluation of the current pilot and scale up.

15. To implement SAFER principles in all IMC care settings by 30 April 2017

### **Care Navigation/Enhanced Single Point of Access (SPA)**

16. The development of an integrated health and social care “front of house” facility which is accessible to professionals, forming part of a larger integrated Gateway that serves the whole population of Wirral continues.

17. Significant progress has been made in enhancing the integrated gateway with the following achievements:-

- Single number (514 2222) has been scoped and an implementation plan agreed including the order being placed for additional line capacity

- A lead nurse for SPA has been appointed
- The work as the Care Navigation Group focussing on developing a Primary Care stream from the Emergency Department (ED) continues. There is a national target that all emergency department stream by April 2017.
- Telehealth and Triage - WCT has been awarded £180k from the Local Authority to commence a triage pilot within the Single Integrated Gateway. The plan is for Phase 1 to go live from the beginning of March 2017 within 10 care homes. The aim of the project is to support care homes in determining the right clinical care pathway for their patients. This will be a service that will be dependent upon forging relationships and developing integration. The nurse clinicians will be based in the gateway working with community staff. The advert for the triage nurses has been actioned and planning has started on how the new roles integrate into SPA.

## Urgent Care

18. All of the recommendations from the latest ECIP visit is being monitored and managed via the Urgent Care Recovery Group (UCRG) within an overall system project plan. Work has taken place to refine and update the action plan which is regularly monitored at the Wirral A&E Delivery Board.
19. The revised plan strengthens the focus on admission avoidance and discharge.
  - **Admission avoidance**
    1. Streaming and Care navigation
    2. Development and implement of an overarching care home strategy
    3. Implement tele-triage across 10 homes and then further 30 homes
  - **Discharge**
    1. Review of future model for D2A and IMC
    2. Review and redesign IDT form and function
    3. Review learning and recommendations from the winter planning experience
    4. Implement SAFER in all IMC care settings
    5. Evaluate Home First/D2A pilot and scale up
    6. Scale up investment in community response via the Better care fund (BCF)
    7. D2A workshop – whole system attendance
    8. Redesign pathway for Continuing Health Care (CHC) to include legal agreement for out of hospital assessments
    9. Commission specialist domiciliary response
20. The UCRG have been asked to look at the learning from the experience of winter so far the outputs of which will be discussed at the A&E Delivery Board in February and will form part of the planning for next winter and for other times of surge during the year (e.g. Easter and August).

## **A& E Delivery Boards**

21. The last meeting of the A&E Delivery Board was the 20 February 2017 with a discussion on the learning from the winter period so far, how this learning can help with plans for Easter and the summer and also plans for next winter.
22. The Director of Integration and Partnerships presented a paper on community services which support the urgent care agenda, paying particular attention to the pressure those services are under whilst providing vital roles in preventing admissions and supporting timely and safe discharge. The specific services with key headlines are described below:-
  - Walk in Centres - Activity increased by over 1000 attendances over the winter period.
  - GP Out of hours - Activity increasing month on month, which is being carefully monitored as activity was predicted to fall as a consequence of 111 and funding trajectories have been agreed based on those assumptions.
  - Single Point of Access - Activity figures have been submitted and the service is working on understanding the outcomes for each call.
  - Integrated Community Care hubs - The teams avoided 1,358 hospital admissions between November 2016 and January 2017.
  - Community Nursing - The information on the RAG ratings to understand team capacity was submitted. This approach has been commended by NHS(I) and is used to demonstrate the system wide OPEL levels.
  - OPAT (Intravenous infusions including antibiotics) - Whilst original activity at the pilot stage of the implementation of the service was expected to be a maximum of 5 patients supported per day, the success of the service means that the service support patients from a minimum of 8 per day to a maximum of 27.
23. The Better Care Fund for 16/17 was discussed. Although the guidance has not been issued from NHS(E), local commissioners have been reviewing current schemes and adding any potential schemes in preparedness for sign off by the system leaders.
24. A key topic for discussions was performance around the emergency department targets discharges, SAFER and breaches. The performance against the 4 hour target was 80.3% for January with regulators expected an improved performance by March 2017.
25. Discussions took place on the private care market and plans that Local Authority commissioners are implementing to make both the care home and domiciliary markets more robust.
26. The system is expecting a report from ECIP on Delayed Transfer of Care (DToc) and medically optimised (medically fit for discharge and awaiting social care assessment and outcome) patients.

## **End to end Therapy Redesign**

27. Work has commenced with partners on a review of the whole pathway for therapy services from the community into the hospital. This is a collaborative piece of work between WUTH, Cheshire and Wirral Partnership Trust (CWP) WCT, working around the Shift left, Homefirst principles. Support for this work, which is being led by the community trust, is provided by Aqua and ECIP.

## **Development of Respiratory and Diabetes Pathways**

28. The development of the business cases for both Respiratory and Diabetes pathways have been completed and were presented to the Healthy Wirral Partners Board at the end of September. The clinical narrative was compelling, however further work is being completed to understand the financial consequences, together with a commissioning discussion on financial flows. Each of the partner organisations have been asked to consider sharing the costs of the new pathways.

29. Work in the meantime continues on the pilots where some of the early indications are that patient satisfaction is high, access and referral to the new clinics are increasing and there is good evidence of partnership working across providers within Wirral to continue to improve services.

### **Primary Care Relationships**

30. Primary Care colleagues from the 2 federations are heavily involved in the plans for Older People's service transformation along with all partners across Wirral which is being led by AQuA. This is helping with relationships, understanding of roles and pressures and also gives insight on where the federation leads see primary care within those plans. The federations leads are also members of the newly reformed Healthy Wirral Partners Group (HWPG).

31. Dr Eddie Roche has been appointed as the chair for the Primary Care Wirral Federation and early conversations with WCT were positive about working together in the future.

32. Discussions have taken place with Wirral CCG (Clinical Commissioning Group) and developing joint visits to GP practices with the opportunity to discuss the primary care quality scheme which starts in April 2017 and has an emphasis on reducing non elective admissions and practices will be keen to get support with this. This would augment the visits that have already taken place with practices over recent months.

33. Work is on-going lining the draft Primary Care strategy with the trusts, business plans and objectives.

34. The Community trust has led an innovative piece of work around developing a GP referral form for all of the trusts services, which when introduced will improve the time and capacity burden that GP's are feeling.

### **Conclusion**

35. The Trust continues to be an important and valuable partner within the local health and social care economy, and wider with the development of STP's across a wider Wirral and Cheshire and Cheshire and Merseyside footprint.

36. This month's report evidences the progress that has been made across a number of projects which are related to integration, partnership and collaborative working across many layers within the health and social care system. It is complex, multi-faceted and requires influence and persuasion. Integration is the cornerstone of our care model and the Trust is ideally placed to lead. Our staff are integral in delivering the different care models and the ICCH's are becoming more and more a key focus for community care delivery. We have to communicate and demonstrate what our strengths are in delivering services, both nationally and locally, in partnership for the future. The added value that the Trust contributes is a holistic view of patients and their trust in us, multidisciplinary team working, knowledge of our communities, strong leadership for consensus and partnership and a willingness to embrace new relationships and collaborative working. There has been particular focus as a system to be prepared for winter and the bank holiday period over Christmas and New Year.

37. The Board of Directors are asked to be assured that the Trust is instrumental in the Healthy Wirral programme particularly integration, urgent care, commissioning and primary care agenda's which ensures the delivery of a high quality service which enhances patient care and patient experience and places the Trust in a good position as we develop into an accountable care partnership.

**Val McGee**  
**Director of Integration & Partnerships**

21 February 2017