

Quarterly Communications, Marketing and Engagement Strategy Update for Reporting Period January - March 2017

Meeting	Board of Directors		
Date	3 May 2017	Agenda item	13
Lead Director	Karen Walkden-Smith, Interim Director of HR & Organisational Development		
Author(s)	Jane Loughran, Head of Communications & Marketing		

To Approve <input type="checkbox"/>	To Note <input type="checkbox"/>	To Assure <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>	
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 the Board Assurance Framework (strategic risks)					
<i>Please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?</i>					
Our Patients and Community		Our People		Our Performance	
Quality and safety including addressing inequalities is not maintained or improved		Lack of, or ineffective engagement and 2-way communication with staff & governors	✓	Failure to respond to system changes and the requirements of the NHS Five Year Forward View	
Patient experience is not systematically collected, reported or acted upon	✓	Failure to maintain a competent, engaged and resilient workforce that feels trusted, listened to and valued at work within a changing environment	✓	Failure to deliver the efficiency programme and achieve all the relevant financial statutory duties	

Inability to deliver the benefits of integration within the defined timescales		Failure to provide quality training and supervision and opportunities for career development for all staff		Inability to sustain performance against contractual and financial targets	
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Link to the Organisational Risk Register (Datix)

Highlight any risks referred to within this paper, the relevant risk ID from the ORR.

Has an Equality Impact Assessment been completed?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
Report submitted on a quarterly basis		

Quarterly Communications, Marketing and Engagement Strategy Update for Reporting Period January to March 2017

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 January to March 2017 (**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, all are rated green at year end.

Summary of Key Quarter 4 Activity

5. This quarter the fifth Staff Awards was held at the Floral Pavilion in New Brighton, celebrating the achievement of teams and individuals across the organisation. Gordon Burns hosted the evening (without charge). This year the Mayor of Wirral, the High Sheriff of Merseyside and the Lord Lieutenant of Merseyside also attended. New sponsorship for the event was acquired and feedback from staff, dignitaries and sponsors was all extremely positive. Press coverage was secured in the Wirral Globe following the event.
6. Collaborative work with Wirral University Teaching Hospital was undertaken to promote messages around capacity at the Emergency Department and alternative places to seek medical help. These included on-going reminders about self-care. This work will continue in the coming year.
7. A continued high level of support was given to the Health and Social Care Integration project, with an on-going review of the communications plan ahead of mobilisation. This work will escalate in the next quarter.
8. A high level of support was given to the launch of the new Sexual Health Wirral service. A new brand and identity was developed for the service. This was very well received by

the commissioners. Collaborative work was undertaken with the service lead and West Midlands Commissioning Support Unit to develop a new website. A suite of marketing materials were developed.

9. Three Member of Parliament (MP) visits were facilitated. Margaret Greenwood MP (Wirral West) met with Karen Howell to talk about the new Phlebotomy service and future workforce. Angela Eagle MP (Wallasey) met with Karen Howell to talk about winter pressures and Sustainability and Transformation Plans. Justin Madders MP (Ellesmere Port) visited the Eastham Walk-in-Centre after hearing very good feedback from many of his constituents who had used the service.
10. A communications and marketing plan was developed for the trust's bid for the Cheshire West 0-19 Service.
11. Work was started on the Spring/Summer edition of the ForYou magazine. Discussions were held with the Clinical Commissioning Group and agreement sought to expand the circulation of the magazine in General Practitioner practices.
12. Support was given to the development of the Executive and Senior Leadership Teams organisational briefing presentation.
13. A leaflet was developed to promote safety messages around bathing your baby. This leaflet was highly praised by commissioners and local safeguarding leads.
14. Divisional update templates were developed to enable each clinical division to circulate a monthly update to staff to cascade information relevant to each specific division and services within.



Gordon Burns and dignitaries at Staff Awards



Web banner to support urgent care messages

Bath safety leaflet

New magazine cover

Sexual Health Wirral poster

15. Additional internal communications projects:

- The weekly Chief Executive's blog was published
- Screensavers were developed for Datix and Freedom to Speak Up Champions campaigns
- A high level of support was given to the Wellbeing group, with a communications plan developed and implemented
- A communications plan was developed to promote Freedom to Speak Up Guardians
- A communications plan was developed to support the trust's sustainability programme
- Options were explored for corporate rebranding in line with new NHS England guidelines
- Pin badges were designed for all Staff Awards winners. These will be used to launch the 2018 staff awards in the next quarter

16. Additional external projects:

- The fortnightly Wirral Globe column was published, working closely with colleagues at Wirral University teaching Hospital to deliver messages around urgent care pressures and self care
- Support was given to manage a Freedom of Information Request about deaths of patients with learning disabilities. Reputational damage was avoided due to the advice and actions of the Communications Team.
- A suite of materials was designed to support the mobilization of Livewell services in Cheshire East
- The success of the new Phlebotomy service was promoted
- Discussions continued with an independent television production company to explore the possibility of a documentary about Health Visitors
- A template was developed for the Medicines Management newsletter
- A Capital bid was entered for 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 staff, patients and stakeholders
- Marketing materials were developed including:
 - 0 - 19 - Cheshire East, Cherubs window sticker and certificate
 - 0 - 19 - Wirral, 'Parents to be' updating suite of materials with new logo
 - Estates weekend clinics posters

- Fire safety in the home leaflet
- Arterial Fibrillation event publicity
- Phlebotomy posters
- Fit club materials
- Volunteers thank you card
- Self-care medicines policy



Livewell materials



Datix screensaver

17. Staff Awards / Nominations

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

- Debra Ollerhead, Adult Continence Service Manager, shortlisted for Continence Nurse of the Year at the British Journal of Nursing Awards
- Gina Robbins, Physiotherapy and Rehabilitation Service Clerical Officer was nominated for the GoToJobBoard Unsung Hero Awards
- Wirral Infant Feeding Team were shortlisted for Health Visiting Team of the Year in the Journal of Health Visiting Awards

Conclusion

18. 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 4.

The priorities for the next quarter will include:

- Reviewing the communication and marketing team's priorities
- Developing a new communications and marketing strategy and associated implementation plan
- Piloting a new media monitoring process
- Procuring a provider to develop the new website
- Supporting the delivery of the Wellbeing week, including design and development of engaging marketing materials

- Finalising the next ForYou magazine and expanding distribution in GP practices
- Implementing the communication and engagement plan to support Social Care integration
- Supporting bids, tenders and mobilisation of services
- Continued involvement in external communication groups to support the Five Year Forward View
- Continued collaborative working with other NHS organisations to support urgent care
- Implementation of sustainability and freedom to speak up communications plan
- Development of organisational briefings

Action Required

19. The Board is asked to note the content of this report which provides a quarterly update for the Communications and Marketing Strategy and year-end status.
20. 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

Jane Loughran, Head of Communications and Marketing

May 2017

Appendix 1 Communications, Marketing and Engagement Strategy Measures

	Previous quarter	This quarter	Annual target
Brand Management			
Projects	New corporate templates with new logo MP visits facilitated Communications training delivered within MDP Brand review initiated	Staff Awards event delivered 3 MP visits facilitated ForYou magazine started Brand review continued	NA
Internal Communications			
Weekly e-bulletin	Issued = 12 StaffZone view in period = 565	Issued = 13 StaffZone view in period= 859	Target = 50 Achieved = 54
Blogs	Blogs issued = 14 Chief Executive's Wirral Globe column: 8 Chief Executive's weekly CE blog: 12 Director of HR: 2	Blogs issued = 13 Chief Executive's Wirral Globe Column: 8 Chief Executive's weekly blog: 11 Director of HR: 1 Director of Operations and Performance: 1 Director of Business Strategy: 1	N/A
Staff Zone	No. of users (previously reported as visits) = 9200 No. of sessions = 73,547* Most popular sections: 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.	8,006 75,012 Most popular sections: Home, webmail, ESR self-service, human resources, templates and tools, room booking, e-learning, staff directory, A-Z services	N/A
Projects / campaigns	<ul style="list-style-type: none"> • Health and Social Care • Leadership for All • Transformation • Electronic Staff Record • Media training • Staff Flu campaign • Christmas Jumper Day • Sexual Health Wirral 	<ul style="list-style-type: none"> • Health and Social Care Integration • Freedom to Speak Up promotion • Sustainability communications plan • Wellbeing week 	N/A

	<ul style="list-style-type: none"> • mobilisation • Recruitment exhibition 		
External communications			
AGM / Annual report feedback	2015 AGM satisfaction = 95.37% 2015 annual report views: 215	2016 AGM satisfaction: % no data due to sample size 2016 annual report views: 295	95% satisfaction
Press releases	Issued = 8 <ul style="list-style-type: none"> • Cheshire East stop smoking service • Cheshire East 0-19 one year on • Antimicrobial awareness • Self care awareness week • Art Exhibition • New phlebotomy exhibition • Sexual health Wirral Contract Win • Changing the way we think about back pain 	Issued = 4 <ul style="list-style-type: none"> • Staff awards success • Sexual Health Wirral • Health and Social Care Integration • Phlebotomy service 	Annual increase Last year =38 This year = 42
Trust magazine	Issued = 0 Next edition due Spring 2017	Work has started on the magazine- to be distributed next quarter.	2 issues
Media Enquiries	4: <ul style="list-style-type: none"> • Changes to phlebotomy service • Request for Q2 finance figures • Increase in medical research participants • Staff working over Christmas 	3: <ul style="list-style-type: none"> • 2 x HSJ requests for finance figures. Signposted to Board papers when published. • Sky news – request for spokesperson re locum costs. Approached all trusts. We did not provide 	N/A
Website	No. visitors = 37,842 <i>(cf 152,457 in 2015)</i> <i>(cf 128,010 in 2014)</i> <i>(cf 29,630 in 2013)</i> Page views: 83,725 <i>(cf 527,914 in 2015)</i> <i>(cf 531,065 in 2014)</i> <i>(cf 96,918 in 2013)</i> GP section visitors: 587 Popular sections: homepage, walk-in centres, SCHC, A-Z services, Phlebotomy	No. visitors = 46,565 Page views: 97,658 GP section visitors: 832 Popular sections: Home, Walk-In Centres, St Catherine's Health Centre, Services A-Z, Phlebotomy Service, current vacancies, Sexual Health	Target = 5% increase = 160,079 visitors Actual = 151,392 target = 589,513 page views actual = 410,486

Advertising	<ul style="list-style-type: none"> • Waiting magazine – Physio advert 	<ul style="list-style-type: none"> • Waiting magazine – sexual health 	N/A
Publications	Wirral Life – joint article with WUTH and CCG re winter pressures / choosing well	<ul style="list-style-type: none"> • None this quarter 	
Twitter (corporate)	No. followers : 1200 No. tweets: 3104	No. followers : 1256 No. tweets: 3252	1000 by year end
Patient material	<ul style="list-style-type: none"> • Web banners - Sexual Health Wirral, All Day Health Centre, Antibiotic Resistance Campaign • 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 • Listening cards – Speech and Language Service • Listening for Sounds Booklet and Story – Speech and Language • Safer Care posters – Therapies • MRSA leaflet – Infection Prevention and Control • Breathlessness booklet – Palliative Care 	<ul style="list-style-type: none"> • Nutrition & Dietetics questionnaires • Cheshire East 0-19 certificates • Wirral 0-19 Parents to be materials (9 leaflets updated) • Speech and language high risk foods leaflet • Speech and language listening for sounds – final amends • Quality and Governance patient experience questionnaires • Quality and Governance patient safety newsletter template • Fire safety in the home leaflet • Fit club certificates • Wirral school nurses letter • GP factsheet for Nutilis Clear • Wirral 0-19 service leaflet updated • Wirral 0-19 weaning group invite • Wirral 0-19 portion plate • Self care medicines pop-up 	N/A
Projects / campaigns	<ul style="list-style-type: none"> • Sexual Health Wirral mobilisation • New phlebotomy service model • 0-19 Wirral and Cheshire East PR • Art exhibition • Antimicrobial awareness week • 	<ul style="list-style-type: none"> • Sexual Health Wirral mobilisation • Cheshire East Livewell marketing materials • Phlebotomy PR 	N/A
Crisis & incident communications			
	<ul style="list-style-type: none"> • Winter pressures planning • STP comms planning 	<ul style="list-style-type: none"> • Urgent Care messages 	N/A

Appendix 2 Communications, Marketing and Engagement Goals 2016/17

Project title	Communications and Marketing Strategy Implementation Plan 2016/17
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Lead	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		Complete
Branding				
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		Trust materials have been updated with new NHS England logo. Additional branding review will take place next quarter.
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		Complete
Internal Communications				
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			New website and intranet will be developed with capital funding next quarter.
	Deliver monthly updates on trust business performance (including KPI & Quality Goal performance) via Exec briefing	Monthly		Complete
	Develop internal communication campaigns and plans to support the implementation of key business strategies and activities, including: <ul style="list-style-type: none"> - FT announcement - transformation programme - leadership model - ESSR - Revised HR strategy - Leadership for All - Social Care integration - Business planning updates 	May 16 May / June 16 April / May 16 Sept 16 Sept 16 Nov 16 Mar 17 Jan 17		Complete Complete 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"> • International Nurses Day • AGM • Staff Council • Staff Awards (achieve 80% positive feedback) 	<ul style="list-style-type: none"> • May 16 • Sept 16 • Ongoing • Feb 17 		Complete Complete Complete Complete
Our people promote staff engagement and celebrate staff success	Promote: <ul style="list-style-type: none"> • staff survey • staff FFT • external awards success 	Ongoing		Complete
External Communications				
Our sustainability identify, map and regularly review	Work with Director of Business Strategy to draft stakeholder map, engagement channels			Initial process complete. To be

key stakeholders and stakeholder action plan (including communications channels and relationship management process, with robust measurement, monitoring and reporting arrangements)	and action plan (including GPs and MPs) and deliver plan accordingly	May 2016		developed further next quarter.
Our services maximise public relations opportunities to enhance the trust's reputation	<ul style="list-style-type: none"> Issue at least 8 press releases a month and develop relationships with local media to secure additional coverage 	Ongoing		Although we didn't maintain 8 releases per month, the annual press release target was achieved.
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"> AGM (annual) Recruitment events Art exhibition launch (annual) Christmas jumper day 	<ul style="list-style-type: none"> Sep 16 June/Sept/Feb Oct 16 Dec 16 		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"> Develop external communication campaigns to support the implementation of key business strategies and activities Review and refresh the magazine format. Ensure Accessible Information Standards are met (Easyread materials etc) 	Ongoing May 2016		complete Complete complete
	Review and re-develop trust website, identify leads for service content, increase functionality for patients	August-Nov 16		Complete. New site will be developed later 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"> LCH Sefton Southport Lancashire Dental Wirral Sexual

				Health <ul style="list-style-type: none"> Cheshire West 0-19
	Work in partnership with health economy communication leads to support communications and engagement of Healthy Wirral, LSDP / STP and ensure messages are consistent	ongoing		Complete
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"> Publish at least two magazines per year. Support the development and implementation of members communications plan post FT announcement 	<ul style="list-style-type: none"> Summer / winter May / June 16 		Edition published spring 17 This is being held for 17/18.
Crisis & Incidents				
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			complete
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"> Organise media crisis training for oncall leaders as required Contribute to the on-going development of trust emergency plans Participate in emergency planning exercises 	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"> Heatwave Winter planning Flu Other 			Heatwave materials created July 16. Winter planning complete.
Quality Services and VFM				

<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>Complete. 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"> • Manage SLA performance (website) and work with IT to explore options to change web support provider / bring inhouse for 17/18 • increase use of social media as a communication channel. Target 1000 twitter followers by year end • Regularly price-match printing and advertising 	<p>Ongoing</p>		<p>Complete. 1000 twitter followers reached July 16</p>

Healthy Wirral - Whole System Integration Update May 2017

Meeting	Board of Directors		
Date	3 May 2017	Agenda item	14
Lead Director	Val McGee, Director of Integration & Operations		
Author(s)	Val McGee, Director of Integration & Operations		

To Approve	<input type="checkbox"/>	To Note	<input type="checkbox"/>	To Assure	<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 the Board Assurance Framework (strategic risks)

Please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?

Our Patients and Community		Our People		Our Performance	
Quality and safety including addressing inequalities is not maintained or improved	✓	Lack of, or ineffective engagement and 2-way communication with staff & governors	✓	Failure to respond to system changes and the requirements of the NHS Five Year Forward View	✓
Patient experience is not systematically collected, reported or acted upon		Failure to maintain a competent, engaged and resilient workforce that feels trusted, listened to and valued at work within a changing environment	✓	Failure to deliver the efficiency programme and achieve all the relevant financial statutory duties	✓
Inability to deliver the benefits of integration within the defined timescales	✓	Failure to provide quality training and supervision and opportunities for career development for all staff		Inability to sustain performance against contractual and financial targets	✓

Link to the Organisational Risk Register (Datix)

Highlight any risks referred to within this paper, the relevant risk ID from the ORR.

Has an Equality Impact Assessment been completed?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
		Regular report submitted to Board

Healthy Wirral - Whole System Integration Update May 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. Finally, whole system modelling to understand the bed base and investments required in the Discharge to Assess model funded via the Better Care Fund.

Proposal/recommendation

6. The paper is to assure the Board of the commitment 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 Operations and Integration

28 April 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 both the Trust and from Social care from the Council met with colleagues from Cerner who provided a demonstration of the applications within Healthetent. This resulted in good debate and next stage actions which will continue to inform the integration agenda post the transfer of adults social care into the Trust.
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. The demonstration helped staff to understand the benefits of connecting all of the current systems through one single platform to create a single care record.

Wirral Partners Board

4. Since the last report to board the Senior Change Team (SCT) with the support from AQuA, have developed the Strategic Outline Case, which majors on Older People and the development of a model which places services within 8 localities building on current and enhances relationships with primary care around population sizes of 30-50,000. It retains the 4 hubs which will incorporate health and social care and seek to understand what services can be transferred from the hospital into those hubs, with 1 district. This is known as the 8-4-1 model. Karen Howell, Community Trust Chief Executive is the Executive Sponsor for the Wirral system for this work.
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. Phil Clow Director of Business Development and Strategy, Val McGee Director of Integrations and Operations and colleagues from Primary Care Wirral federation and Adult Social Care from the Council visited Wigan to hear from service leads the work they are doing known as the Wigan Deal. It was helpful to understand that we are heading in the right direction and that both organisations can learn from each other and with a commitment to keep relationships close. Key learning was a system wide agreed vision, working with primary care to build place base as the foundation and value and strength of people and community assets. Both the residents of Wigan and the staff are signed up to the vision.
7. The CEO's have been working with Deloitte on the governance arrangements and next steps for the system using the work with AQuA as its foundation and is the heart of our Accountable care provision build.
8. The next steps will include appropriate representation from all organisations on the SCT in order that they can development together and strengthen relationships in that team. The support of both the NW Leadership Academy and the Innovation Agency has been secured to support this work.

Urgent Care VSA

9. 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 further growth of the integrated gateway and the development of urgent care centres.

Integrated Health and Social Care

10. A considerable amount of time has been spent on agreeing both the Section S75 Contract and Service specifications in readiness for the formal transfer of the staff and services on the 1 June 2017. This follows the decision by both Wirral Borough Council and Wirral Community Trust for the formal transfer of Adult Social Care in to the Community Trust.
11. Work continues on the preparation on the 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
12. This work will replace and enhance the work that services have been developing on the integration agenda for some time.
13. Regular meetings are being held regarding the staff consultation and the TUPE transfer with leads from HR departments, managers and trade unions representatives.

Better Care Fund

14. The 2017-2019 Integration and Better Care Fund Policy Framework has been issued which helps to form the Better Care Fund allocation for the next 2 years, to enable further integration of services.
15. Commissioners have been working with providers to ensure that the resource will be used to support the shift in activity from the acute to community provision. The plans show investment for 2017/18 in the following services:
 - Home first
 - Discharge to Assess-
 - Tele triage/Tele health
 - Care homes
 - Dementia crises
 - Trusted assessor
 - Green Car

16. Following the announcement in the spring budget by the Government for the increase in funding for social care, locally an allocation of £2.1 has been badged as "innovation" with a process designed to bid for resources. Managers and clinicians from Wirral Community Trust are working on those bids to be submitted.

Transfer of Care Group – incorporating Intermediate Care (IMC)

17. The system has been given a challenge to reduce the number of medical optimised patients within the Acute hospital. Therefore the above group has been established looking at the following strands of work:-

- Capacity and Demand planning of care economy bed based
- Referral pathway (single gateway)
- Pathways: Enhanced Homefirst
- Therapy redesign
- Trusted Assessor pathway (care home and ward discharge)
- Patient information
- Agree single medically optimised list and agreed process
- Review and redesign of function of integrated discharge team (IDT) in line with pathways
- Develop performance dashboard with metrics

Developing a whole system understanding of demand and capacity

18. WUTH have been undertaking an internal piece of work understanding the bed model for the hospital

19. This has extended as a piece of work across all partners to understand the community bed provision, deriving the bed requirement across the health and social care economy. However it is the view that a comprehensive understanding of the total required capacity is required including non-bed based demand.

20. It has been agreed that this will take approximately 22 weeks and it is important that this aids planning for next winter, however this does not stop plan to scale up the Discharge to Assess (D2A) offer via the Better Care Fund.

21. The overall objectives for defining the whole system pathway are:

- To develop and agree, across all partners, the vision and high-level, whole system pathway in Wirral.
- To identify and agree a set of design criteria against which any pathway redesign work can be tested and challenged.
- To provide a consistent reference point against which all future work (either delivered in partnership or isolation) can be envisioned, scoped and delivered.
- Involve all partner organisations, stakeholders and reference groups in the development of the pathway.

- Draw on best practice and available information to influence the design.

Care Navigation/Enhanced Single Point of Access (SPA)

22. 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.
23. Significant progress has been made in enhancing the integrated gateway with the following achievements:-
 - A provisional date of the 2 May has been identified for all health teams to use the single number (514 2222). Access to the Centralised Duty team and First contact teams (Council services) will start using the number from June 2017.
 - Work continues on pathway redesign as and when newly identified services want to be accessed via the SPA. The next service being discussed is Cardio Vascular Disease (CVD).
 - The pilots of the streaming process has taken place on the 2/3 May and over the 4 day Easter Bank Holiday with the final pilots taking places on the 26/27 May. Work is on-going to evaluate the data, which will be fed back to the CCG in mid-May. This will form the model which has to be in place by September 2017.
 - It is recognised by NHS(E) that as a health economy we are in tranche 2 of the implementation of streaming which means that the services have to be established by September 2017.
 - Telehealth and Triage – The Community Trust 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 within 10 care homes from the beginning of June 2017; this has slipped from March due to delays in recruitment. . 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.
 - There is a launch event with those 10 care homes on the 2 May 2017, where there will be a demo of the service, the Ipads will be delivered and training on the use of the Skype function followed by clinical training.
 - The lead nurse for this service commences on the 15 May.

Urgent Care

24. 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.
25. The revised plan strengthens the focus on admission avoidance and discharge.

Admission avoidance

- Streaming and Care navigation
- Development and implement of an overarching care home strategy
- Implement tele-triage across 10 homes and then further 30 homes

Discharge

- Review of future model for D2A and IMC and the review and redesign of the IDT form and function – this is taking place via the newly formed Transfer of Care Group.
- Review learning and recommendations from the winter planning experience – this is now incorporating the learning from Easter and also planning for the summer particularly around the domiciliary care market and annualised contracts.
- Implement SAFER in all IMC care settings – this is happening in all 3 IMC facilities.
- Evaluate Home First/D2A pilot and scale up – this is happening through the Transfer of Care Group;
- Scale up investment in community response via the Better care fund (BCF)
- Redesign pathway for Continuing Health Care (CHC) to include legal agreement for out of hospital assessments
- Commission specialist domiciliary response

26. The UCRG have been asked to look at the learning from the experience of winter so far the outputs of which was discussed at the A&E Delivery Board in February, the outputs form part of the planning for next winter and for other times of surge during the year (e.g. Bank holidays and August).

A&E Delivery Boards

27. Members of the A&E delivery Board attended a Launch event in Leeds in April. The focus of the event was on:-

- Streaming
- Discharge to Assess
- Trusted Assessor models
- NHS 111

28. The Community Service paper is a standing agenda item on the Wirral A&E Delivery Board and the Director of Integration and Operations presented the paper on community services with emphasis on the following areas:

- Walk in Centres
- GP Out of hours – this includes explaining the role of the paramedics in the service as urgent care practitioners.
- Single Point of Access - Activity figures and outcomes.
- Integrated Community Care hubs
- Community Nursing -
- OPAT
- Tele-triage

29. Future reports will also identify the activity in IMC facilities including the length of stay. There are few residents across the provision who occupy a bed longer than 6 weeks (the standard) which supports the flow of patients across the system and out of the hospital to a more appropriate care setting.

End to end Therapy Redesign

30. 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. This piece of work sits in the Transfer of Care work programme.

Development of Respiratory and Diabetes Pathways

31. Work 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

32. 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. 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.
33. Positive conversations have taken place between Directors of the Community Trust and the Chair of the Federations around their approach to joint working going forward.
34. A particular piece of work around collaboration is around the creation of the primary care element of the 8-4-1 model. Some of the intelligence from Wigan will help with scoping the size and range of professions to be developed within the locality part of the model (8).
35. Ewen Sim, Medical Director is part of the Pan Cheshire clinical network and has been able to influence some of the conversations with the chairs from the federations on how we can work more collaboratively.
36. 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.
37. 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, this is being further expanded to include other referrers e.g. care homes. Feedback from primary care has been positive.

Conclusion

38. 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 Merseyside footprint.
39. 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.
40. 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 an increasingly key focus for community care delivery. This will be augmented further by the work the Trust is doing on the 8-4-1 model and will become more comprehensive when the adult social care staff join the Trust in June. 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.

41. The creation of the Healthy Wirral Executives Delivery Group which brings the Executives from all organisations together to ensure the delivery of strategic plans, prioritise work and avoid duplication across the system will strengthen relationships to enable healthy discussions around the journey to accountable care. A key part of the work is to understand impacts of changes in one part of the system on another.
42. 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 & Operations

April 2017