

Healthy Wirral - Whole System Integration			
<b>Meeting</b>	Board of Directors		
<b>Date</b>	2 May 2018	<b>Agenda item</b>	17
<b>Lead Director</b>	Val McGee, Chief Operating Officer		
<b>Author(s)</b>	Val McGee, Chief Operating Officer		
<b>To Approve</b>	<input type="checkbox"/>	<b>To Note</b>	<input type="checkbox"/>
		<b>To Assure</b>	<input checked="" type="checkbox"/>

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

Link to Principal Risks in the Board Assurance Framework - please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?	
Failure of organisations across the system to delegate appropriate authority to support the integrated care system (Healthy Wirral)	✓
Failure to engage staff to secure ownership of the Trust's vision and strategy	✓
Increasing fragility of the social care market	✓
The impact of the outcome of the Urgent Care Review compromising financial stability and the future model of care	✓
Services fail to remain compliant with the CQC fundamentals of care leading to patient safety incidents and regulatory enforcement action and a loss of public and system confidence	✓
Inability to implement the Trust's clinical transformation strategy and preferred model of care - Neighbourhood care	✓
Commissioning decisions do not promote integrated working across the health and care system	✓

Failure to build the workforce skills and infrastructure to transform services to meet the demographic needs of the workforce and population	✓
Security of public health funding and subsequent contractual decisions impacting on the range of services provided to Wirral & Cheshire East	✓
Failure to foster, establish and manage the right partnerships that enable a response to commissioning intentions	✓
Development of place-based care outside of Wirral, limits the Trust's ability to expand/retain services in these areas	✓
Failure to deliver the efficiency programme	✓
Failure to achieve all the relevant financial statutory duties	✓
The impact of the outcome of the Carter Review on community services benchmarking on commissioning decisions	
Impact of supporting the delivery of the 3-year financial plan and future sustainability of the Wirral system	✓

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

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

## **Healthy Wirral - Whole System Integration Update May 2018**

### **Purpose**

1. This paper describes a number of strategic activities across the health and social care system which the Wirral Community NHS Foundation Trust (WCFT) 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 Place Based Care.

### **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 Placed Based Care. And Wirral "Acting as One"
3. WCFT 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 Place Based Care. The paper also demonstrates the progress made in a number of key areas of integration, notably the significant part the Trust plays in providing services during the busy and long winter period and the strengthening of relationships with primary care.
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 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 have taken place across the health and social care system on the integration agenda. As the paper demonstrates there is a lot of activity across the system and the Trust is pivotal in planning and setting future direction. The points to highlight are an update on progress against improving the 4 hour standard at the Accident & Emergency Department (A&E) at Wirral University Teaching Hospital (WUTH), the emerging model and process within the strategy for Neighbourhood development and the transformation agenda for Place Based Care, the strengthening of relationships with Primary Care and the work programme moving forward following the successful transfer of Adult Social Care into the Trust. Additionally there have been further developments in joint working to improve palliative and end of life care.

### **Board action**

6. The paper is to assure the Board of Directors 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.

**Val McGee**  
**Chief Operating Officer**

19 April 2018

## **Healthy Wirral Update - May 2018**

### **Wirral Partners Board - Wirral Acting as One**

1. Since the last update to Board, there has been one further lock-in meeting on the 9 March 2018. The recruitment to the Independent Chair has been concluded and David Eva has been appointed. Julian Eyre has been appointed to the Programme Manager role. Both commenced in role at the beginning of April 2018.
2. The aims for that meeting were to:-
  - Have a common understanding of the progress made to date
  - To provide constructive support to 'asks' to enable continuing momentum across key areas
  - Next phase of creating a System Sustainability Plan
3. There were further discussions on contracting models for integrated care, achieving system financial sustainability for Wirral and the works streams and identifying leads.

### **Transformational Fund**

4. Cheshire and Mersey (C&M) System Management Board have develop a funding application process to increase the pace of real transformational change to deliver the business plan to close the gap of quality, outcomes and affordability.
5. There are specific entry requirements which include a clear and credible Place Based model of care, with challenging programme plans, timescales and clinical/financial outcomes, demonstrating engagement of all partners within the Place footprint.
6. The plan needs to demonstrate the development of neighbourhood teams, double running of services for an agreed period of time, and the development of the new model of care, whilst evidencing clear, measurable outcomes.
7. The bidding process has two phases, the initial set up Allocation of £100k to be submitted by the 13 April, and the key themes for Wirral being Neighbourhood transformation, medicines management and an Independent Diagnostic Audit.
8. There is also an allocation available of £500k to be submitted by the 13 April, which describes the support needed to further develop the neighbourhood model for Wirral. There is opportunity for further funding, the bid to be submitted by the 14 September 2018.
9. The bid for the Wirral systems has links directly with the work from the Healthy Wirral Partners, the lock-in "Wirral Working as One", the work of the Senior Change Team,(SCT), our organisational strategy and the nursing transformation programme and the alignment of plans for further internal integration.

### **Healthy Wirral - Senior Change Team (SCT)**

10. The SCT are focusing on the following key areas of work
  - Engaging at scale on Place Based care with the development of a presentation that can be shared across the Wirral system with a clear and consistent messages
  - Developing neighbourhoods which link to frailty and the 50+ work already established

- Wirral-wide pathway development looking at greater short term impact, reducing variation and maintaining local adaptability
- Defining membership and levels of integrated teams
- Multi-disciplinary working and use of the Single Point of Access (SPA)

## **Healthy Wirral - Digital Wirral Programme**

11. Healthy Wirral Executive Delivery Group (HWEDG) met at the beginning of April where there was an update regarding the Digital Programme. The programme has the following key components:-
  - Wirral Care record - Data is being received from all GP practices and the Wirral Care Record is live to four pilot users. A workshop with colleagues from our Trust has taken place to develop detailed plans for remaining data set on boarding. Work has commenced on the End of Life registry
  - Health Information Exchange (HIE) - Live data is flowing from 50 GP practices
  - Health Analytics - The Public Health Intelligence Group (PHIG) has reconvened with representation from the Community Trust

## **Integrated Health and Social Care**

12. Plans are in development on the transformation phase for the integration of Health and Social care and this is linked into the appraisal process and individual objective setting.
13. Summary of the progress since the transfer:-
  - Performance of key performance indicators continues on an improvement trajectory
  - Completion of specific audits e.g. safeguarding
  - New practice guidance has been provided to teams to ensure consistency and quality whilst maintaining flow including closure of safeguarding cases, allocation of work load and the development of a care management/weighting system
  - Key policies have been reviewed e.g. supervision policy
  - Improvement plan and new process for complaints and elected MP enquires has been developed
  - New governance structure for quality and safeguarding for Adult Social care has been developed and recruitment to specialist post complete
  - Existing operational and strategic governance meetings have been aligned
  - Audit programme has been included in the Trust schedule
  - Collaborative approach to social work practice has been developed by building links with the Principle Social Worker employed by the Council. This includes regular practitioner meetings, joint training and shared learning
  - £1.6m savings achieved against the care budget

### **A&E Delivery Board and Urgent Care Priorities/Winter plan**

14. Following discussion with regulators, senior leaders from across the health and social care system have agreed a set of priorities in order to improve the A&E 4 hour standard. This is monitored regularly both locally and regionally and has been instrumental in showing improvement over a difficult, challenging and long winter period.
15. NHSI and NHSE have developed a 9 point plan for A&E Delivery Boards to implement.
16. Work is in progress to develop the winter plan for 18/19. The first draft is to be submitted at the end of June 2018. Colleagues within the Community Trust are working with system colleagues to develop this plan. This includes a review of the impact of different schemes introduced over this winter period, 2017/19.
17. Wirral performance mirrors systems performance across the country. Rates of admission remained high with increased levels of acuity. As a system we have worked collaboratively and implemented key transformational changes, such as clinical streaming at the front door of Emergency Department (ED) and Transfer to Assess (T2A) model.
18. The system wide dashboard has been developed. The Community Trust and its staff are crucial in supporting the shift in the system to reduce the number of people attending A&E.
19. Performance against 4 Hour standard - It has been agreed that locally the system will perform at 90% by October 2017 and reach 95% by March 2018.

### **Current performance 83.2% February 2018**

March 2018	84.2%
February 2018	83.2%
January 2018	86.5%
December 2017	80.4%
November	85.8%
October	87.8%
September Average	87.5%
August Average	79.2%
July Average	76.9%

20. Walk in Centre activity has remained consistently high, with 10,180 attendances in March 2018. This includes activity for Eastham Walk in Centre which re-opened on the 2 January 2018 for 4 hours per day 7 days per week.
21. Plans are in place to re-open Eastham 8 hours per day, 7 days per week on the 8 May 2018.
22. There is a continued improvement trajectory for admission avoidance with 160 more admissions avoided in March 2018.

## Key Issues

### Delayed Transfer of Care

23. Delays transfer of care has remained below 2% for the past 5 months, with the March figure being 1.45%. Wirral is 1 of only 3 systems in the region who has delivered and maintained consistently below the 3.5% performance target required.

### Transfer and Assessment

24. Weekly reviews of the longest length of stay patients are now in place to understand root causes of any delays in transfer and discharge which impacts in the overall length of stay (LOS) target
25. Sufficient Transfer to Assess (T2A) bed capacity has been available to meet demand despite bed closures due to flu outbreaks.
26. Acuity of the patients has increased the average LOS due to the complexity of the clinical presentations and interventions required from a clinical/professional perspective.

### Domiciliary care

27. Domiciliary care remains challenging and a key area of focus. Whilst we continue to have people waiting for care packages, we have worked hard with domiciliary care providers to prioritise flow and avoid delays in discharges in the hospital and community transfer to assess (T2A) beds. On the 6 April there were 10 patients awaiting a care packages in the acute hospital.

### On-going Developments

28. The Community Trust led and supported a Multi-Agency Discharge Event (MADE) on the 29 March and the 4 April of the T2A beds. An action plan is being developed however the two main areas highlighted are:-
  - Clarification of the rag rating to ensure consistent use across all providers
  - To work with commissioners to map potential packages of care to identify blockages or gaps in the market
29. Clinical streaming has been in place since September 2017. Phase 2 of the model was implemented on the 19 February 2018. The guidance is explicit in that the nurse at the front door should be an Emergency Department nurse. Wirral University Teaching Hospital (WUTH) is in the process of recruiting to posts which could take 3-4 months. Therefore partners have been asked to support a “blended rota” of GP’s, and nurses from the Community Trust as well as WUTH. A standard operating procedure (SOP) is being developed to include registration and reporting on performance.
30. Tele-triage roll out is continuing across care homes, to support nursing staff with clinical assessment and reduce the need to attend ED or be admitted. There is an evaluation on-going to measure the reduction in 111 and 999 calls as a result of this service.
31. The introduction of the “trusted assessor” role for care homes is making a positive impact on the effectiveness and timeliness of care home discharges. There are clear processes for managing escalation and capacity issues across the wider market.

32. The Acute Visiting Scheme (AVS) funded by NHSE Winter funding has been used to supplement the existing AVS. This provides a dedicated GP 8am-midnight, 7 days to support North West Ambulance Service (NWAS) with advice within 15 minutes, visits to patients at home and GP appointments at Arrowe Park Walk in Centre. Further funding to continue this service is part of the Better Care Fund (BCF) allocation for 2018/19.
33. Review and redesign of the Single point of Access (SPA). This will maximise technology and ensure effective signposting and strong community offer to minimise demand on the hospital site.
34. Whole system capacity and demand model to inform bed base and community capacity required going forward has been developed. This will support planning for next winter.
35. Work is underway across the local system with partners to look at recruitment, retention and development opportunities across the local work force including domiciliary care providers. This is focusing on improving options for career pathways, training and development opportunities.
36. Work is also being undertaken to test out new models of providing care and support at home including plans for a Buurtzorg plus. This is collaboration between the Community Trust's community nursing service, domiciliary care providers and the Local Authority.

### **Primary Care Relationships**

37. Positive conversations continue to take place with Primary Care Wirral federation with notably a joint collaboration on the Phlebotomy contract, and the build of the neighbourhood model and the extended GP access (additional planned GP appointments).
38. Discussions are also taking place on what a primary/community facing Urgent Treatment Centres would look like.
39. There is a positive development with both GP Federations looking at the identification of "housebound" patients and opportunities to work with GPs to wrap health and social care support to support those people linking with a wider community offer and support. This links with the frailty agenda as well as establishing the neighbourhood model.

### **Palliative and End of Life event**

40. A number of Trust colleagues attended an excellent event at planning better, more joined up services in collaboration for people who need palliative care or are at End of Life. Further work is planned including conversations internally to see if the Trust can enhance provision.
41. The Chief Operating Officer had a very positive and fruitful discussion with Chief Executive of St. John's Hospice with a plan to take forward the outputs from the original planning day.

### **Conclusion**

42. As the local health and care economy comes under increasing pressure and scrutiny by the regulators around the imperative that there is improvement in the 4 hours target, the Trust has to ensure that the services that provide out of hospital alternatives are used to the absolute optimum.
43. 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 the Cheshire and Merseyside footprint.



## Wirral Community NHS Foundation Trust

44. 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.
45. 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 supporting on the Older People Live Well - 50 plus, the development of the neighbourhood model - 51:9:4:1 and will further support integration of health and social care staff and functions. We are an increasing key partner in providing or navigating to alternatives out of hospital. 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.
46. The Board of Directors is asked to be assured that the Trust is instrumental in Healthy Wirral. We are absolutely the "place" in Place Based care especially in the space of integration, urgent care, and influencing commissioning and primary care agenda's which ensures the delivery of a high quality service which enhances patient care and patient experience.

**Val McGee**  
**Chief Operating Officer**

19 April 2018

**Quarterly Communications, Marketing and Engagement Strategy  
Update for Reporting Period January - March 2018**

<b>Meeting</b>	Board of Directors		
<b>Date</b>	2 May 2018	<b>Agenda item</b>	18
<b>Lead Director</b>	Alison Hughes, Director of Corporate Affairs		
<b>Author(s)</b>	Jane Loughran, Head of Communications & 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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<b>Link to strategic objectives &amp; goals - 2017-19</b>	
<i>Please mark ✓ against the strategic goal(s) applicable to this paper</i>	
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We will deliver outstanding, safe care every time	
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<b>Our People</b> - To value and involve skilled and caring staff, liberated to innovate and improve services	
We will improve staff engagement	✓
We will advance staff wellbeing	✓
We will enhance staff development	✓
<b>Our Performance</b> - To maintain financial sustainability and support our local system	
We will grow community services across Wirral, Cheshire & Merseyside	✓
We will increase efficiency of corporate and clinical services	✓
We will deliver against contracts and financial requirements	✓

<b>Link to Principal Risks in the Board Assurance Framework - please mark ✓ against the principal risk(s) - does this paper constitute a mitigating control?</b>	
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Failure to engage staff to secure ownership of the Trust's vision and strategy	✓
Increasing fragility of the social care market	
The impact of the outcome of the Urgent Care Review compromising financial stability and the future model of care	
Services fail to remain compliant with the CQC fundamentals of care leading to patient safety incidents and regulatory enforcement action and a loss of public and system confidence	✓

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

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

<b>Has an Equality Impact Assessment been completed?</b>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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Paper history		
Submitted to	Date	Brief Summary of Outcome
No previous reporting history.		

## **Quarterly Communications, Marketing and Engagement Activity Report for January - March 2018**

### **Purpose**

1. The purpose of this paper is to provide the Board of Directors with an update on the Communications, Marketing and Engagement Strategy. The Strategy provides assurance on 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, values and strategic objectives.

### **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 Board of Directors regarding the Communications, Marketing and Engagement Strategy measures for the reporting period January to March 2018 (**see appendix 1**).
4. The Strategy is currently being revised in accordance with the development of the Organisational Strategy. A draft version will be presented to Board in May 2018.
5. In the interim, the Quarterly Communications, Marketing and Engagement Update consists of a quarterly activity report:

### **Summary of Key Quarter 4 Activity**

6. The priority for this quarter was the delivery of the annual staff awards. This year's Heart Awards were held at the Leverhulme Hotel, Port Sunlight celebrating the achievement of teams and individuals across the organisation.

Pauline Daniels hosted the evening, with this year's dignitaries Lord Lieutenant of Merseyside, the High Sheriff of Merseyside and the Deputy Mayor and Mayoress of Wirral. 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.



Chief Executive Karen Howell and Chair Michael Brown present the Chair and Chief Exec Award for the Social Care Integration Project



Chief Executive Karen Howell, Lord Lieutenant of Merseyside, Deputy Mayor and Mayoress of Wirral and High Sheriff of Merseyside and wife Gill Burrows.

- Prior to the awards night, all previous staff awards winners were sent a Valentine's card containing a Heart Award Pin Badge. These are now given to all award winners, as an additional form of staff recognition, to be worn on lanyards.



Valentines card and lanyard pin badge

- A substantial level of support was also given to the preparations for the Care Quality Commission inspections this quarter. A suite of materials were developed to share key messages ahead of the inspections, as well as information packs for staff regarding the inspection process and what to expect. The materials produced by the communications team meant that staff and services were as prepared as possible for the inspections.



Range of screensavers for CQC inspections



[CQC inspection information packs](#)

9. Collaborative work with Wirral University Teaching Hospital was continued to promote messages around capacity at the Emergency Department and alternative places to seek medical help. This included on-going reminders about self-care and signposting to walk-in Centres and Pharmacies.
10. One MP visit was facilitated this quarter. Angela Eagle MP visited the Walk-in Centre at Victoria Central health Centre, to see how the trust was supporting the hospital's Emergency Department by providing alternative urgent care services. Angela was impressed with how the trust was absorbing the increased demand for services.



[Staff meet Angela Eagle MP at Victoria Central Walk-in Centre](#)

11. A provider was appointed to develop a new StaffZone and trust website. Insight work to develop the new intranet will begin in April.
12. The communications team attended the Wirral GPs Protected Learning Time Event at Thornton Hall, where we handed out the trust's latest GP Update newsletter.



GP Update to promote Diabetes Smart

13. A number of media enquiries were handled including:

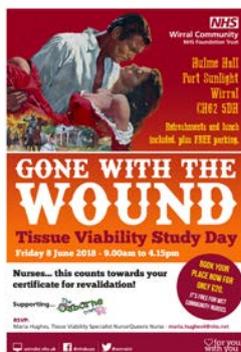
- HSJ - publication of avoidable patient deaths
- Wirral Globe - requested response to reader's letter about breastfeeding
- Liverpool Echo - Flu deaths since 2017 Nov

14. Additional internal communications projects included:

- Weekly staff bulletin published
- The weekly Chief Executive's blog published
- The monthly Executive Brief produced
- Support given to facilitate a visit from the Chief Social Worker, Lyn Romeo
- Continued support was given to the staff flu campaign

15. Additional external projects included:

- The fortnightly Wirral Globe column was published
- A continued high level of support was given to Sexual health Wirral ahead of the launch of the new online booking system
- Tissue viability study day promotion
- Health Passport for children/young people leaving care



Tissue Viability Poster



Health Passport

16. The communications team supports and maintains trust social media channels such as:

- Twitter account @wirralct
- NHS Jobs Facebook account @NHSJobs
- Corporate Facebook account@NHSBuzz



Most engaged tweet in this quarter: 3,597 impressions and 34 total engagements

**Wirral Community NHS Foundation Trust - Jobs**

Published by Fiona Fleming [?] · January 15 · 🌐

★ New Job Opportunity ★ Nursing Auxiliary - Band 3

We are looking to recruit a full time Nursing Auxiliary to support the Heswall Green Community Nursing Team in Wirral. You should be flexible, adaptable, reliable and able to evidence good interpersonal and caring skills.

Whilst community experience is advantage, we are keen to recruit those who have relevant transferable skills who are enthusiastic to develop a career in the community setting.... [See More](#)

**NHS Jobs - Nursing Auxiliary Band 3**

Location: Wirral, Salary: £16,968 to £19,852 pa  
JOBS.NHS.UK

**Performance for Your Post**

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**5,458** People Reached

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**105** Reactions, Comments & Shares 📊

<b>35</b> Like	<b>11</b> On Post	<b>24</b> On Shares
<b>3</b> Love	<b>0</b> On Post	<b>3</b> On Shares
<b>28</b> Comments	<b>17</b> On Post	<b>11</b> On Shares
<b>39</b> Shares	<b>39</b> On Post	<b>0</b> On Shares

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**847** Post Clicks

<b>0</b> Photo Views	<b>279</b> Link Clicks	<b>568</b> Other Clicks 📊
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**NEGATIVE FEEDBACK**

<b>0</b> Hide Post	<b>0</b> Hide All Posts
<b>0</b> Report as Spam	<b>0</b> Unlike Page

Reported stats may be delayed from what appears on posts

Highest reaching facebook post: 5,458 people reached, 847 post clicks, 105 comments, likes and shares

## 17. Conclusion

The communications and marketing activity this quarter ensured the trust’s corporate responsibilities were delivered whilst also supporting business development, internal communications and the achievement of the new strategic objectives.

18. The priorities for the next quarter will include:

- Finalising a new communications and marketing strategy and associated implementation plan
- Development of the new website and StaffZone
- CQC post-report communications
- Phlebotomy communications re change in service
- Staff campaign to share the new organisational strategy
- NHS 70 promotion and planning
- Supporting the development of the Patient Engagement Group, which will provide a channel for patient and service user engagement
- Mail Central roll out
- Communications to support implementation of the new General Data Protection Regulation
- Therapies redesign
- Initial planning for the next art exhibition at St Catherine's Health Centre

**Action Required**

19. The Board is asked to note the content of this report which provides a quarter four activity update for the Communications and Marketing Strategy.

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.

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

**Contributor:**

Jane Loughran, Head of Communications and Marketing Manager

May 2018

**Appendix 1 Communications, Marketing and Engagement Strategy Measures**

	Previous quarter	This quarter	Annual target
<b>Brand Management</b>			
<b>Projects</b>	Further development of trust brand refresh Visit from three local councillors On-going development of Sexual Health Wirral Website	Staff awards CQC inspections MP visit	NA
<b>Internal Communications</b>			
<b>Weekly e-bulletin</b>	Issued = 12	Issued = 12	Target = 50 Achieved = 50
<b>Blogs</b>	Blogs issued = 9 Chief Executive's Wirral Globe column: 10 Chief Executive's weekly CE blog: 9	Blogs issued = 11 Chief Executive's Wirral Globe Column: 5 Chief Executive's weekly blog: 11	N/A
<b>Staff Zone</b>	No. of users (previously reported as visits) = 6,715  No. of pageviews = 148,993  <b>Most popular sections:</b> Home, webmail, ESR self-service, human resources, room booking, e-learning, A-Z Courses, Datix, A-Z of Services, staff directory.	No. of users (previously reported as visits) = 6790  No. of pageviews = 251,777 (because of CQC visit?)  <b>Most popular sections:</b> Home, webmail, ESR self-service, human resources, room booking, e-learning, A-Z Courses, Datix, A-Z of Services, staff directory.	N/A
<b>Projects / campaigns</b>	<ul style="list-style-type: none"> <li>• Eastham Clinic Changes</li> <li>• Phlebotomy Changes</li> <li>• Seasonal Flu</li> <li>• CADT telephone number change</li> </ul>		N/A
<b>External communications</b>			
<b>AGM / Annual report feedback</b>	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

<b>Press releases</b>	<p>Issued = 9</p> <ul style="list-style-type: none"> <li>• Grandparents in the Know</li> <li>• Local NHS trust pledges over 7000 tetanus jabs to Unicef</li> <li>• Local NHS trust pledges over 7000 tetanus jabs to Unicef</li> <li>• Family Nurse Partnership marks 10 years - Wirral</li> <li>• Family Nurse Partnership marks 10 years - Cheshire East</li> <li>• HIV Testing Week</li> <li>• Art exhibition press release</li> <li>• Art exhibition press release - POST</li> <li>• Sexual Health Wirral urge people to look after their 'Sexual Elf'</li> </ul>	<p>Issued = 3</p> <ul style="list-style-type: none"> <li>• Eastham WIC opening times and promoting WICs</li> <li>• Grandparents in the Know</li> <li>• Launch of Wellbeing Hub for children, young people and families</li> </ul>	<p>Annual increase</p> <p>2017/18 = 45 (20 press releases + 25 Globe Columns)</p> <p>2016/17 = 42 2015/16 = 38</p>
<b>Trust magazine</b>	<p>Issued = 1</p>	<p>Issued = 0: no longer a priority</p>	<p>2 issues</p>
<b>Media Enquiries</b>	<p>4</p> <ul style="list-style-type: none"> <li>• BBC Breakfast – Speech and Language Therapy</li> <li>• HSJ – latest WRES data published by NHS England</li> <li>• HSJ – Avoidable deaths</li> <li>• HSJ - Counter fraud providers</li> </ul>	<p>3</p> <ul style="list-style-type: none"> <li>• HSJ Media Enquiry re publication of avoidable patient deaths</li> <li>• Wirral Globe - Breastfeeding Letter</li> <li>• Liverpool Echo - Flu deaths since 2017 Nov</li> </ul>	<p>N/A</p>
<b>Website</b>	<p><b>No. visitors = 41,862</b></p> <p>(cf 151,392 in 2016) (cf 152,457 in 2015) (cf 128,010 in 2014) (cf 29,630 in 2013)</p> <p><b>Page views: 92,719</b> (cf 410,486 in 2016) (cf 527,914 in 2015) (cf 531,065 in 2014) (cf 96,918 in 2013)</p>	<p><b>No. visitors = 44,656</b></p> <p><b>Page views: 89,796</b></p> <p><b>GP section visitors: 556</b></p> <p><b>Popular sections: Home, Walk-in Centres, Services A-Z, current vacancies, St Caths, Sexual Health Wirral, Health Visiting, Eastham Clinic, GP out of Hours</b></p>	<p>Target = 5% increase</p> <p>Visitors target = <b>158,961</b> Total for 2016-17 = <b>177,939</b></p>

	<p><b>GP section visitors: 686</b></p> <p><b>Popular sections: Home, Walk-in centres, services A-Z, Phlebotomy, St Catherine's Health Centre, Vacancies, Sexual Health Wirral, GP OOH, EasthamClinic, Health Visiting, vacancies.</b></p>		
<b>Advertising</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>	N/A
<b>Publications</b>	None this quarter	None this quarter	
<b>Twitter (corporate)</b>	<p>No. followers : 1,633 No. tweets: 5,199</p>	<p>No. followers : 1720 No. tweets: 5462</p>	
<b>Patient material</b>	<ul style="list-style-type: none"> <li>• <b>0 – 19 – Cheshire East</b> – Grandparents in the Know posters, Design and layout of Ankyloglossia Assessment pathway, Safer Sleeping leaflet, change of phone number poster and flyer</li> <li>• <b>0 – 19 Wirral</b> – School Nurses – Design and layout of Emotional Wellbeing questionnaire,FNP design and layout of web banner for Public Site, promotion of new wellbeing hub</li> <li>• <b>Community Nursing</b> – ‘My Care Plan’ leaflet</li> <li>• <b>Cardio Rehab</b> – CardioFit programme</li> <li>• <b>Unplanned Care</b> –WIC refurbishment posters, Trusted Assessor leaflet</li> <li>• <b>SHW</b> – Re-design and layout of the SHW home page,Christmas campaign (various), Think Chlamydia, HIV Testing Week, outreach tshirt</li> <li>• <b>Primary Care</b> – Eastham walk-in centre poster, Arrowe Park Walk-in Centre signage</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Nutrition &amp; Dietetics</b> – Diabetes Smart materials, Low residue diet leaflet, food, fluid and symptom booklet, nourishing drinks recipes leaflet, fruity recipes leaflet, Diabetes Management in Care Homes leaflet</li> <li>• <b>Phlebotomy</b> – blood test leaflet, appointment only posters</li> <li>• <b>0-19 Wirral</b> – Breaststart app poster, safer sleeping leaflet, Health Passport, Healthy Child Drop-in Clinic posters</li> <li>• <b>Heart Support</b> – Echocardiogram leaflet</li> <li>• <b>Sexual Health Wirral</b> – web banners, clinic poster, Valentine's Chlamydia materials, Let's Talk About Sex roller banner, smear test flyers, clinic relocation posters</li> <li>• <b>Speech &amp; Language</b> – drinking with dementia leaflet, videoflouroscopy leaflet, Hypersensitivity leaflet, Oral Hygiene leaflet</li> <li>• <b>Emergency Dental Service</b> – new service leaflet, service support posters</li> <li>• <b>Palliative care</b> – new bereavement card</li> </ul>	N/A

	<ul style="list-style-type: none"> <li>• <b>Speech and Language</b> –amendments to 16 different leaflets around thickening fluids, safe foods and safe eating – change all leaflet to black and white:</li> <li>• <b>Adult Social Care</b> –online assessment, Roller Banner for Visual Impairment Team</li> <li>• <b>IPC</b> – Flu newsletter</li> <li>• <b>Wheelchair Service</b> – Personal Wheelchair Budget Patient Information Leaflet</li> <li>• <b>Nutrition and Dietetics</b> – Fluid chart, Food chart</li> </ul>		
<b>Projects / campaigns</b>	<ul style="list-style-type: none"> <li>• Look after your Sexual Elf</li> <li>• FNP 10 years</li> <li>• Events – Art event, Christmas Jumper Day, Staff Awards launch, Leadership for all</li> </ul>	<ul style="list-style-type: none"> <li>• Sexual Health Wirral online booking launch</li> <li>• Staff Awards</li> </ul>	N/A
<b>Crisis &amp; incident communications</b>			
	<ul style="list-style-type: none"> <li>• Urgent Care messages</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Urgent Care messages</li> <li>• Eastham WIC re-opening</li> </ul>	N/A

**Alison Hughes**  
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Head of Communications & Marketing

2 May 2018