

**Adult Care and Health Overview and Scrutiny Committee
Tuesday 27th November 2018**

REPORT TITLE:	Report of Health and Care Performance Panel
REPORT OF:	Chair of the Health and Care Performance Panel

REPORT SUMMARY

This report provides an overview of the first Health and Care Performance Panel meeting of the municipal year, which was held on 8th October 2018. The report provides feedback to members of the Adult Care and Health Overview and Scrutiny Committee around key discussions and areas of interest resulting from the meeting.

RECOMMENDATION/S

Members are requested to:

- Note the contents of the report of the Health and Care Performance Panel.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

To ensure Members of the Adult Care and Health Overview & Scrutiny Committee are aware of outcomes from the Health and Care Performance Panel.

2.0 OTHER OPTIONS CONSIDERED

Not Applicable

3.0 ATTENDEES

Members

Councillor Bruce Berry
Councillor Wendy Clements
Councillor Tony Cottier
Councillor Phil Gilchrist
Councillor Moira McLaughlin
Councillor Julie McManus
Councillor Christina Muspratt

Other Attendees

Karen Prior (Healthwatch Wirral)
Jacqui Evans (AD Unplanned Care and Community Care Market Commissioning, Wirral Health and Care Commissioning)
Nancy Clarkson (Head of Intelligence, Wirral Council)
Alex Davidson (Scrutiny Officer, Wirral Council)
Vicki Shaw (Solicitor, Wirral Council)

Visitors

Mathew Gotts (Principal Accountant, Wirral Council)
Paul Moore (Director of Quality and Governance, Wirral University Teaching Hospital)
Karen Howell (CEO, Wirral Community Trust)
Claire Wedge (Deputy Director of Nursing, Wirral Community Trust)

Apologies

Jason Oxley (AD Health and Care Outcomes, Wirral Health and Care Commissioning)

4.0 APPOINTMENT OF THE CHAIR

The following appointment for the municipal year 2018/19 was agreed unanimously;

Chair – Councillor Julie McManus (Proposed by Councillor Moira McLaughlin, Seconded by Councillor Wendy Clements)

5.0 APPOINTMENT OF THE VICE-CHAIR

The following appointment for the municipal year 2018/19 was agreed unanimously;

Vice-Chair – Councillor Wendy Clements (Proposed by Councillor Julie McManus, Seconded by Councillor Moira McLaughlin)

6.0 FINANCIAL MONITORING Q1 2018/19

- 6.1 Mathew Gotts, Principal Accountant, introduced an overview of the Quarter 1 Financial Monitoring presentation that was originally presented to Members of the Adult Care and Health Overview and Scrutiny Committee on 12th September. At the request of the Chair of the OSC, the presentation was brought before the Health and Care Performance Panel in order for Members to properly scrutinise the contents.
- 6.2 Members of the Panel were advised that expected savings for 2018/19 are being met, with the total pooled budget for this year at £129.9m. Members were told that this budget was an increase from last year on both the Wirral Council and Wirral CCG side, but exact figures were not available at the Panel meeting. Members requested that these numbers were provided. There was also a need identified around how the pooled budget is presented to Members, with further discussion around this due to take place. Members have requested that staffing and funding figures are broken down across the authority, so that the Panel can be sure that there is no duplication of funding.
- 6.3 Members asked how Wirral will be affected by the recently announced £240m government emergency funding injection for social care over the winter months. Mr Gotts advised that this money is assigned according to 'relative social need'. It is a Head of Adult Social Services grant – with Wirral likely to receive around £1.8m. Members questioned whether this capital is additional funding, or an advance. The response was that, although it is difficult to say at this time, there is a certainty that the increased demand will not just be over the 'winter' months, but will carry through until Easter 2019. Jacqui Evans, Assistant Director, also advised Members that Wirral are working to improve delayed transfers of care to relieve pressure over this period. Up to the current date, and in the previous year, the nationally set target of 2.6 days has been achieved in Wirral.
- 6.4 Members asked why the Council had funded the refurbishment of Pensby Wood, when the site was understood to have been operated by an external organisation. Ms Evans advised Members that Wirral Council still have overall responsibility for ensuring that the building is fit for purpose, which it was not. Details of the building's ownership will be provided to Members at a future meeting.

7.0 CQC IMPROVEMENT PLAN – WIRRAL UNIVERSITY TEACHING HOSPITAL (WUTH)

- 7.1 Paul Moore, the Director of Quality and Governance for WUTH presented the Trust's improvement plan to Members. The full plan was circulated to Members, with particular emphasis given to the preceding exception report – in order to highlight those elements of the plan that have been considered by the Board of Directors as either not on track, or at risk of not meeting the target date.
- 7.2 Mr Moore admitted that the governance system at the Trust was 'badly broken' but that, in his opinion, each aspect of improvement is rectifiable (with the exception of staffing which is problematic across healthcare organisations). Mr Moore assured Members that he is confident that the Trust will be ready for re-

inspection by spring 2019, and that 'confirm and challenge' meetings have been set up for the Board to ensure that actions are being realised. The Board expect evidence that standards are now being met, and Members were given further assurance that those that are not are escalated accordingly.

- 7.3 There were a number of issues highlighted by the CQC report that Mr Moore advised had been identified and addressed. For example, the report raised a security issue within the maternity unit at Arrowe Park Hospital; stating that a door to the labour ward was broken and that there was no monitoring of who was entering and leaving the area. Mr Moore gave assurance to Members that he has personally attempted to access this particular area since, and that it is now secure. He is confident there is no longer a risk in this area. The report also highlighted that medical care services should ensure that all venous thromboembolism (VTE) assessments are carried out within 24 hours of patient admission. The Trust have identified that this is an area that has yet to reach an acceptable level of safety, but that they are working hard to get there. Members sought assurance that standards were also met throughout the night - with Mr Moore promising that the Board were reliably informed by management feedback that standards were upheld during these periods.
- 7.4 Since the inspection, the Trust have also addressed issues relating to control of substances, and are looking into the prospect that they are potentially 'overstocked' with IT equipment, leading to increased risk of falls etc. In addition to this, Mr Moore advised Members that the Trust has now made sure that risk factors are featured more prominently on patient records on the 'Millennium' clinical information system so that they can be addressed swiftly.
- 7.5 Members questioned the perceived 'bullying culture' that has previously been alleged at the Trust, and wished to know what had been done to turn this around. Mr Moore advised Members that there seemed to have been an 'upturn in confidence' amongst staff. His personal experience as a new Board member was that he had never witnessed nor experienced the perceived bullying culture, and that staff were open and honest about any issues or problems. He assured Members that management were cascading an open culture to all staff, and that the Trust have a strong position against bullying and it is not tolerated on any level.
- 7.6 The CQC inspection findings gave particular focus to staffing issues at the Trust, with the report stating that they had 'found that there were still staffing shortages which had not improved since the last inspection'. Members questioned whether these issues were primarily caused by lack of funding or if it was a matter of employee availability. Karen Howell, CEO at Wirral Community Trust responded to this query by advising Members of a 'Wirral-wide workforce conundrum' and that, in some skilled areas, the workforce are not there regardless of how much money is available. There are a number of issues contributing to this problem, including a limited supply of clinical workers, retirement, workforce fatigue and demographic issues (an ageing workforce). Staff in Wirral can also often be tempted by positions in Liverpool or even Manchester. The Trusts are attempting to influence higher education institutions to ensure that the right training is taking place, and that potential staff are encouraged to work in Wirral.

8.0 CQC IMPROVEMENT PLAN – WIRRAL COMMUNITY TRUST

- 8.1 Karen Howell, CEO at Wirral Community Trust, presented Members with a summary of the Trust's improvement plan. Ms Howell explained to the Panel that the report and its findings are very much based on 'technicalities' rather than a substandard level of care, and that many of the issues have already been addressed. An example of note was the explanation around delayed 'fit and proper person' checks. The Trust accepted that at the time of inspection there were a number of delays in DBS check completion – which Members were advised was down to the 'long winded' paperwork process. However, the Trust has now addressed the issue and introduced an electronic repository – marking a significant change to the way in which the Trust works. Alongside this, Ms Howell also advised Members that the Trust's IT infrastructure had not previously been fit for purpose, but that this has now been remedied by close communication with the IT service provider. A user group has also been set up to ensure that ongoing IT issues are flagged and dealt with efficiently.
- 8.2 Members voiced concern around one of the CQC findings that gave reference to the fact that the 'service must ensure that staff understand their role in recognising and preventing potential abuse'. Ms Howell informed Members that this conclusion was in relation to one service in particular; Sexual Health. This was an area that the Trust had already identified issues with, and had made some progress in resolving. Members were assured that audit trails within the service had been revisited to ensure there were no missed safeguarding opportunities, and that a 'multi-disciplinary and clinical' approach to protecting vulnerable young people has been established. Claire Wedge, Deputy Director of Nursing at WCT, advised Members that there had been an 'over-reliance on professional curiosity' but that any safeguarding issues have been fully corrected and supported by training.
- 8.3 The Panel requested clarification from the Trust around the CQC report's 'must do' action of ensuring there was a workable plan in place around the prevention of pressure ulcers. Members were informed that the Trust are now 'proactive' at prevention, with all procedures reviewed against NICE guidance. They closely monitor all pressure ulcer risk assessments, and there is clear improvement - with a 70% reduction in avoidable pressure ulcers.
- 8.4 Discussion took place around the staff training levels in basic and paediatric life support, as highlighted in the CQC report. Ms Howell informed Members that the training for necessary staff members had either taken place, or was due to take place shortly. There seemed to be an issue with staff being trained at a cost to the Trust, who then move employment to another area once qualified. This is something that the Trust will look at as part of a wider 'Workforce Strategy' within Wirral. Members concluded that the CQC rating is not appealing to potential staff, or encouraging a skilled workforce to settle in Wirral. The Trust responded that they are keen that the CQC rating does not demotivate current staff, as they work incredibly hard.

9.0 SUMMARY OF ACTIONS

The following actions arose from the meeting;

- Members requested further detail relating to the Wirral Health and Care Commissioning pooled budget. Specifically, a breakdown of contributions from Wirral Council and Wirral CCG so that they may be sure that there is no duplication of funding. Members also requested sight of the Better Care Fund monitoring report, so that they may be more aware of where the money goes and how it is spent. It was agreed that this would be brought to a future meeting of the Health and Care Performance Panel.
- Members requested further information relating to the ownership of Pensby Wood.
- The WUTH and WCT CQC improvement plans will be added to the work programme of the Health and Care Performance Panel so that Members can monitor the progress of both Trusts throughout the municipal year.

10.0 FUTURE ARRANGEMENTS FOR THE HEALTH AND CARE PERFORMANCE PANEL

Items for the agenda of the next meeting of the Panel on 3rd December 2018 are due to be discussed by the Chair and Vice-Chair during November 2018.

11.0 FINANCIAL IMPLICATIONS

Not Applicable

12.0 LEGAL IMPLICATIONS

Not Applicable

13.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

The delivery of the Panel work programme will be met from within existing resources.

14.0 RELEVANT RISKS

Not Applicable

15.0 ENGAGEMENT/CONSULTATION

Not Applicable

16.0 EQUALITY IMPLICATIONS

This report is for information to Members and there are no direct equality implications.

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APPENDICES:

Appendix 1: Health and Care Performance Panel – Work Programme

REFERENCE MATERIAL - SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Care and Health Overview & Scrutiny Committee	27th June 2018