

12-month workplan 2021-22			
Meeting	Board of Directors		
Date	06/10/2021	Agenda item	12
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	Anthony Bennett, Chief Strategy Officer Mark Greatrex, Chief Finance Officer & Deputy CEO Val McGee, Chief Operating Officer Paula Simpson, Chief Nurse Jo Shepherd, Director of HR & Organisational Development		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
The purpose of this presentation is to provide and update and assurance to the Board of Directors on the progress made against the approved 2021-22 workplan.			
Executive Summary			
<p>With the national, regional and local requirement to meet the demands of the COVID-19 pandemic, the Board of Directors approved a pause in the development of the Trust's 5-year strategy at the beginning of the financial year and in the interim approved a 12-month workplan for 2021-22. The attached presentation provides an update on the work completed to date to implement the workplan and aims to provide assurance to the Board of Directors on the overall progress reported at this mid-year stage.</p> <p>The workplan is aligned to eight key areas:</p> <ul style="list-style-type: none"> • Strategy • Operations • Quality • People • Mobilisation • Information Management & Technology (IM&T) • Capital • Social Value <p>The Trust has made good progress against the workplan and is on course to deliver all programmes of work within identified timescales.</p>			
Risks and opportunities:			
<p>There are no immediate risks identified in the workplan. Any specific operational risks are identified through the operational risk register. The programmes of work detailed in the workplan provide important mitigations in respect of strategic risks being managed through the Board Assurance Framework – see agenda item 11.</p> <p>The 12-month workplan has provided an opportunity to reset and set the direction across the Trust, following the emergency response to COVID-19. Under the 'Shaping Our Future' campaign, the Trust has engaged with the workforce on the workplan in order to support the development of local Plans on a Page aligned to the key priorities.</p>			
Quality/inclusion considerations:			
<p>Quality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Equality Impact Assessment completed and attached <input type="checkbox"/> No</p> <p>Any QIAs or EIAs are developed for specific programmes of work included in the workplan. <input type="checkbox"/></p>			

Financial/resource implications:

There are no financial or resource implications in respect of the workplan update. Any requirements are managed as part of each programme of work and where necessary appropriate business cases developed for appropriate approval, as per Standing Financial Instructions.

Trust Strategic Objectives

Please select the top three Trust Strategic Objectives that this report relates to, from the drop-down boxes below.

Our Populations - improving services through integration and better coordination	Our People - enhancing staff development	Our Performance - growing community services across Wirral, Cheshire & Merseyside
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Board of Directors is asked to consider the following action

Receive the update provided and be assured on the progress made at the mid-year stage to implement the 2021-22 workplan.

Report history

Submitted to	Date	Brief summary of outcome
Board of Directors	09/06/2021	The Board of Directors received the full 12-month workplan for assurance.

Workplan 2021/22 Mid-Year Update

Public Board

6th October 2021

Anthony Bennett: Chief Strategy Officer

Context

- This presentation provides an update on delivery of the 2021/22 organisation workplan
- It will provide an overview aligned to the identified and approved eight key areas
- It will outline our progress to date against agreed timeframes



Strategy

Revise Trust strategy and Values (March 2022)

- Through considerable engagement with our staff we are proud to have launched our new Common Purpose and Trust Values:

Together...

we will support you and your community to live well.

Compassion

Supportive and caring, listening to others.

Open

Communicating openly, honestly and sharing ideas.

Trust

Trusted to deliver, feeling valued and safe.

- Shaping our future “Inviting you to get involved” document circulated
- Internal staff focus groups are underway with a key focus on:
Quality, People, Population Health & Health Inequalities,
Digital & Innovation
- On plan to deliver new 5 year strategy for 2022-2027



Operations

Organisational Design (March 2022)

- Team tours lead by Chief Operating Officer (COO) and Deputy COO to engage with front line and corporate areas implemented to inform and help shape the operational structure – well received
- Programme structure fully established with key milestones set

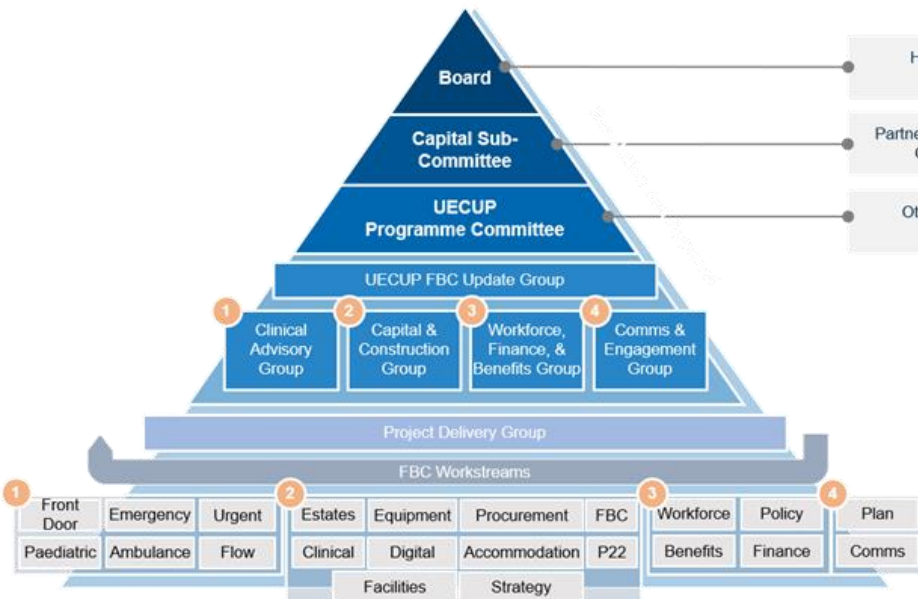
Partners for Change (March 2022)

- The Partners for Change: 3 Conversations Transformation West Wirral and Birkenhead innovation sites are entering their 9th week of the 13th week pilot. The positivity and creativity within the sites is supporting the development of this new way of working with people focusing on outcomes to improve their lives.

Operations

Urgent Care Model (Early 2023)

- Full Programme Committee structure in place with WCHC represented on each committee per governance structure below



External Groups

- Healthy Wirral Partners Board
- Partner Chief Executive Briefings
Chair: Janelle Holmes
- Other External Groups as appropriate

- Revised cost £28m (includes £5m funding from WCHC)
- Build partner Tilbury Douglas via ProCure22 Framework
- Outline Business Case approved by Dept of Health & Social Care
- FBC submission target date Jan 2022
- Build planned Sept 22 to June 24



Quality

Quality strategy plan (March 2022)

- Comprehensive delivery plan developed against three key themes
- Progress reported to Quality and Safety Committee
- Key deliverables to date include:
 - Patient safety specialist recruited and enhanced safety governance system implemented
 - Quality improvement practitioners recruited
 - Schwartz rounds launched

Regulatory compliance (March 2022)

Quality strategy and regulatory compliance group continues to track compliance via

- Standards Assurance Framework for Excellence (SAFE) self-assessments
- Service reviews
- Delivery of improvement plans



People

People Strategy Plan (March 2022)

- Comprehensive delivery plan developed against four key themes, progress reported to Education and Workforce Committee
- Key deliverables to date include:
 - Wellbeing conversations provided for all staff through appraisals
 - Monthly People Pulse survey and discussion at Get Togethers embedded to hear staff voice and monitor wellbeing
 - Reciprocal Mentoring Programme for Black, Asian and minority ethnic (BAME) staff introduced
 - Leadership Qualities Framework launched
 - Just and Learning principles incorporated into key Human Resources policies
 - Nurse preceptorship programme launched
 - Agency booking system implemented to assist reporting and reduce expenditure

Mobilisation

St Helens (Sept 2021)

- Mobilisation Programme Board structure lead by Deputy Director for Contract and Commissioning delivered all aspects of the mobilisation within agreed time scales for go live on the 1st September

Knowsley 0-25 (Feb 2022)

- WCHC awarded the Knowsley 0-25 Healthy Child Programme in September 2021
- Mobilisation to replicate the recent St Helens 0-19 Mobilisation
- All key stakeholders have now been engaged with and the programme structure agreed
- Go live date is 1st February 2022

IM & T

IM&T infrastructure improvement (Sept 2021)

- New firewalls introduced improving performance and increasing resilience of core security infrastructure
- New BT internet circuit being brought in to service – Remote staff benefits
- Currently 100% compliant with Windows 10 desk top operating system
- IT workplan on track

Electronic patient record (March 2022)

- Current SystmOne expires 2023
- Procurement of a new solution discussed within the Digital Enablement Group
- Consideration will also be given aligned to “place” and Cheshire & Merseyside (C&M) systems

Digital Strategy (Dec 2021)

- Progressing engagement with Wirral and C&M accelerator & operational groups
- Undertaken first internal digital and Innovation focus group

Capital

Marine Lake (2023)

- Initial Project Board meeting 15 October 21 with Chief Finance Officer as Executive Lead member
- Eric Wright appointed as construction partner
- Square Zero appointed as Project partner
- Revised costs confirmed (due to delays)
- Construction expected to begin November 21 to Feb 23



Social Value

Social Value Award (July 2021)

- Cheshire & Merseyside Social Value Charter Mark status secured March 2021, demonstrating social value commitment
- Next stage: Social Value Quality Mark Level One, identifying Pledges and Key Value Indicators (KVI) to be tracked in year one
- Mandatory pledges and Key Value Indicators (KVI) developed
- Supported by Managing Director of Social Value Quality Mark (awarding institution)
- Slight delay due to competing priorities
- Aiming for Level One submission during October 2021

Developing the Trust 5-year strategy 2022-27

Meeting	Board of Directors		
Date	06/10/2021	Agenda item	13
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	Anthony Bennett, Chief Strategy Officer David Hammond, Deputy Director of Strategy		
Action required (please tick the appropriate box)			
To Approve <input type="checkbox"/>	To Discuss <input type="checkbox"/>	To Assure <input checked="" type="checkbox"/>	
Purpose			
The purpose of this paper is to provide assurance to the Board of Directors on the work completed to date, and the plans for further development of the Trust's 5-year strategy 2022-27.			
Executive Summary			
<p>The COVID-19 pandemic delayed development of a long-term strategy to replace the 2018-21 version.</p> <p>In the interim, the Trust:</p> <ul style="list-style-type: none"> • Engaged staff to review, develop and communicate a new set of values and common purpose statement for the Trust • Developed a 2021-22 workplan to describe and communicate strategic priorities working in partnership with our staff and service portfolios <p>The process to develop the Trust's 5-year strategy for launch in April 2022 is described in this paper. This includes:</p> <ul style="list-style-type: none"> • the development of a 'Shaping Our Future' invitation document for partners, stakeholders and staff circulated in September • focus groups with staff on the topics of population health and inequalities, digital, people and quality • Ensuring our strategy aligns to developments and priorities within the wider system and supports collaborative working for the people we serve • review of existing information, qualitative and quantitative, that will inform the development of the strategy. 			
Risks and opportunities:			
There are no organisational risks identified in this report.			
Quality/inclusion considerations:			
Quality Impact Assessment completed and attached <input type="checkbox"/> No			
Equality Impact Assessment completed and attached <input type="checkbox"/> No			

The QIA and EIA will be completed as part of the development of the Trust's 5-year strategy		
Financial/resource implications: There are no immediate resource implications identified in this report. .		
Trust Strategic Objectives <i>Please select the top three Trust Strategic Objectives that this report relates to, from the drop-down boxes below.</i>		
Our Populations - improving services through integration and better coordination	Our People - improving staff engagement	Our Performance - delivering against contracts and financial requirements
Board of Directors is asked to consider the following action		
To receive the update as presented and be assured of the plans in place to develop the Trust's 5-year strategy 2022-27.		
Report history		
Submitted to	Date	Brief summary of outcome
Informal Board of Directors	September 2021	The Board of Directors received an update on the emerging plans to develop the 5-year strategy.

Developing the Trust 5-year strategy 2022-27

Background

1. Due to the challenges of COVID-19 during 2021-22 and recognising the need to focus on the pandemic response the Board of Directors agreed to set a 12-month workplan.
2. The 12-month workplan was developed in partnership with service portfolios and aligned to supporting strategies such as the Quality and People Strategies. To ensure visibility, understanding and adoption of the workplan it has been presented across several Trust meetings as well as communicated through the staff bulletin and presented to the whole organisation at the Trust's monthly 'Get Together - Team WCHC Briefing'.
3. The 12-month work plan for 2021-22 identified eight key priority areas as described below.



4. The Board of Directors is receiving a separate update regarding progress against these areas of focus at the October 2022 meeting.

Common purpose and values

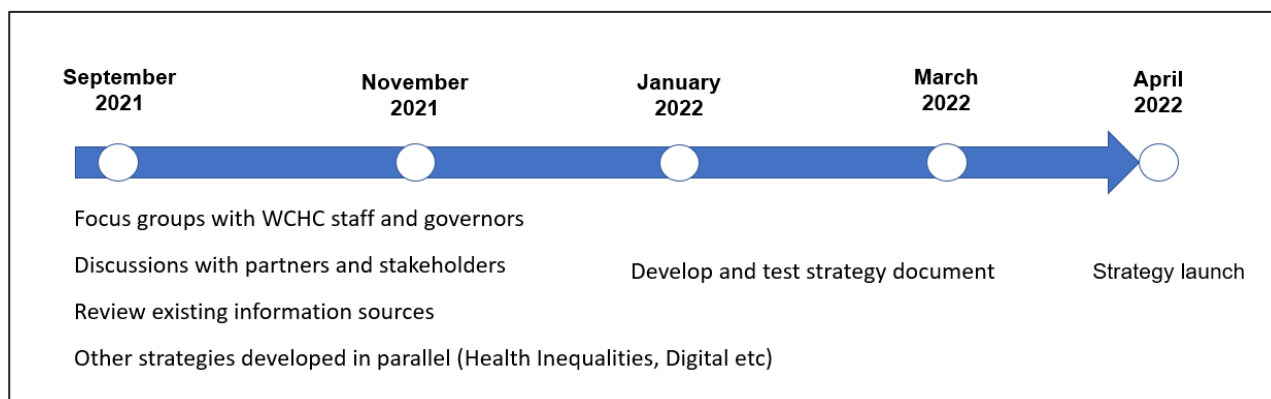
5. The Board of Directors was keen to ensure the Trust's new 'common purpose' and 'values' were co-produced with staff right across the organisation. This was achieved by inviting every member of staff to complete a values mapping exercise followed by a series of staff focus groups. This also allowed an opportunity to gain qualitative feedback on what was important to staff. A focussed and supporting communications campaign was also launched to provide awareness across the Trust.

The new common purpose and Trust values can be seen below:



Timeline for strategy development

6. During September to December 2021, the Trust's strategy team is bringing together existing information (national, regional, local and organisational), and engaging with staff and partners to identify areas of strategic priority for 2022-27.
7. The timeline below sets out the key milestones.



8. This will lead to the development and agreement of a 5-year strategy during January to-March 2022.
9. The development of the strategy will be taken forward through the Informal Board Programme.

Existing information to inform the strategy development

10. It is important the Trust's 5-year strategy is aligned to local plans within the systems we operate as well as reflecting and understanding the needs of the population. Engagement with staff as well as our external partners during the build of the strategy will be key.
11. The information sources will include, for example:

National	Regional	Local	Trust
<ul style="list-style-type: none"> • Place-based Partnerships (NHSE, 2021) • Provider collaboratives (NHSE, 2021) • What good looks like (Digital - NHSX, 2021) • Long Term Plan (2019) • Building healthier communities (The Health Foundation, 2019) 	<ul style="list-style-type: none"> • Cheshire & Merseyside Integrated Care System Strategy, 2021-25 • Cheshire & Merseyside Provider Collaborative plans 	<ul style="list-style-type: none"> • Healthy Wirral plans • Wirral Place-based and provider collaboration plans • Health inequalities, Wirral (Public Health England, 2020) • Primary Care Network Clinical Director feedback (2021) • NHS Wirral Long Term Plan engagement report (Healthwatch 2020) • Voice of the Child (2019) 	<ul style="list-style-type: none"> • Service Plans on a Page (2021) • Values workshop feedback (2021) • Care homes engagement (2021) • Pulse survey results (2021) • Staff survey results (2020)

		<ul style="list-style-type: none"> • Community Conversations (Age UK, 2018) 	
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12. These information sources include a comprehensive range of organisational and local engagement with patients, service users and residents, ensuring those broad perspectives and priorities are considered in the process of strategy development.

Partner engagement

- 13. As a population health focussed organisation specialising in supporting people to live independent and healthy lives, we are committed to ensuring our 5-year strategy is built based on service user, staff and external partner engagement that reflects and meets their ambitions.
- 14. At the end of September 2021, partners, stakeholders and all staff received a ‘Shaping Our Future’ invitation booklet that provides an overview of the Trust’s high-level strategic intentions and invites them to become involved and inform the setting of the strategic priorities for 2022-27.
- 15. The partners and stakeholders who received the invitation include NHS and community and voluntary sector partners, other public sector partners e.g. police, fire and rescue, local authorities and Healthwatch organisations.



Staff and governor engagement

- 16. A series of focus groups for all Trust staff to attend has been launched. These focus groups are themed around the topics of:
 - Population Health & Health Inequality
 - Digital and Innovation
 - People (workforce)
 - Quality
- 17. Five focus group sessions have been completed (at 30/09/21) with a wide range of attendees from operational and corporate services.

18. A separate session has been held with Trust Service Directors adopting a PESTEL analysis approach (Political, Economic, Social, Technological, Environmental and Legal) and identifying strategic opportunities.
19. Further focus group sessions are planned with the Council of Governors and the Your Voice group. These sessions will provide an opportunity to receive their experiences and insights, understand what is important to them personally and the areas they represent. It will also provide an opportunity to share and discuss the strategic direction of the organisation and the system.

Board action

20. The Board of Directors is asked to be assured by the plans in place to develop a new Trust's 5-year strategy 2022-27.

Anthony Bennett
Chief Strategy Officer

David Hammond
Deputy Director of Strategy

1 October 2021