Social value mid-year report

Meeting	Public Board		
Date	19/10/2022	Agenda item	12
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	David Hammond, Deputy Director of Strategy		

Action required (please tick the appropriate box)

To Approve ☐	To Discuss ☐	To Assure ☑

Purpose

To assure Board of progress in the development of the Trust's Social Value proposition, which delivers some of the aims of our organisational strategy, by:

- Describing the scope of Social Value and the role of an Anchor Institution
- Sharing WCHC's Social Value Framework and dashboard development
- Updating on our performance for the Social Value Quality Mark, Level 1
- Highlighting Cheshire & Merseyside Integrated Care Board's (ICB's) expectations regarding Social Value and WCHC's progress against these

Executive Summary

Increasing Social Value as an Anchor Institution is core to our Organisational Strategy (2022-27).

WCHC has developed a Social Value Framework with five themes with sub themes and metrics.

The scope of this framework was set following review of relevant Cheshire & Merseyside expectations, contractual and regulatory requirements and Trust strategies. A dashboard is in development to support reporting on this.

The Trust is at the mid-point of delivering its Key Value Indicators for the Social Value Quality Mark at Level 1. Performance against these is included in the report.

There is a contractual expectation that all Cheshire & Merseyside-based NHS providers sign up to the Cheshire & Merseyside Social Value Award and Charter, Anchor Institution Charter and Prevention Pledge. WCHC has either agreed / been awarded these or is progressing plans towards doing so.

Overall, WCHC has made very significant progress towards taking a systematic and informed approach to delivering greater social value.

Risks and opportunities:

No current risk associated with this work.

Quality/inclusion considerations:

Quality Impact Assessment completed and attached No
Equality Impact Assessment completed and attached No
Not applicable to this paper

Financial/resource implications:

None identified as directly relevant to this report.

Trust Strategic Objectives		
Our Populations - outstanding, safe care every time	Our Populations – provide more person-centred care	Our Populations - improving services through integration and better coordination

Board of Directors is asked to consider the following action

- Be assured by the development of A), a Social Value Framework, that reflects the scope of social value and the Trust's role as an Anchor Institution, and B) a Social Value Dashboard, that will inform and facilitate tracking and future reporting on progress against the Framework
- Note the Trust's performance against the KVIs it set for the Social Value Business Quality Mark, Level 1, and its ability to track that performance – the key requirement of that Quality Mark
- Note the Trust's positive progress in meeting the expectations of Cheshire & Merseyside ICB with regard to Social Value

Report history

Submitted to	Date	Brief summary of outcome

Social value mid-year report

Public Board, 19 October 2022

Tony Bennett: Chief Strategy Officer

Aims of session

- Describe scope of Social Value and the role of an Anchor Institution

- Share WCHC Social Value Framework and dashboard development

- Update on Social Value Quality Mark, Level 1

- Highlight Cheshire & Merseyside ICB expectations regarding Social Value and WCHC progress against these

Social value in WCHC's Organisational Strategy

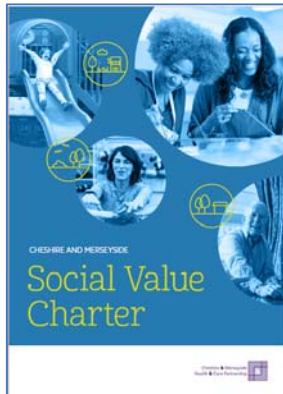Increasing Social Value as an Anchor Institution is core to our Organisational Strategy (2022-27)

'...adding social value through our approach to employment, procurement and sustainability to support stronger and healthier communities'

Social Value and Anchor Institutions: complementary concepts

Social Value: "What we do"

The good that we can achieve within our communities, related to environmental, economic and social factors

Anchor Institution: "What we are"

…usually large public sector organisations rooted in and connected to their local communities.

They can improve health through their influence on local social and economic conditions by adapting the way they employ people, purchase goods and services, use buildings and spaces, reduce environmental impact, and work in partnership.

Consistent with 'The NHS as an Anchor Institution', guidance published The Health Foundation, 2019
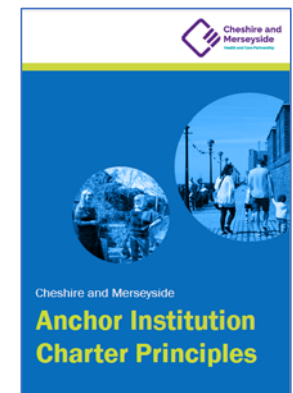
WCHC Social Value Framework

Five themes with sub themes and metrics

Scope set following review of

- ✓ Cheshire & Merseyside Charters
- ✓ Contractual and regulatory requirements
- ✓ Trust strategies

Purchasing and investing locally for social benefit

Representative workforce and access to quality work

Community Engagement and support

WCHC Social Value Framework

Reducing Environmental Impact

Increasing wellbeing and health equity
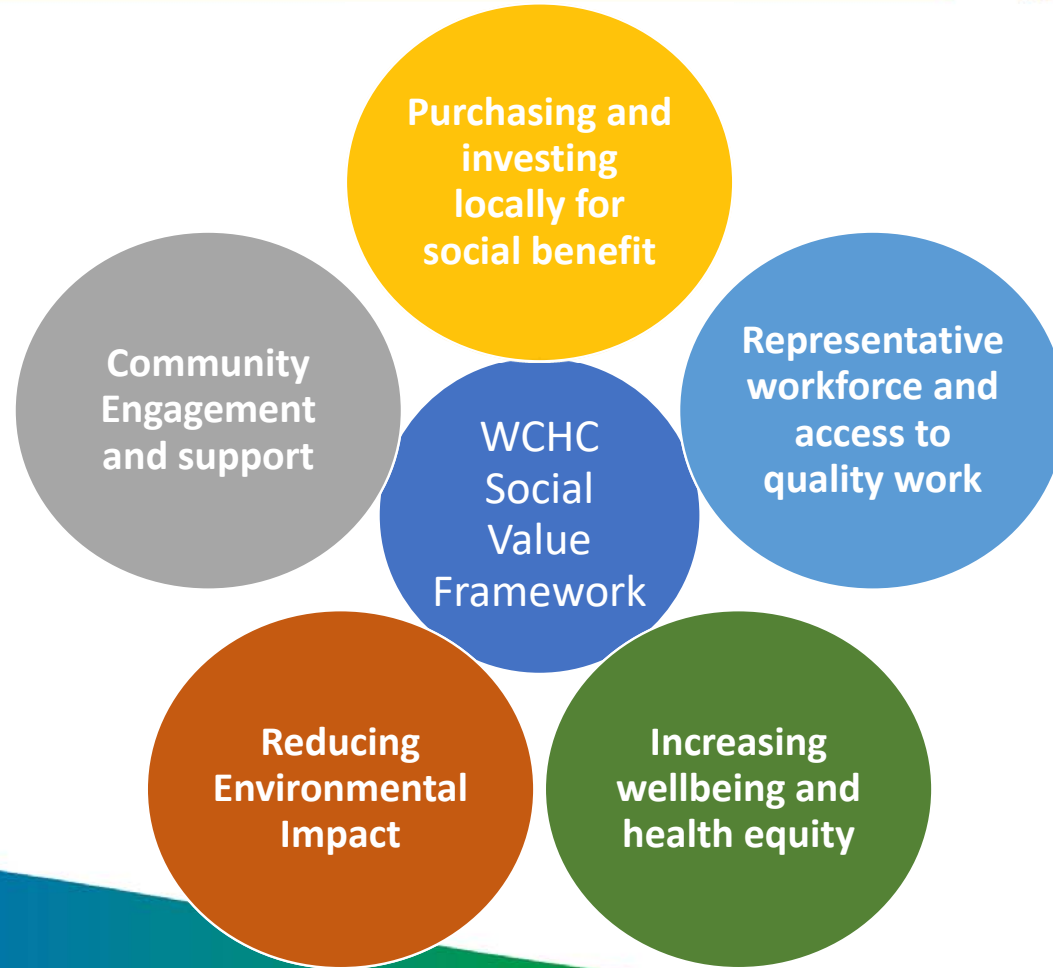
Social Value framework (1 of 2)

THEME	SUB THEME	METRICS
Purchasing and investing locally and for social benefit	Procurement (Procurement Policy Note 06/20, min. 10% social value from Jan 21)	Expenditure in local supply chain
		Use of contracts to improve standards and create opportunities
	Investment	Investment in local infrastructure
Representative workforce and widening access to quality work	Local employment and representative workforce	Numbers of local people employed
		Workforce representative of community
		Outreach and inclusivity in recruitment
	Widening participation	NHS familiarisation and career sessions
		Work placements
		Pre-employment programmes
		Volunteer placements
	Improving skills	Apprenticeships

Social Value framework (2 of 2)

THEME	SUB THEME	METRICS
Increasing wellbeing and health equity	Workplace	Workplace wellbeing initiatives and support
	Wider community	Supporting people's wider wellbeing and reducing health inequalities
Reducing environmental impact (Delivering a 'Net Zero' National Health Service, Oct 2020; C&M Green Plan, 2022)	Reducing impact	Reduce carbon emissions
		Reduce waste production
		Reduce water use
	Increase awareness	Increase awareness of environmental pressures
Engaging with and supporting communities	Engagement	Community engagement activity
	Gifts in kind	Provision of resources to VCF groups

Social Value dashboard

Trust Information Gateway dashboard in development to:

- Show key metrics associated with social value development

- Provide narrative associated with social value themes, showing actions WCHC is taking to increase social value

- 2022/23 to collect baseline and then set targets within each theme

Actively engaged with C&M ICB re development of consistent set of social value measures
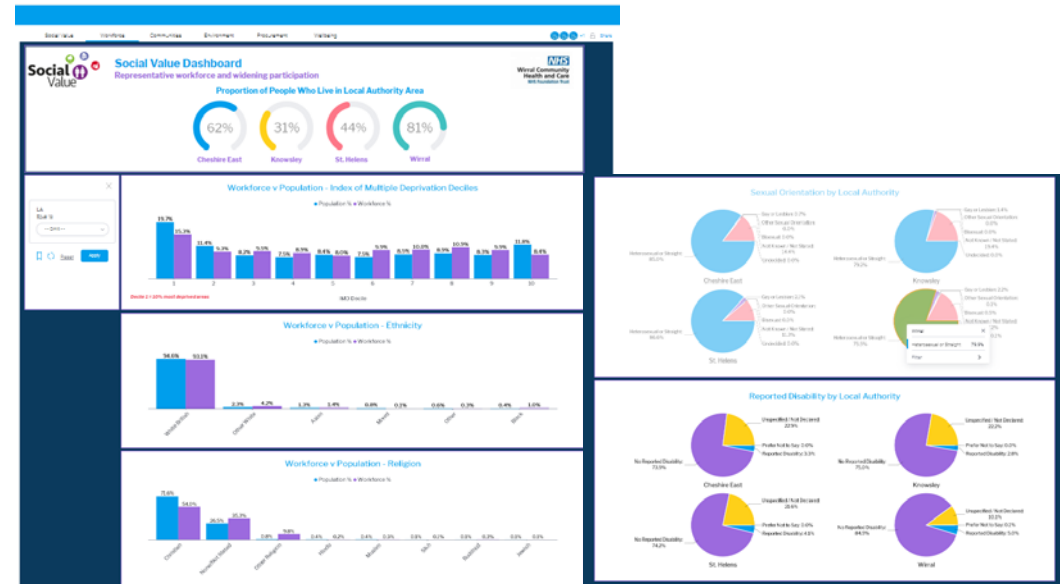
Example of TIG social value dashboard tab showing staff characteristics to inform plans to increase workforce representativeness (location, postcode by deprivation, ethnicity, religion, sexual orientation, disability)

Social Value Quality Mark, Level 1

- In October 2021, WCHC applied for and achieved the Social Value Business Quality Mark at Level 1: first NHS trust to achieve this.

- At Level 1 the focus is on identifying, tracking and reporting on KVIs, linked to pledges rather than absolute values.

- Performance against Trust-set KVIs has varied; significant wave 3 covid effect.

- 18 months available to complete Level 1 process; submission due by April 2023, therefore this represents a mid-point update on performance.

Social Value Quality Mark, Level 1 Key Value Indicators, performance at Sept 2022

Theme	Social Value Quality Mark, Level 1 Key Value Indicators submitted	Figure for 21/22 if available	Current figure for 22/23 (i.e. since April 22) if available
Economic: We will maximise local investment, recognising the social, economic and environmental benefits of buying locally when procuring goods and services	Having 18% of supply chain expenditure during 2022/23 in local areas: £% of total supply chain expenditure in year with firms with postcodes in Cheshire East, Knowsley, St Helens, Wirral		13.09% YTD 22/23 (Of which, Wirral = 11.88%, CE, Knowsley and St Helens = 1.21% combined)
	50% of contracts in year developed by WCHC with social value weighting		2 of 2 contracts (100%)
Employment & Volunteering: We will increase employment and training opportunities for local people, especially from disadvantaged groups.	Having 5% of people (WTE) with declared disabilities employed in the workforce, measured annually at year end (% of WTE staff)	4.09% (from 2021 Annual Report)	4.76% (from 2022 report)
	By end 2022/2023, deliver 24 sessions per year with schools, colleges and youth groups about NHS careers and/or general curriculum support	Total number of NHS cadets (Foundation + Advanced for 2 cohorts) 177 Total number of sessions offered (Foundation + Advanced for 2 cohorts) 162 sessions Sessions supported by WCHC staff: 34	

## Social Value Quality Mark, Level 1 Key Value Indicators, performance at Sept 2022

Theme	Social Value Quality Mark, Level 1 Key Value Indicators submitted	Figure for 21/22 if available	Current figure for 22/23 (i.e. since April 22) if available
Education & Skills: We will provide outstanding careers, including ensuring that our employees have access to training and development to develop and share skills	Enabling 85 employees to achieve apprenticeships at levels 2, 3 or 4+ during 2021/22 – number completed	21 on apprenticeship programmes; 14 Completed	
	Facilitate 50 sessions of reciprocal mentoring with senior managers and board members and BAME staff during 2021/22	54 (est. 9 pairs x 6 sessions)	
Health and Wellbeing: We will support and empower individuals to improve their own wellbeing and maintain independence and quality of life	90% of reportable staff receiving flu vaccination	72%	
	Increase the number of people receiving home based crisis response within 2 hours to 50 per month by the end of 2021/22, enabling home-based care and reducing deconditioning in hospital Figure required based on average of three months prior to submission, i.e. Jan-March 2022	Jan-Mar 22 Average 58/month	June-Aug 22 Average 145/month

Cheshire & Merseyside (C&M) ICB social value expectations

Contractual expectation that all NHS providers sign up to Social Value Award and Charter, Anchor Institution Charter and Prevention Pledge

Dates agreed/awarded in brackets.

✓ Social Value Award (March 2021)

✓ C&M Social Value Charter (Sept 2022)

✓ C&M Anchor Institution Charter (Sept 2022)

✓ Prevention Pledge (in progress)
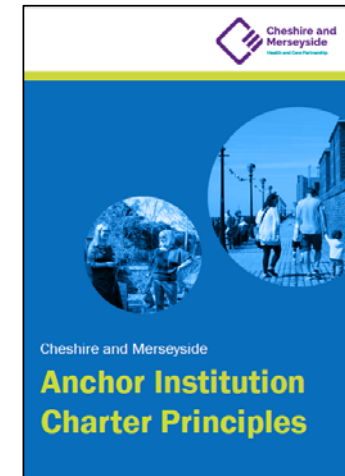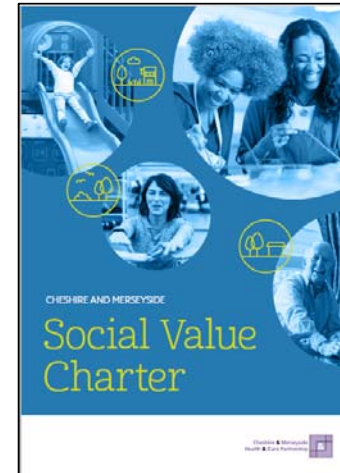
Future reporting and assurance

- Committee reporting will be reviewed so that social value measures, related plans and actions are reported via the relevant committee (Quality & Safety, Education & Workforce, Finance & Performance)

- This can be supported by the Social Value dashboard

- A regular Board report will present a summary of the Trust's progress within it's Social Value Framework

Summary

- WCHC has made very significant progress towards taking a systematic and informed approach to delivering greater social value.

Organisational strategy assurance report

Meeting	Public Board		
Date	19/10/2022	**Agenda item**	13
Lead Director	Anthony Bennett, Chief Strategy Officer		
Author(s)	David Hammond, Deputy Director of Strategy		

Action required (please tick the appropriate box)		
To Approve ☐	**To Discuss** ☐	**To Assure** ☑

Purpose

To assure Board of progress against delivery of the organisational strategy, by providing an overview of the strategy 'We Will…' statements in each of its six key sections, mapped to related projects and initiatives.

To describe the process by which Board members will receive updates and assurance regarding delivery against those areas of strategic development via committee and Board meetings.

Executive Summary

Providing assurance against delivery of the organisational five year strategy will be achieved through identifying key projects and initiatives that support the strategic 'We Will…' statements.

The key projects and initiatives supporting the 42 'We Will…' statements currently in progress have been mapped against projects and initiatives and mid-year updates provided.

Whilst this is a comprehensive mid-year update, in future much of the detail contained in this report will be picked up via committee reporting.

Ensuring oversight of this range of work at committee level will and provide ongoing clarity that the strategy is being delivered.

Risks and opportunities:
No current risk associated with this work.

Quality/inclusion considerations:
Quality Impact Assessment completed and attached No
Equality Impact Assessment completed and attached No
Not applicable to this paper

Financial/resource implications:
None identified.

Trust Strategic Objectives

Our Populations - outstanding, safe care every time	Our Populations – provide more person-centred care	Our Populations - improving services through integration and better coordination

Board of Directors is asked to consider the following action

- To be assured that the organisational strategy is being delivered

Report history

Submitted to	**Date**	**Brief summary of outcome**

Organisational strategy assurance report

Public Board, 19 October 2022

Tony Bennett:
Chief Strategy Officer

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Aims of session

- To provide an overview of the Organisational Strategy's 'We Will…' statements from each of its six key sections, mapped to related projects and initiatives to demonstrate progress

- To describe the process by which Board members will receive updates and assurance regarding delivery against those areas of strategic development via committee and Board meetings

Work to date

- 'We Will…' statements aligned to projects and initiatives

- 42 (We Will…' statements applicable to 2022/23. (47 in total.)

- Review at Directors & Deputies Forum, 31 August 2022

- Consideration of options for reporting and assurance

Operational development

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Operational development (1 of 2)

We will statements:	Projects / initiatives	Update, October 2022
Develop integrated care models for 0-19/25 in partnership with other providers across Cheshire and Merseyside.	Phase 2 'organisational design' to include population health management model	• The 0-19 offer at Place level will be scoped alongside the population health management model
Implement locality teams in Wirral, with proactive population health management and care coordination...		• Phase 2 agreed with a focus on population health management. This is consistent with the NHSE Anticipatory Care model, taking a risk-based approach to identifying people for more proactive and coordinated health and care support
Build and implement a holistic model for prevention and management of Long Term Conditions, supporting Primary Care Network (PCN) and locality working		• The revised PID is due to be approved at Programme Oversight group (POG) in Nov22
Build on our implementation of the '3 Conversations' model of adult social care ...across our teams	3 Conversations, Trust-wide roll out plan	• The 3 Conversations model has been tested and its benefits proved in two Adult Social Care neighbourhood teams (Birkenhead and West Wirral) with plans in place to extend this across all adult social care teams during 22/23 and 23/24
Support more joined up Adult Social Care domiciliary and care home provision	Home First project – provision of reablement support	• The Home First project is expanding the Community Integrated Response Team (CIRT) offer to enable people to be supported at home, including a longer period available for supporting people at home with reablement. Enabling a more structured and planned handover to domiciliary care for people who need it. Project began Sept 2022; initial focus on CICC step down care.

Operational development (2 of 2)

We will statements:	Projects / initiatives	Update, October 2022
Expand our 2 hour Urgent Community Response (UCR) service offer	UCR project	• The UCR project has completed and the team is seeing 95+% of people referred within the 2 hour target, averaging 170 people per month over summer 2022
Develop virtual ward and technology - enabled care models with partners	Virtual Ward project	• WCHC's CIRT team is providing elements of the Frailty Virtual Ward team alongside WUTH. Virtual Ward alongside Urgent Community Response and Home First in CIRT provides a joined up offer. The Virtual Ward will go live at the end of Oct 2022
Implement a 2 day response time for rehabilitation services, in line with national guidance	Home First project to provide reablement	• Home First is extending the range of reablement provision in Wirral, following the principle of timely assessment in someone's home environment. The project is measuring a range of KPIs to understand response times, outcomes etc
Enhance our current bed-based Community Intermediate Care Centre (CICC)	Home First project to improve CICC flow	• The Home First project includes a focus on CICC length of stay, with additional capacity to provide step down support and reduce length of stay, effectively increasing capacity
Implement a single front door model for urgent treatment and A&E as part of Wirral's urgent and emergency care services	Urgent treatment centre / A&E single front door project	• This project is underway, with WCHC teams temporarily relocated on the site whilst building work continues

Quality & Innovation

We will statements:	Projects / initiatives	Update, October 2022
Embedding a framework for system-wide learning	Establish Wirral system Quality & Performance Group; Establish Patient Safety Incident Response Framework (PSIRF) project	• Wirral system Quality & Performance Group established Aug 22; • PSIRF project PID due for approval at Oct22 Programme Oversight Group; PSIRF training strategy approved
Using data to drive improvement facilitate community based initiatives to promote wellbeing & independence	23/24	
Embedding inequalities data collection	Accessible Information Standard (AIS) / reasonable adjustments data collection improvement	• AIS / reasonable adjustments part of Locality SAFE meeting agendas; improvement trajectories confirmed, priority services identified; dashboard developed and will continue to evolve
Establish processes for systematically hearing from people / communities - coproduction of care pathways	23/24	
Developing a sustainable workforce to lead innovation and research	Recruitment of Research & Innovation (R&I) Lead; Implement Quality Improvement Training Plan	• R&I Lead in post and strategy in development to ensure process and structures for R&I • QI curriculum agreed; training plan and tracker in place for QI training. QSIR-V (i.e. quality champion) training currently taking place (15 staff), QSIR-P (i.e. quality expert) training commenced Oct22 (15 staff); staff undertaking Level 5 apprenticeships contacted re research ideas to expand activity
Establish an innovation hub	Complete hub project with Wirral Met College (WMC)	• Innovation site plan for Wirral Met Hamilton Square building confirmed with WCHC staff and WMC. Scope of works confirmed July 22. Renovation of space at WMC is in progress, staff engagement has taken place to gain ideas about function now that form has been agreed.
Build a strong innovation and research portfolio	23/24	

Digital

We will statements:	Projects / initiatives	Update, October 2022
Build our IT core by moving to cloud based infrastructure	Complete move from local to cloud based servers	• Baseline assessment completed with Microsoft with findings reviewed • Cloud-based review to be completed this calendar year with business case to POG in December 2022, delivery and completion before March 2023
Complete Electronic Health Record (EHR) future state design and implementation	Future state design by end Sept 22, complete output-based specification for market by end of 22/23, implement 23/24.	• Significant engagement completed Q2 22/23. Partnership formed with London Procurement Partnership for supplier liaison, market assessment etc. HIMSS assessment scheduled to inform future state needs • Entering future state design based on completed gap analysis. • High level deliverables will be defined with business case to be completed Q4 2022/23
Define and embed a strategic telehealth model	Scope defined and pilot in place by end 22/23	• Work continuing to develop telehealth model; next steps include confirming full scope and project leadership
Develop use cases, review existing resources / tools for business intelligence and data analytics at place level	Preparation 22/23, commence 23/24	• Enabling works to increase Business Intelligence functionality ongoing, to support Place-level analytical capacity and capability once decisions made re Place requirements
Ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation	Scope and agree training strategy 22/23, commence 23/24	• Digital skills development to be initiated as deliverable of EHR project

People

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We will statements:	Projects / initiatives	Update, October 2022
Train and develop managers to fully support the well-being of their staff	Health & Wellbeing (H&W) conversation training; Pilot implementation of agile working principles; Strengthen wellbeing conversation in appraisals;	• Plan to deliver H&W conversation training to 100 staff in progress • Agile working pilot underway (Aug-Oct22) • Review of appraisal process for 23/24 underway
Enhance our benefits and recognition systems to ensure they reflect what we value in terms of performance, our values and how we improve and innovate	Review and enhance, where possible, staff recognition and reward packages; Promote national and local benefits and further develop in partnership with local providers; Introduce benefits platform	• More specific approaches (considering staff groups and demographics) being evaluated, report to People & Culture Oversight Group (PCOG) due by end 22/23 • Offers being promoted via StaffZone and additional offers in development • New benefits platform approved, Sept 22, rollout Nov 22
Develop and embed a restorative and Just Culture so that we learn and continually improve	23/24	

We will statements:	Projects / initiatives	Update, October 2022
Build strong leadership and management capability through our Leadership Qualities Framework (LQF)	Review of the WCHC leadership offer, ensuring the LQF is fully embedded across the organisation; Design and launch a WCHC behavioural standards framework linked to trust values and LQF	• Ongoing evaluation shows the LQF continues to be developed, with full evaluation of current leadership offer available Q1 23/24
Provide career progression opportunities and enhance staff skills, knowledge and experience through experiential and formal learning	Establish links with local and regional providers of talent pipeline sources including local schools and colleagues; Design and launch a Talent Management approach within the organisation including career conversations; Refresh and relaunch of Multidisciplinary Team (MDT) Preceptorship Programme	• The organisational approach to widening participation is currently being reviewed with sources of local and regional support available but not yet accessed. • Talent mapping has commenced in pockets with a Talent Map of Senior Leadership Roles to be available in Q4 22/23 • Refreshed MDT Preceptorship Programme to be available in 23/24
Ensure our workforce planning meets future needs, creating sustainable workforce through growing talent and maximising role as Anchor Institution	Develop new career pathways for professional groups aligned to workforce plans; Design and agree organisational approach to Widening participation; Develop pre-employment programmes as part of Trust Widening Participation approach	• Targeted work on career pathways for 0-19 services commenced. Plan of Pathways to be reviewed and made visible via PCOG by end of 22/23; • Range of initiatives in train will be brought together to ensure consistency of approach, proposal due to PCOG Dec22; • Pre-employment programmes to be developed and will reflect organisational gaps where these exist, plan due end 22/23

Inclusion

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Inclusion (1 of 2)

We will statements:	Projects / initiatives	Update, October 2022
Embedding a system for improving data collection as standard (also see Quality Strategy)	Accessible Information Standard / reasonable adjustments data collection improvement	• AIS / reasonable adjustments part of Locality SAFE meeting agendas; improvement trajectories confirmed, priority services identified; dashboard developed; priority teams receiving support from Head of Inclusion & Health Equity
Developing the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce	Cultural sensitivity training	• EDI Mandatory training at 96% (Sept22). Further scoping to explore additional training offer. Inclusion champions identified to be part of the trial for additional training/education • Deaf and LGBTQ staff awareness sessions (x6) held during Q1 22/23 • Cultural awareness training for managers and staff to be developed and launched by end 22/23
Taking positive action to drive workforce diversity	Positive action outreach; Protected characteristics declarations	• Positive action outreach scoping underway with community partners; • Identifying opportunities to increase diversity of senior roles (8a an above) including Positive action approaches, monitored through WRES and WDES plans • Work with CWP on staff-focussed comms to encourage protected characteristic declarations Wirral-wide
Collaborating and co-designing services and pathways to improve inclusivity	Expand engagement / participation groups; Always events including service user involvement	• Plan to utilise inclusion champions to support recruitment of 10 Community Partners to influence change as part of our engagement / participation groups • Two completed Always Events. Three more in development: CICC Therapy, WIC Wound Dressings, Palliative Care leaflets

Compassion | Open | Trust

NHS
Wirral Community Health and Care
NHS Foundation Trust

Inclusion (2 of 2)

We will statements:	Projects / initiatives	Update, October 2022
Using data to better understand inequalities	Establishing for x4 WCHC Places in Cheshire & Merseyside (C&M)	• Contact made with each Place public health team and discussed establishing dashboards with inequality data, regularly refreshed. BI teams to be brought together to progress. Planned for end 22/23
Developing a culture of inclusiveness and empower positive allyship	Reciprocal mentoring Exec leadership to staff networks / pride activity etc	• Trust presence at PRIDE events in x4 C&M places • Programme of focused internal comms and engagement to promote inclusivity • Regular exec sponsor attendance at staff networks; • Trust involvement in Diversity in NHS Employers Health & Care Partners Programme
Focussing on our population health impact using Core20 PLUS 5 principles	Waiting list prioritisation; Service distribution model based on need and deprivation	• Availability of Indices of Multiple Deprivation information to support waiting list prioritisation at service level (Q3 22/23) • Service modelling based on need and deprivation to form part of next stage organisational design project
Maximising our social value through local purchasing and employment	Development of Social Value Framework	• Social Value Framework approved by ELT Sept22; dashboard in development
Delivering effective intelligence-led preventive programmes focussed on improving outcomes	Population Health Fellow recruitment	• Population health fellow in post (Sept 22) and scoping project options encompassing CORE20 health improvement

Social value and partnerships

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NHS
Wirral Community Health and Care
NHS Foundation Trust

Social Value & Partnerships

We will statements:	Projects / initiatives	Update, October 2022
Build on Social Value Quality Mark Level 1, expanding and delivering our social value agenda with a focus on employment and procurement	Report on Quality Mark Level 1 progress	• Interim report to be shared with Board, Oct22
	Develop Social Value Framework dashboard	• Dashboard in development based on Social Value Framework measures approved Sept 22
	Sign up to Cheshire & Merseyside Social Value (SV) and Anchor Institution (AI) Charters	• Agreed sign up to SV and AI Charters, Oct22
Deliver the Trust Green Plan, improving processes for the effective management of the Trust's environmental impacts, increasing employee engagement and reducing direct emissions and throughout the Trust's value chain	Green plan in place and formally linked to Social Value delivery through the agreed Social Value Framework	• Green Plan approved Feb 22 and Oct 22 updates shows progress against all 5 national commitments and 9 targets including reducing energy use by 2.5% year on year, and maintain EMS ISO 14001 accreditation.
Collaborate with local partners to improve health outcomes through increasing social value	Social Value Framework agreed, with supporting local partners a measured part of the framework	• Social Value Framework approved, ELT Sept 22

Ongoing updates for assurance

This represents a mid-year update of year one of a five year strategy. In future, much of the detail contained in this report will be picked up via committee reporting through Oversight groups.

Over the life of the strategy:

- Ongoing assurance via twice yearly reporting to relevant committees (Quality & Safety, Education & Workforce, Finance & Performance) on the delivery of strategic plans

- Twice yearly updates to Board with a thematic summary for each of the key strategy areas, as an overview of the reporting being provided to committees

- End of year report sharing successes and future plans