5 Year Strategy year three, mid-year update

Meeting Title	Board of Directors		
Date	16/10/2024	**Agenda Item**	12
Lead Director	Tony Bennett, Chief Strategy Officer		
Author(s)	David Hammond, Deputy Chief Strategy Officer		

Action required (please select the appropriate box)

To Approve ☐	To Discuss ☐	To Assure ☒

Purpose

To assure Board of progress against delivery during the third year (2024/25) of the Five Year Organisational Strategy (2022-2027) by providing a mid-year update with an overview of key progress against the We Will statements from the Organisational Strategy in each of its key sections

Executive Summary

The Five Year Organisational Strategy (2022 - 2027) was approved by Board in April 2022. It includes six key sections, each of which includes 'We Will…' statements against which delivery can be measured. The strategy was reviewed and a revised version, with changes to some of the We Will statements, was approved in April 2024.

This update provides an overview of key achievements against each of the following sections:
- Operational development
- Quality & innovation
- Inclusion
- People
- Digital

The mid-year position in year three shows positive progress in every strategy area, delivering against the We Will statements planned for 2024/25

Strategic (Board Assurance Framework - BAF) and operational Risks and opportunities:

The Trust's operational and strategic risks relate to the successful delivery of the organisational strategy

Quality/inclusion considerations:

Quality & Equality Impact Assessment completed and attached No.

The QEIA assessments are undertaken as of the workstreams to deliver the strategy

Financial/resource implications:

Not applicable to this paper.

The Trust Vision – To be a population health focused organisation specialising in supporting people to live independent and healthy lives. The Trust Objectives are:
- Populations – We will support our populations to thrive by optimising wellbeing and independence
- People – We will support our people to create a place they are proud and excited to work
- Place - We will deliver sustainable health and care services within our communities enabling the creation of healthy places

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

Populations - Safe care and support every time	People - Improve the wellbeing of our employees	Place - Improve the health of our population and actively contribute to tackle health inequalities

The Trust Social Value Intentions

Does this report align with the Trust social value intentions? Yes.

If Yes, please select all of the social value themes that apply:

Community engagement and support ☒

Purchasing and investing locally for social benefit ☒

Representative workforce and access to quality work ☒

Increasing wellbeing and health equity ☒

Reducing environmental impact ☒

Board of Directors   is asked to consider the following action

Be assured with regard to progress against delivery of the Organisational Strategy (2022 - 2027).

Report history (Please include details of the last meeting that received this paper, including the title of the meeting, the date, and a summary of the outcome). This provides the audit trail through the governance structure.		
Submitted to	**Date**	**Brief summary of outcome**
No report history		

Organisational Strategy 2022-27,

Year three, mid-year report

Public Board, 16 October 2024

Tony Bennett
Chief Strategy Officer

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Purpose

To assure Board of progress against progress towards delivery of the third year (2024/25) of the Five Year Organisational Strategy (2022-2027) by providing:

- An overview of key achievements against the We Will statements from the Organisational Strategy in each of its key sections (excluding social value, subject of a separate annual report).

- Enabling strategies (Quality, People, Digital) report through committees against strategy delivery plans, therefore highlights are presented in this report.

Strategy delivery assurance routes

- Enabling strategy updates go to relevant committees, therefore this update identifies highlights for each enabling strategy, with more detail for Operational development

- Projects supporting Operational development priorities report at Programme Oversight Group

- Actions in strategy updates mapped against We Will statements from Organisational Strategy for detailed assurance against delivery plans

Strategy	Committee(s)
Quality & Innovation	Quality & Safety
Inclusion and Health Inequalities	
People	People & Culture
Digital	Finance & Performance

Operational development

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Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
1. Develop integrated care models for 0-19+ services in Cheshire & Merseyside	Deliver the next stage of the **0-19 Centralised Contact Hub project (Phase 2),** to develop the service offer and pathways from the Hub. Support the launch and delivery of Family Hubs in all Places where WCHC delivers 0-19/25 services.	Phase 2 of the Centralised Hub developments has been launched. Phase 2 focuses on the introduction of digital screening tools. Family Hubs have launched across all 4 localities and 0-19 are an integral partner.

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
2. Implement locality teams in Wirral, with proactive population health management (PHM) and care coordination... 3. Build and implement a holistic model for prevention and management of Long Term Conditions, supporting Primary Care Network (PCN) and locality working	Through the **Population Health Management (PHM) project:** Align ICCT staff to Wirral's PCN footprints as enabler for PHM on PCN footprint, to incorporate ICCT long term condition management into PHM model. Agree principles and models for integrated PHM teams with all Wirral PCNs and implement integrated team working with three PCNs by end Jan 24/25.	Positive PCN engagement with agreement to develop integrated PHM on every PCN footprint with each PCN team. Details of model being developed with each PCN. On track for agreement of detailed models and implementation with some PCNs by end of 24/25. Alignment of all ICCT staff to PCN footprints in readiness for start of integrated team working.

Moreton & Meols Ageing Well, Living Better
- combined clinical and project team.

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
4. Continue to collaborate with NHS, local authority and Voluntary, Community Faith and Social Enterprise (VCFSE) partners so that people benefit from person-centred, well-coordinated care.	Continuation of collaboration with Age UK in Marine Lake and St Catherines, with social value return that exceeds the nominal rental value. Developing an agreed approach with Open Door Charity as part of Joy Centre in Birkenhead by end of 24/25.	Age UK Wirral continue to provide café and a wider support offer in West Kirby and Birkenhead, occupying space on the basis of measurable social value, reporting high levels of social value return. Actively working with Open Door Charity as Joy Project continues to develop. Active engagement with VCFSE to strengthen the Population Health Management model on a PCN footprint.

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
5. Identify how we will take a population health approach to target service delivery and deploy our workforce to meet population health need.	As part of the **District Nursing Development Project**, develop and agree a model for allocating resources proportionate to population health needs	A model is in development to match team capacity resources to population health needs.
6. Continue to expand our Community Integrated Response Team model for 2 hour Urgent Community Response (UCR) and, with WUTH, Virtual Frailty Ward, to prevent unnecessary hospital admissions.	UCR activity levels of 170/month and performance of 70+% people seen in two hours, plus maximising Virtual Frailty Ward occupancy	We have continued to deliver above target levels of UCR activity with 90% of patients being seen within 2 hours against target of 70%. We revised the Virtual Ward model for September 2024 to enable higher levels of occupancy. In September we achieved 88% occupancy, a significant increase compared to start of year

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
7. Continue to develop our Home First service with system partners, so that people can be supported and have their needs assessed at home after a hospital stay, improving flow.	Home First pathway discharge rates target 170 people per month.	Home First facilitated discharges has achieved above the target of 170 per month since February 2024. Pathway development with local authority to manage complex needs whilst maintaining flow.

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
8. Develop our bed-based Community Intermediate Care Centre (CICC) pathways with step-up capability as part of comprehensive intermediate care offer.	CICC occupancy rates above 90% and average LOS of 21 days. Development of a formal step-up pathway into CICC.	In October 2024 the YTD position for Median Length of stay 19 days against a 21 day target Occupancy rates over the last 12months have been 95%. Step up from community and acute pathway in development and will be completed by Dec 2024.

Operational Development – mid-year update, 2024/25

We Will…	Measures of success	Mid-year update, 24/25
9. Continue to develop our Single Point of Access into a multidisciplinary Right Care Hub for access to urgent care services, admission avoidance and integrated care coordination.	**Right Care Hub Project (Phase 2)** will integrate additional services' administrative functions within the Hub, whilst developing admission avoidance and intermediate care coordination pathways	Phase 2 of Right Care Hub in progress with anticipated completion date of end Q4 24/25. Audit of ED conveyances undertaken to support communication of alternative community options. Five services have transferred their appointment booking processes to CBS with 3 more by end 2024.
10. Implement a single front door model for urgent treatment and A&E as part of Wirral's urgent and emergency care services	**Urgent & Emergency Care Upgrade Project:** With WUTH, development during 24/25 of i) an agreed clinical and operational model ii) an agreed digital solution to support the model	Project in progress, with plans to develop and deliver the required models and WCHC involvement at all levels.

Quality and innovation

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Quality & Innovation

We will statements:

1. Embed a framework for system-wide learning, i.e. Patient Safety Incident response Framework (PSIRF)

2. Use data to drive improvement facilitate community-based initiatives to promote wellbeing & independence

3. Embed inequalities data collection to facilitate better understanding of need

4. Establish processes for systematically hearing from people / communities - coproduction of care pathways, to improve inclusivity, reduce inequalities, and ensure we meet people's needs

5. Develop a sustainable workforce to lead innovation and research

6. Build a strong innovation and research portfolio, and establish an innovation hub with system partners

Safe care and support everytime

People and communities guiding care

Groundbreaking research and innovation

Quality – mid-year update, 2024/25

We will…	Quality and innovation strategy priority	Updates	
1. Embed a framework for system-wide learning, i.e. Patient Safety Incident response Framework (PSIRF)	Safe care and support every time	Patient Safety Incident Response Framework (PSIRF) implemented, and principles increasingly embedded across Trust services with positive steps taken to support sustainability. Successful Patient Safety day campaign held aligned to National campaign.	Community Nursing Development work in progress. During Q1 deputy directors and patient safety leads have visited community nursing teams to understand work as done. Insights are supporting DN Development Programme and SystmOne documentation.
4. Establish processes for systematically hearing from people / communities - coproduction of care pathways, to improve inclusivity, reduce inequalities, and ensure we meet people's needs	People and Communities guiding care	'What matters to you' campaign has been launched across the Trust with day one held in September 2024 including visits to 0-19 Cheshire East, CICC, Walk-in centres, community nursing clinics, Podiatry, MSK, Cardiology. This has been supported by development of promotion materials and a communications campaign.	Insights gained from hearing and understanding what matters most to our patients will guide improvements using a you said we did approach e.g. "My name is" badges at CICC.

Quality – mid-year update, 2024/25

We will…	Quality and innovation strategy priority	Updates	
5. Build a strong innovation and research portfolio, and establish an innovation hub with system partners	Ground-breaking research and innovation	MOU developed and mutually agreed by Wirral Met College and WCHC. Space is ready for utilisation during Q3 24/25.	Wirral Research Collaborative Network Event in May 24 attended by Interim Medical Director and Research and Innovation Lead. Aim is to be part of future Wirral wide research recruitment initiative.

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Digital

We will statements:

1. Build on our IT core, ensure cyber security and move towards cloud-based infrastructure

2. Complete Electronic Health Record (EHR) future state design and implementation

3. Define and embed a strategic model for remote and assistive care, e.g. virtual consultation, wearable technology, to better support people at home

4. Further integrate use of population health data from WCHC with associated needs assessments from the wider place-based systems to inform strategic planning and service delivery

5. Ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation

6. Develop a range of ways for patients to engage with services and their care, to increase choice and minimise digital exclusion

5 year strategy: Digital (NB digital strategy, year 3 of 3)

We Will…	Updates
1. Build on our IT core, ensure cyber security and move towards cloud-based infrastructure *DSPT = Data Security & Protection Toolkit CAF = Cyber Assessment Framework	Planning and preparation started to move from DSPT to CAF* in 2025/26 Move to "hybrid cloud" deferred to 2025/26 although low level enabling works to continue through 2024/25 to prepare readiness

5 year strategy: Digital (NB digital strategy, year 3 of 3)

We Will…	Updates
2. Complete Electronic Health Record (EHR) future state design and implementation	Full Business Case approved at Board in August, contract for EHR platform to be signed by 1 November 2024. Overhaul and consolidation of 0-19 EHR workflows mostly complete. All major development works of the EHR to be aligned with major transformation schemes e.g. District Nursing
3. Define and embed a strategic model for remote and assistive care, e.g. virtual consultation, wearable technology, to better support people at home	Workstream deferred to 2025/26 due to constraints on funding. Rollout of Virtual Consultation features ongoing.

5 year strategy: Digital

We Will	Updates
4. Further integrate use of population health data from WCHC with associated needs assessments from the wider place-based systems to inform strategic planning and service delivery	Data warehouse rebuild to complete November 2024 Migration of workflows from Wirral Care Record to CIPHA* to complete by December 2024
5. Ensure that staff are supported to develop the necessary digital skills and are empowered to lead innovation	Undertake comprehensive review of training provision and resources. Develop Digital Innovation Oversight Group to develop and enable ideas
6. Develop a range of ways for patients to engage with services and their care, to increase choice and minimise digital exclusion	Mitigate against digital exclusion, including by implementing the framework for NHS action on digital inclusion. Develop integrated solutions to the EHR to enable appointments, virtual consultation etc

*CIPHA = Combined Intelligence for Population Health Action, a Population Health management data platform used across Cheshire & Merseyside

People

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People
We will statements:
1. Train and develop managers to fully and compassionately support the well-being of their staff
2. Improve the employee experience and our brand as an employer which will include a refreshed approach to staff engagement at all levels
3. Develop and embed a Restorative, Just and Learning Culture where staff can bring their true selves to work and speak up, challenge, contribute and innovate in a psychologically safe environment
4. Build strong leadership and management capability through our Leadership Qualities Framework (LQF) to ensure leaders role-model our values and behaviours
5. Provide career progression opportunities and enhance staff skills, knowledge and experience through experiential and formal learning and development
6. Ensure our workforce planning meets future needs, creating a safe and sustainable workforce within the available resources.
7. Optimising our ways of working aligned to opportunities from digitisation, growing our talent, and maximising our role as an Anchor Institution.

People Promise

NHS

We are compassionate and inclusive
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

People – mid-year update, 2024/25

We Will…	Updates	
2. Improve the employee experience and our brand as an employer which will include a refreshed approach to staff engagement at all levels	Delivered all actions on Staff Engagement Action Plan	Harnessed feedback from Community Nursing to inform Transformation Project
3. Develop and embed a Restorative, Just and Learning Culture where staff can bring their true selves to work and speak up, challenge, contribute and innovate in a psychologically safe environment	Launched Behavioural Standards Framework

Signed up to Sexual Safety Charter | Delivered two half day experiential training session on 'Microaggressions and Allyship' |

People – mid-year update, 2024/25

We Will…	Updates
7. Optimising our ways of working aligned to opportunities from digitisation, growing our talent, and maximising our role as an Anchor Institution	Implemented E-Expenses system Delivered successful NHS Cadets Programme

Inclusion

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Inclusion and Health Inequalities

We will statements:

1. Embed a system for improving data collection as standard (also see Quality Strategy)

2. Develop the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce

3. Take positive action to drive workforce diversity

4. Use data to better understand inequalities and inform workforce and service planning

5. Embed a culture of inclusiveness and empower positive allyship

6. Focus on our population health impact using Core20 PLUS 5 principles for these and other vulnerable groups of adults and children

7. Maximise our social value through local purchasing and employment

8. Deliver effective intelligence-led preventive programmes focussed on improving outcomes

Access

Delivery of an annual positive action programme targeting access or recruitment or retention of underrepresented communities.

Experience

Attainment of appropriate inclusion charter marks and year on year improvements in the level of award.

Outcomes

Development of the inclusion and inequalities dashboard to demonstrate improvements across the domains of access, experience and outcomes.

Inclusion – mid-year update, 2024/25

We will… / Inclusion Priority	Updates
1. Embed a system for improving data collection as standard (also see Quality Strategy)	Results of MIAA Audit used to develop and deliver an improvement action plan. Work underway to revise the Accessibility and Inclusion template on SystmOne & associated process, set new metrics and service level trajectories. Expected to be completed by 31 December 24.
4. Use data to better understand inequalities and inform workforce and service planning…	Work ongoing to deliver this year's Equality Delivery System (EDS) assessment. Working jointly with WUTH, service selection being focussed on services with higher number of SEND/LD/Autism. For WCHC this is Community Dental, WIC/UTC/GPOOH. This process will include an equalities review of service level data around access, experience and outcomes for all protected characteristics and inclusion health groups.

Inclusion – mid-year update, 2024/25

We will… / Inclusion Priority	Updates
2. Develop the Equality, Diversity and Inclusion (EDI) skills and knowledge of our workforce	Oliver McGowan Mandatory training for supporting people with LD and or Autism across the trust fully implemented with 97% completion. E-learning with delivery of the first face to face 1 day session delivered by Autism Together took place in Sept 24, prioritising staff from service who see most people with LD/Autism/SEND. Trajectories set to achieve 95% compliance by end March 2027

The Oliver McGowan Mandatory Training on Learning Disability and Autism

Enabling the health and care workforce in England to better support people with a learning disability and autistic people

Summary

- Good progress in year three of WCHC's Five Year Organisational Strategy, including work that continues to provide examples of best practice and influence nationally, regionally and locally.

- Work delivered with significant achievements against each of our We Will statements

- Enabling strategies supporting organisational vision with clear demonstration of contribution to Organisational Strategy

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Our Vision
To be a population health focussed organisation specialising in supporting people to live independent and healthy lives.

Our Objectives

Populations	People	Place
We will: Support our populations to thrive by optimising wellbeing and independence.	**We will:** Support our people to create a place they are proud and excited to work.	**We will:** Deliver sustainable health and care services within our communities enabling the creation of healthy places.

Our Goals

• Safe care and support every time • People and Communities guiding care • Ground breaking innovation and research	• Improve the wellbeing of our employees • Better employee experience to attract and retain talent • Grow, develop and realise employee potential	• Improve the health of our populations and actively contribute to tackle health inequalities • Increase our social value offer as an Anchor Institution • Make most efficient use of resources to ensure value for money