

TRUST BOARD

Title:	STRATEGY IMPLEMENTATION PROGRESS REPORT
Action:	FOR NOTING
Meeting:	18 September 2019

Purpose:

This paper provides the Board with an update on implementation of the Trust's 5 year strategy in the form of progress with objectives and year 4 implementation of core supporting strategies.

Recommendation:

The Board is invited to note and discuss the contents of this paper.

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Trust Objectives

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	The report provides a status report on implementation of the Trust's objectives
Collaborate with other organisations	
Be an excellent employer	
Be a sustainable organisation	

Trust risk register

All risks on the Trust-wide risk register have a potential to impact the delivery of the Integrated Business Plan.

Legal and Regulatory requirements:

Not relevant to this paper.

Equality and Diversity implications:

Objective	How the report supports achievement of objectives:							
Achieve an improvement in the percentage of service users who report that they are able to access the Trust services that they require	This paper relates to the delivery against the Trust's 5 year business plan including how the Trust is performing against its Equality and Diversity objectives.							
To introduce people participation in our diversity and inclusion initiatives to capture the experience of hard to reach/seldom heard/varied community groups.								
Introduce Disability Passport Scheme to record agreed reasonable adjustments.								
To utilise the diverse experience and backgrounds of our Trust Board members in promoting an inclusive culture.								
Are any of the following protected characteristics impacted by items covered in the paper								
Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Introduction

- 1.1 In March 2016 the Trust Board approved an Integrated Business Plan 2016-21 and core supporting strategies:
- Quality and Clinical 2016-21 (this was subsequently updated and re-issued covering the period 2018-21).
 - Workforce Organisational Development and Service Redesign 2016-21.
 - Information Management and Technology 2016-21.
 - Estates 2016-21.
 - Communications 2016-21.
- 1.2 Implementation Plans for each strategy are agreed each year and appended to the Trust's annual operational plan. This Paper provides the Board with an update on implementation.

2. Key points

- 2.1 Trust Objectives. The Integrated Business Plan 2016-21 sets out the Trust's objectives and measures; a progress snapshot as at 2019/20 Q1 is set out at Annex A.
- 2.2 Supporting Strategy Implementation.
- 2.2.1 Quality and Clinical Strategy 2018-21. A full update was received by the Quality Improvement and Safety Committee on 28 August 2019. Delivery against plan is on track and there are no issues for escalation to the Board. Specific updates are:

Key highlights:

- Our Quality Way is embedded well within the trust; enhanced by our peer review process.
- Patient outcome project has highlighted the broad range of patient outcome measures in use and the opportunities to refine these with staff
- People participation approach is developing effectively

Safety

- Following review of the Schwartz round model and its applicability to our organization, a further piece of work is underway via the Clinical and Professional Committee to develop an approach that supports reflective learning and support for staff, across the trust geography.
- Safety culture audits are now available via the meridian database and are being used with teams to underpin discussions about safety.
- Safeguarding model and recruitment of Head of Safeguarding for Cambridgeshire and Norfolk is complete. A development program has been scoped and with the intention to start delivering in 2020.
- Work continues on 'closing the loop' on all patient events such as incidents and complaints. DATIX is being used to underpin this approach with a monitoring of actions in place.

Evidence based and innovative practice

- Annual Audit plans in place with all services.
- NICE guidance review process has been revised with the intention of ensuring robust clinical review and implementation trust wide.

- Clinical leadership network has been reviewed with the Clinical and Professional Committee.
- Patient Outcome Measures project has completed the scoping work and is now working with services to enhance the use of these where possible

People Participation

- Co production leads in place in all services.
- People Participation Governance structure in place with committee and working groups.

Learning and continuous improvement

- Development of a consistent learning methodology is an on going.
- Root Cause Analysis training is being provided.
- Revised learning from Deaths approach in place with a focus on qualitative learning rather than data.

2.2.2 Workforce Organisational Development and Service Redesign Strategy 2016-21.

All workforce objectives are on track for the remainder of the year and there are no escalation issues for Board attention. Specific updates for the Board are:

Programme 1 A Highly engaged Workforce

- One of our key staff engagement activities remains the annual staff opinion survey and 2018 surveys (Trust-wide and local) action plans are in place with all actions on track.
- Work is on-going for planning the launch for the 2019 survey.

Programme 2: An appropriately trained workforce

- We continue to deliver our leadership plan and a range of clinical skills and development interventions and to work with both the MKLB and the C&P STP partners to share leadership and OD opportunities, including a local Mary Seacole Programme, step into my shoes and masterclasses.

Leadership and Service improvement

- Leadership development programmes and staff engagement sessions continue to run alongside all significant service redesign programmes commissioned by the Trust's Executive Programme Board.
- All leadership programmes include sessions on:
 - The importance and benefits of working in a collective and compassionate culture where colleagues work collectively towards a shared vision and with shared distribution of power.
 - Valuing differences between individuals and human dimensions of change.
- The Trust is engaged in a number of STP groups and work streams across the region and colleagues have the opportunity to attend a number of system leadership development sessions.

- Bespoke service improvement sessions have been delivered to a number of leadership teams promoting and educating colleagues on the Trust's Improvement Way to support all areas to consider testing different ways of working to improve patient care and the working environment.

Programme 3: A healthy and well workforce

- Our staff Health and Wellbeing Live Life Well Programme continues to oversee a range of actions to support staff and key actions planned or in place are aimed at supporting mental wellbeing and disabled staff and the introduction of local health and wellbeing champions.

Programme 4 Diversity and Inclusion for All staff

- The key staff related work streams in Diversity and Inclusion are on track and are being overseen by the Workforce Diversity and Inclusion Group which is a subcommittee of the people participation committee and key actions are around our Workforce race and disability scheme action plans

Programme 5: An organisation culture of continuous improvement

- Service Redesign Team have continued to support the delivery of the Trust's service developments and strategic redesign programmes in the following services:
 - Norfolk Children and Young People
 - Cambridgeshire Children and Young People
 - Bedfordshire Children and Young People
 - Luton Children and Young People
 - Luton Adults (One Service)
 - Dental services
 - Musculoskeletal (MSK)
 - iCaSH
- As part of the Trust's annual planning process each service outlines improvement opportunities and projects. Many of these are managed and implemented by local service leadership teams. Service Redesign support is aligned for those projects or services that are defined as a strategic priority for the Trust.
- Improvement approach "Our Improvement Way" was developed 2016/2017 which includes approach, tools and resources to support the development of improvement skills and capability within the Trust. A staff intranet page has been created to provide support and information for colleagues to follow. Plans are in place for this to be updated further in Q4 2019/2020.
- Our Improvement Way is included in the Trust induction programme alongside the Quality Way and service redesign colleagues facilitate with the quality team to support the message of how integral each are to one another.
- Continuous improvement sessions are delivered on the Chrysalis programme and colleagues are encouraged to think of small improvements they can carry out in their workplace.
- Co-production in programmes and projects has increased with the appointment of divisional co-production leads. Co-production leads attend Service Programme Board meetings and meet with each programme manager to agree priority areas.

- Impact assessment (Quality, Equality and Privacy) process when designing and implementing a change was refined in 2019/2020. A guidance document provides direction to colleagues on when they need to complete an impact assessment and further guidance to Service Redesign colleagues on the ongoing process of assessing the impact of changes throughout the project lifecycle.
- Joint work taking place with quality team to ensure quality and improvement way methodology is integrated.
- Training need analysis for service redesign team has taken place and a programme of training and education set up. This will be rolled out to others from Jan 2020 to build additional capacity/capability.

2.2.3 Information Management and Technology Strategy 2016-21. Implementation plans remain on track with progress summarised below. There are no escalations for the Board

- **New ICT Strategic Partner** - Following OJEU regulated procurement, confirm preferred bidder for single ICT provider, some small delay due to Framework governance but within tolerance.
- **Re-procure single Registration Authority (RA) provider** - Draft specification being developed before commencing a procurement process to move from 3 Registration Authority providers to one.
- **Implement NHS Wi-Fi solution from NHS Digital funding at patient facing sites** - NHS Digital have announced a centrally funded Wide Area Network security solution with Accenture. This is being technically reviewed and, if appropriate, will then go through design governance with the new ICT provider to be part of the new infrastructure solution.
- **Migrate all Desktop and Laptops to Windows 10 via NHS Digital licence allocation** - In progress, although there is a risk that the deadline of March 2020 will not be met. This is raised on the Risk Register ref 3040 and is being regularly reviewed at a senior level.
- **Develop and further refine Mobile Technology Clinics to improve mobile working best practice and return efficiency from adopting mobile working** - Following significant success with the establishment of Mobile Technology Clinics, this programme has been completed and will be closed. Many examples of positive feedback were received as to how these helped staff with mobile working.
- **Implement Order Comms (Electronic Lab Results into EPR) with Lillie Clinical System** - Order Comms, the electronic ordering of pathology tests and return pathology results direct into Electronic Patient Record (EPR) has been completed in Peterborough iCaSH. The remaining contracts are being scoped. The new order comms specification is being included in the next pathology procurement.
- **Scope Online Booking interface for iCaSH Patients** - A quotation from the application supplier has been received and this is being investigated to allow patients to book an appointment online.
- **Implement Digital X-Ray with SOEL Health Clinical System** - The upgraded version of the Dental Electronic Patient Record is currently in User Acceptance Testing and the digital x-ray hardware is being installed.

- **Standardise Single Point of Access solutions** - Two projects are underway for new Single Point of Access solutions. The reporting functionality built into the new ICT contract will greatly support managers in understanding call volumes and demand.
- **Implement Statistical Process Control (SPC) solution** - A technical solution is being reviewed to automate the creation of the SPC charts due to significant demand for these following the successful review of these at the Wider Executive Meeting.

2.2.4 Estates Strategy 2016-21. Progress with implementation of year 4 of the 2016/21 estates strategy up to Q1 2019/20 is given below.

NO UPDATE AVAILABLE

2.2.5 Communications Strategy 2016-21. Implementation of our Communication Strategy and work programme are on track for delivery and there are no escalation issues for Board attention. Specific updates for the Board are:

Communications Strategy Objective 1: To promote the safety, effectiveness and positive patient experience of CCS services internally and externally to build brand strength and a positive reputation

Award submissions

- Health Education East HEAT Awards 2019: the Trust's training and education team won the Inspiring Place to Work and Train category.
- The following services have been shortlisted for awards:
- iCaSH Express Test: Royal Society for Public Health - Health and Wellbeing Awards
- The Luton Children's Epilepsy Nursing Team: Zenith Global Health Awards in the Advancing Health Through Technology category.
- Just One Norfolk, the Cambridgeshire children's OT team, and Dr Tamsin Brown's bone conduction hearing device: the Forward Healthcare Awards, in the Excellence in Communication and Engagement; Specialist Services Redesign; and Enhancing Care through Technology categories respectively.

Media coverage

- Multiple national and local media including the Health Service Journal, BBC Radio Norfolk, Look East, BBC Radio Cambridgeshire, and the Nursing Times covered the Trust being awarded an Outstanding rating by the Care Quality Commission.
- Dr Tamsin Brown, Community Consultant Paediatrician and colleagues from acute trusts were featured on BBC Breakfast, Radio 4 Women's Hour and BBC Inside Out covering a new screening pathway Dr Brown was instrumental in setting up to detect and treat Cytomegalovirus (CMV).
- Look East filmed service users at the Oliver Zangwill Centre for Neuropsychological Rehabilitation talking about the improvements to their lives having completed rehabilitation programmes at the Centre.

- Locally, Luton Today covered the system benefits of the Enhanced Collaborative Model of Care; Gail Stephens, physiotherapist, was interviewed by Radio Cambridgeshire about pelvic health; and Caroline Cooper and Graham McKinnon (iCaSH) were interviewed by the University of Cambridge 'Naked Scientists' radio programme about sexual health and STIs.

Conference Speakers/presentations

- A number of Children's Services clinicians gave poster presentations at the Royal College of Paediatrics & Child Health (RCPCH) Annual Meeting. Dr Kate Head, Consultant Community Paediatrician won best poster at the Community Child Session for work she led on co-producing, with families, information about global development delay.
- Thomas O'Connor, dentist, presented at the British Dental Association Conference in Birmingham on general anaesthetic treatment for dental patients
- Matthew Winn, CEO spoke at the annual NHS Confederation Conference on "2019 – the year of community health services"
- Sarah Saul and Jenny Van Maurik, DynamicHealth service, presented at an East of England Chartered Society of Physiotherapists event on 'Implementation and delivery of MSK First Contact Physiotherapists at the Granta Medical Centre'
- Trina Kaye and Michelle Pilkington from the Luton Adult Rapid Response gave a presentation on 'Ensuring safe care for older people living with frailty' at a Health Service Journal conference.
- Vittoria Romano from our Bedfordshire Food First team gave a presentation at the Primary Care Show for BDA Dietitians, promoting the importance of food when managing undernutrition.
- Graham McKinnon presented a poster on the service's mycoplasma genitalium project at the annual BASHH conference in Birmingham.

Visits by national leaders

- Suzanne Rastrick, Chief Allied Health Professions Officer for England gave a key note speech at a conference for Cambridgeshire and Peterborough Allied Health Professionals on 9 July 2019.
- Professor Tim Briggs CBE visited the Trust on 8 July as part of the national Getting it Right First Time (GIRFT) programme, designed to improve the quality of care within the NHS by reducing variations.
- In our iCaSH services, Professor Chris Whitty, Chief Scientific Adviser visited one of our iCaSH Suffolk clinics and Norman Lamb MP visited the Norfolk iCaSH Service.
- Gavin Shuker MP is visiting the Luton Children's Epilepsy Service in September 2019.

Service redesign and improving quality priorities are being promoted through a variety of campaigns and channels. A few examples include:

- Luton children & adult services: the Enhanced Collaborative Models of Care programme, the Free to Feed breastfeeding programme, the Solihull online programme for parents, launch of ChatHealth, and the introduction of e-scheduling.

- Bedfordshire children & young people's services: the Free to Feed breastfeeding programme, a single point of access for the 0-19 services, development of joint branding options in partnership with ELFT, launch of ChatHealth and Parentline.
- Norfolk healthy child programme: a collaborative project with Norfolk County Council to integrate the Council's Family Information Service and Contact Directory within JustOneNorfolk, and further communications to support the Healthy Weight (NorfolkCan) programme.
- Cambridgeshire children & young people's services: plans to support implementation of the new mental health support teams have been developed, and a joint plan for the healthy child programme service is being implemented with CPFT.
- School-aged immunisation service: promotional materials have been produced for the HPV immunisation programme for boys and the new 0300 contact number. The service's digital presence has been improved.
- Dental Healthcare: a new website is being developed with a planned launch by 1 October, social media channels are being developed and staff trained and a new service-wide newsletter disseminated.
- iCaSH: a new service-wide staff newsletter has been produced, and promotional literature developed to raise awareness of refurbishment at the Lowestoft clinic and alternative access to services.
- DynamicHealth: design of visuals to support the First Contact Practitioner programme, and literature to support for the introduction of a new group for South Asian women.

Communications Strategy Programme 2: To ensure the Trust's reputation is enhanced through the promotion of successful collaborative working

- Many of the redesign programmes outlined above incorporate collaborative working.
- A customer relationship management approach for prioritised stakeholders is embedded and monitored, including through a monthly Wider Executive Team review process; mitigating action plans are identified and actioned where required.
- We are contributing fully to communications for system-wide initiatives including the Cambridgeshire and Peterborough Sustainability and Transformation Plan; Bedfordshire Luton and Milton Keynes STP.
- An extensive communication plan is underway to support the North Cambs Hospital redevelopment programme and ensure engagement of the multiple partners on site.

Communications Strategy Programme 3: To implement vibrant two-way staff communication and engagement mechanisms

Internal communication activities are embedded within many of the activities outlined earlier. In addition, staff morale is being promoted through:

- Monthly shine a light awards and the annual staff excellence awards.
- A structured approach to back to the floor visits.
- A robust process, timescales and templates for the Trust-wide cascade of objectives and completion of service/team objectives to ensure a compelling shared strategic direction.
- Promotion of responses to and actions from local and national staff surveys.

- Live Life Well activities and newsletters.
- 560 staff responded to a survey of the Trust's approach to communications earlier this year. Many positive responses were received in relation to current communication channels, with work now underway with individual divisions to identify actions to respond to areas for improvement.

Communications Strategy Programme 4: Further embrace digital communications to reach and engage our diverse audiences

The Communications Strategy is predicated on a 'digital first' approach to communications, recognising that many of our services now signpost people to digital self-care resources, and service users often seek information, guidance and signposting online.

- The vast majority of service redesign projects outlined earlier incorporate digital communications i.e. websites, animations, films, blogs etc.
- Significant work is underway to develop the Cambridgeshire children's OT service, and the Luton and Bedfordshire community services digital presence.
- Social media channels across the Trust are now a key route for service and Trust-wide communications, with proactive and planned messaging campaigns.
- Digital approaches to recruitment are utilised for many vacancies and particularly in services where capacity issues have been identified and for 'hard to recruit' services.
- National, regional and system-wide social media campaigns are being supported on an on-going basis.

Communications Strategy Programme 5: To ensure that all business development opportunities are supported by extensive and robust communications plans

Methods statements setting out the Trust's approach to communication and mobilisation have been produced, where required, for bids submitted by the Trust.

3. Conclusion

3.1 implementation of our core strategies is on track and no Board intervention is required.

4. Recommendation

4.1 It is recommended that the Board notes and discusses the content of this Paper.

5. IMPACT ASSESSMENT

5.1 None.

Annex:

A. Objectives and Measures 2019/20 Q1.