

<b>Title:</b>	<b>Strategy Implementation Progress Report</b>		
<b>Report to:</b>	<b>Trust Board</b>		
<b>Meeting:</b>	<b>22<sup>nd</sup> March 2023</b>	<b>Agenda item:</b>	<b>7</b>
<b>Purpose of the report:</b>	<b>For Noting:</b> <input checked="" type="checkbox"/>	<b>For Decision:</b> <input type="checkbox"/>	<b>For Assurance:</b> <input type="checkbox"/>

**Executive Summary:**

This paper provides the Board with an update on implementation of the Trust's 3 year strategy in the form of progress with objectives and year three implementation of core supporting strategies.

**Recommendation:**

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

	Name		Title	
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<b>Executive sponsor:</b>	Anita Pisani		Deputy Chief Executive	
<b>Assurance level:</b>	<b>Substantial</b> <input type="checkbox"/>	<b>Reasonable</b> <input checked="" type="checkbox"/>	<b>Partial</b> <input type="checkbox"/>	<b>No assurance</b> <input type="checkbox"/>

## How the report supports achievement of the Trust objectives

Trust Objective	
Provide outstanding care	The report provides a status report on implementation of the Trust's objectives.
Collaborate with others	
Be an excellent employer	
Be a sustainable organisation	
Equality and Diversity Objective	
To fully implement the actions identified following our review of the No More Tick Boxes review of potential bias in Recruitment practices	This paper relates to the delivery against the Trust's 3 year business plan including how the Trust is performing against its Equality and Diversity objectives.
The Trust Board will role model behaviours that support the Trust ambition to be an anti-racist organisation including actively implementing the Trust's and their personal anti racism pledges, to instil a sense of belonging for all our staff.	
To commence collection of demographic data for people who give feedback.	
To work with the data team and clinical services to target the collection of demographic data.	

### Links to BAF risks / 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.

### Previous Papers (last meeting only):

Title:	Date Presented:
Executive Team	31 <sup>st</sup> January 2023

## 1. Executive Summary

1.1 This Paper provides the Board with an update on implementation of the Trust's current supporting strategies, which are:

- Quality and Clinical Strategy 2020-23
- People Strategy 2020-23
- Digital Transformation Strategy 2020-23
- Communications Strategy 2020-23
- Estates Strategy 2020-23

## 2. Introduction/background/context

2.1 Trust Objectives: The Trust operational Plan 2022-23 sets out the Trust's objectives and measures; a progress snapshot is set out at **Annex A**.

### 2.2 Supporting Strategy Implementation

2.2.1 Quality and Clinical Strategy 2020-23. The Quality and Clinical Strategy has 3 priority focus areas as agreed by the Board. A full update against the 3 indicators was received by the Quality Improvement and Safety Committee (QISCOM) in September 2022 and the Patient Participation Committee in December 2022 and there were no areas of escalation in relation to the content. Below is an update of progress against key areas from 2022-23 so far:

#### **Safety**

- A plan has been developed to implement the Patient Safety and Incident Response Framework, a high-level overview of this has been presented to board.
- Three patient Safety Partners have been recruited and are now up and running in their role – attending the Medicine Safety and Governance group and QISCOM.
- Several safeguarding related audits are in progress with reporting around the most recent audit (MASH referrals) currently being fed back to the service leads.
- A new safeguarding supervision policy and escalation standard operating procedure has been developed and implemented. The supervision processes are being reviewed and updated as needed and will be linked into the trust wide review of clinical/management supervision.
- Safeguarding training is updated regularly (as part of the business-as-usual processes), with appropriate case studies being utilised to support conversations and training-based decision making.
- The Board Assurance Framework is updated regularly via the Infection Prevention and Control (IPaC) Committee and was reviewed by the Board in November 2022. A small number of actions are outstanding, which the team are looking to close in early January 2023.
- The number of IPaC champions continues to grow (there are over 39 staff involved in this model) – a new competency pack to support the champions development has been created and is being rolled out across the participants. Alongside this the champions

are being provided with IPaC training opportunities including attendance at the annual national conference.

### **People Participation**

- Patient/ carer participation within staff interviews has developed, with more services requesting patient/ carer support for this process.
- The FFT test is now available in the 6 most requested languages.
- Local working together groups/ project groups are in place across the geography – these are a mix of more formal/ informal meetings.
- The clinical systems team have started to scope demographic data from across our clinical systems, additionally the complaints team are now asking all complainants for their demographic data (this is voluntary) and are looking at adding demographic data to the FFT process.
- The Equality Diversity and Inclusion (EDI) lead has now commenced in role.
- The Trust volunteer 'valuing volunteer' award has been implemented, and the volunteers now have a specific leaving survey so that we can collect their experience to support any future improvements.

### **Learning and Continuous Improvement**

- Further conversations with colleagues in relation to Communities of Practice and potential expansion have commenced, we currently have 2 Communities of Practice (Speech and Language Therapy and 0-19) in place across the Trust.
- The new Quality Way has been presented to Board colleagues and the wider Executive Team; this new approach has been well received – 4 training modules have been developed and have been advertised to colleagues.
- Feedback has been sought both from patients who are involved in the Trusts research projects and the wider Clinical Research Network (CRN) partners - 95% of those asked felt they had been treated with courtesy and respect and 90% said they would take part in further research.
- A small number of research opportunities have been undertaken by colleagues – the smaller uptake may be linked to service pressures and pandemic recovery. Four staff members are currently on 'fellowship' programmes and two members of staff have been funded to undertake/ support research across their field of expertise.
- The Research Team have been mapping activity against the Chief Nurse and Chief Allied Healthcare Professional Research Strategy, this work has shown that the Trust has clear alignment with both these documents.

#### **2.2.2 People Strategy 2020-23.**

##### **Programme 1: A Highly engaged Workforce**

- We have completed the action plans arising from the 2021 staff opinion survey and will be agreeing actions following the 2022 survey in Quarter 1.
- Our Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) 2021 reports and 2022/23 action plans were published in August. The action plans have been updated to address any areas that have been highlighted,

alongside the actions already in place based on the feedback from our culturally diverse work for and disabled colleagues in the staff survey.

- Living our values (behaviours, civility and respect) toolkit/ team sessions, designed in 2022 has been tested, rolled out and available to all teams.
- Work is on-going to support our people to work flexibly and embrace new ways of working in line with our remote working policy; digitalisation and blended/hybrid working, as we learn from things that went well/less well during the pandemic.
- LSV Retention team actively supported LSV staff displaced following the closure of the service on 31 Dec 2022, and support trust wide retention with a focus on early careers stay and exit (learning from leavers) interviews, to identify where actions can be taken to improve retention.

### **Programme 2: An appropriately trained workforce**

An appropriately trained workforce, which includes improving our leadership culture

- Annual Training needs analysis has been completed and trust investment in training for 2022/23 uplifted to support all.
- CPD and wider training needs are being identified to support the workforce as they come out of the pandemic.
- New Strategic Workforce Planning role in place, to support services to plan, including use of apprenticeships, and use of a new central administrative staff bank, and use of agency workers.

### **Programme 3: Maximising Staff Health and Wellbeing**

- Ongoing in-house staff health and wellbeing programme (Live Life Well).
- Internal self-audit using the national Health and Wellbeing audit tool, and areas where additional support to staff are highlighted are being addressed.
- Main focus is supported staff with underlying health conditions and mental health and wellbeing.
- Bespoke access to psychological wellbeing supported sourced available as required.

### **Programme 4: Diversity and inclusion for all**

- A Lead for reducing violence and aggression in the workplace identified (Mark Robbins), and self-assessment and action plans are in place against the Prevention of Violence Standards.
- Close working with our staff networks (Cultural Diversity, Disability and Long-Term Conditions and LGBTQI+) as well as our Menopause Café, are on-going with a planned staff carer network being established.
- A Survey for BAME leavers was undertaken and forms part of our ongoing retention plans.

### **Programme 5: An organisation culture of continuous improvement**

There are 3 three strands of work in this programme, updates are shared below:

## **Embedding continuous quality improvement in our everyday work, systems and processes**

- Think Quality Improvement (QI) framework developed. Updates on this have been shared with Trust Board.
- Development of a QI community underway. The community provides an opportunity for colleagues to connect with people who are facing the same challenges and opportunities and develop new ways of tackling them. It's a place to try out new thinking in a safe space, bounce ideas around, find inspiration, generate weird, wonderful and ground-breaking ideas and so much more.

## **Build improvement capabilities**

- QI Lead Coach is now in post and leading on the development of QI skills and knowledge, providing coaching on QI methodology to teams and colleagues and is linking work across the Quality division and Improvement and Transformation department.
- QI Academy was launched in September 2022, open to all staff, the training catalogue currently includes a 60-minute bitesize introduction into QI and four masterclasses which focus on different areas including; creativity, process improvement, human aspect of change and using data for improvement. All sessions are held virtually and over 70 colleagues have attended the training to date. Feedback has been positive from participants and the development of further training sessions is planned for 2023. A QI SkillUp programme has been designed and scheduled to launch in February, this classroom-based course enables colleagues to obtain a comprehensive foundation level knowledge of QI.
- Think QI intranet pages have been created with new resources for colleagues to access. Plans to move this over to a SharePoint site in Spring of 2023.
- A Trainee Data Scientist has joined the Improvement and Transformation team supporting the Trust's aim to increase the use of data in improvement, helping services use interactive tools to aid forward planning, identify improvement opportunities and inform decision making.

## **Collaborate and learn from others**

- Links with other Improvement leads across the system are in place, CCS participates in the Cambridgeshire and Peterborough Improvement Forum and has supported the development of the system QI strategy. CCS will continue to encourage partners across all systems to use a QI approach to help shape the priorities and deliver the improvements to outcomes we are hoping to make.

### **2.2.3 Digital Transformation Strategy 2020-23.**

#### **Enabling workstreams**

- **Process:** What Good Looks Like (WGLL) baseline assessment was completed and submitted to the system, improvement recommendations shared by system colleagues. The Trust has submitted a high-level investment plan on committed resources and proposed schemes which require funding to the Cambridgeshire and Peterborough ICS. The Trust is awaiting some additional funding that has been agreed.

- **Technology and Infrastructure:** Plans to develop an iHub underway, this scope of this project will cover data warehouse architecture through to the development of interactive dashboards for services. Recruitment to the data services team is in progress to help with this transformation.

## Digital Transformation Programmes and Projects

Smarter Working:

- **e-rostering** – roll out to corporate services and Dynamic Health admin team was completed in October. Ongoing training and support is in place. Engagement with the next tranche of services has commenced.

Healthcare Technologies:

- **Remote monitoring** - To date over 280 patients have been supported by our diabetes, respiratory, heart failure or rapid response teams. via this new pathway. Leading on behalf of the BLMK system, the project team have supported other providers CNWL and ELFT with launching their pathways. CCS team are scoping opportunities to use health remote monitoring to support people that frequently attend hospital and a PCN hypertension pathway. The project team are also working with the Eastern Academic Science Health Network on evaluating the impact of the project. A patient feedback workshop was held in September to continue to adapt and improve the pathway and process for patients.

Digital Front Door:

- **S1 developments** – onboarding and training services continues. Brigid app is now available for all services to use, an interim solution for mobile device management agreed. Training for services continues.
- **Digital platform project** – the design phase has completed. The workshops have involved Children and Young People Service colleagues across the Trust, service users and partners. Content development workshops are scheduled for January/February 2023.
- **Telephony project** – Deployment of new system has commenced, advance preparation sessions with services on call flows continues.

## Shared Care Records

- The Trust continues to support all system discussions. Significant issues and delays continue in Cambridgeshire and Peterborough and BLMK. Due to consent issues and timeliness of updates via the Strategic Reporting Extract (SRE), BLMK have paused project group meetings with community providers as they explore an alternative API solution. The length of the delay is unknown at this stage.

### 2.2.4 Communications Strategy 2020-23.

Communications Strategy: highlights on progress against strategic objectives

#### **Objective 1: Embrace digitalisation**

- **Digital Platform Project:** Further development of platform for first service template. Children's services platforms lead the project with agreed designs following design sessions and user feedback. Content sessions have been set up based on 'themes of access' report using clinical, business support and website data. Several exciting

features have been fast tracked into v1.0 of the platform. This includes a login portal which has huge future potential for future development.

- **Accessible Information:** The ReciteMe accessibility tool on in all current websites. From Oct – Dec 2022, there were 5,231 page views using the Recite software and 1264 unique users. Also in Cambridgeshire and Peterborough 'Start for Life' CCS leads a pilot testing hybrid traditional/digital marketing materials with links to online pages that utilise ReciteMe to provide information/promotional material in over 15,000 different viewing preferences including different languages.
- **Recruitment:** Hard to recruit posts still prioritised with ad campaigns on Facebook, Twitter and LinkedIn. Robust BAU promotion approach agreed using engaging animations and stock videos. Most effective approach as evidenced from earlier campaign testing.
- **Social media:** Static graphics, films, animations, gifs and infographics have been created and shared across all service channels to promote service priorities, access to care, self-care advice systemwide/ partnership working, positive feedback, and more. New emphasis on ads, split testing campaigns and analysis to guide content development.

## **Objective 2: Celebrate our achievements (building our reputation/brand)**

- **Guests:** we continue to invite high profile guests to visit our services and promote these visits via social and broadcast/print media including: the Duke of Cambridge; Dame Rachel de Souza, Children's Commissioner; Prime Minister Boris Johnson; Matthew Gould, Chief Executive of NHSX; the national Mental Health Schools Team.
- **Awards and Honours:**
  - Just One Norfolk - finalist in the Academic Health Sciences Network//NHS Confederation Innovate Awards in the Outstanding Contribution to Population Health Through Innovation category.
  - Norfolk Safeguarding Children Partnership (including CCS's Safeguarding team) - highly commended in the Centre for Child Protection's Collaboration Awards for the Joint Agency Group supervision initiative.
  - Luton Children's Epilepsy Pilot in Luton - winner of the 'Using Data to Connect Services Award' at the Health Service Journal (HSJ) Awards 2022.
  - Luton & Bedfordshire Children's Rapid Response - HSJ finalist in 'Improving Care for Children and Young People initiative of the Year' category
  - Communications Team - finalists for 'Use of Insight and Data for Innovation in Communications' category for our use of social media metrics.
  - CCS Trust received the Defence Employer Recognition Scheme (ERS) Bronze Award in recognition of our support to the Armed Forces community.
- **Articles:** Cambridgeshire Community Paediatric Service – Dr Tamsin Brown published an article 'Santa should phase out coal as punishment in Christmas stockings' in the BMJ. It was republished by 12 blogs/media outlets.
- **Presentations:**



- Miles Matter – reducing the carbon footprint and improving integrated care in Down Syndrome – Dr R Bower – Royal College of Paediatrics & Child Health (RCPCH) poster
- Developmental epileptic encephalopathies in special schools – British Paediatric Neurology Association (BPNA) poster.
- Improving the Management of Spina Bifida – Dr A Sansome – British Association for Community Child Health (BACCH) presentation
- ADHD Treatment response form – Dr C Yemula co-produced with young people – poster shared at RCPCH Youth Health Conference
- Paediatric pressure ulcer (PU) prevention - CCN Sarah Sharpe - Wounds UK Annual Conference 2022 in Harrogate

### **Objective 3: Work collaboratively to improve outcomes**

Many of the projects outlined earlier are partnership-based, and in addition:

- Winter campaigns: the Trust's communications team is engaged with all three systems in developing campaigns to promote messages to make best use of NHS services and resources (i.e. #HelpUsHelpYou #KeepAntibioticsWorking #MouthCancerAction #CaringIsNotSharing #GroupAStrep #ScarletFever and Cambs and P'boro's #WellTogetherThisWinter and Norfolk's #WarmAndWell)
- We are providing digital communications expertise to lead development of Family Hubs/ Start for life in both systemwide initiatives and locally specific projects e.g. Smoking in Pregnancy, Communication Development, Online Front Door
- We are actively involved in system-wide working to implement Shared Care Records across services.

### **Objective 4: Create a healthy culture**

- A wide range of staff health and wellbeing support available has been promoted via all communication channels, with a bi-annual staff Live Life Well e-newsletter incorporating a wide range of topics and articles.
- Promotion of both the 'Flu and Covid-19 autumn boosters staff vaccination programmes as part of seasonal working.
- Celebration of our long service awards for our Ambulatory, Corporate and Children and Young People's Health Services across Cambs, P'boro, Milton Keynes, Suffolk and Norfolk and Waveney. Collectively we had 64 outstanding people celebrating 1,785 years of NHS service! #GoTeamCCS

2.2.5 Estates Strategy 2020-23. Progress with implementation of the 2020-23 estates strategy up to Q3 2022/23 is given below.

#### **Programme A – Support for Service Developments**

- Bedfordshire & Luton Estates Rationalisation Sub Strategy
  - 1<sup>st</sup> phase of work to increase clinical capacity in Kempston Child Development Centre complete
  - Clinical space consolidated and occupation footprint reduced at Union St, Bedford

- Due diligence exercise completed on potential children & family hub in Bedford has indicated higher costs than anticipated. Scheme paused pending system review of affordability and strategic alignment.
  - Space in new Grove View Integrated Hub (Dunstable) nearing completion ahead of move scheduled for end of March 2023
  - Internal reconfiguration of The Poynt complete allowing consolidation of services and surrender of space elsewhere
- Oak Tree Centre (OTC) Reconfiguration and Expansion
    - New lease agreed in principle but final documentation awaited for agreement
    - Initial designs for reconfiguration submitted by architect for Trust consideration
- Cambridgeshire & Peterborough CYP Estates Rationalisation
    - Constructive initial meeting held with commissioner and local authority to explore potential service consolidation in line with the Best Start in Life initiative
- Dental Service Accommodation Development Programme
    - Nash House dental facility (Ipswich) completed and operational
    - Planning extension achieved for temporary accommodation at Brookfields to allow consideration within the strategic site review which is underway
    - Potential to relocate dental service from Hinchingsbrooke Hospital to OTC included within scope of OTC reconfiguration

## **Programme B – Capital Investment & Commercial Opportunities**

- North Cambridgeshire Hospital Redevelopment
  - Works restructured into an enabling phase and main phase 4(OPD) delivery
  - Phase 4 enabling works contract tendered and awarded with work due to commence in early January 2023
  - Main outpatient accommodation Ph4 to be procured for commencement on site in 2023/24
  - Enabling package expanded to include delivery of diagnostic facilities within the C&P Community Diagnostic Centre Programme
- Princess of Wales Hospital Redevelopment
  - Tenders returned for Multi Storey Car Park
  - Expression of interest submitted for potential capital funding from the New Hospital Programme – response awaited but timetable uncertain
  - Land swap with Palace Green Homes completed
  - Design completed and tendered for diagnostic facilities as part of the C&P Community Diagnostic Centre Programme
- Brookfields Campus Redevelopment
  - Healthcare needs assessment and detailed development options appraisal continuing funded by One Public Estate
- Transfer of Assets from NHS Property Companies

- Preparation of business case for potential transfer of Northfield House, N Walsham paused due to prioritisation of workload

### **Programme C – Collaboration & System Activities**

- Bedfordshire Luton & Milton Keynes ICS
  - Services scheduled to transfer to Grove View Integrated Hub (Dunstable) Spring 2023
  - Continue working with system team to explore opportunities for integration and consolidation including exploration of possible hubs in Luton, Bedford and Biggleswade
  - Work with system team to identify suitable relocation for specific services to support creation of system hub facilities that require space currently occupied by CCS
- Cambridgeshire & Peterborough STP
  - Providing estates leadership to system Community Diagnostics programme
  - AD Estates & Facilities deputy chair of both C&P Strategic Estates Group and C&P One Public Estates Partnership Board
- Norfolk & Waveney STP
  - Working with other system partners to investigate initiatives including a single virtual back-office function
- Suffolk & North East Essex STP
  - No current system wide involvement but open to working with other partners as and when opportunities present

### **Programme D – Sustainability**

- Further electric vehicle charging points being installed at appropriate locations across the estate
- Electricity supply being moved progressively to a green only tariff
- Opportunities for adoption of green technologies actively investigated for all capital works schemes

### **Programme E – Estates Management**

- Facilities Management
  - Operation to new NHS Cleaning Standards embedded within portions of estate supported by OCS and NHS PS. Work ongoing with other cleaning providers.
- Lease Management
  - Process underway to formalise all sub tenancies adopting standardised format wherever superior leases allow
- Property Database
  - Exploring jointly with digital team option of developing an appropriate database solution utilising an existing package available within the Trust

### **3. Conclusion**

3.1 Year 3 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 2022-23**