

WIRRAL HOSPICE ST JOHN'S

Annual Delivery Plan

2021/2022

Help Wirral Hospice keep serving our community



Wirral Hospice St John's Annual Delivery Plan (ADP) 2021/22

INTRODUCTION:

This document sets out Wirral Hospice St John's Annual Delivery Plan (ADP), for the year commencing 1 April 2021 up to 31 March 2022.

It complements our updated Strategy 2020-2023, which launched in February 2020: -

- Section One - Key Projects to deliver our 'Plan on a Page'.
- Section Two - Actions to deliver organisational KPIs.
- Section Three - Actions to deliver our Cross-Cutting Strategies, Business as Usual Plans, and address Identified Risks.

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Our Philosophy of Care:

- Wirral Hospice aims to offer care and support for patients and their families living with a life limiting illness based around what is important to them.

Our Purpose (why we exist):

- Wirral Hospice endeavours to meet the holistic needs of our patients - physical, psychological, social and spiritual needs and support their loved ones and carers without discrimination.

Our Values (how we work):

- **Compassionate** - to care for and support patients, families, colleagues and the wider community with compassion and understanding.
- **Accountable** - to be accountable for our own actions and decisions and to hold each other to account.
- **Respectful** - to treat others with respect throughout all interactions, acknowledging and considering differing options.
- **Equitable** - to act in an equitable manner for all, ensuring that individual needs are considered and supported.
- **Sustainable** - to manage our resources efficiently, optimising use and value, whilst minimising waste.

Our Key Strategic Aims for 2020-2023:

- 1) Increase the reach of our services across the Wirral community providing care and support closer to home.
- 2) Secure sustainable income reducing the risk on the funding of care services and provide funding for service developments.
- 3) Be the employer of choice with a highly motivated workforce inclusive of volunteers supported through learning and development opportunities, and investment in skills and personal development
- 4) Ensure that Wirral hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.

Wirral Hospice St John's Plan on a Page 2021/22: in relation to our Strategy 2020-2023

CARING		RESPONSIVE		EFFECTIVE		WELL-LED		SAFE	
Key Strategic Aims									
1) Increase the reach of our services across the Wirral community providing care and support closer to home.			2) Secure sustainable income; reducing the risk on the funding of care activities and provide funding for service developments.		3) Be the employer of choice with a highly motivated workforce, inclusive of volunteers, supported through learning and development opportunities, and investment in skills and personal development.			4) Ensure that Wirral Hospice St John's is recognised as an effective, efficient and thriving organisation worthy of future investment.	
Service Change Programmes									
Service Aims	User Engagement		Equitable Access		Non-Cancer Conditions		Optimise Facilities		Palliative Care Education Hub
	To optimise user engagement in the planning & delivery of services.		To improve the effectiveness & accessibility of services.		To improve the Palliative & End of Life Care for those with conditions other than cancer.		To maximise usage of our facilities providing services tailored to need.		To ensure that we are at the centre of Palliative & End of Life Care, and palliative education.
Enabling Change Programmes									
Enabling Aims	Collaboration	Community Engagement	Training & Development	Governance	Organisational Culture		Facilities	Income Generation & Marketing	
	To collaborate to enhance the effectiveness and accessibility of our services. 1 2 3 4	To ensure that all we do is driven by who we serve. 1 2 3 4	To ensure effective local education, training and support for patients, families, carers and staff. 1 2 3 4	To ensure that we have right systems / processes to provide effective governance. 3 4	To have an organisational culture which supports the delivery of high quality care. 1 2 3 4		To have / maintain accessible, safe and fit-for-purpose organisational facilities. 3 4	To implement our Income Generation Strategy, required to maintain our planned services. 1 2 3 4	
	Workforce Strategy		Use of Technology		Use of Resources		Performance & Programme Management		Communications & Marketing
	To ensure that we have the staff and volunteer workforce in place to deliver our services and plans. 1 2 3 4		To ensure that we use technology effectively to support the care we deliver 1 2 3 4		To ensure we use our resources effectively and efficiently, demonstrating value for money. 1 2 3 4		To ensure we have effective systems and processes in place to deliver our plans. 3 4		To ensure that we effectively promote our services to the communities we serve and our partners. 1 2 3 4
Key Projects									
Key Projects that will deliver our aims	The aims of each of the Service Change Programmes and the Enabling Change Programmes will be achieved through the delivery of a number of Key Projects. Each of these will contribute towards the delivery of one or more of our aims. Key Projects will be the focus for investment by the organisation (both in terms of financial and human resources).								
	Ultrasound Service Development 1 4		Electronic Prescribing Implementation 4		Bereavement Service expansion 1 4		Palliative Care Homeless population 1 4		
	Wellbeing on Wheels outreach 1 4		Patients with Motor Neurone Disease Support Service 1 4		Retail Development 1 2 3 4		Lottery Growth 2 4		
	Donor Giving Campaigns 1 2 4		Events & Corporates Review 1 2 3 4		Marketing & Communications Plan 1 2 3 4		Volunteer Workforce growth and diversification 1 3 4		
	Enhanced Work Experience programme 1 2 3 4		SMI Payroll interface 3 4		Digital communications 1 2 3 4				
National Framework Six Ambitions for Palliative & End of Life Care www.endoflifecareambitions.org.uk									

SECTION ONE – KEY PROJECTS:

The following Key Projects will be implemented and monitored to ensure that Wirral Hospice St John's strategic goals are achieved: -

Key Projects:

Organisational – responding to local need through partnership & collaboration

Year 2 of three year Strategy Implementation:

Workforce – meeting future workforce needs:

- Increasing and diversifying our Volunteer Workforce
- Review and development of enhanced Work Experience programme for schools and colleges

Clinical – delivering a high quality service:

- Development of Ultrasound Service for hospice Inpatient Unit
- Implementation of Electronic Prescribing on the Inpatient Unit
- Expansion of Bereavement Service to support Children and Young People
- Palliative Care in the Homeless population
- Wellbeing on Wheels – Outreach of Wellbeing Service into Primary Care Networks
- Increasing support for People with Motor Neurone Disease (PwMND) and their families across Wirral in partnership with Motor Neurone Disease (MND) Association

Finance – ensuring regulatory compliance:

- Development of a payroll interface from SMI (staffing database) system

Income Generation & Marketing – securing sustainable income:

- Retail Development
- Lottery Growth
- Donor Giving Campaigns
- Events & Corporates Review
- Supporting Digital Communications across the hospice

SECTION TWO - KEY PERFORMANCE INDICATORS (KPIs):

Our Annual Delivery Plan actions are driven by the need to deliver a range of organisational KPIs. These indicators set the operational standards that we aspire to achieve.

Each of the indicators chosen meets the following criteria, these criteria having been agreed: -

- To be measurable.
- To be easily 'collectable'. We do not want to be setting up costly systems to collect data where the benefit (outcome) is not worth the investment.
- To be reflective of the desired outcome.
- To be owned. The majority of our staff and volunteers must agree that these targets (KPIs) are important.
- To have clear success criteria. Each KPI must have an agreed 'Red Amber Green' (RAG) criterion. A small number of indicators may not have a RAG criterion (for example, 'average length of stay') – these will not be classed as KPIs but shown separately as KIs (Key Indicators).

Wirral Hospice St John's Board of Trustees / the appropriate Governance Committee will agree a schedule of reporting. This schedule will include: -

- KPIs included in the quarterly performance dashboard for full Board of Trustees meetings.
- KPIs to be reported to the Board of Trustees by exception.
- KPIs to be reported to the Board of Trustees Governance Committee by exception.

Key Performance Indicators (KPIs):

Workforce:

- KPI WF1 - Establishment (FTE) against plan = $\geq 95\%$
- KPI WF2 - Annualised Employee Absence % $\leq 5\%$
- KPI WF3 - Number of volunteers ≥ 475
- KPI WF4 - Annualised Employee Turnover $\leq 13\%$
- KPI WF5 - Completion of Mandatory Training modules at year end $> 85\%$

Workforce Operational Standards:

- Annual returns completed and returned within required timescales.
- Completion of all required service / inspection regimes in timely manner.
- Food Hygiene Rating maintained at level '5'

Clinical:

- KPI Clinical 1 - Inpatient Unit occupancy $\geq 85\%$
- KPI Clinical 2 – % Patients with Motor Neurone Disease (PwMND) on Wirral open to MND specific services $\geq 60\%$
- KPI Clinical 3 – Wellbeing Service Users ≥ 50
- KPI Clinical 4 – Clinical staff completed core clinical mandatory training modules $\geq 85\%$
- KPI Clinical 5 – Clinical staff attending/completing a training course or session in addition to mandatory training $\geq 65\%$

Governance Operational Standards:

- All complaints are internally logged within 24 hours of receipt.
- All complaints are acknowledged within 3 working days.
- All reported complaints investigated with formal response within 20 working days.

- All reported incidents are logged within 1 working day.
- All reported incidents are reviewed on a minimum of a weekly basis.
- 100% identified risks are entered onto the Risk Register, align with Trustees Annual Reporting of Accounts and are reported on a quarterly basis.
- 100% identified risks have an established action plan reviewed quarterly at Board

Financial:

- KPI Financial 1 – Creditor target payment 30 days from receipt of invoice.
- KPI Financial 2 – Debtor customers target payment receipt 30 days following submission of invoice.
- KPI Financial 3 - Management accounts to be issued 10 working days following month end in accordance with timetable.

Financial Operational Standards:

- Budget to be agreed prior to start of Financial Year.
- External Audit achievement of favourable report.
- All statutory filing / reporting deadlines met.

Income Generation & Marketing:

- KPI IGM 1 – Retail net contribution to be achieved
- KPI IGM 2 – Lottery net contribution to be achieved
- KPI IGM 3 – Donor Giving net contribution to be achieved
- KPI IGM 4 – Events & Corporates net contribution to be achieved
- KPI IGM 5 – Web & Social Media targets to be achieved:
 - ↑ 20% web
 - ↑ 20% Facebook
 - ↑ 10% Twitter
 - ↑ 20% Instagram
 - ↑ 50% LinkedIn

Income Generation & Marketing Operational Standards:

- Ensure full General Data Protection Regulation (GDPR) compliance across all Income Generation & Marketing activities (as part of overall hospice Information Governance and GDPR compliance).
- Fundraising Regulator and Gambling Commission following codes of best practice and legislative compliance.

SECTION THREE – ACTIONS TO DELIVER OUR CROSS-CUTTING STRATEGIES, BUSINESS AS USUAL PLANS, AND ADDRESS IDENTIFIED RISKS:

As part of Wirral Hospice St John's Strategy 2020-2023, there are a number of cross-cutting strategies. The elements of each are included in the Integrated Monitoring Report/s: -

Workforce:

To deliver Wirral Hospice's Workforce Strategy, providing the workforce needs for our change programmes and to deliver our services.
Use of Technology: To develop a Use of Technology Strategy, enabling the use of technology to support our change programmes.
Use of Resources: To ensure effective use of resources, delivering efficiency and value for money.
Performance and Programme Management: To implement an effective Performance & Programme Management system, to ensure the delivery of our change programmes and cross-cutting strategies.
Communications & Engagement: To develop and implement a Communications, Marketing and Engagement Strategy to promote our work and to support the change programmes.

There are also a number of actions to effectively achieve aims, meet agreed KPIs, and mitigate identified organisational risks. Each of the actions set out below has an identified 'purpose' and desired outcome: -

Organisational:

- To continue to implement and embed the 2020-23 Strategy across the organisation and wider community (Q1-Q4).
- To actively collaborate with other Health & Social Care, and Local Authority organisations as Wirral transitions to be a PLACE-based community within Cheshire & Merseyside forthcoming Integrated Care System.

Governance:

- To further develop comprehensive 'dashboard' used at Board level to demonstrate activity, quality and outcomes, and to aid strategic planning.
- To further develop incident reporting via electronic tool to strengthen quality of reporting and enhance learning from all incidents to develop practice (Q1-Q4).
- To embed culture of double loop learning across the organisation (Q1-Q4).
- To ensure compliance against Mandatory Training matrix (ongoing).

Workforce - Fit for the Future:

- To utilise 2020 Training Needs Analysis to inform workforce development of knowledge and skills (Q1-Q4).
- To implement revised framework for appraisals that underpins both future skills requirement, individual career development informing pay progression (Q1-Q4).
- To increase volunteer workforce numbers, and diversity enhancing present and developing new roles and opportunities (Q1-Q4).
- To keep up to date with Human Resources (HR) / Workforce practice, to share and implement best practice (ongoing).

Workforce - Sustainability:

- To optimise use of private occupational health services to support employees' health & well-being (Q1-Q4).
- To further develop alternative, innovative recruitment & retention strategies (Q1-Q4).
- To continue to develop apprenticeship framework across the hospice (Q1-Q4).

- To develop preceptorship programme for newly qualified nurses (Q1-Q4).
- To promote & develop a culture of workforce well-being and flexibility (ongoing).

Clinical:

- To ensure that Wirral Hospice is pivotal to end of life care in Wirral by successfully collaborating with all palliative and end of life care providers (ongoing).
- To strengthen the partnerships and development of the Wirral Wide Palliative Care Education Hub (Q1-Q4).
- To optimise usage of inpatient beds ensuring timely discharge planning (ongoing).
- To monitor and optimise utilisation of clinical services (ongoing).
- To develop access to palliative care pathway for homeless.
- To enable hospice to be more research active (ongoing).
- To launch Wellbeing service into community (Q1- Q4).
- To implement ultrasound service within Inpatient Unit (Q1-Q4).
- To expand access to bereavement support including children & young people (Q1-Q4).
- To continue to identify opportunities for future workforce development including skill mix (ongoing).

Finance:

- Continuously review financial reporting to provide enhancements to managers in order for them to better understand performance.
- Monitor migration of accounting for Enterprises Company to Sage (Q1-Q2).
- Review and maintain Asset Register on a monthly basis (ongoing).
- Complete gift aid review and implement learning for optimisation of gift aid donor opportunities (Q1-Q4).
- Review purchase order system and implement new system (Q1-Q4).

Income Generation & Marketing:

- In collaboration with Income Generation & Marketing trustees and colleagues, there are two Annual Delivery Plan key projects that will touch all areas of the hospice and require working with staff and volunteers in all areas at all levels. These are crucial cross-cutting projects that will have an impact on our hospice's strategic growth objectives:

ICT:

- Optimise accuracy of SMI (staffing database) inputting (ongoing).
- Prepare, train and implement payroll interface dual running Q4 (Q1-Q4).
- Support further usage of technology across organisation/external (ongoing).
- Embed connectivity with healthcare providers to increase access to patient records, enhancing ability to provide care required (Q2).
- Complete Annual Data security and protection audit meeting requirements of National Health Service England (NHSE) Information Governance.(Q1)

Estates:

- Explore options and develop a Site Strategy (Q2).
- Apply five year planned maintenance programme, upgrade identified areas (Q1 – Q4).
- Explore potential for energy saving initiatives (Q3).
- Review Facilities Team and activities to inform future development (Q2).

Housekeeping:

- Further develop flexibility within the workforce to meet the changing service demands (Q1-Q4).
- Review catering and housekeeping services to inform future development future environmental needs to inform future service developments (Q3).

MONITORING THE ANNUAL DELIVERY PLAN:

The Annual Delivery Plan projects and the organisational KPIs identified in this plan will be monitored and updated quarterly.

They will be reviewed at the relevant Governance Committees that comprise senior management and trustees.

If there are significant delivery issues arising, these will in turn be reported to the hospice's Board on a quarterly basis, together with any proposed mitigation measures.