

WIRRAL HOSPICE ST JOHN'S

Annual Delivery Plan

2022-2023

Help Wirral Hospice keep serving our community



Wirral Hospice St John's Annual Delivery Plan (ADP) 2022/23

INTRODUCTION:

This document sets out Wirral Hospice St John's Annual Delivery Plan (ADP), for the year commencing 1 April 2022 up to 31 March 2023.

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

CONTENTS:

Our Philosophy of Care	Page 3
Our Purpose	Page 3
Our Values	Page 3
Our Key Strategic Aims	Page 3
Plan on a Page 2022-2023	Page 4
Section One – Key Projects to deliver our ‘Plan on a Page’:	
Organisational	Page 5
Workforce	Page 5
Clinical	Page 5-6
Finance	Page 6
Income Generation & Marketing	Page 6
Section Two – Key Performance Indicators (KPIs) actions to deliver:	
Organisational	Page 6
Workforce	Page 7
Clinical	Page 7
Finance	Page 8
Income Generation & Marketing	Page 8
Section Three – Actions to deliver & identified risks:	
Cross-Cutting Strategies	Page 8
Governance	Page 9
Organisational	Page 9
Workforce	Page 9
Clinical	Page 10
Finance	Page 10
Income Generation & Marketing	Page 10
ICT	Page 10
Estates	Page 10
Housekeeping	Page 10
Monitoring the Annual Delivery Plan (ADP)	Page 10

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 2022/23: 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 To optimise user engagement in the planning & delivery of services.	Equitable Access To improve the effectiveness & accessibility of services.	Non-Cancer Conditions To improve the P&EOLC for those with conditions other than cancer.	Optimise Facilities To maximise usage of our facilities providing services tailored to need.	Palliative Care Education Hub To ensure that we are at the centre of P&EOLC & palliative education.		
Enabling Change Programmes							
Enabling Aims	Collaboration To collaborate to enhance the effectiveness and accessibility of our services. 1 2 3 4	Community Engagement To ensure that all we do is driven by who we serve. 1 2 3 4	Training & Development To ensure effective local education, training and support for patients, families, carers and staff. 1 2 3 4	Governance To ensure that we have right systems / processes to provide effective governance. 3 4	Organisational Culture To have an organisational culture which supports the delivery of high quality care. 1 2 3 4	Facilities To have / maintain accessible, safe and fit-for-purpose organisational facilities. 3 4	Income Generation & Marketing To implement our Income Generation Strategy, required to maintain our planned services. 1 2 3 4
Enabling Aims	Workforce Strategy To ensure that we have the staff and volunteer workforce in place to deliver our services and plans. 1 2 3 4	Use of Technology To ensure that we use technology effectively to support the care we deliver 1 2 3 4	Use of Resources To ensure we use our resources effectively and efficiently, demonstrating value for money. 1 2 3 4	Performance & Programme Management To ensure we have effective systems and processes in place to deliver our plans. 3 4	Communications & Marketing 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).						
Key Projects that will deliver our aims	PwMND Support Service 1 4	Advance Care planning 1 4	CYP Bereavement Service 1 4	Heart Failure Service 1 4			
Key Projects that will deliver our aims	Ultrasound Service Development 1 4	Redevelopment of PAIL services 1 4	Cultural Project 1 2 3 4	Internal Comms Framework 1 2 3 4			
Key Projects that will deliver our aims	Career pathways 3 4	Performance Development Framework 3 4	Workforce Planning 3 4	Development of Enterprise management Accounts 4			
Key Projects that will deliver our aims	Digital Strategy Phase 1 1 2 3 4	40th Anniversary 1 2 3 4	Legacy marketing investment 2 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 to achieve Wirral Hospice St John's strategic goals.

Each Key Project will be driven by a supporting Project Brief - actions arising from each will be included in the Integrated Monitoring Report (IMR) spreadsheet (*see Appendices 1 & 2*).

Key Projects:

Responding to local need through partnership & collaboration

Year 3 of three year Strategy Implementation:

Organisational – developing hospice capacity & capability for change:

- Developing internal communications framework
- Cross organisational cultural project
- 40th Anniversary

Workforce – meeting future workforce needs:

All workforce areas aim to develop and continuously improve, learning from every interaction.

Key in-year project

- Implementing Workforce planning to inform future need
- Implementing Performance Development Framework
- Developing career pathways

Clinical – delivering a high quality service:

All clinical areas aim to develop and continuously improve, learning from every interaction .

Key in-year project

- Continued development of Ultrasound Service for hospice Inpatient Unit
- Embed permanent Children & Young person's bereavement service
- Continue to increase support for People with MND (PwMND) and their families across Wirral in partnership with Motor Neurone Disease (MND) Association
- Advance Care Planning Re-launch– quality improvement
- Development of new service to support heart failure patients
- Redevelopment of the PAIL line service

Finance – ensuring regulatory compliance, fit for the future:

All financial areas aim to develop and continuously improve, learning from every interaction.

Key in-year project

- Implementation of Digital Strategy Phase 1
- Development of Enterprise Accounts

Income Generation & Marketing – securing sustainable income:

All income streams aim to continuously develop and improve, learning from every interaction.

Key in-year project

- IGM Legacy investment

SECTION TWO - KEY PERFORMANCE INDICATORS (KPIs):

Our Annual Delivery Plan actions are driven by the need to continue to provide services, meeting the palliative & end of Life care needs in our community and 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 % $\leq 6.5\%$
- 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 – Number of service users attending WBC per quarter
- KPI Clinical 3 – Clinical staff completed core clinical mandatory training modules $\geq 85\%$
- KPI Clinical 4 – Clinical staff attending/completing a training course or session in addition to mandatory training
- KPI Clinical 5 – OPD wait Times % of Patients offered first appointments within: 10 working days Urgent, 20 working days Routine
- KPI Clinical 6 – Completed Feedback Surveys from I Want Great Care ≥ 80 PA

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:
 - \uparrow 20% web
 - \uparrow 20% Facebook
 - \uparrow 5% Twitter
 - \uparrow 20% Instagram
 - \uparrow 50% LinkedIn

Income Generation & Marketing Operational Standards:

- Ensure full 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, to deliver our services and future sustainability.
Use of Technology: To develop a Digital Strategy, enabling the use of technology to support our daily operations, change programmes and increased flexibility.
Use of Resources: To ensure effective use of resources, delivering efficiency, value for money and sustainability.
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 H & C and LA organisations as Wirral transitions to be a PLACE based community within Cheshire & Merseyside Integrated Care System from 01.07.2022.
- To develop external ‘marketing’ plan for all stakeholders to raise awareness of hospice services and support (Q1- Q4)
- In collaboration with Income Generation & Marketing trustees and colleagues, there are three ADP 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. (Q1- Q4)

Governance:

- To implement and embed new electronic incident reporting system to strengthen quality of reporting and enhance learning from all incidents to develop practice (Q1-2).
- To optimise use of double loop learning throughout the organisation, developing as a true learning organisation (ongoing)
- To ensure compliance against Mandatory Training matrix (ongoing).
- To develop quality governance framework inclusive of meetings to support and demonstrate compliance with statutory frameworks (Q1-Q4)

Workforce - Fit for the Future:

- To implement performance development framework that underpins both future skills requirement, individual career development informing pay progression. (Q1-4).
- To develop career pathways supporting recruitment & retention (Q1- Q4)
- To keep up to date with HR 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).
- To foster positive organisational culture, driven by our values, supportive and receptive to ongoing change to meet changing needs of our community (Q1-Q4)

Clinical:

- To ensure that WHSJ 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, establishing the use of the ECHO programme (Q1-Q4).
- To optimise usage of inpatient beds ensuring timely discharge planning (ongoing).
- To monitor and optimise utilisation of clinical services (ongoing).
- To enable hospice to be more research active (ongoing).
- To develop heart failure service (Q1- Q4)
- To expand and embed bereavement support including children & young people (Q1-Q4).
- To continue to identify opportunities for future workforce development including skill mix(ongoing)
- To develop PAIL line to provide 24/7 equitable service for all. Review development

Finance:

- Continuously review financial reporting to provide enhancements to managers in order for them to better understand performance (ongoing).
- Further develop Enterprises Company Accounting (Q1-Q2).
- Review and maintain Asset Register on a monthly basis (ongoing).

Income Generation & Marketing:

- Legacy marketing investment
- Collaborate with Workforce Dept to develop communications framework to support internal communications project
- Collaborate with Workforce Dept to develop review framework to support cultural project
- Lead on 40th Anniversary fundraising and promotional plans, working collaboratively across the hospice with staff and volunteers on internal and external celebrations

ICT:

- Implement phase 1 of the Digital Strategy (Q1-Q4)
- Support further usage of technology across organisation/external (ongoing).
- Optimise connectivity with healthcare providers to enhance access to patient records, with readily accessible information at point of care (Q1-Q2).
- Complete Annual Data security and protection audit meeting requirements of NHSE Information governance.(Q1)
- Complete annual assessment of 'What Digital good looks like' feeding in to Place assessment (Q4)

Support Services (Catering, Facilities & Housekeeping):

- Embed Support Services new structure and ways of working (Q2-Q4)
- Further develop flexibility within the workforce to meet the changing service demands (Q2-Q4).
- Further develop Site Strategy with reference to future infrastructure and carbon footprint reduction (Q1-Q4).
- Apply five year planned maintenance programme, upgrade identified areas (Q1 – Q4).

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.

