Board Meeting Papers 1st December 2020

Board Pack Contents

Report to: Board Meeting

Date	1st December 2020	Agenda item	15
Title	Update on Sirona Strategy Development		
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Lead Director	Julie Sharma	Date signed off	24th November 2020
Presented by	Julie Sharma	Version	1.0
For	Approval/decision ✓ Debate Assurance Information ✓		

Aims/Summary

The purpose of this paper is to present to the Board the high level summary output from our work on developing a Strategy for 2021 onwards.

Options and decisions

Board is asked to endorse the presented 'plan on a page' for further development.

Resource implications (financial/staffing/other resources)

Resources within existing PMO framework

Quality considerations

Nil

Paper/information previously considered by	Date
Development - Board of Directors, Members Group and Associate Directors	22.09.20

1. Background

The Board will recall it held a workshop in September to which Members and senior Associate Directors from across the organisation were invited. The output from that Workshop was shared with the Board at its October meeting.

The Workshop was a pre-cursor to the development of our Strategy for 2021 – 2024 and the associated Business Plan for 2021/22. Both these documents are due to come to the Board in February for final sign off, together with the Budgets for 2021/22 in March ready for the start of the new financial year.

2. Current Position

The attached "Plan on a Page" sets out the proposed new Vision for the organisation and the key strategic objectives which emerged from the Workshop. On the reverse of the Strategic Plan are the business plan objectives for 2020/21 agreed by the Board back in May 2020.

The Transformation Team will be working on the development of the fuller Strategic and Business Plan over the coming two months. They will use this high level strategy framework to inform that work. As part of this work, our Communications Team will also assist with the wording and design of our plans to ensure they portray a common sense of purpose; a common language and are in line with our core values.   This may mean that the wording of the Vision and the Key Strategic Objectives change whilst still maintaining the sentiments and objectives behind them. Any proposed changes will be brought back to the Board for final sign off.

In undertaking this work, the Transformation Team will ensure fuller engagement across the organisation with our Members; our Staff Forum – Our Voice – and with our operational and corporate teams. They will also monitor the priorities coming out nationally and as part of the development of the wider system plans to ensure appropriate alignment.

3. Recommendations

The Board is asked to endorse the "Plan on a Page" as the agreed direction of travel for Sirona to be used as the basis for the development of our wider Strategy and Business Plan for 2021 onwards.

Our Vision is: *Health, Happiness and Dignity for All*

We aim to make a difference by:

Putting people at the centre of everything we do (Engagement & Inclusion)	Respecting, supporting and valuing our workforce (Great place to Work)	Supporting everyone to access help and support to maximise their good health and wellbeing (Equality and Diversity)
• Give people choice and control over the way their care is planned and delivered • Provide clinical, peer and educational support to enable people to self-care with confidence • Ensure carers are identified, supported and involved in care planning and decision making processes • Working together to ensure a holistic and joined up approach to service provision • Connecting people with their communities and making the most of the assets that exist within them • To develop a People's Council giving our communities and those who use our services a strong voice and influence in our planning and decision making and evaluation processes • To co- create and drive our inclusive culture, ensuring everyone is valued for their skills, work and experience • Helping people to make healthy lifestyle choices To listen to people's experiences to address areas of issue or concern	• Work as a team embracing the different strengths, skills and experiences each person brings • Learn from each other and take time to celebrate success • Ensure a healthy work/life balance through predictable and flexible working patterns • Make wellbeing our priority and support each other to get help when we need it • Provide opportunities to learn and develop and support each other to grow and reach our potential • Equal access to opportunities for everyone • Attract, develop and retain talented people from all backgrounds that represent the people and communities we serve • Provide staff with the resources they need to deliver the best possible care – estate, equipment, technology, training and support • Listen to understand what staff are telling us and provide an environment where staff feel safe and confident to speak up • Not tolerate any form of discrimination, bullying or violence	• Provide services in a way that are accessible and responsive to the needs of individuals and communities • Understand the different needs and challenges of our communities • To monitor and review access to services from all communities across all service areas • To identify unmet health and social care needs and address them • To extend technological based options to help people access services more easily • Supporting communities to become healthy communities • Providing information so people know how and when to access support • Using our workforce to embed health promotion and early intervention into everyday working and interactions • Ensure our communities are represented in our workforce including the use of targeted apprenticeships or other training opportunities
Being at the forefront of innovation and best practice (Achieving Excellence/Modern and Innovative)	**Adding value to our local communities (Added Value)**	**Continually learning and growing as a Company (Growth & Sustainability)**
• Achieve Outstanding across all areas in our external evaluation (CQC) • Be in the top quartile performance for community services providers • Meet all of our contractual targets and key performance measures • Ensure we are following nationally recognised best practice across all areas • Be early adopters of technology and new ways of working that bring demonstrable value to people and to services. • Create an environment that nurtures good ideas for positive change or improvement • Be willing to test new ideas, encourage staff to be innovative and curious and be prepared to fail from time to time to allow learning • Participate in Research and Development and fostering good relationships with Academic and other research institutions/bodies	• Work to understand the outcomes that matter most to people and their communities • Review our value, outcomes and measurement frameworks to align them together and to prioritise the outcomes that matter for people and communities. • Focus our efforts more on the outcome and overall impacts of our work on the sustained wellbeing of people and communities. • Target person and community-centred approaches towards people who currently have greater needs, lower health literacy and least good access to health and care services. • Work to demonstrate and measure the wider community and social value of our partnership working with individuals and communities.	• Become a more economically, environmentally and socially sustainable business • Empower our staff as advocates of the links between healthcare and sustainability • Work with our communities in identifying and planning ways the organisation could be more sustainable. • Reduce our overall carbon footprint through more effective approaches to our use of estate; travel; consumables and other utilities and resources • Best use of public monies through an efficient use of our financial resources • Ensure we continue to learn and grow as a company both in terms of our contribution to local communities and in expanding our range of services closer to where people live

We will ensure that everyone who comes into contact with Sirona feels welcomed, supported, safe and valued in line with our commitment to **Taking it Personally**:

Courtesy & Respect
- A welcoming and positive attitude
- Warm, friendly and interested in you
- Value and respect you as an individual

So people feel **welcome**

Caring and Supportive
- Attentive, responsive and take time to help
- Take responsibility for our own actions
- Mindful of privacy and dignity

So people feel **supported**

Effective Communication
- Listen to people and answer their questions
- Keep people clearly informed
- Involve people

So people feel **valued**

Effective and Professional
- Safe, knowledgeable and reassuring
- Effective care/responses from joined up teams
- Organised and timely, looking to improve

So people feel **safe**

91

QUALITY & SAFETY

- To ensure that our services are safe and that we especially safeguard those who are most vulnerable and at greater risk of harm or abuse
- To maintain the highest standards of IP&C including the correct use of PPE especially in relation to COVID-19 keeping our staff and those who use our services safe
- To maximise the uptake of the Flu Vaccination by all staff; additionally, the COVID-19 vaccine should it become available
- To develop a Quality Framework for the organisation that supports our aim to be outstanding in all areas of our service delivery and leadership
- To integrate systems and processes across the organisation ensuring that quality is at the heart of all of our decision making and actions

WORKFORCE/PEOPLE

- To foster an environment where staff feel valued, supported and enabled to innovate and improve services
- To create a supportive and enabled leadership across the organisation which inspires others
- To ensure that every employee has a voice at work and that staff are at the heart of our decision making
- To keep staff safe, healthy and well
- To create an environment where we embrace diversity and ensure we address any inequalities including with our BAME staff
- To support the development of new ways of working
- To grow the workforce
- To develop 5 Year Workforce/People Strategy.

COMMUNITIES AND HEALTH OUTCOMES

- To ensure that we understand the demographics of our communities to enable us to respond to their differing needs and ensure equality of access and outcome for all.
- To develop an Outcomes Framework with our communities
- To proactively engage those at greatest risk of poor health outcomes
- To protect the most vulnerable from COVID-19 and better engage communities who need most support
- To develop the People's Council giving our communities and those who use our services a strong voice and influence in our planning and decision making processes

OPERATIONAL SERVICES

- To embed the new structures across the organisation ensuring we have the appropriate leadership; skills and involvement to provide leading edge and high performing services for our communities
- To ensure all our services are in a strong position to respond to the COVID-19 pandemic
- To accelerate the return to the near normal levels of non-COVID services
- To prepare for the additional demands and pressures of Winter including and any further COVID spikes that might arise
- To achieve break even by the end of the financial year including the delivery of cost efficiencies agreed within the overall financial plans

TRANSFORMATION

- To review our current Transformation Plans in the context of our experience of COVID-19
- To fast track agreed projects which will have the greatest impact both in the context of COVID-19 and on winter pressures and demands
- To work with our wider system partners to move closer towards Integrated Care Partnerships and an Integrated Care System
- To learn the lessons from COVID and ensure these are embedded as part of the Transformation of services moving forward
- To develop our 5 year Strategic Plan

GOVERNANCE & COMMUNICATIONS

- To develop a Governance Framework that ensures the organisation is well-led and has strong arrangements in place to ensure that staff are working effectively; that those who use our services are safe and that we are delivering on our objectives and those of the wider system
- To make the organisation more open and transparent by having Board meetings in public and publishing papers and minutes on our website
- To develop a Communications Strategy for the organisation that facilitates devolved responsibly and accountability for communication.
- Ensure our communications support staff to work to common goals and help users and carers to feel safe and confident in our services
- Identify opportunities that demonstrate the added benefits that Sirona brings as a social enterprise and as a specialist community provider

FINANCIAL

- To live within our means and achieve break even by end 2020/21
- To increase our current level of reserves to support the development of the business
- To review our efficiency and ensure we deliver maximum value for money
- To develop consistent accounting and reporting across our new geographical area
- To review our financial systems to ensure they are fit for purpose and integrate across the organisation
- To develop a 5 year Financial Strategy.

BUSINESS INTELLIGENCE & PERFORMANCE

- To support the provision of integrated data, information and knowledge systems
- To support the development of a system of performance reporting, monitoring and management (utilising Power BI) that demonstrates achievement of contract targets and standards across the full range of indicators
- To analyse data in a way that enables staff to better understand the impact their interventions are having on the delivery of safe, effective and quality care.
- To work towards the provision of access to real time data
- To publish data in a way that is easily understood both internally and externally
- To further develop the Business Intelligence capability to identify potential future markets; gaps in service provision and opportunities for growth

ESTATES

- To ensure our estate is safe and appropriate for staff and services in the light of the COVID-19 pandemic
- To review the use of premises to ensure that we can continue to deliver services that remain locally accessible whilst making the best use of our assets
- To work with partners to make the maximum use of shared estate
- To work with colleagues to adapt our estate in the context of our developing mobile working strategy and approach
- To develop a 5 year Estates Strategy

IM&T/DIGITAL

- To review our current IM&T infrastructure to provide integration and consistency across our new geographical area
- To ensure IM&T is embedded within the service transformation agenda to identify technological solutions that can enhance the transformation required.
- To extend technological based options for staff to interact with each other and with service users.
- To harness the technological capability to improve efficiencies and productivity throughout the organisation.
- To enable high quality service provision and business growth.
- To develop a 5 year IM&T Strategy