

Board of Directors (Public)

Item 7.3a

Subject: Operational Board Summary Report
Date of meeting: 26th January 2016
Prepared by: Lucy Lavan, Associate Director of Corporate Affairs
Presented by: Jane Tomkinson, Chief Executive

BAF Ref	Impact on BAF Risk Rating
1-8	None

1. Executive Summary

This paper summarises the key items of business considered at the meetings of the Operational Board held on 18th December 2015 and 22nd January 2016.

The Board is asked to note the content of the report and to consider and monitor the effectiveness of the Operational Board in holding to account for the delivery of the Trust's objectives.

2. Report from Operational Board 18.12.15

2.1. New website

The Head of IT and the Communications Manager attended to demonstrate the new website which is to be launched in January 2016. It was recognised that the success of the website will be dependent upon the quality of content and attention paid to keeping the content up to date. Divisions confirmed their commitment to supporting the content management tasks required to support the launch and ongoing maintenance of the new website.

2.2. Listening to Our Staff

Feedback on this LiA work stream was received in respect of feedback sought from junior medical staff.

2.3. Innovations Workshop

The Director of Research and Informatics led a discussion on innovation highlighting the opportunity for support offered by colleagues from the Academic Health Sciences Network and Trustech who were in attendance. A series of presentations followed from staff in relation to new innovative practices that they had introduced.

2.4. Financial Performance

The Operational Board spent time reviewing the Month 8 outturn and remedial plans to contain the year end deficit, before discussing the financial outlook and key assumptions that would underpin the financial plan for 2016/17.

2.5. Operational Performance

The Chief Operating Officer presented the strategic and operational dashboards. The Divisional teams each presented a comprehensive report on access, quality, finance, activity and workforce highlighting exceptions and action plans to mitigate risk.

Each Division's risk register was reviewed.

The Operational Board received an update on the work of the CIP Steering Group.

2.6. CQC Mock Inspections

The Director of Nursing and Quality provided feedback, highlighting many examples of excellent care as well as key areas for improvement, setting out next steps for wider divisional engagement and a follow up mock inspection process. It was noted that the first tranche of data requested by the CQC to inform the April inspection has been requested and is in the process of being collated.

2.7. Organisational Learning

The Director of Research and Informatics provided an overview of organisational learning systems and processes with recommendations for strengthening these including introduction of a monthly Organisational Learning Grand Round.

2.8. Corporate Risk Register

The corporate risk register was reviewed.

2.9.CEO's Briefing

The CEO updated on the strategic options work and progress with the ACHD review.

3. Report from Operational Board 22.1.16

3.1. Delivering our Strategy

3.1.1 Strategic Options Appraisal

The KPMG team attended to outline work underway to develop the case for change and process for engagement and information gathering from clinical teams. Benchmarking against Papworth, Royal Brompton and global cardiac providers is underway as well as demographic and financial analysis. A strategy pack will be developed for the 4 key specialties and will be presented back to key staff at workshop sessions. The second phase of work will be evaluation of the long list of options to ultimately arrive at a preferred option. Availability and access to key individuals and data are the key risks at this point and Operational Board members were asked to free up time needed to support the work. It was noted that the work in progress will complement the development of service line strategies to inform an overarching clinical strategy by the summer. Divisions will have opportunity to present updates on service line strategies at the Board Development Day on 23.2.16.

3.2 Operational Plan 2016/17

The Director of Strategy and OD updated on Monitor's operational planning timetable and requirements for developing a strategic sustainability and transformation plan on a health economy wide basis for the period October 2016 - March 2021.

The Chief Operating Officer outlined the work in progress to develop the activity and capacity assumptions for the 2016/17 plan and discussions followed around the key

challenges in respect of capacity needed to meet demand and the investment requirements associated with this. The shortage of consultant anaesthetic staff for 2016/17 was noted.

The Chief Finance Officer provided an overview of 2015/16 financial performance, impact of the spending review, national priorities for financial management and financial forward look for 2016/17 and beyond. The impact of national policy including deferral of HRG 4+ and specialist service top ups along with tariff changes was highlighted. The draft 2016/17 financial plan setting out the base case and upside against 2015/16 outturn was presented along with the first cut of 2016/17 CIPs.

The Operational Board reviewed in detail, through a challenge and confirm process, the schedule of cost pressures and investment required to deliver the activity plan.

3.3 Strategic Objectives - 2016/17 milestones.

A review of key deliverables for 2016/17, informed by the Mandate was undertaken, led by the Director of Research and Informatics. The priority areas were supported in principle.

3.4 Updated SWOT Analysis

The Director of Strategy and OD presented the current SWOT and received comment from the Operational Board to inform a more detailed debate scheduled with the Board of Directors.

3.5 Budget Setting Policy 2016/17

This was received and noted.

3.6 The Therapy Manager presented a new 3 year strategy for therapy services based on the development of a flexible workforce based on specialty team groupings to meet future requirements and address challenges of 7 day working, strategic fit and best value with the provision of career development opportunities for AHP staff.

The Operational Board supported the plans for organisational change and agreed in principle that this work could now proceed with HR team support.

3.7 Clinical Systems Update

The Medical Director briefed the Operational Board on the new governance arrangements being implemented to support delivery of the clinical systems strategy and management and prioritisation of change requests. This will improve engagement and ownership by the clinical divisions. It was noted that the CCIO role is being reviewed.

3.8 Ensuring Strong Performance

The Chief Operating Officer provided an overview of Month 9 performance.

The Director of Nursing and Quality set out the arrangements for the CQC inspection in April along with the preparatory work required and plans for a further mock inspection process in March 2016.

The Divisional teams each presented a comprehensive report on access, quality, finance, activity and workforce highlighting exceptions and action plans to mitigate risk.

Increased system-wide focus on the 62 day cancer pathway was noted along with challenges in delivering RTT including the impact of the December strike action by junior doctors and breach of this target for Q3.

The Chief Executive reminded Divisions of the need to maintain focus on remedial work and driving efficiency in order to meet the planned deficit in 2015/16 and ensure the best possible starting point for 2016/17.

Each Division's risk register was reviewed along with the corporate risk register.

Each Division reported on progress with preparatory work for CQC.

The Chief Finance Officer updated on the forecast outturn for 2015/16 signalling that there was some evidence of reduction in reliance if agency staff and again emphasising the need to continue to drive efficiency.

3.9. Divisional Governance

The Director of Nursing and Quality outlined work underway to improve the Divisional governance arrangements including introduction of a quarterly cross divisional governance meeting. Terms of Reference had been set for this meeting and ToRs for Divisional governance meetings (monthly) had been reviewed. Further review and refinement of these would be progressed in readiness for approval at the next meeting. The approved minutes of recent Divisional Governance meetings and Performance meetings were noted.

3.10. CEO's briefing

The CEO congratulated David Jago on his appointment to the post of Director of Finance at Wirral University Teaching Hospitals. She noted discussions at a meeting held on 21.1.16 with the CQC regional manager and advised that progress on planning work and the strategic options appraisal had been discussed fully during the course of the meeting.

3.11. Organisational Learning

The Director of Research and Informatics provided an overview of learning from the Southern Health review and set out the changes that will be made to the Trust's mortality review process, noting a new national requirement to report avoidable deaths.

4. Recommendation

The Board of Directors is asked to note the summary report of the meetings of the Operational Board.