

Board of Directors (Public)

Item 26

Board Report

Subject: Operational Board – Meetings held on 12.12.14 and 9.1.15

Date of meeting: 27th January 2015

Prepared by: Lucy Lavan, Associate Director of Corporate Affairs

Presented by: Jane Tomkinson, Chief Executive

Data Quality Rating	BAF Ref	Impact on BAF Risk Rating
Bronze	1-9	None – Risk 7 to remain red pending mitigation of risks to CIP delivery in 2014/15

1. Executive Summary

The Operational Board has met on two occasions since the last Board meeting. This paper summarises the key items of business considered at each of these meetings which were held on 12th December 2014 and 9th January 2015. Meetings continue to be well attended with good engagement and contribution from members.

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. Meeting held on 12th December 2014 - Key Issues

i) Planning Workshop

Consideration was given to Monitor's planning requirements and the work required by the Directorates in relation to capacity, workforce and financial planning. Monitor's emphasis on resilience and sustainability were noted in the context of the CIP challenge for 2015/16.

ii) Strategy / Performance

Following an update on partnership working, and receipt of reports from the Operational Committees and strategic dashboard, each General Manager and ADNS presented an exception report on key delivery targets. General Managers were invited to participate in the daily safety huddles and an information governance breach was noted along with a briefing on new procedures to mitigate the risk identified.

The Board received a paper on the risks surrounding SHO medical staffing and discussed the actions underway to manage the expected shortfall in numbers from February 2015.

iii) Programme Management Office (PMO) Structure

A structure and resource plan to support the PMO was discussed along with the objectives and deliverables required of the team. There was general support for the recommendations and it was agreed that recruitment would commence, subject to a full review within a reasonable timeframe to ensure the effectiveness of the arrangements and demonstrate return on investment.

iv) Risk Management

The Operational Board received the findings of the external risk management review and supported the proposed action plan.

v) Clinical Leadership

The planned retirement of the Medical Director was discussed in the context of succession planning and the opportunity to review and clarify the roles and responsibilities of clinical leads

vi) CEO's briefing

Updates were provided on Board Director changes, the Healthy Liverpool Programme and the Mutuels pilot study. The achievement of advanced accreditation by the British Society of Echocardiography was acknowledged and congratulations extended to the ECG team.

3. Meeting held on 9th January 2015 – Key Issues

i) Healthy Liverpool Programme

Katherine Sheerin and Fiona Lemmens from Liverpool CCG attended to present on and discuss developments in relation to the Healthy Liverpool Programme.

ii) Cardiology Strategy

Jennifer Butterworth attended to present and discuss progress with development of the cardiology strategy.

iii) Performance

Following receipt of reports from the Operational Committees and review of the Strategic dashboard, each General Manager presented an exception report on key delivery targets.

iv) PMO Update

The Operational Board reviewed the programme of work assigned to the PMO and supported the sign off of schemes to be progressed.

v) Operational Plan 2015/16

The Director of Strategy and OD presented on planning guidance issued by Monitor, noting the timetable for 2015/16 planning which includes submission of a high level plan on 27th February 2015. The required work is to be progressed and presented at the Operational Board Development day on 6th February 2015.

vi) Fundraising

The Operational Board received the report from Tarnside setting out the findings from the feasibility study in relation to fundraising. This report will be considered by the Charitable Funds Committee on 26th January 2015.

vii) Risk Register

The Director of Research & Informatics presented the Corporate Risk Register and led a discussion on the management of risks that had been rated red. The Corporate Risk Register was approved.

viii) Mutuels Pilot

Marga Perez-Casal attended to provide a brief update of work in progress.

ix) Corporate Structure

The Chief Operating Officer reported on the work of the operational team to review the Directorate structures and identify a model that would best support the delivery of the Trust's business objectives.

Four options were presented:

- Do Nothing
- Consolidate into two divisions
- 3 Divisions – as now but with Radiology moving to Clinical Support Services
- 3 Divisions – as now but with Radiology, Anaesthesia and Critical Care moving to Clinical Support Services.

It was agreed that further discussion was needed and that the model would be finalised at the Operational Board Strategy Day on 6th February 2015.

Following agreement of the structure, clinical business units will be established with new leadership comprising an Associate Medical Director, a General Manager and a Senior Nurse. Each business unit will be assigned name support from finance, informatics and human resources.

As soon as the structure has been finalised, recruitment will begin to appoint the new leadership teams.

x) EPR Optimisation

Johan Waktare presented on the progress and challenges associated with achieving optimisation of the EPR system.

4. Recommendations

The Board of Directors is asked to note the summary report of the meetings of the Operational Board held on 12th December 2014 and 9th January 2015.